



# Contents

<b>REPORT ON OPERATIONS</b>	<b>10</b>
Overview of 2024	12
Terna's role in the just transition	18
Group milestones	22
<b>1 The Terna Group</b>	<b>24</b>
Corporate bodies	26
Ownership structure	30
Structure of the Group	32
<b>2 The value creation strategy</b>	<b>34</b>
Reference scenarios	36
Terna's scenarios	50
2025 Development Plan	52
2024-2028 Industrial Plan Update	56
2024-2028 Sustainability Plan Update	61
The value creation process	64
<b>3 The Terna Group's business</b>	<b>72</b>
Regulated Activities	74
Non-regulated Activities	107
International Activities	115
The Terna Group's financial resources	117
<b>4 Remarks on the results and other information</b>	<b>122</b>
The Terna Group's financial review for 2024	124
Terna S.p.A.'s financial review for 2024	135
Share price performance	141
Outlook	146
Main risks and uncertainties	148

<b>5</b>	<b>Consolidated Sustainability Statement 2024</b>	<b>158</b>
	General disclosures	160
	<i>Methodological note and reporting boundaries</i>	160
	<i>ESRS Content Index</i>	164
	<i>Relationship with stakeholders</i>	174
	<i>Double Materiality</i>	179
	<i>Corporate governance and sustainable success</i>	204
	<i>The remuneration system</i>	216
	<b>Environmental information</b>	<b>218</b>
	<i>EU Taxonomy</i>	218
	<i>Climate Change [ESRS E1]</i>	232
	<i>Protection of biodiversity [ESRS E4]</i>	247
	<i>Promoting the circular economy [ESRS E5]</i>	260
	<i>Quality, security and continuity of the electricity service [Entity specific]</i>	271
	<b>Social information</b>	<b>274</b>
	<i>Workforce [ESRS S1]</i>	274
	<i>Workers in the value chain [ESRS S2]</i>	313
	<i>Local Communities [ESRS S3]</i>	318
	<i>Customers [ESRS S4]</i>	323
	<b>Governance information</b>	<b>328</b>
	<i>Business Conduct and Supplier Relationship Management [ESRS G1]</i>	328
	<i>Innovation and digitalisation [Entity specific]</i>	349
	<i>Cyber Security [Entity specific]</i>	353
<b>6</b>	<b>Certification of Sustainability Statement pursuant to Article 81-ter, paragraph 1, of Consob Regulation no. 11971 of 14 May 1999 and subsequent amendments and additions</b>	<b>360</b>
<b>7</b>	<b>The independent report on the limited audit of the Consolidated Sustainability Statement 2024</b>	<b>364</b>
<b>8</b>	<b>Annexes</b>	<b>372</b>
	Regulatory framework and other information	374
	Changes in the dimensions of the NTG	388
	Alternative performance measures (APMs)	393
	<b>CONSOLIDATED FINANCIAL STATEMENTS</b>	<b>400</b>
	<b>SEPARATE FINANCIAL STATEMENTS</b>	<b>504</b>
	<b>OTHER DOCUMENTS</b>	<b>618</b>
	Green Bond Report 2024	620

#### DISCLAIMER

The Annual Report contains forward-looking statements based on plans, estimates, projections and current projects that by their nature involve risks and uncertainties and that are current only as of the date on which they are made. Various factors may mean that the actual results and provisions made by the Company differ substantially from those contained in any forward-looking statement. These factors may include, by way of example but not limited to trends in the Company's business, the Company's ability to implement planned cost efficiencies, changes in the regulatory framework, differing interpretations of laws and regulations, the ability to successfully diversify and the expected level of future investment.