



Gas
Networks
Ireland

gasnetworks.ie

Our Strategy

2025-2035



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CEO introduction

As we chart our path towards a decarbonised future, I am proud to share our refreshed strategy. This strategy is the culmination of a comprehensive review conducted by our Executive and Board, and is our most ambitious to date. It reflects our purpose, 'Enabling Ireland's energy today, for the future', and our vision, 'To be at the heart of Ireland's energy future'.

Ronan Galwey Acting Chief Executive Officer

We are confident that this is the right strategy for our business. Our approach is aligned with and supports government policy, including the Energy Security Package, the National Biomethane Strategy, and the National Hydrogen Strategy. It also facilitates the delivery of our Pathway to a Net Zero Carbon Network.

Our modern, world-class national gas network provides vital services to Irish homes, businesses and industry, and our organisation has a strong history of safety and delivery. The gas network's contribution to Ireland is significant, not only in terms of scale, transporting one third of Ireland's primary energy needs each year, but also in relation to its pivotal role in providing resilience to the Irish

energy system by supporting Ireland's intermittent wind and solar electricity supplies.

Our new strategy is about working every day to continue to safeguard Ireland's energy supply by managing critical energy infrastructure safely and reliably, while also advancing the transportation of renewable gases, and facilitating innovative and affordable solutions for our customers.

Our strategy has three core ambitions that our business will prioritise in the coming years: Resilient Network, Net Zero Transition, and Customer Driven. These three ambitions are supported by two essential enablers – Empowering our People, and Maintaining Robust Financials.



Resilient network

We will continue to operate, and invest in our gas network to ensure it meets the highest standards of safety, reliability, and security. We will continue to connect vital gas power stations to bolster electricity generation. We will also enhance Ireland's security of energy supply by developing a temporary gas emergency reserve on behalf of the State, which is critical as Ireland transitions to indigenous, clean and renewable energy.



Net Zero transition

We are dedicated to achieving net zero and advancing the energy transition through integrated planning and collaboration with the energy industry. We are committed to transforming our network to achieve net zero carbon emissions. We will actively support the development of the biomethane industry in Ireland by building the country's first Central Grid Injection facility in Mitchelstown, Co. Cork, connecting additional anaerobic digestion plants, and advocating for policies to stimulate the industry.

In anticipation of the growth of both indigenous green hydrogen and hydrogen via the UK interconnectors, we are undertaking extensive work to be ready to safely transport hydrogen on our network, both for low levels of blended hydrogen and 100% hydrogen. We are committed to developing and delivering a comprehensive hydrogen programme that aligns with the National Hydrogen Strategy.



Customer driven

With over 720,000 customers, Gas Networks Ireland's revised strategy prioritises our customers with an ambition dedicated to delivering on their behalf. Our customer ambition focuses on providing innovative and efficient solutions for customers and advocating for policies that support our customers' interests.

Our strategy has a triple focus: enabling Ireland's energy security and resilience while transforming for a net zero future and delivering excellence for our customers and stakeholders. All of this will be made possible by the dedication and expertise of our amazing team and a culture that empowers and supports delivery. The foundations of our culture are our organisational values, Building on Experience, Doing what's Right and Energised for Change. Our values guide us in our everyday operations and delivery, as well as in our interactions with our customers, stakeholders and each other.

Together, as we implement this strategy, we are enabling Ireland's energy today, for the future. We are not only meeting the needs of the present but also paving the way for a sustainable and prosperous future for our country.

Ronan Galwey

Acting Chief Executive Officer
Gas Networks Ireland

Who we are

Gas Networks Ireland owns, operates, and maintains the natural gas network in Ireland. We secure Ireland's energy supply by managing critical energy infrastructure safely and reliably, 365 days a year.

Gas Networks Ireland is dedicated to maintaining and investing in our infrastructure to meet the highest standards of safety and reliability. The company also takes pride in its role in facilitating the transition to renewable energy, thereby supporting Ireland's ambitious climate objectives.

Gas Networks Ireland's focus is on enabling a sustainable energy future for Ireland, which involves both maintaining current energy solutions and preparing for a future dominated by renewable energy sources.



About the Irish Gas Network

- The gas network is a vital national asset and plays a critical role in Ireland's economy. Ireland's gas network is among the most modern in Europe, providing a safe, secure, and reliable energy supply.
- Each year, this €3 billion national asset facilitates the transportation of nearly one-third of Ireland's primary energy requirement via 14,758 kilometres of pipelines.
- The gas network serves over 720,000 customers, including more than 28,000 businesses.
- Currently, it supplies approximately 41% of the country's annual electricity generation, rising to as much as 83% during peak periods.
- The infrastructure plays a critical role in supporting the electricity market by compensating for the variability inherent in renewable sources such as wind and solar. This contribution is expected to grow in significance as the proportion of renewables in the energy mix increases.
- Ireland's government has set ambitious climate objectives, aiming to achieve net zero emissions by 2050. The gas network will evolve to play a pivotal role in helping Ireland to achieve these targets. Decarbonising the gas network and increasing integration with the electricity system will enable Ireland to achieve net zero in the most cost-effective and least disruptive way while enhancing energy security and diversity.
- By replacing natural gas with renewable gases (biomethane and hydrogen), we will reduce emissions across key sectors, including those traditionally difficult to decarbonise, such as the high heat industry, power generation, agriculture, and transport.
- In addition to our core gas network operations, Gas Networks Ireland also operates wholesale telecom fibre services under the business name Aurora Telecom. The company is headquartered in Cork and has over 800 employees nationwide.

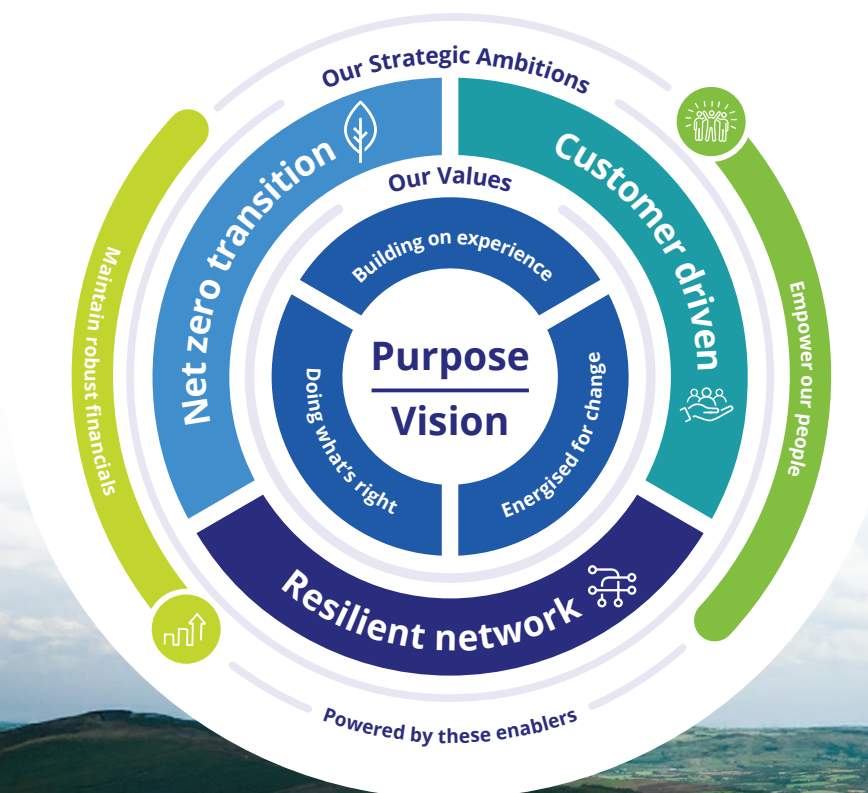
Pipeline map



Our strategic framework

Our purpose, vision, values, and strategic ambitions collectively establish our strategic framework. This framework informs decision-making, sets a clear direction, and defines our role in delivering value to stakeholders.

Gas Networks Ireland has three strategic ambitions powered by two enablers that provide a clear roadmap to deliver our vision.



Our purpose, vision, and story

Our purpose
Enabling Ireland's energy today, for the future



Our vision
To be at the heart of Ireland's energy future



Our purpose and vision underscore who we are as a company.

At Gas Networks Ireland, we're proud to have a team that can draw on decades of experience and expertise to meet Ireland's evolving energy needs.

Our track record has been to transform and deliver at times of great change. And now we're ready to do it again; to pave the way for a better tomorrow. That powers our purpose:

Enabling Ireland's energy today, for the future

Our role

As Ireland goes through a major energy transition, we're well-placed to play our part. And up for the challenge.

Safety and resilience have always been at the core of what we do. In today's volatile world, this takes on a new meaning, encompassing a wider sense of security.

We're also innovating to unlock the potential of renewable gas and the greater energy independence that this provides for Ireland. While continuing to manage critical infrastructure and work every day to safeguard energy supply for our customers.

All of this gives us confidence in our vision:

To be at the heart of Ireland's energy future

Our ambition

To do that, our network must achieve net zero by transporting renewable gas as safely and reliably as ever. While working towards an affordable and clean energy future for our customers.

We're already carrying biomethane. Now we need to scale its volume, repurpose our network for hydrogen, and work with our energy partners to create a net zero energy system.

Our people

Our people are more than up to the task. Uniquely talented, dedicated and loyal. We take great pride in delivering consistently across our network. Supporting our customers with unmatched care, commitment and professionalism.

By bringing those strengths together, we'll continue to make a real difference.

Enabling Ireland's energy today, for the future. With the drive, ability and ambition to be at the heart of Ireland's energy future.

Our values

Building on experience

We are proud of our past which is our platform for our continued delivery, success and evolution.

Doing what's right

We are responsible for creating an environment of safety, trust, respect and belonging which is the foundation for a culture of empowerment, performance and inclusion.

Energised for change

We need to learn, adapt, innovate and change to make the impact that our future requires.

Our Culture

While our vision guides our long term goals and our strategy provides the focus of what we do; our culture steers us in how we deliver and show up each day. At the core of our culture are our values, which shape our behaviours, decision-making and processes. At Gas Networks Ireland, we have three core values.

Embedding our values through our behaviours

BUILDING ON EXPERIENCE

We are proud of our past which is our platform for our continued delivery, success and evolution.

Bringing it to life with these behaviours:

- I **deliver** with pride, focus and purpose working towards achieving our goals, leveraging our vast experience and skillsets.
- I **collaborate** with my colleagues, our partners and stakeholders; to consistently deliver for our customers and for the people of Ireland.
- I **understand** how my actions contribute to our strategy and help deliver the company's commercial success.

DOING WHAT'S RIGHT

We are responsible for creating an environment of safety, trust, respect and belonging which is the foundation for a culture of empowerment, performance and inclusion.

Bringing it to life with these behaviours

- I put **safety** first in everything that I do.
- I have **respect** for everyone, I act with **integrity**, and courage, even when no-one is watching; celebrating good behaviours and challenging poor behaviours.
- I am **accountable** for my actions and own my decisions; delivering tasks with independence and confidence.

ENERGISED FOR CHANGE

We need to learn, adapt, innovate and change to make the impact that our future requires.

Bringing it to life with these behaviours

- I am **flexible** and **agile** preparing to move at pace as our business meets the demands, and challenges, of the external environment.
- I think **innovatively**, trying new ideas, I simplify how I work, removing unnecessary complexity and I seek to keep developing.
- I consider our **impact** on people and planet. I take **responsibility** for my actions.



A Pathway to a Net Zero Carbon Network

This vision outlines how our network can evolve and continue to play a key role at the heart of Ireland's future energy system

The basis and the timing of our network becoming net zero will become clearer as energy policy and new energy sources and technologies progress.

We are committed to leveraging our expertise and collaborating with our stakeholders to make this happen. Our strategy reflects our near term commitments to deliver a pathway to a net zero network.

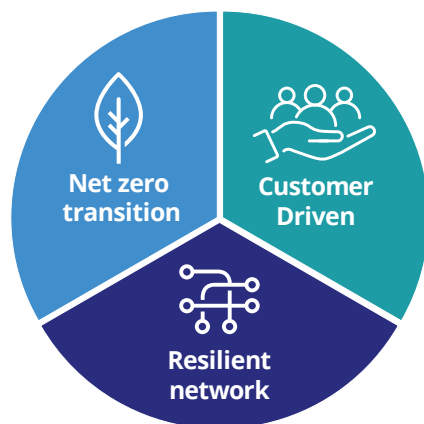


Our strategy



Our strategy

- The core focus of our business remains the transmission and distribution of gas, managing critical energy infrastructure safely and reliably, 365 days a year.
- We are focused on playing a pivotal role in supporting Ireland's evolving energy needs and safeguarding Ireland's energy security which is essential for economic stability and growth.
- We are committed to decarbonising the network and our operations.
- We recognise the criticality of collaborating closely with other leading energy players to develop an integrated, sustainable, and efficient energy system for Ireland.
- We are passionate about delivering for our customers, focused on providing innovative solutions for them, advocating for policies that support their interests and supporting energy affordability.
- A principal challenge for our organisation over the next decade, will be to balance the requirements of energy security, affordability, and decarbonisation.



Our strategy on a page



Supported by these commitments

Safety

Safety first in everything we do

Network resilience

Meet Ireland's evolving energy demands through the development and operation of a reliable network

Security of supply

Take the necessary actions to enable Ireland's energy security

Integrated system

Drive whole system planning across the energy industry to develop a least-cost, clean, and secure energy system

Scale biomethane

Champion the biomethane industry while preparing to transport biomethane at scale for customers

Enable hydrogen

Lead the development of networked hydrogen as a core component of Ireland's future energy system

Decarbonised operations

Deliver on our climate change commitments by decarbonising our own operations

Customer-driven solutions

Deliver innovative and efficient energy solutions for our customers

Customer advocate

Advocate for the right policies that reflect the interests of energy customers

Energy affordability

Prioritise energy affordability through efficient operations, appropriate strategic investments, and equitable pricing

Powered by these Enablers



Empower our People



Maintain Robust Financials



Resilient network

Always meeting Ireland's energy needs with a safe, flexible, and secure network.

Key commitments under this ambition



Safety

Safety first in everything we do



Network resilience

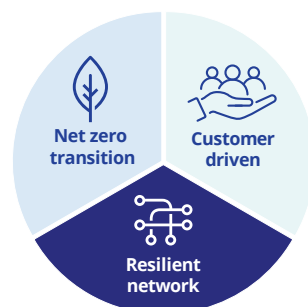
Meet Ireland's evolving energy demands through the development and operation of a reliable network



Security of supply

Take the necessary actions to enable Ireland's energy security

Central to our strategy is the safe development, operation, and maintenance of a flexible, and secure gas network that meets Ireland's current energy requirements and adapts to future energy demands. Gas Networks Ireland will focus on three key commitments under this ambition: enhancing safety, strengthening network resilience, and ensuring security of supply.



Safety

- As a gas transporter responsible for managing a €3 billion critical national infrastructure asset, we prioritise safety above all else.
- Safeguarding the public, our employees, and partners, as well as our extensive infrastructure, is fundamental to our operations and underpins every aspect of our business.



Network resilience

- We need to invest appropriately in our network to ensure that it has the capacity and resilience to meet the additional demands made on it while maintaining our strong record of network reliability and availability.
- We will continue to prioritise the connection of power generation customers within challenging timeframes.
- We also need to continue to strengthen our defences against physical and cyber threats to ensure continued secure and resilient network operations.
- In parallel, we will prepare for shifts in the role of gas within an integrated energy system, ensuring that our infrastructure can support intermittent renewable energy as needed.



Security of supply

- Ireland is currently the only EU member state without domestic gas storage or Liquefied Natural Gas (LNG) import capacity.
- The Irish Government has identified this as a potential risk in the event of disruption to one or both of Ireland's subsea gas interconnectors.
- To address this, the government has approved the development of a State-led temporary gas emergency reserve which is critical as Ireland transitions to indigenous, clean and renewable energy.
- Gas Networks Ireland will develop this facility on behalf of the State.
- The aim is to increase overall resilience in the energy system by implementing this project as a temporary solution, it will be in place for as long as the Irish energy systems requires it.





Net zero transition

Driving the transition together towards a net zero future for Ireland.

Key commitments under this ambition.



Integrated system

Drive whole system planning across the energy industry to develop a least cost, clean and secure energy system



Scale biomethane

Champion the biomethane industry while preparing to transport biomethane at scale for customers



Enable hydrogen

Lead the development of networked hydrogen as a core component of Ireland's future energy system



Decarbonised operations

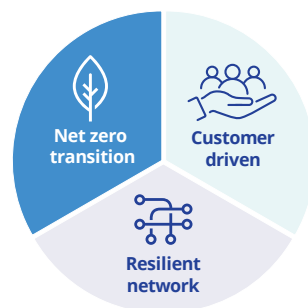
Deliver on our climate change commitments by decarbonising our own operations

Central to our strategy is the decarbonisation of our network, which is essential for achieving both EU and national climate targets. Last year, we published our 'Pathway to a Net Zero Carbon Network', detailing our approach to decarbonising the gas network through the displacement of natural gas with renewable gases such as biomethane and hydrogen. The basis and the timing of our network achieving net zero will become clearer as energy policy, new energy sources and technologies progress. However, we are committed to leveraging our expertise and collaborating with our stakeholders to enable our network to be net zero. This strategic ambition defines the actions Gas Networks Ireland must undertake to deliver a decarbonised network.



Integrated system

- Achieving Ireland's climate action objectives and 2050 decarbonisation targets will involve the electricity system integrating closely with the gas system to achieve net zero.
- Gas Networks Ireland will play a pivotal role in advancing whole system planning across the energy sector, supporting the development of a cost-effective, clean, and reliable energy infrastructure.
- We will collaborate closely with electricity system operators, policymakers, regulators, and other key stakeholders to facilitate comprehensive planning and energy system decarbonisation.



Scale biomethane

- A fundamental aspect of this commitment is our role in fostering the growth and advancement of the biomethane sector.
- Gas Networks Ireland will continue to be a strong advocate for support to stimulate the industry.
- We will actively support the development of the biomethane industry in Ireland by building the country's first Central Grid Injection facility in Mitchelstown, connecting additional anaerobic digestion plants to facilitate the transportation of greater volumes of biomethane, and advocating for policies to stimulate the industry.
- We will continue to actively connect customers with developers to help stimulate demand and support routes to market for developers.
- We will work in collaboration and form strategic partnerships with key industry stakeholders and representative organisations to advance the development of the biomethane sector.



Enable hydrogen

- While the scaling of hydrogen is strongly linked to the scaling of offshore wind and the challenges therein, Gas Networks Ireland is committed to supporting the National Hydrogen Strategy and Ireland's fledgling hydrogen sector.
- We will collaborate with the Department of Climate, Energy and the Environment (DCEE) and other state agencies to implement the 21 actions outlined in the National Hydrogen Strategy published in 2023.
- We will work with the government toward the designation and certification of Gas Networks Ireland as the Hydrogen Network Operator for Ireland, participate as a founding member of the European Network of Network Operators for Hydrogen, and represent Ireland's interests in the development of European rules for hydrogen networks.
- We will support the transposition of the EU Package for business needs and explore potential roles within the hydrogen value chain in collaboration with DCEE and the Commission for the Regulation of Utilities.
- We will continue preparations to adapt the network for hydrogen, initially focusing on blends and maintaining involvement in the development of industrial hydrogen clusters.



Decarbonised operations

- As guardians of Ireland's natural gas infrastructure, sustainability is integral to our operations and central to our strategy is a firm commitment to decarbonising our operations.
- Our current greenhouse gas (GHG) emissions reduction objectives are as follows: firstly, to decrease Scope 1 and Scope 2 GHG emissions (excluding the Temporary Gas Emergency Reserve) by 51% by 2030; secondly, to reduce Scope 3 GHG emissions by 25% within the same timeframe; and ultimately, to achieve a net zero on our operations.
- These targets are aligned with science-based and public sector standards, supporting our overarching ambition.



Customer driven

Delivering affordable and innovative solutions for all energy customers.

Key commitments under this ambition



Customer driven solutions

Deliver innovative and efficient energy solutions for our customers



Customer advocate

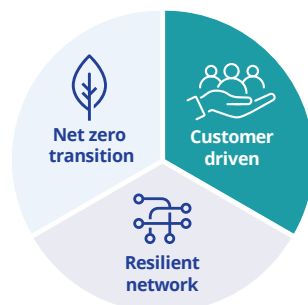
Advocate for the right policies that reflect the interests of energy customers



Energy affordability

Prioritise energy affordability through efficient operations, appropriate strategic investments and equitable pricing

With over 720,000 customers, Gas Networks Ireland's strategy prioritises our customers with an ambition dedicated to delivering for them. Our customer driven ambition concentrates on providing solutions for customers, advocating for policies that ensure a just transition, and a focus on energy affordability. There are demanding climate change targets that must be met across all customer segments.



Customer driven solutions

- Our customer driven solutions commitment is grounded in two core principles.
- The first is maintaining ongoing engagement with our customers to thoroughly understand their requirements.
- The second centres on the development and implementation of innovative solutions that support our customers' decarbonisation efforts.
- By assisting customers in utilising new technologies, Gas Networks Ireland will create energy solutions that are tailored to specific needs, driven by customer insights and data.



Customer advocate

- This commitment is about the work we do advocating on behalf of customers for policies that address the challenges they face, and that provide a least-cost energy transition while also providing customers with secure and decarbonised energy solutions.
- We will continue to collaborate with customers, policymakers, advocacy groups, and regulatory bodies to champion customer interests.



Energy affordability

- Ensuring affordable energy remains a key priority for our customers, particularly as Ireland advances towards a net zero economy in the coming decade.
- We believe that the realisation of a decarbonised gas network is in the best interests of Ireland's energy customers, offering a least-cost and least disruptive means of decarbonising energy use for many, and a vital alternative path for those for whom electrification is challenging.
- As Ireland progresses towards net zero, we will focus on maintaining operational efficiency, implementing equitable pricing structures, and applying rigorous criteria to strategic investments, all to preserve affordability and competitiveness within the energy sector.



Our three ambitions are powered by these enablers



Enabler

Empower our people

Our people are pivotal to our strategy. The dedication and expertise of our amazing team along with a culture that empowers and supports delivery, make our strategy possible. Our organisational values - Building on Experience, Doing what's Right and Energised for Change - form the foundation of our culture.

We will continue to focus on our talented workforce across the business so that we can evolve and develop skills and capabilities to meet future goals. Our future workforce requirements will be assessed against the company's strategic direction, ambitions, and evolving business needs. The company will continue to attract, retain, and develop talent through development programmes, progression, and opportunities across the business.

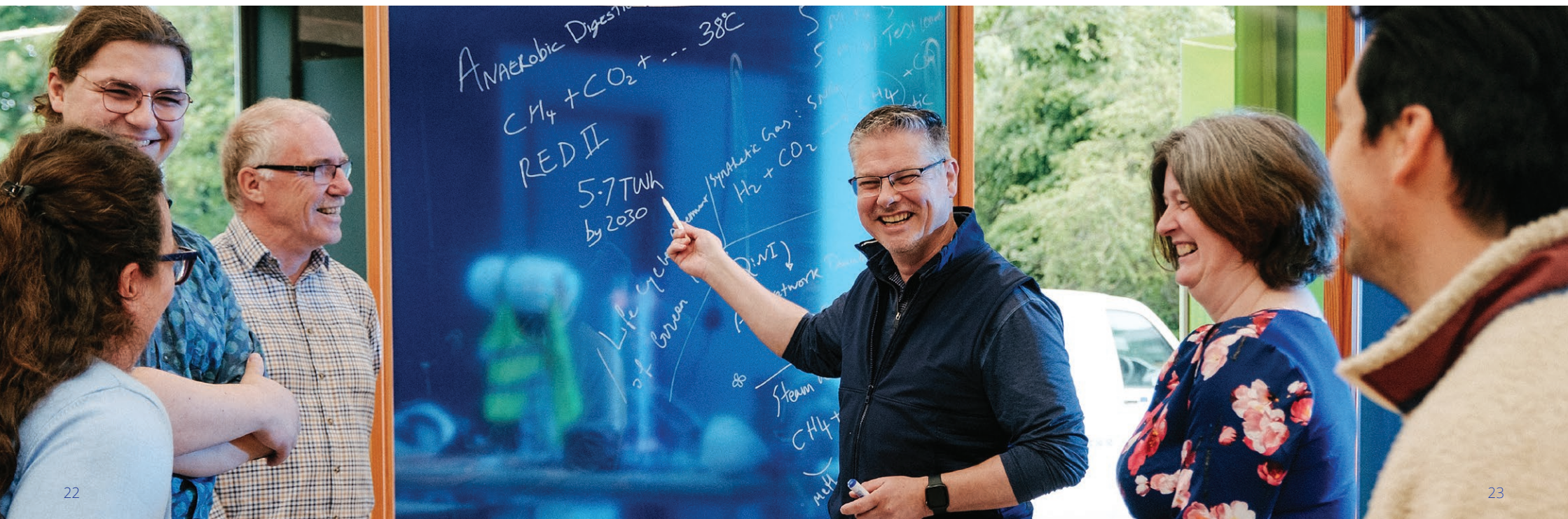


Enabler

Maintain robust financials

Maintaining robust financials is essential to enabling us to deliver our three strategic ambitions. Securing sufficient funding outcomes through the regulatory frameworks underpins and facilitates the delivery of our work programmes. It also allows the company to deliver value for our shareholder; maintain investment grade financial metrics; ensure the company is financially stable, provide investors with certainty and predictability, and ensure customer charges are fair and equitable.

We must also remain attractive to external lending institutions and investors to access financing. Having a strong balance sheet and maintaining our financial strength are key to the development of a resilient and sustainable network and essential to accessing this funding. We plan to maintain our external 'A' credit rating and generate solid cash flows. We will also ensure the prudent allocation and deployment of capital to deliver efficiently and affordably for our customers.



The main contact details for
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