

Spire Inc.

2025 Sustainability Report

Table of contents

**A message from
our CEO..... 03**

Company 4

About Spire Inc. (NYSE:SR) 5
Risks and opportunities 6
Reporting period and
forward-looking statements 6

Governance.....7

Providing a strong foundation for
responsible governance 8
 Spire governance at a glance 8
 Oversight of sustainability 12
 Key governance practices 12
 Risk oversight 14

Safety 17

Safety is a core Spire value 18
 Employee safety efforts 18
 Customer safety efforts.....21
 Physical security.....22
 Program initiatives.....23

People26

Our employees27
Our customers30
Our communities32
Our suppliers.....35

Emissions37

Sustainable practices to reduce our
environmental impact38
 Carbon emissions overview38
 EPA Subpart W ruling39
 Spire emissions progress.....40
 Other environmental
 strategies42

Appendix 49

Global Reporting Initiative
(GRI) Index50
Sustainability Accounting Standards
Board (SASB) disclosures.....60
Natural Gas Sustainability
Initiative (NGSI) reporting64
Pipeline and Hazardous
Materials Safety Administration
(PHMSA) reporting67
Memberships and
associations75
Stakeholder engagement.....76
Partnerships for the future77



A message from our CEO



Scott E. Doyle
President and Chief Executive Officer

Guided by our goal of positioning Spire for long-term growth and success, we've taken deliberate steps to strengthen our business portfolio and focus on the fundamentals that drive value for our stakeholders.

Over the past year, we expanded our utility footprint through the acquisition of a local distribution system in Tennessee, adding over 200,000 customers and 200 employees. At the same time, we continued to simplify our business through the sale of our marketing and storage businesses

and are in the process of divesting our small utility in Mississippi.

These actions have transformed Spire into a more focused, fully regulated natural gas company with a simpler business model and a stronger, more predictable growth profile. Importantly, these transactions will allow us to sustain operational efficiencies across our remaining utilities, which have the necessary scale to support our ongoing safety and customer-focused capital investments.

Throughout the transformation of our portfolio, we've remained focused on executing the fundamentals — advancing continuous improvement efforts and driving operational excellence — delivering value for our customers and communities. By setting clear goals and holding ourselves accountable to measurable outcomes, we continue to strengthen our

business and improve the service we provide every day.

Throughout these efforts, we have remained unwavering in our commitment to safely and reliably serving our customers. This commitment, along with our focus on being an industry-leading natural gas company, only makes us stronger.

You'll see all of that reflected in this Sustainability Report.

I'm proud of the work our more than 3,600 employees do every day through their dedication to serve our customers and communities. Thank you for your interest in our journey.



Company

About Spire Inc. (NYSE: SR)	5
Risks and opportunities	6
Reporting period and forward-looking statements	6



Company

About Spire Inc. (NYSE:SR)

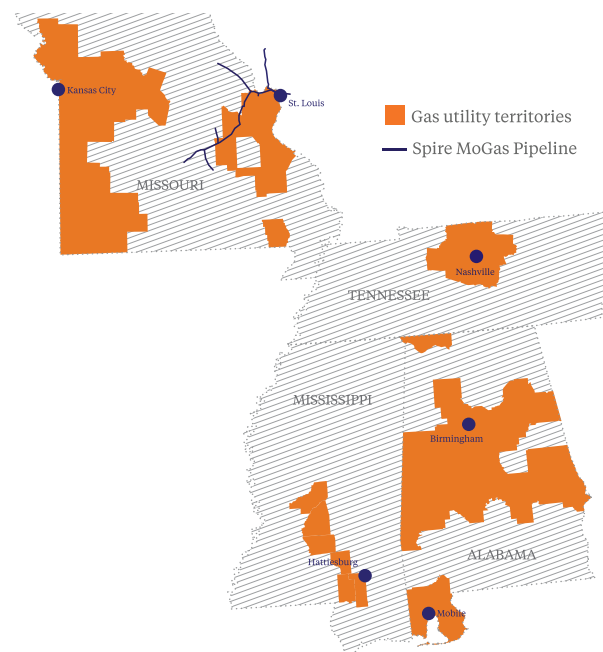
Natural gas plays a key role in helping families, businesses and communities grow. At Spire Inc. (Spire), we are intentional about always striving to do better. We are a company of people focused on operational excellence and doing what it takes to reach our goal of being an industry-leading natural gas company. In 2025, we refreshed our mission and vision to reflect our evolution and represent who we are and where we're headed as a company.

- Our mission: To safely and reliably serve the natural gas needs of our customers and communities
- Our vision: Deliver a stronger energy future as an industry-leading natural gas provider

Headquartered in St. Louis, Missouri, we safely and reliably serve the natural gas needs of close to 2 million homes and businesses through gas utilities in Alabama, Mississippi, Missouri and Tennessee.*

Our non-regulated businesses include Spire Marketing and Spire Midstream:

- **Spire Marketing:** a Houston-based provider of natural gas marketing and related services to a diverse customer base primarily in the central and southern U.S. On March 30, 2026, we announced an agreement to sell Spire Marketing to Boardwalk Pipelines, a natural gas and liquids transportation and storage company that is also based in Houston. The sale was completed on April 30, 2026. This report, covering primarily CY2025 activities, includes Spire Marketing's data.
- **Spire Midstream:** Through our Midstream companies, we're fueling energy demand today for the needs of tomorrow.
 - **Spire Storage:** includes natural gas storage facilities in both Oklahoma and Wyoming that provide safe, reliable storage of energy and support grid security for a diverse customer base throughout the Midwest and western U.S. regions. On April 15, 2026, we announced an agreement to sell our natural gas assets in Oklahoma and Wyoming to I Squared Capital, a leading global infrastructure investor. The sale was completed on June 30, 2026. This report, covering primarily CY2025 activities, includes Spire Storage's data.



- **Spire MoGas Pipeline:** consists of a 328-mile interstate natural gas pipeline system with service to markets in Missouri and Illinois, interconnecting with multiple interstate transmission pipelines providing access to 30 delivery points, including Mississippi River Transmission Corporation, Panhandle Eastern Pipe Line Company and Rockies Express Pipeline. After receiving FERC approval in October 2025, Spire STL Pipeline and Spire MoGas Pipeline merged effective January 1, 2026, operating under one name, Spire MoGas Pipeline.
- **Omega Pipeline Company:** a 75-mile natural gas distribution system primarily serving Fort Leonard Wood Army Base in south-central Missouri; the pipeline interconnects with the Spire MoGas Pipeline system.

*In July 2025, we announced Spire entered an agreement with Piedmont Natural Gas Company Inc., a wholly owned subsidiary of Duke Energy Corporation (NYSE: DUK), to acquire its Tennessee local distribution company business that serves more than 200,000 customers in the Nashville area. The transaction closed on March 31, 2026. Tennessee data is not reflected in this report.

Risks and opportunities

We recognize that sustainability issues pose a variety of risks and opportunities for our business, and that our engagement in identifying and understanding these risks and opportunities is crucial to being able to deliver on our promises to our employees, customers, shareholders and other stakeholders. Please see Spire's [2025 Form 10-K](#) for a discussion on risks and opportunities, including climate, policy and regulatory developments, emerging technology and customer growth.

Reporting period and forward-looking statements

Unless otherwise noted, Spire's 2025 Sustainability Report is focused on calendar year activities and data. The report also contains forward-looking statements as defined by the Securities and Exchange Commission. Spire's future activities may be affected by various uncertainties and risk factors, many of which are beyond our control, including weather conditions, economic factors, the competitive environment, and governmental and regulatory policy and action. More complete descriptions and listings of these uncertainties and risk factors can be found in our [2025 Form 10-K](#).



Governance

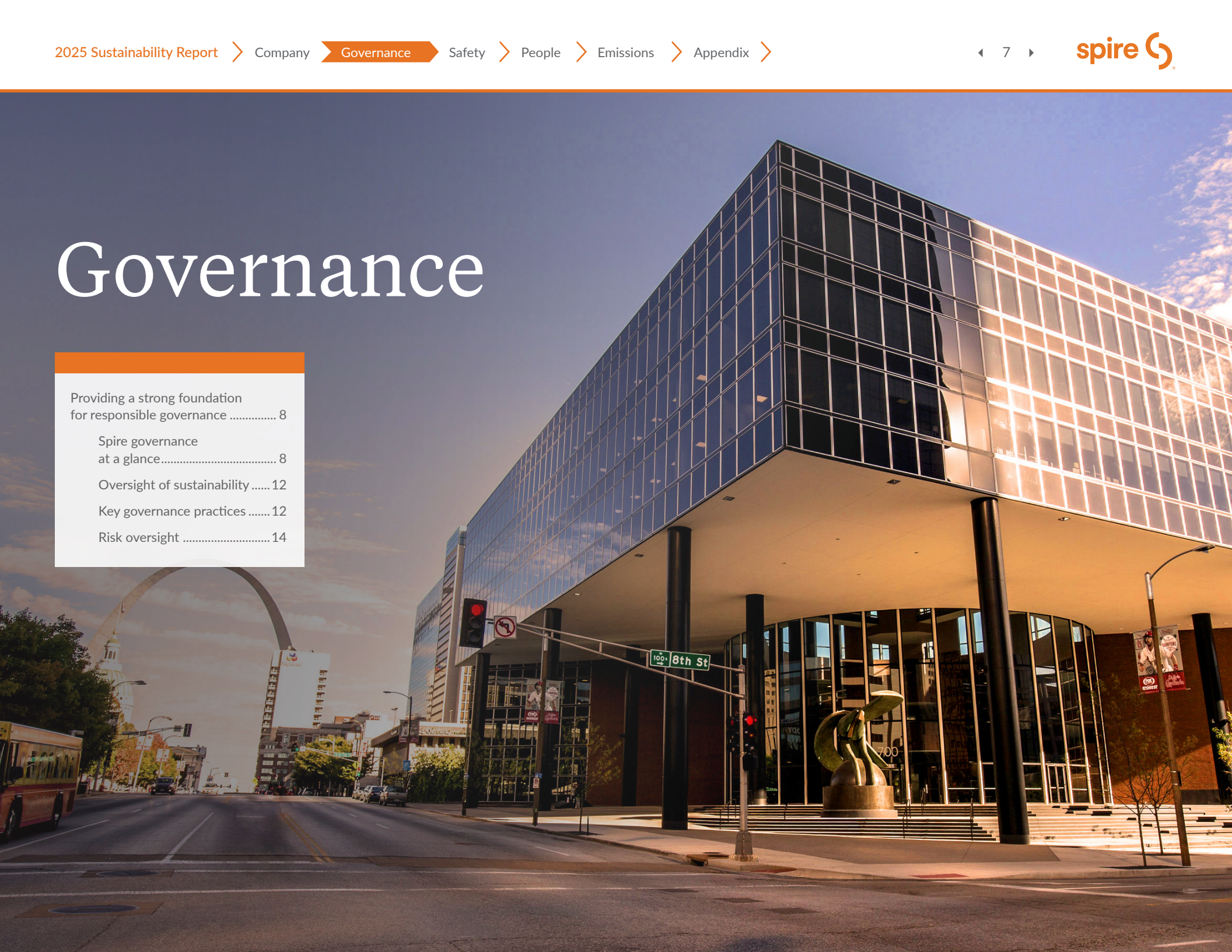
Providing a strong foundation
for responsible governance 8

 Spire governance
 at a glance..... 8

 Oversight of sustainability 12

 Key governance practices 12

 Risk oversight 14



Providing a strong foundation for responsible governance

Strong corporate governance practices are rooted in transparency, accountability and integrity. The success of our sustainability efforts and commitments is dependent on appropriate oversight and governance efforts.

Spire governance at a glance

Board independence

- Board chair is independent
- 9 out of 10 directors are independent
- CEO is the only non-independent director
- Among other duties, board chair leads quarterly executive sessions of the independent directors to discuss certain matters without management present

Board composition

- The Board consists of 10 directors
- The Board includes four women and six men; two of the directors are racially diverse
- The Board regularly assesses its performance through Board and committee self-evaluations, as well as peer reviews of individual directors

- The corporate governance committee regularly leads the full Board in considering Board competencies and alignment with company strategy
- The Board is actively engaged in Board succession planning and has adopted the [Board of Directors Succession Planning Policy](#)
- Directors are required to retire from the Board at the annual meeting after reaching age 75

Board committees

- Four Board committees – audit, compensation and human resources, corporate governance and strategy; audit and corporate governance committees are chaired by female directors
- All committees are composed entirely of independent directors
- The Board periodically rotates committee chairs and members

Leadership structure

- Board chair is independent
- The Board members elect the board chair annually
- Two committee chairs are female directors

Risk oversight

- The full Board is responsible for risk oversight and has designated specific committees to lead the oversight efforts regarding certain key risks
- The Board oversees management as it satisfies its responsibilities for the assessment and management of enterprise risks

Sustainability oversight

- The Board has assumed formal oversight of sustainability issues and has assigned specific oversight duties to the Board committees (environmental and supplier opportunities are overseen by the strategy committee; employee recruitment, retention, development and succession planning is overseen by the compensation and human resources committee; and governance and development of the Sustainability Report is overseen by the corporate governance committee)

Management succession planning

- The Board actively monitors our succession planning and personnel development and receives regular updates on employee engagement matters

Open communication

- Open communication and strong working relationships are encouraged among the chair, the CEO and the other directors
- Directors have access to management and employees

Director stock ownership

- Directors are required to own shares of Spire's common stock equal in value to at least six times their annual cash retainer, or \$630,000; they may not dispose of shares until they reach this level

Accountability to shareholders

- Majority voting used in director elections (plurality voting in contested elections)
- Active engagement with shareholders through our investor outreach program
- Shareholders can contact Spire's Board, Board chair or management by regular mail



Board of Directors

Our Board of Directors plays a critical role in the corporate governance process by providing strategic direction and oversight for the company. The members of the Board bring varied backgrounds, outlooks and experiences to their oversight role and are focused on ensuring that Spire continues to provide long-term value to our shareholders through a wider range of perspectives and experiences.

Board highlights

40%

Female directors

7.8

Average tenure (years)

66

Average age

90%

Independent

20%

Ethnically diverse

Under our [Corporate Governance Guidelines](#), the Board chair may be an officer or may be an independent member of the Board, at the discretion of the Board. The Board believes it should be free to use its business judgment to determine what is best for the company considering all circumstances.

Each year, the corporate governance committee leads the Board in discussions regarding whether it possesses the appropriate mix of experiences, skills, attributes and tenure that it needs to provide oversight and direction considering Spire's current and future business environment and strategic direction. This ensures that we have directors who can guide our continued success and represent our shareholders' interests.

During fiscal year 2025, there were 11 meetings of our Board of Directors. All directors attended 75% or more of the aggregate number of meetings of the Board and applicable committee meetings while they were directors.

Board of Directors



Rob L. Jones,
Chair of the Board

Retired Co-Head
Bank of America Merrill
Lynch Commodities, Inc.



Mark A. Borer

Retired President,
Chief Executive Officer
and Board Member
DCP Midstream Partners, LP



Sheri S. Cook

Senior Vice President,
Chief Administrative Officer
Altec Inc.



Scott E. Doyle

President and Chief
Executive Officer
Spire Inc.



Vinny J. Ferrari

Retired Chief Administrative
Officer
Edward D. Jones & Co., LP



Maria V. Fogarty

Retired Senior Vice
President, Internal
Audit and Compliance
NextEra Energy, Inc.



Carrie J. Hightman

Retired Executive Vice
President and Chief
Legal Officer
NiSource Inc.



Paul D. Koonce

Retired Executive
Vice President
Dominion Energy



Brenda D. Newberry

Retired Chairman of
the Board
The Newberry Group, Inc.



John P. Stupp Jr.*

Chairman, President and
Chief Executive Officer
Stupp Bros., Inc.

*John P. Stupp Jr. retired from Spire's Board
of Directors on January 29, 2026

Executive Committee

The Executive Committee is a group of Spire senior officers responsible for developing and executing Spire's corporate strategy. The Executive Committee directs and implements Spire's long-term growth strategy, objectives and priorities to help ensure they align with our foundational values and meet expectations of our various stakeholders, including shareholders, customers, employees and communities.

Executive Committee members



Scott E. Doyle
President and Chief
Executive Officer



Steven C. Greenley
Executive Vice President
and Chief Operating
Officer



Adam W. Woodard
Executive Vice President,
Chief Financial Officer



Matthew J. Aplington
Senior Vice President,
Chief Legal Officer



Ryan L. Hyman
Senior Vice President,
Chief Customer and
Information Officer



Courtney M. Vomund
Senior Vice President,
Chief Administrative Officer
and Corporate Secretary

Oversight of sustainability

Board of Directors

The Board assigns the authority and duty for overseeing sustainability matters to designated Board committees, as outlined in their respective [charters](#).

Several areas rise to the level of full Board oversight. The Board is responsible for oversight of cybersecurity, AI and employee safety efforts, as well as for evaluating the structure and quality of the Board's sustainability oversight efforts.

The Board regularly examines best practices and peer information to ensure effective oversight of sustainability efforts and disclosures. At least annually, the Board reviews its sustainability oversight structure and evaluates its adequacy. Management is tasked with formulating strategy, establishing objectives, assessing advancement and routinely furnishing reports to the Board and its committees.

Sustainability Council

This council, established in 2024, was disbanded in 2025 due to Spire's Executive Committee having full oversight into all matters of sustainability, in conjunction and collaboration with the vice president, Safety and Operations Support.

Key governance practices

Corporate Governance Guidelines

The guidelines provide the parameters of Board service and structure, including limiting service on other publicly traded companies, a mandatory retirement age for directors, expectations of directors for attendance and Board and committee assessments. For more information about our Corporate Governance Guidelines, including policies, visit the [Governance section](#) on our website.

Board education

Senior management provides the Board with white papers and published materials on various topics that impact the natural gas industry as well as the company's utility and gas-related businesses. Additionally, management hosts speakers during Board and committee meetings to address timely topics, such as new legal and regulatory requirements that apply to the company, and management also shares with Board members other in-person and virtual continuing educational opportunities in which they can participate outside of regular Board meetings.



At the company's quarterly Board and committee meetings, directors are encouraged to ask questions and discuss these topics. Materials are made available to all directors, not just committee members.

Succession planning

Management has implemented a structured succession planning program throughout Spire. Succession planning for the CEO and executive officers is directly overseen by the Board and the compensation and human resources committee, which conducts an annual review of the succession plans for our CEO and other executives and receives periodic updates on the plans.



The corporate governance committee of the Board is charged with the Board succession plan. To ensure a structured and thoughtful approach to this task, the Board has adopted a [Board of Directors Succession Planning Policy](#). The Board also has a mandatory retirement age of 75 for all directors.

Board evaluations

An important part of the Board's succession planning process is its annual evaluation of the performance of the Board, each committee and each director. The Board chair conducts individual interviews with each director. The chair then discusses the findings with the entire Board and each director individually. Areas of evaluation include overall Board and committee performance, Board succession planning, management performance, Board meeting logistics and Board culture.

Compensation

Our [2025 proxy statement](#) requested shareholders provide an advisory vote to approve the compensation of Spire's named executive officers. The results of this advisory vote were reported through a [Form 8-K](#) filed with the SEC on Jan. 30, 2026. A majority (98.4%) of the votes cast approved the compensation program described in our 2025 proxy statement.

The compensation of our Board of Directors is reviewed annually by the corporate governance committee of the Board, in partnership with our external compensation consultant. The Board strives to align director compensation to the median of the peer group used to evaluate executive compensation. Director compensation is a mix of a cash retainer and annual equity grants. Directors who are employees of the company do not receive compensation for Board service.

Shareholder outreach

Our investor relations and corporate governance teams reach out to our largest institutional investors biannually, seeking their input and feedback regarding governance topics and our disclosure practices. This year, we specifically requested feedback on our Board and committee compositions. We also regularly meet with institutional shareholders as a part of this engagement process and continue to seek input and guidance on our proxy statement and governance practices and disclosures.

Risk oversight

Management is responsible for assessing and managing risk exposures on a day-to-day basis, and the Board is responsible for overseeing the company's risk management. In its oversight role, the Board and its committees ensure the company promotes a risk-aware culture and decision-making process. More specifically, the Board has oversight responsibility for the company's overall business risk management process, which includes the identification, assessment, mitigation and monitoring of key business risks on a companywide basis. The Board has delegated certain risk oversight responsibilities to its committees:

Audit

- Fulfills oversight responsibilities with respect to the quality and integrity of the financial statements, financial reporting process and systems of internal controls
- Monitors the independence and performance of the independent registered public accountant, the internal audit department and the operation of ethics and compliance programs
- Oversees the operation of the company's ethics and compliance programs

Compensation and human resources

- Assists the Board in its responsibilities relative to the compensation of the company's executives, reviews and makes recommendations to the Board relative to the company's incentive compensation and equity-based plans
- Reviews management's risk assessment of the company's compensation practices and programs
- Oversees succession planning for executive officers
- Oversees the company's investments of the qualified defined benefit pension plans
- Reviews and provides feedback to management on key aspects of the company's human resources policies and programs, including employee recruitment, retention and development

Corporate governance

- Makes recommendations to the Board relative to corporate governance and its [Corporate Governance Guidelines](#), as well as director compensation
- Assesses what skills would be beneficial for the Board to possess and whether those skills are represented sufficiently by the existing members, and identifies individuals qualified to become Board members
- Identifies appropriate educational opportunities for Board members and arranges for Board education sessions addressing timely governance topics
- Oversees the development of the [Sustainability Report](#)

Strategy

- Oversees the development of the company's corporate strategy, including the company's long-range strategic plan, as well as its approach in the areas of investment, acquisitions and development opportunities
- Oversees the company's financing and capital management plans and strategies



Enterprise Risk Management

The company's Enterprise Risk Management (ERM) policy is intended to ensure identification and monitoring of significant risks and development and implementation of effective controls and mitigation plans to address those risks. Spire's ERM policy supports our commitment to an ERM program that ensures 1) a structured, comprehensive process, such as the ISO 31000-2018 standard, is adopted and customized to our needs; 2) consultation with an inclusive set of stakeholders to dynamically identify and evaluate risks; 3) development of effective controls and mitigation plans where warranted; 4) integration of risk management into various processes for governance and decision-making purposes; 5) communication to increase awareness and understanding; and 6) an iterative approach to continuous improvement of the risks and process.

At the management level, the company has an officer charged with overseeing the implementation of the enterprise risk management process at the company. The officer's efforts are supported by the Board of Directors and executive leadership, who guide the effort to develop, document and maintain

risk mitigation plans. Senior leaders of the company receive periodic updates on the activities of the risk committees, as well as prompt notice of events that may require immediate action by the company. Because of the use of commodity-based derivatives by certain company subsidiaries, up until the sale, there was also a Spire Marketing risk committee that focused on the risks and exposures in the commodity-based derivatives markets.

Company leaders are responsible for identifying, prioritizing and managing risks across the organization. Cross-functional senior leadership fulfills these tasks through monthly meetings of the Enterprise Risk Oversight Committee (EROC). The EROC is charged with overseeing and assessing the ERM process and developing the enterprise risk profiles.

The Board receives regular updates on the company's overall ERM program. The Board is periodically informed about changes in company risks, industry emerging risks and other developing global trends.

Cybersecurity

Cybersecurity is a priority addressed by the full Board at every regular Board meeting with the relevant functional leaders of the company, including reports by the chief

customer and information officer and the chief information security officer.

The cybersecurity program includes a process that is staffed by senior legal, technology, risk and security leaders to evaluate, escalate and communicate any cyber incidents.

To help our employees stay aware and alert as well as ensure we are mitigating internal and third-party risks, management conducts:

- Annual mandatory security awareness training
- Quarterly phishing campaigns to test effectiveness of training
- Tabletop exercise to test cyber response capabilities
- Third-party external penetration testing to test efficacy of systems
- Third-party IT vendor risk assessments to determine risks associated with potential vendors

Our cybersecurity team maintains a multi-year strategic roadmap that is reviewed and updated annually. A National Institute of Standards and Technology-based maturity assessment is also conducted annually to assess current capabilities and is used to establish initiatives to drive maturity in key focus areas. These initiatives are routinely updated to align with federal security directives with a key focus on increasing overall visibility

into the environment to better correlate potential security-related items; completing segregation and dependency from the enterprise and industrial control systems environments; and establishing defined policies and procedures to enhance overall governance and risk management.

In addition to these strategic efforts, we are actively involved in industry information-sharing groups and work closely with federal agencies, including the U.S. Department of Homeland Security (DHS), Transportation Security Administration and local FBI chapters.



Ethics and compliance

Integrity is a core Spire value, and a culture of ethics and compliance is critical to our success. The corporate compliance program includes the following elements:

- [Code of Conduct](#), [Related Party Transactions](#) and Employee Handbook that employees attest to every year
- Virtual anti-harassment and nondiscrimination trainings for all employees
- Chief compliance officer who is responsible for overseeing our corporate compliance program
- Conflict of interest monitoring
- A hotline for employees and customers to report compliance issues
- The audit committee of the Board oversees ethics and compliance at Spire and receives regular reports from the chief compliance officer
- [Human Rights Policy](#), defining our expectations for how we treat one another

Political contributions

Spire's Board approved up to \$150,000 of political spending for FY25 to focus on Missouri statewide offices, Political Action Committees (PACs), state party committees and select local races. Of the amount approved by the Board, the company spent \$131,725 related to Spire Missouri Inc. The company also spent \$56,000 on political contributions related to Spire Alabama Inc. and \$10,000 related to Spire Mississippi Inc. The company had no political contributions related to Spire Gulf Inc.

Spire engages employees in the political process by inviting them to contribute to Spire's political action committees (PAC) — a Missouri state PAC and a federal PAC. The federal PAC disbursed \$42,750 in contributions to candidates and PACs that are supportive of Spire and the natural gas industry.

Utility strategy

We've identified six priority areas that form the strategy of advancing our company and being an industry leader among U.S. natural gas companies. We also support a set of Utility Imperatives that outlines and supports important work necessary to align the business around these focus areas. The Utility Imperatives fall into two categories — ongoing or longer-term foundational work and project-based or shorter-term work that sets us up for success. The imperatives are updated annually.

Utility Strategy priority areas for 2025 include:

- Safely and reliably deliver energy at low cost
- Deliver value and service to our customers that satisfy their expectations
- Grow our utilities in scale and value while retaining customers
- Develop a skilled and diverse workforce that is equipped, flexible and committed to our utility strategy
- Meet or exceed sustainability commitments and targets
- Achieve our established financial targets



Safety

Safety is a core Spire value	18
Employee safety efforts.....	18
Customer safety efforts.....	21
Physical security.....	22
Program initiatives.....	23



Safety is a core Spire value

The ongoing safety and well-being of our employees and customers is paramount to how we operate our business. Objectives, goals and targets change, but values do not. Safety will always remain the primary focus of our businesses.

Employee safety efforts

We maintain health and safety programs that comply with all applicable regulations, including the Occupational Safety and Health Administration (OSHA) and delegated programs. Key safety metrics are tracked and socialized regularly with employees. Throughout each year, we track various metrics to improve engagement in safety processes, promote safety awareness before an injury or incident occurs, and improve safety engagement and performance.

Spire launched a high energy safety program focused on preventing serious injuries and fatalities (SIFs) at the end of 2025, and we continue to enhance it

– tracking SIFs and potential SIFs (PSIFs). The program uses industry-wide infrastructure to incorporate recent research findings into Spire’s employee safety practices and prevent catastrophic injuries.

Safety metrics and activities

Spire has a strong safety metric-tracking culture. We track both leading and lagging metrics to benchmark against our annual targets and our peers. The following lagging metrics track safety performance over the preceding week/month: total recordable incident rate (TRIR), days away, restricted or transferred (DART) and motor vehicle accidents (MVA). We publish monthly analysis of these metrics.

We also have a strong focus on numerous leading safety metrics to increase awareness and hazard assessment before an incident occurs. These include data from the field safety observations, the Good Catch program and safety cameras, which are discussed below. Additionally, safety meeting attendance is tracked.

- **Field safety observations (FSO):** Encourage employees to observe and document job sites and vehicles. FSOs drive conversations about critical safety items and provide both a learning tool and a double check. Because observations are documented, these are additional opportunities to collect and analyze safety-related field trends.
- **Good Catch program:** A proactive program encouraging employees to identify, resolve and report safety improvements in the workplace. A diverse group of employees review each submission. These incidents are then reported out broadly to employees to show the impact and raise awareness. The program pushes the concept of “stop work authority” and drives focus on employee ownership of potentially dangerous situations.
- **Safety cameras:** Since 2022, GPS and safety camera systems have been installed in all company vehicles to promote safe driving behaviors. The safety camera system incorporates AI analysis that learns from driver behavior and identifies both risky behaviors that could lead to accidents and positive behaviors that should be reinforced. Drivers complete virtual coaching sessions through the app, where they review their score, watch clips of their own driving and identify personalized tips to remain safe on the road. Drivers also meet with their supervisors regularly for managed coaching. We celebrate top drivers monthly and on an annual basis in each of our regions.



- **Safety committees:** Committees comprise both corporate and union employees working together to represent each region and play a critical role in identifying safety issues and sharing best practices.
- **Safety summit:** The 12th annual Spire Safety Summit was held in Birmingham, Alabama, consisting of two days of information, best practices and helpful tools to help drive Spire’s safety culture forward. Beyond the awards and presentations, Safety Summit attendees had many opportunities to network with employees from other regions, share best practices and build friendships in the spirit of improving safety

for Spire employees, customers and communities. The summit is also a chance for the company to recognize members of the “Safety Honor Roll” and MVPs associated with field safety observations, driver awards and the lifetime safety award, recognizing up to one employee in each of Spire’s regions who has achieved 20+ years of safe work and/or made exceptional contributions to safety at Spire.

Spire’s motor vehicle accident (MVA) rate declined to 2.72 in 2025, down from 3.64 in 2024, despite an increase in miles driven during the year. This improvement was driven primarily by a significant reduction in stationary object collisions, reflecting stronger

risk awareness and safer driving practices across operations.

Key contributors to this progress include Spire’s continued emphasis on driver safety and the expanded use of in-vehicle driver camera technology, which enables proactive, targeted coaching and improved visibility into driving behaviors. These measures have supported more consistent reinforcement of safe driving practices and more timely identification of risk.

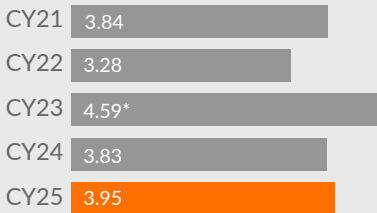
Collectively, these efforts have helped reduce MVA rates even as operational driving demands increased. Spire remains committed to strengthening its vehicle safety programs and

reinforcing safe driving behaviors across the organization.

The above trends point us to our future path. Spire will continue to focus on the reduction and/or elimination of high-severity incidents that put our employees at risk. Spire will continue its evolution in future years from lagging indicators toward prevention of high-energy incidents, as described in SIFs and PSIFs previously. This supports Spire’s long-term objective of preventing the most severe incidents before they occur.

Total recordable incident (TRIR), days away, restricted or transferred (DART) and motor vehicle accident (MVA) rates

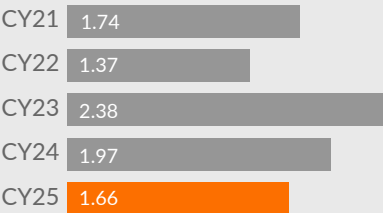
TRIR rate*



Calculation = total number of OSHA recordable cases x 200,000/annual hours actually worked

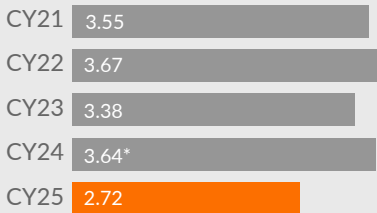
*TRIR rates saw an increase in 2023, due in part to a one-time illness where 10 employees fell ill from an airborne contaminant caused by bird droppings

DART rate



Calculation = number of cases involving days away from work plus the number of cases involving job transfer or restriction x 200,000/annual hours actually worked

MVA rate*



Calculation = number of reportable MVAs x 1,000,000/total miles driven

*We registered additional motor vehicle accidents in 2024 due to safety cameras picking up “collision” alerts and minor accidents being recorded, showing the protective factor the safety cameras add for our employees



SPOTLIGHT: Safety awards

Golden Hard Hat award

New for 2025, this award is now presented to the Spire region with the top overall safety performance in the categories of DART (Days Away Restricted/Transferred), TRIR (Total Recordable Injury Rate), MVAs (Motor Vehicle Accidents), high quality Good Catch submissions and completed Field Safety Observations.

(L-R): COO Steve Greenley, President and CEO Scott Doyle, SVP & President, Southeast Joe Hampton and SVP, CAO and Corporate Secretary Courtney Vomund



Safety Lifetime Achievement award

Jason Keller, a utility person in Montgomery, Alabama, was presented the inaugural award for his consistent commitment to working safely and helping his coworkers to do the same. Over the course of his 23-year career with Spire, he's made working safely a way of life for himself and those around him. He demonstrates personal ownership by regularly speaking up to help find solutions to safety issues or concerns and taking every opportunity to reinforce safe work habits. Because of his strong commitment to safety, Jason was asked to co-lead a safety effort in the Southeast region called "Make it Personal." As part of his role, Jason visited every Southeast office and shared on-the-job safety reminders with fellow employees that included the importance of staying focused and eliminating distractions, avoiding rushing, following procedures without taking shortcuts and preventing complacency.

President and CEO Scott Doyle (left) and Director, Field Operations Mandy Schwarting (right) present Jason Keller with the inaugural safety lifetime achievement award



Customer safety efforts

Spire’s mission is to safely and reliably serve the natural gas needs of our customers and communities. The following are specific measures Spire has undertaken to help ensure the resiliency, reliability and safety of its systems for customers.

Safety Management Systems

Our industry-leading Safety Management Systems (SMS) launched in July 2021 and represents a companywide endeavor covering all operations. The framework allows for a holistic approach to managing safety throughout the company and provides the tools needed to track and improve our safety-related goals. Our SMS platform follows the American Petroleum Institute Recommended Practice 1173 (API RP 1173).

In 2025, 13 SMS work practices were developed to strengthen daily program operations and ensure consistent, repeatable deliverables. A tabletop exercise was completed with cross-functional groups to evaluate employee response and identify gaps observed during the exercise. In addition, a Pipeline Material Evaluation group was launched to evaluate products that affect the integrity of our pipeline.

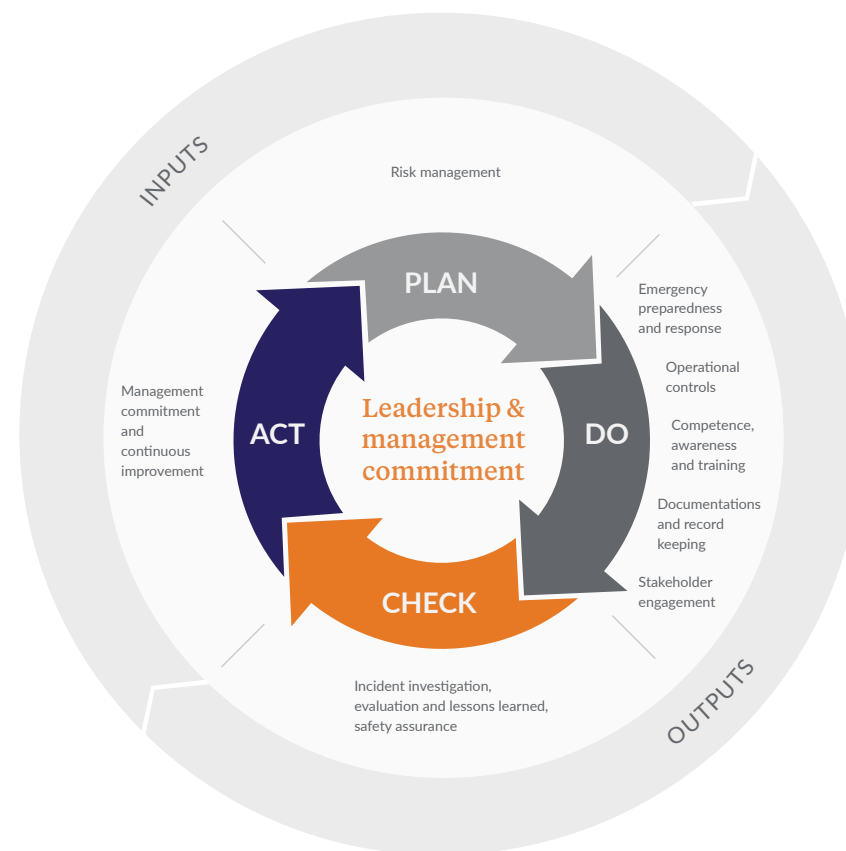
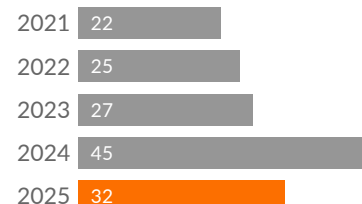
Standard Operating Procedures (SOPs)

- 51 SOPs reviewed and updated, including our Emergency Response SOP to provide guidance for responding to emergencies in a safe, consistent and effective way
- Four new SOPs developed, including procedures on Valve Isolation and Protection

Post-incident reviews

- 32 post-incident reviews
- More than 160 post-incident reviews since 2021
- 771 corrective action plans generated to date

Post-incident reviews



Our incident investigation, evaluation and lessons learned component is considered cutting-edge and has been endorsed by the American Gas Association

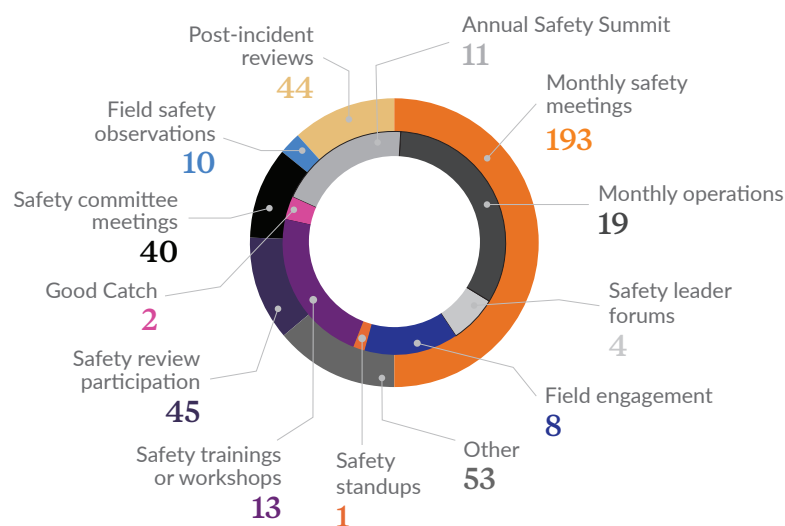
Risk registers

Established to mitigate threats across various departments, risk registers provide a centralized method for tracking potential hazards. For additional analysis of risk, refer to the “Risk oversight” section of this report.

Leadership Safety Engagement (LSE)

We track leadership's involvement in safety initiatives and meetings, especially those involving engagement with field-based employees. This key performance indicator (KPI) is reported internally on a monthly basis. Additionally, training sessions to educate field operations personnel on SMS and how it enhances the safety of day-to-day tasks are conducted in both Alabama and Missouri.

LSE KPI meeting types by frequency
(total: 443)



Physical security

The physical safety and well-being of our communities—including our employees, contractors, customers and visitors—is a top priority. We are committed to providing a safe, secure and resilient environment where employees can perform their work with confidence. Protecting our people is fundamental to our operations, and we continuously evaluate and enhance our security programs to address evolving risks and ensure appropriate safeguards are in place across our facilities and work environments.

Our physical security organization maintains a comprehensive infrastructure designed to support employee safety, protect company assets and secure

critical facilities. Through a combination of security personnel, access control technologies, monitoring systems and protective programs, the team works to deter threats, reduce vulnerabilities and promote a culture of safety.

Operating across our business footprint, the team develops and implements standardized security processes that drive consistency and effectiveness across all regions and locations. These efforts include facility security, access management, visitor controls, incident reporting and response, employee awareness initiatives and the protection of critical infrastructure. By establishing clear security standards and best practices, the team helps ensure employees have a safe and secure workplace regardless of location.

A key focus of the organization is employee protection and support. Security professionals partner with business leaders and operational teams to identify potential security concerns, assess risks and implement measures that enhance workplace safety. The team also provides guidance, training and resources to help employees recognize and respond appropriately to security-related issues, reinforcing individual awareness and preparedness.

In addition, the team collaborates closely with business units to strengthen security programs and support the protection of critical operational assets. These efforts include compliance with Department of Homeland Security Transportation Security Administration (TSA) security guidelines and adherence to Chemical Facility Anti-Terrorism Standards (CFATS) requirements applicable to pipeline and storage facilities. Through continuous improvement, collaboration, and a proactive security posture, the organization remains dedicated to protecting employees, safeguarding facilities and maintaining secure operations across the enterprise.



Program initiatives

Damage prevention

Since our pipelines are underground and can't be seen, it's understandable that the leading cause of damage to Spire facilities is a result of excavation activities by homeowners, contractors and third-party construction crews. Fortunately, damages are preventable. We actively promote the One Call process and 811 systems throughout our service areas, working with and educating our customers and contractors to dig safely.

In addition, to help minimize excavation damages, we support the national Common Ground Alliance (CGA), routinely monitor excavation activities near Spire facilities and conduct investigations when damage occurs.

Since October 2022, we have awarded locating contracts to dedicated sole source vendors. By September 2026, Spire's locate contractors will be dedicated solely to marking Spire facilities. Since 2018, we've presented cities and municipalities throughout our footprint with the Spire Silver Shovel award to further promote the "Call Before You Dig" message.

Furthermore, we engage with stakeholders to monitor legislative activity and support changes to

state One Call laws that promote damage prevention improvements. Efforts have included strengthening enforcement, such as the 2019 provisions added in Alabama, plus representation from Spire on the enforcement authority board to evaluate potential violations. Other efforts, by stakeholder, include:

- American Gas Association
 - Participate in activities around damage prevention
 - Provide expertise. Two Spire subject matter experts contributed to the 2025 publication of an AGA member collaborative white paper titled "Potential Strategies for Improving Excavation Damage Prevention in Field Operations"
 - Maintain representation on AGA's Damage Prevention Committee
- One Call centers
 - Maintain board of director representation in Alabama and Missouri
 - Maintain representation on the Alabama Underground Damage Prevention Authority Board
 - Participate in activities, including engagement in law enforcement activities, conduct periodic educational meetings with excavators and engage in summits and trainings

Damages

Per 1,000 locates



We saw a 6% reduction in damages in 2025

Advanced leak detection

In accordance with pipeline safety regulations and standard operating procedures, we conduct periodic compliance leak surveys of our facilities to help ensure public safety and system reliability.

In recent years, the natural gas industry has seen the development and usage of enhanced tools and processes commonly known as advanced leak detection (ALD). This method uses high-sensitivity equipment on vehicles and handheld units to detect potential pipeline leaks. The process includes multiple passes by an ALD-equipped vehicle over a given area to collect data from methane emissions. Subsequent post-survey analysis is followed by field investigations.

In 2025, Spire began a three-year ALD emission quantification program. Our vendor surveyed over 3,000 miles of our pipelines in Alabama,

Missouri and Mississippi, performed 261 emission plume investigations and identified 185 leaks. The program led to improvements in leak detection methods and emissions quantification and enabled us to identify some leaks beyond our system on customer-owned piping. We will continue analyzing the data collected to help inform future operational and financial planning.

The program continues in 2026 with emission quantification surveys of over 6,000 miles of main, followed by a planned 9,000 miles in 2027, as we prepare to use ALD for nearly all of our compliance leak surveys in 2028. Beyond improving the accuracy of our emissions quantification, this program will also position us to meet the requirements of any new advanced leak detection regulations in the coming years.



Advanced meters

Advanced meters are a foundational component of our digital infrastructure, delivering precise, real-time analytics that support remote monitoring, leak detection and more efficient system operations. By the end of 2025, we expanded our deployment to nearly 1.1 million advanced meters, accelerating our progress toward full system modernization. These meters not only enhance reliability and operational resilience but also provide customers with greater visibility into their energy use, encouraging smarter consumption to support Spire's broader sustainability and emissions-reduction goals.

Business continuity and operational resilience

As a provider of energy services, we recognize that our ability to anticipate, withstand and recover from disruptions is essential to safely deliver reliable natural gas service to our customers.

Our comprehensive, enterprise-wide continuity program was designed to improve readiness, clarify leadership accountability and enhance cross-functional coordination during operational disruptions.



Governance & leadership alignment

Spire operates under a structured Incident Command System (ICS) framework, adapted to utility operations and aligned with Federal Emergency Management Agency (FEMA)/ National Incident Management System (NIMS) principles.

This model:

- Clearly defines roles and decision authority during incidents
- Establishes escalation thresholds to Area Command and Incident Support Team (IST)
- Integrates operations, gas supply, engineering, communications, customer experience and safety functions
- Ensures executive visibility and governance oversight

All leaders involved in incident response complete formal training, including FEMA IS-100, reinforcing a standardized command structure across regions.

Risk preparedness & scenario planning

Spire conducts structured seasonal readiness workshops across all operating geographies, including:

- Winter peak demand and curtailment planning
- Hurricane preparedness and response
- Supply disruption and market volatility simulations

Technology & communication resilience

Spire strengthened its crisis communication capabilities through the enterprise implementation of the Everbridge mass notification platform. Key enhancements include:

- Governance controls and role-based permissions
- Preapproved incident communication templates
- Integrated escalation triggers
- Multichannel notifications for employees and stakeholders

This platform ensures rapid, accurate communication during operational events, enhancing workforce safety and response speed.

Continuous improvement & accountability

Spire tracks readiness through defined performance indicators, including:

- Training completion rates for incident leadership
- Exercise participation and corrective action closure
- Escalation response timing

Structured After Action Reviews (AARs) ensure lessons learned translate into system improvements.

Structured After Action Reviews (AARs) ensure lessons learned translate into system improvements.

Missouri outage

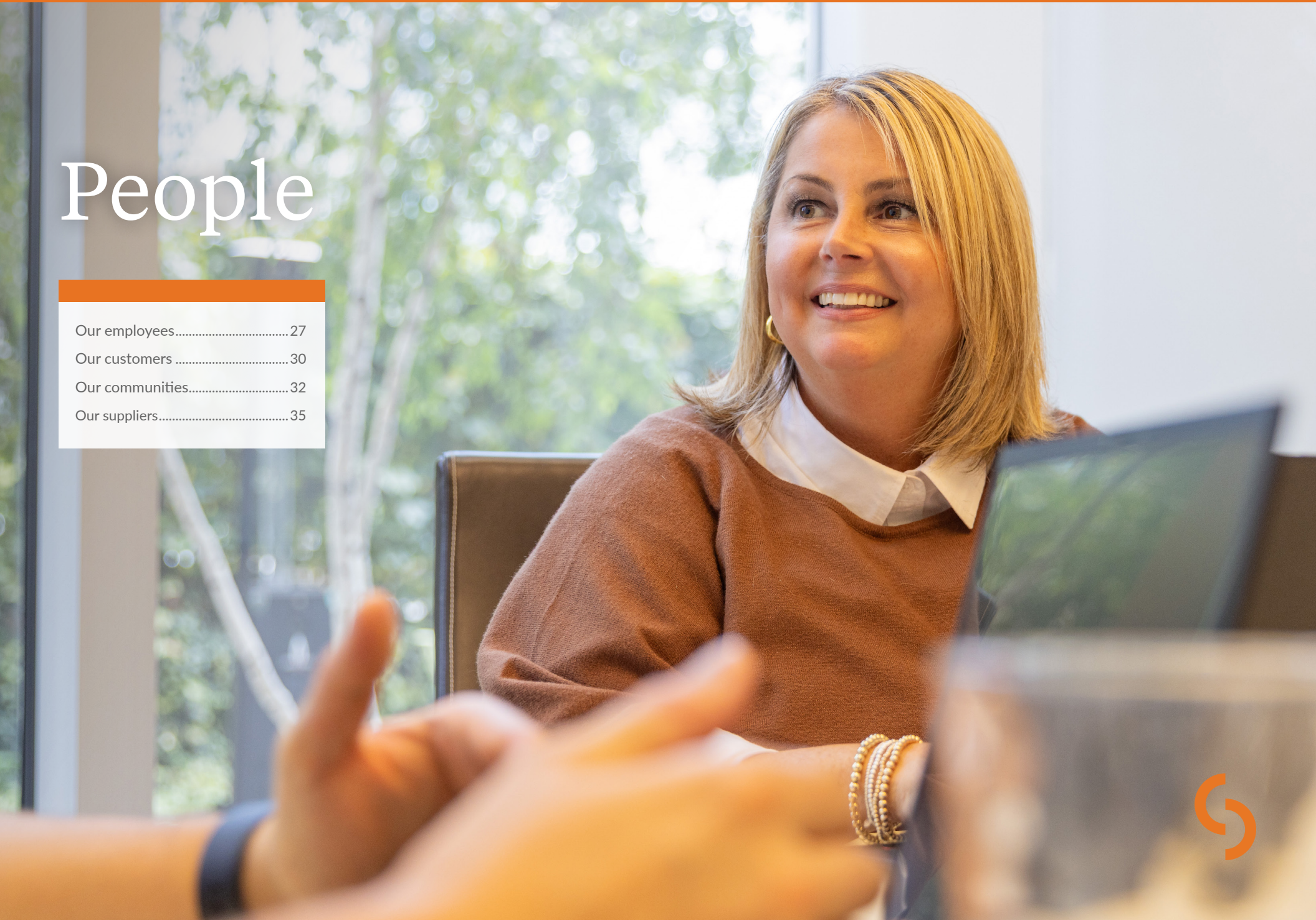
Sometimes, being a good neighbor means jumping in to provide support to our fellow natural gas utilities. More than 20 Spire employees from eastern Missouri joined a mutual aid network, organized through the Midwest Energy Association (MEA), to support an industry peer's natural gas outage in the Jackson, Missouri, area. Spire team members helped with service reconnections for a portion of the more than 7,000 customers who lost service. With the generous support of the mutual aid network, homes and businesses regained access to the energy they rely on even faster.

Spire team members helped with service reconnections for a portion of customers who lost service.



People

Our employees.....	27
Our customers	30
Our communities.....	32
Our suppliers.....	35



Our employees

Our employees identify challenges and solve problems when meeting the needs of our customers and stakeholders. Building, engaging and developing a workforce that leverages everyone's unique strengths, skills and experiences is a critical piece of Spire's current and future success.

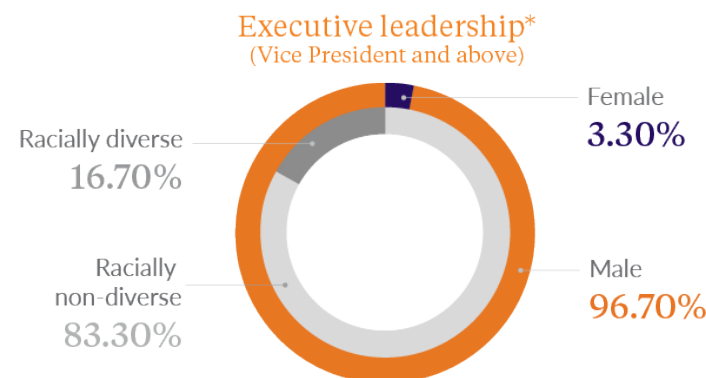
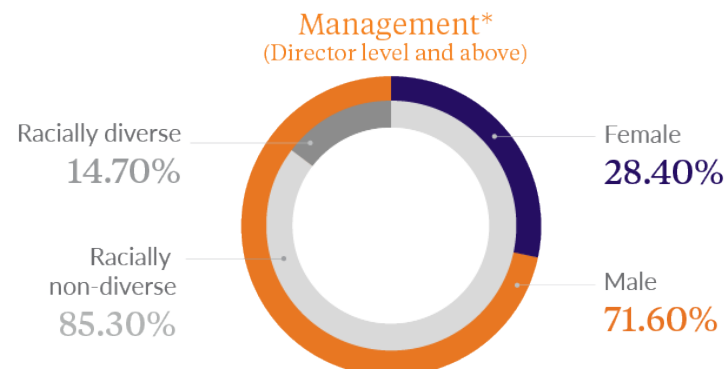
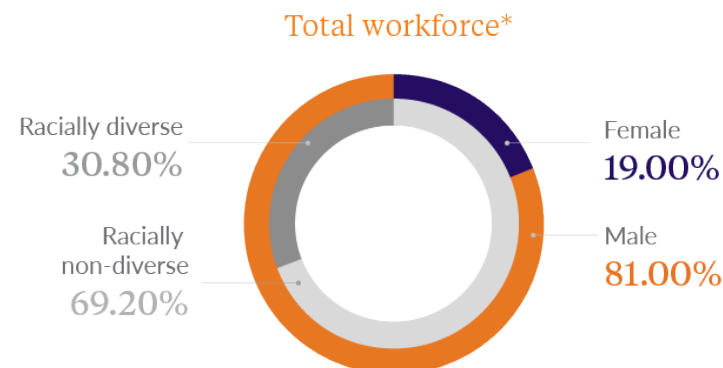
It takes an entire team of individuals coming together — each person with their own perspectives, backgrounds and experiences — to serve our customers and to succeed as a team and company. For that reason, we are committed to developing and maintaining a strong workforce. This commitment is evident in how we recruit job applicants and develop our employees.

In 2025, we strengthened our workforce and furthered the advancement of our employees in the following ways:

- Refreshed company values and introduced new competencies, inspiring the action and inclusiveness that moves the company forward
- Invested time and resources in the development of various programs for all levels of employees, including ongoing leadership development and skill-specific trainings for individual contributors
- Expanded benefit offerings to include virtual primary care options and hosted financial educational resources

Workforce demographics

We strive for our employee population to be representative of the communities where our employees live and work. Our commitment to our workforce is exhibited in our staffing processes and our development programs.



*Active employees as of Dec. 31, 2025

Attracting and developing talent

Creating a sustainable workforce requires bringing the right talent with the right skills into the organization and providing career advancement and development opportunities while serving the needs of our customers.

Spire focuses on the following core segments to attract talent:

- Targeted partnerships with universities and colleges
- Partnerships with Career and Technical Education (CTE) programs at high schools and technical colleges
- Relationships with community-based organizations that offer pre-employment skills training initiatives

Encouraging workforce development

- **Career Discovery Pathway program:** We provide high school programming related to careers in energy
- **Community partnerships:** We leverage partnerships with community organizations to help ensure available positions have the broadest reach possible
- **Internship program:** We provide college students with the opportunity to gain valuable work experience in their field of study
- **Spire Cooperative Education program (registered apprenticeship):** We offer scholarships and provide on-the-job training for students at partner technical schools

We are committed to developing and maintaining a strong workforce.



Empowering employee development

We support employees in their development by offering numerous programs.

- **Education assistance program:** We provide up to \$5,250 in annual financial assistance to employees seeking additional undergraduate education through the University of Arizona Global Campus.
- **Engaging our workforce:** We make company information and training available to all employees through our company intranet and provide ongoing and regular communications to Spire's approximately 500 leaders of people, with the expectation that information is cascaded to frontline workers.
- **External leadership programs:** Designed to help develop leaders, expand networks and create awareness within the industry.
- **Leadership Development Series:** Tailored for our directors, managing directors and officers and includes core workshops focused on exemplary leadership practices.
- **Leading Spire Series:** This program empowers frontline supervisors and managers with the tools they need to succeed, while inspiring their teams to thrive.

- **Leading the Field:** This program, designed for leaders of people in Field Operations, includes two day, instructor-led sessions and computer-based training with manager touchpoints.

Working at Spire

Proactively engaging our employees and creating opportunities are some of the best ways to build a sustainable, accepting and strong workforce. These efforts include providing a comprehensive compensation and benefits package, offering programs to learn and advance, and keeping employees informed and connected to our mission.

Total rewards

We offer a competitive total rewards package to attract, motivate and retain talent. We added a limited purpose flexible spending account to partner with health savings accounts. To increase access to primary care physicians and promote flexibility, we added virtual primary care to meet the varied demands of our employees and their families' busy schedules.

We know employees value different types of benefits, so we're continuously evaluating our pay, benefits and workplace policies to ensure they meet the varied needs of our workforce. In addition to various

health and wellness and retirement benefits, we offer:

- Adoption benefits
- Education assistance program
- Employee assistance program
- Flexible work policy
- Gym reimbursement
- Maternity leave benefits
- Parental leave benefits
- Pet insurance
- Uniform allotment (union employees)
- Wellness program

Partnering with our unions

Approximately 57% of our workforce are covered by nine different bargaining agreements throughout the company. We engage with union leadership on a regular basis to discuss current issues and future changes that affect employees.

We ratified four labor agreements in 2025 — one covering our Alabama operations and three within our western Missouri operations.

We maintain our focus on consistently treating all employees fairly, as well as applying best practices from each region to align policies and procedures across the company. And while Spire can make reasonable operational changes in support of safely providing reliable and efficient service to its customers without having to provide notice to unions,

we recognize the need to build a partnership based on trust and mutual respect with each union and to work together to address areas of mutual interest and concern.

up to
\$5,250

in annual financial assistance to employees seeking additional undergraduate education through Arizona Global Campus.

Our customers

We safely deliver reliable and efficient energy to the nearly 2 million homes and businesses we serve every day. With a strong foundation in place, we continue to focus on better understanding our customers' needs so we can better serve them.

Customer assistance programs

We offer multiple assistance programs to help meet our customers' unique needs. Our dedicated team of community support specialists connects customers with available programs and resources.

In 2025, Spire helped connect families with more than \$18 million in federal, state and Spire energy-assistance funding. Below are some of the available assistance programs:

- **Appliance repair funding:** We offer up to \$2,000 per year for qualifying customers to repair heating equipment or related piping.
- **Budget Billing:** Designed to keep bills consistent year-round, customers enrolled in Budget Billing know exactly what payment amount to expect each month. Using the customer's average annual usage spread across 12 months, Budget Billing customers can expect a consistent monthly bill.
- **Cold weather plan:** In Missouri, from Nov. 1 through March 31, eligible customers can enroll in this plan, based on the Missouri Cold Weather Rule. With this plan, those who have fallen behind on their bills can make an initial payment and then begin a monthly payment plan.
- **Disconnection protection:** We provide several programs for customers with household members over the age of 65, with disabilities or those at risk of a medical emergency, if service is disrupted.
- **DollarHelp:** For more than 40 years, DollarHelp has stepped in to fill the gap to help pay winter heating bills where other funding sources have fallen short. Along with contributions from our customers, together we raised nearly \$1.2 million across our Alabama and Missouri communities to help thousands of families with limited incomes stay warm. Through these efforts, more than 4,000 households received nearly \$1.6 million in DollarHelp assistance.



- **Extended due date program:** For customers in Missouri on Social Security, sometimes bills and monthly benefit checks aren't in sync. These customers may be eligible for a special payment extension for up to one week.
- **Government-funded energy assistance programs:** We connect customers with community partners who can assist them with state and federal funding. One important program is the Low Income Home Energy Assistance Program (LIHEAP), which provides energy assistance to qualifying customers who need help paying their energy bills.
- **Payment arrangements:** For those who qualify, we offer multiple payment plan options to help get their past-due balance back on track. In Missouri, we provide monthly bill credit and match payments toward past-due amounts for customers whose household income is up to 60% of the state median income. In 2025, Spire provided over \$2.6 million in bill credits.
- **Rebates and financing:** Our rebate and financing programs make energy-efficient natural gas appliances more affordable, helping customers save energy and money.
- **Supplemental Security Income (SSI) Waiver:** Customers who receive SSI can waive the monthly customer fee in the Alabama and Gulf Coast regions.
- **Weatherization:** Free weatherization services are available to qualifying customers on a fixed or limited income, making their home more energy efficient and reducing energy costs.

Thousands in our communities are eligible for energy assistance, but not all realize help is available. In 2025, we continued our customer outreach efforts to connect customers with needed support and resources. Throughout the year, we:

- Helped families in more than 4,000 households with nearly \$1.6 million in DollarHelp assistance
- Provided \$500,000 for additional low-income heating assistance in Missouri
- Provided more than \$1.5 million to agencies in Missouri focused on weatherization assistance
- Provided \$200,000 for bill assistance programs in Missouri

In 2025, more than 4,000 households were helped through nearly \$1.6 million in DollarHelp funds.



Our communities

We advance the communities we serve through charitable donations and economic development investments, as well as sponsorships, volunteerism and memberships in organizations that align with our values and business strategy.

By advancing our community focus in 2025, we accomplished the following:

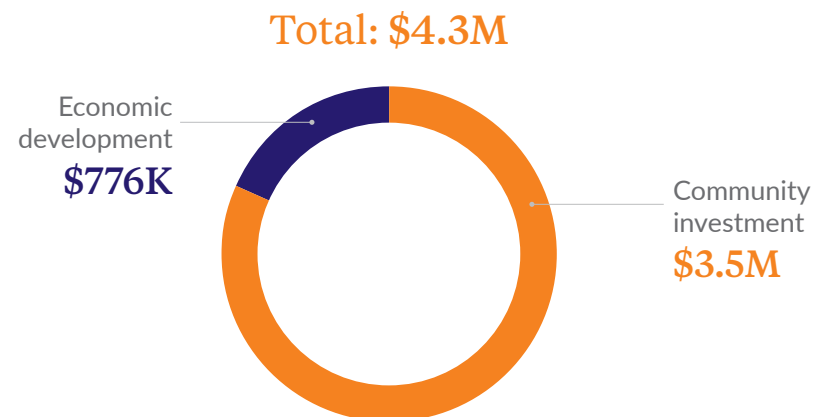
- Invested more than \$6.5 million to support the communities we serve, including more than \$2.2 million in marketing and memberships
- 1,451 employees volunteered at 141 community organizations
- More than 14,463 employee volunteer hours realized
- Named one of Newsweek's "Most Responsible Companies" for the seventh year in a row

Girls in the Know event



Social investment

In FY25, we surpassed our social investment target with nearly \$4.3 million to support the communities we serve through community investments and economic development activities.



Mission: St. Louis event



 **14k+**
employee volunteer
hours realized

Through our Spire Serves charitable giving program, the Spire Foundation Board and local Budget Teams are tasked with grant decision-making. Both meet quarterly with the Spire Serves Committee overseeing the process.

The Budget Teams follow five strategic focus areas when making funding decisions, and we’ve established a target spend for each focus area. Below is how we performed in FY25:

Focus area	FY25 target spend	FY25 actual spend
Civic and Community Development	20%	33%
Education	20%	14%
Environment	20%	15%
Health and Human Services	35%	37%
Disaster/Off Strategy	5%	>1%

Community engagement

Each year, through our Day for Good program, employees are provided eight hours of paid time away to volunteer with an organization that’s important to them.

In 2025, more than 1,451 employees volunteered, either virtually or in-person, at 141 community organizations across Alabama, Mississippi, Missouri, Texas and Wyoming. In total, employees volunteered more than 14,463 hours.

Spire named one of Newsweek’s “Most Responsible Companies” seven years in a row

For the seventh consecutive year, Spire was named one of “America’s Most Responsible Companies” by Newsweek, recognizing the company for strong performance in three areas — environment, social responsibility and corporate governance.

Spire ranked 239 among the top 600 companies across 14 industries in the United States, and we were one of only 11 companies ranked in our home state of Missouri and one of only four companies in the Energy & Utilities Industry sector in Missouri. Spire is one of only about 150 companies (25% of total) selected by Newsweek for all seven years of the listing.

The Newsweek annual rankings are selected based on publicly available key performance indicators derived from Corporate Social Responsibility (CSR) and Sustainability reports. In addition, an independent survey was conducted to evaluate companies’ reputations by asking consumers about their perception of activities related to corporate social responsibility.



SPOTLIGHT: Tornado relief efforts

Our customers depend on us to safely deliver natural gas to fuel their homes and businesses. And our ability to deliver on their expectations is rooted in keeping one another, our customers and our communities safe. It's a commitment that we take seriously — especially in extreme circumstances, such as the tornado and severe weather that struck St. Louis, Missouri, in May 2025.

On the afternoon of May 16, 2025, a devastating EF3 tornado snaked through Metropolitan St. Louis. Federal Emergency Management Agency (FEMA) officials called the residential damage the largest-scale the organization had surveyed since the 2011 tornado in Joplin, Missouri, and damage caused by the tornado has been estimated at \$1.6 billion.

Spire crews led the effort to secure neighborhoods, identify leaks and make repairs. Many operations employees spent weeks dedicated to the effort. In addition to on-the-ground support:

- We joined together with other St. Louis businesses and the City of St. Louis as part of the STL Recovery efforts
- We participated in disaster relief town hall meetings, promoting Spire's assistance programs to impacted customers
- We proactively issued customer communications related to natural gas safety
- We engaged employees through food drives, monetary donations and volunteer opportunities

Spire crews led the effort to secure neighborhoods, identify leaks and make repairs



Spire volunteers distributed donated supplies to an affected community



Our suppliers

Spire remains committed to operating responsibly and working with reputable suppliers who prioritize integrity and sustainability across our business operations. Through responsible sourcing, we can help our supplier network grow, create jobs and positively impact our communities and local economies.

Our Supply Chain team provides guidance, support, service and execution in the areas of strategic sourcing, procurement, inventory management and accounts payable, as well as provides training and subject-matter expertise for requisitioning, expense reporting tools and processes.

We've invested in people and resources to preserve the value created by our strategic sourcing efforts, assist in supplier management and promote continuous improvement across our supply chain.

By monitoring supplier performance, our goal is to promote transparency, expand relationships and identify opportunities for mutually beneficial partnerships as we work toward shared sustainability goals.

In 2025, we successfully completed the following:

- Surpassed our fiscal year 2025 Smart Sourcing goal of \$15 million in cost savings
- Furthered our commitment to supply chain excellence in alignment with our business strategy
- Continued a sustainability focus across Spire's supply chain



Supply chain resiliency

Spire's supply chain remains strong, and we've been able to meet or exceed our capital plan targets without any supply chain constraints or disruption. We continue to acquire, store and deliver an adequate supply of essential materials to meet our capital plans and ongoing business operations.

Below are ways we continue to build resiliency in our supply chain to minimize the impact of supply disruptions to our business:

- We work with key suppliers to schedule monthly or quarterly orders to secure production slots for timely delivery of key materials
- We request monthly lead time updates from key suppliers
- We request weekly anticipated delivery dates from key suppliers
- Established redundancy plans to ensure adequate supply of materials
- Sourced and produced all steel and polyethylene pipes domestically
- Approved additional domestic polyethylene pipe manufacturer
- Carried increased stocking levels and maintained relationships with multiple distributors
- Mitigated any potential labor or performance issues by having multiple pipeline contractors under agreement
- Initiated cross-functional teams to address standardization of materials across our utility footprint
- Expanded our supplier base, where needed

Established redundancy plans to ensure adequate supply of materials.



Smart Sourcing initiative

We know that leveraging the power of our collective spend to streamline and standardize how we purchase goods and services will help us work even more efficiently in the future. In 2022, we established the Smart Sourcing initiative, a transformative supply management strategy to drive accountability both in our company and across our supply chain.

The Smart Sourcing initiative is designed to reduce or eliminate costs, optimize our supply base and drive operational efficiency. In 2025, we surpassed our goal of \$15 million in cost savings, delivering actual savings of \$16.7 million. The four-year savings achieved through our Smart Sourcing initiative is \$48.1 million. The spend categories that yielded significant savings in 2025 were meter reading services and change outs, IT mobility, third-party construction and paving services.

Commitment to supplier opportunities

Inclusion is a core value at Spire. That's why we're committed to developing and expanding partnerships with businesses that are at least 51% owned, controlled and managed by an individual or group that is traditionally underrepresented or underserved.

Operating with integrity

Spire's Supplier Code of Conduct, which is included in our supplier contract language, requires Spire suppliers to comply with all applicable Spire policies, including Spire's [Human Rights Policy](#).

For more information about our business requirements and expectations for suppliers, visit [Doing Business with Spire](#).

Emissions

Sustainable practices to reduce our environmental impact 38

Carbon emissions overview..... 38

EPA Subpart W ruling..... 39

Spire emissions progress 40

Other environmental strategies..... 42



Sustainable practices to reduce our environmental impact

Spire remains committed to being carbon neutral by midcentury. We continue to take steps to reduce Scope 1 and Scope 2 emissions from our operations through infrastructure upgrades, fleet and facilities improvements, and additional emissions reduction strategies.

Carbon emissions overview

Carbon emissions are classified as both direct and indirect emissions, also known as Scope 1, Scope 2 and Scope 3 emissions. In 2021, we established and reported our baseline for Scope 1 and Scope 2 emissions from our business units, as well as our transmission, storage and distribution segments.

- **Scope 1:** direct greenhouse gas (GHG) emissions released from owned or controlled assets. This includes our distribution system, transportation and storage facilities, fleet and facilities
- **Scope 2:** indirect emissions from purchased electricity and steam
- **Scope 3:** all sources not defined by Scope 1 and Scope 2 and those that come from assets or sources we don't own or control, but indirectly impact our natural gas value chain. This includes emissions from upstream suppliers and customer usage

Achieving our goals is contingent upon supportive policies and regulation, as well as the development, availability and efficiency of new technologies and markets. Scope 3 emissions are not included in our plan to achieve our environmental commitment.





EPA Subpart W ruling

Annually, Spire is required to submit emissions from its operations to the EPA under the Greenhouse Gas Reporting Program (GHGRP). As a natural gas distribution company, we submit under two regulations:

- **Subpart NN:** This regulation covers carbon dioxide emissions that would result from the complete combustion/oxidation of the annual volumes of gas that were provided to end users in the natural gas system.
- **Subpart W:** This regulation covers carbon dioxide and methane emissions from distribution systems, which include leaking equipment, venting emissions and those from combustion equipment.

In 2024, the EPA published a final rule that revised Subpart W, adding new reporting requirements for natural gas distribution companies. These new requirements included the following: blowdowns from distribution operations, other large release events that were not considered blowdowns (>5,100 scf/hr), emissions from pneumatic devices and emissions from stationary reciprocating internal combustion engines. Additionally, new emission factors were associated with miles of distribution pipeline and the numbers of services within the network. These new reporting requirements were set to go into effect for Reporting Year (RY) 2026. Spire has been diligent in the collection of new emissions data as required per the 2024 final rule.

In September 2025, the EPA published a proposed rule, removing the requirement of Subpart W reporting for the Natural Gas Distribution segment. The proposed rule would take away the requirement for reporting until RY2034.

In February 2026, the EPA released an amended final ruling, which extended the deadline for the GHGRP, including Subparts W and NN, from March 31, 2026, to October 30, 2026. Due to the extension, 2025 Subpart W calculation forms were not released until closer to the deadline. The emission calculation methodology used in this report follows the same procedure as in years prior.

The emission calculation methodology used in this report follows the same procedure as in years prior.

Spire emissions progress

Despite changes to the methane global warming potential (GWP) implemented by the EPA in 2024, Spire continued to reduce emissions relative to prior periods. For calendar year 2025, we continued our commitment to responsibly reduce methane emissions and achieved an overall companywide decrease of 28,758 metric ton (MT) CO₂e, representing a 7.6% reduction compared to the prior year.

Importantly, Spire's adjustments reduced total emissions to levels below those reported in 2023, prior to the application of the EPA-updated GWP factors.

Spire's year-over-year emissions reduction was driven by a combination of targeted operational improvements and long-term infrastructure investments, including:

- Fleet fuel volumes declined 9.5% from the 2021 baseline and 3.1% year-over-year from CY2024, driven by reduced idling, optimized fleet utilization and continued fuel management discipline.
- Continued gas utility expenditures focused on main and service replacement, supporting continued modernization of the distribution system and associated emissions improvements.
- Midstream emissions declined significantly in 2025, due to milder weather and market-driven process optimization, as well as the removal of the NGL asset following its divestiture on January 1, 2025.

Emissions by line of business Scope 1 and 2 emissions

Metric ton CO₂e by calendar year

	2021	2022	2023	2024*	2025	YOY change
Southeast	189,673	176,555	179,551	196,539	192,783	1.0% ↓
Missouri	159,150	149,200	138,292	142,283	135,371	4.9% ↓
Midstream	36,206	31,776	32,075	40,783	20,894	48.8% ↓
Marketing	78	103	74	70	65	7.0% ↓
TOTAL	385,106	357,634	349,991	377,871	349,112	7.6% ↓

*2024 SE emissions revised due to updated fuel usage methodology for LNG

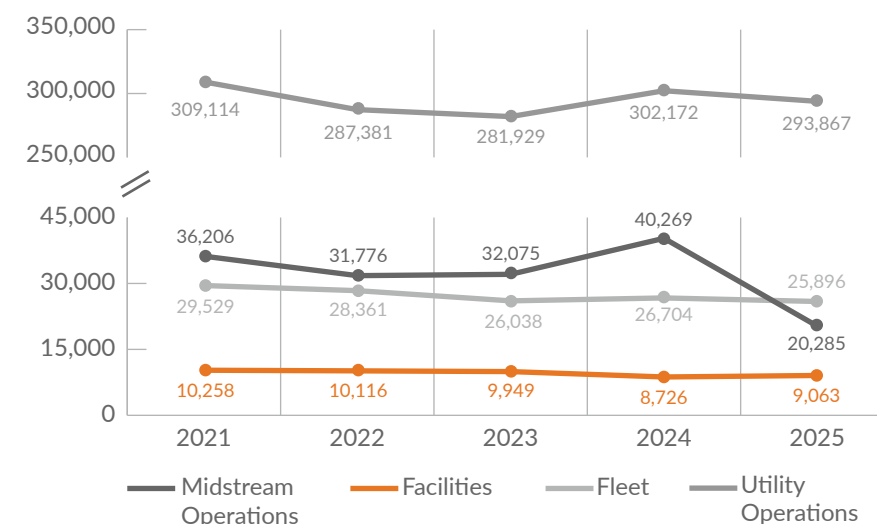
2025 emissions Scope 1 and 2 emissions

Metric ton CO₂e for calendar year 2025

	Operations	Facilities	Fleet	TOTAL
Southeast	181,774	3,643	7,366	192,783
Missouri	112,093	5,355	17,923	135,371
Midstream	20,285	–	609	20,894
Marketing	–	65	–	65
TOTAL	314,152	9,063	25,897	349,112

Emissions by activity Scope 1 and 2 emissions

Metric ton CO₂e by calendar year



Methane intensity

Expressed as a percentage, methane intensity is total methane emissions divided by throughput, or the volume of methane transported through the system. This percentage is viewed as a leak rate for the natural gas delivery system and is split into different segments along the supply chain from production to end use.

Methane intensity reflects not just the absolute amount of emissions from Spire’s operations, but how well we are managing those emissions relative to the volume of natural gas we use in our operational systems.

Spire has voluntarily reported methane intensity under the Natural Gas Sustainability Initiative (NGSI) since 2020 for the distribution segment and 2021 for the transmission and storage segment.

NGSI provides a consistent, transparent methodology for calculating methane emissions intensity across the natural gas value chain and incorporates emission factors and sources that extend beyond those included in the EPA GHGRP, supporting a more comprehensive view of operational emissions.

For 2024 reporting, Spire continued to apply the NGSI Methane Emissions Intensity Protocol Version 2.0 (released September 2024). Version 2.0 maintains alignment with EPA GHGRP Subpart W requirements in effect as of January 1, 2024, and reflects updated emission factors and methodological refinements designed to improve consistency with established industry reporting practices.

This approach supports methodological consistency with prior-year disclosures, enables more meaningful year-over-year comparisons and aligns with the regulatory framework and emission quantification practices in place during the reporting period.

Pipeline upgrades

Our utility pipeline upgrades program continues to be a cornerstone of our environmental sustainability efforts. Replacing and upgrading aging infrastructure increases safety while reducing methane emissions and leaks across our distribution system.

Upgrading infrastructure also reduces maintenance costs, improves reliability and ensures the communities we serve have the advanced energy infrastructure needed to fuel economic growth and job creation.

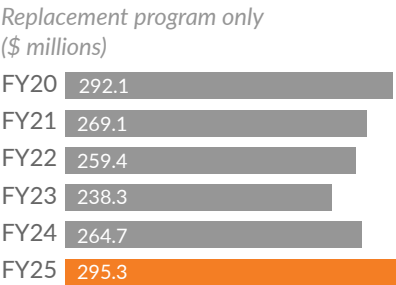
We proactively address unprotected steel and cast-iron mains through timely leak repair, increased efficiency of construction, and replacement of these pipelines and assessment of alternative system designs. The processes we’re applying to construction projects and dig-ins are minimizing natural gas emissions.

By investing more than \$1.6 billion in pipeline infrastructure upgrades since 2020 — modernizing pipeline and increasing efficiency — the energy we provide is delivered to our customers safely and reliably.

NGSI methane intensity*

	CY21	CY22	CY23	CY24	CY25
Distribution NGSI methane emissions (MT CH4)	10,535	10,559	10,642	10,529	10,149
Weather normalized throughput (Mscf**)	329,522,632	324,094,470	309,817,338	315,530,742	320,507,881
NGSI methane intensity	0.178%	0.182%	0.192%	0.186%	0.177%
Transmission and storage NGSI methane emissions (MT CH4)	1,088	1,114	899	1,038	355
Throughput (Mscf)	40,426,000	96,915,000	93,199,757	33,518,000	86,080,000
NGSI methane intensity	0.150%	0.064%	0.054%	0.173%	0.023%

Gas utility capital expenditures



*Full NGSI reporting is included in the Appendix of this report
**Mscf is the abbreviation for a thousand standard cubic feet, a common measure for volume of gas

Other environmental strategies

Facilities and operational efficiency

Spire manages its facilities to support safe operations, improve efficiency and reduce environmental impacts. Our facilities portfolio includes over 50 office buildings, service centers and operational support locations across our service territories. Facility investments prioritize energy efficiency, water stewardship, asset longevity and alignment with evolving building energy standards.

Guided by recommendations from an American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) Level 1 energy audit, Spire has developed a standardized energy-efficiency and sustainability-focused approach to facilities management that includes:

- Energy analysis protocols
- Building envelope recommendations
- Mechanical, electrical and plumbing recommendations
- GHG emissions inventory of facilities



These practices support consistent decision-making across our facilities portfolio while helping to identify opportunities to reduce energy use, emissions and operating costs.

In 2025, Spire completed more than 25 facility-level environmental and efficiency improvements, including high-efficiency HVAC and water upgrades, building automation deployments, energy-efficient lighting and roofing, generator modernization, water leak remediation and the responsible decommissioning of a large office facility.

Energy use and intensity

In calendar year 2025, total facility energy consumption increased modestly compared to 2024 due to the reactivation of facilities in Missouri and more conditioned space; however, energy intensity remained flat year over year, indicating that overall facility efficiency was maintained despite renovation activity and changes in facility use. Over the longer term, energy intensity has declined, reflecting the impact of building automation systems, high efficiency HVAC upgrades, lighting improvements and standardized construction practices across the facilities portfolio.

In 2025, Spire completed more than 25 facility-level environmental and efficiency improvements.

Water use

Reported water usage increased in 2025 due primarily to a one-time water leak identified during a facility renovation, which was promptly repaired. This isolated event is not representative of typical water use trends. Spire continues to monitor water consumption and integrate leak detection and water efficient systems into ongoing facility upgrades.

Overall, 2025 facility performance reflects stable energy efficiency, long-term improvement trends and responsive management of operational issues. As renovation projects are completed and standardized systems are fully implemented, Spire expects continued progress in managing facility-related resource use.

Facilities initiatives and improvements

Spire continued the implementation and use of a sophisticated Building

Automation Systems (BAS) platform to help reduce energy use in new facilities and in retrofitting existing facilities. These systems enable real-time monitoring and control of mechanical, electrical and plumbing systems, allowing facility managers to adjust operations based on occupancy, demand and environmental conditions. In parallel, we implemented numerous HVAC component and system replacements with newer, higher-efficiency equipment across locations.

BAS supports energy reduction by minimizing off-hour operation, improving equipment performance and enabling participation in utility demand response programs. Additional benefits include improved indoor air quality, reduced maintenance-related material waste and enhanced water management, particularly in HVAC and cooling systems.

Missouri facilities renovations

Spire completed comprehensive renovation projects at two Missouri service centers: the Berkeley Service Center and the Shrewsbury Service Center. These renovations focused on improving energy efficiency, reducing emissions and modernizing building infrastructure.

Energy efficiency improvements

Across both facilities, Spire incorporated the following upgrades:

- Significant mechanical, electrical and plumbing (MEP) system improvements, including replacement of inefficient single-speed air handlers, underperforming chillers and cooling towers with high-efficiency commercial split systems and advanced air handling and condensing units

- Installation of a comprehensive BAS
- Complete building lighting retrofits
- Advanced electrical controls, including occupancy-based systems
- Low-flow water fixtures
- Open interior layouts and optimally sized windows to maximize natural daylighting
- Targeted environmental materials abatement

These improvements were designed to deliver both immediate and long-term reductions in energy use, emissions and operating costs.

Facility efficiency performance: water, energy and intensity

Year	Water, kGal	Energy, kBTU	Energy, Intensity
FY21	22,534	106,993,820	98.6
CY22	17,370	110,366,299	90.7
CY23	14,076	95,601,793	91.9
CY24	29,052	91,584,190	85.7
CY25	44,800	96,516,614	85.7



Waste minimization and recycling

Our waste minimization and recycling programs represent additional steps we take to help address our environmental footprint. We track waste streams, including solid waste disposal, and identify avenues to further minimize waste generation.

At most office locations and service centers, multiple waste streams are recycled, including used gas meters, office paper, cardboard, scrap metal, used oil, tires and batteries.

In 2025, recycling and waste diversion efforts delivered meaningful environmental benefits across multiple impact categories. Recycling activities diverted 316 tons of material from landfill, preserved 4,159 trees and resulted in 1,905,950 kilowatt-hours of energy savings. This diversion reduced strain on landfill capacity while supporting more sustainable materials management practices.

Paper recycling

We partner with Access to provide secure document-shredding services across Spire facilities. In 2025, these efforts diverted approximately 407 cubic meters of material from landfill, delivering environmental benefits equivalent to preserving more than 1,831 trees and saving over

417,000 kilowatt-hours of energy. All shredded materials are processed and pulped within the United States.

E-waste

We've partnered with Lenovo to implement a more consistent e-cycling program for laptops, keyboards and other electronics. For this reporting period, we recycled over 3,187 electronics weighing more than 9,940 pounds.

Through the responsible wireless reuse and recycling program we have with AT&T, more than 655 devices were responsibly retired in 2025, eliminating approximately 300 pounds of e-waste from ending up in a landfill.

Batteries

Additionally, we recycled over 120,000 pounds of retired automatic meter reader (AMR) devices in 2025, preventing further generation of e-waste.

Collectively, these results demonstrate the tangible environmental value of continued recycling and landfill diversion initiatives, contributing to energy conservation, natural resource preservation and long-term sustainability goals.

Waste Management

We responsibly dispose of items such as used oil, odorant and other process wastes through recycling or energy recovery, whenever possible.

We use aerosol paint cans in our operations. Since spent cans can have hazardous contents, we use puncture devices at multiple locations to drain and collect unused contents for proper disposal. The empty paint cans are then recycled as scrap metal. This reduces the amount of hazardous material being sent to fuel blending, which lowers our environmental impact.

Sustainable office products and materials

We continue to analyze the list of products being used at our facilities, identify sustainable replacement options, if available, and select products that provide the most immediate impact.

Office Essentials provides a report each year related to sustainable products (copy paper, tissues, paper pads, highlighters, ballpoint pens, etc.) we purchase. For 2025, our sustainable spend was approximately \$21,000 or 29% of our office supply spend.

316

tons avoided in landfill =
45 standard roll-off dumpsters

4,159

trees saved

1,905,950

 kWh

of energy saved =
180 U.S. homes for one year



Fleet

Using calendar year 2021 as our baseline, our total 2025 fuel volume was down 9.5%. This downward trend can be attributed to recent efforts, including idle-time reduction, targeted reductions in the number of fueled fleet assets, scaled back take-home privileges, continued rigorous management of the fuel program, targeted replacement of older fleet assets and our GPS program.

This fuel volume reduction resulted in the avoidance of 2,587 MT CO2e in emissions and more than \$800,000 in estimated fuel spend from our CY21 baseline.

One of the contributing factors to fuel reduction is reduced idle time of company assets. Companywide, the idle gallon consumption has continued its downward trend, decreasing 7.75% in CY25 from the prior year.

Compared to our CY23 baseline idling performance, this represents a reduction of approximately 81,000 gallons, or nearly 18%. These improvements support cost savings, reduced emissions and continued progress toward operational efficiency and sustainability goals.



Fleet fuel use

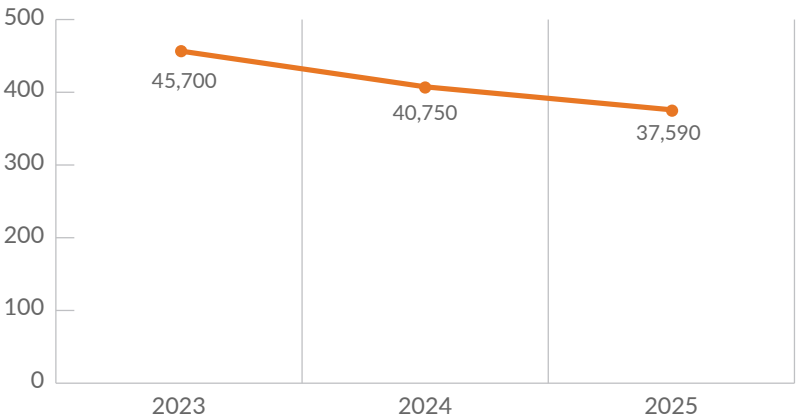
Gallons/Gasoline gallon equivalent by calendar year

	CY21	CY22	CY23	CY24	CY25
Gasoline (Gal)	1,790,788	1,843,031	1,787,531	1,827,981	1,769,931
Diesel (Gal)	1,168,843	1,123,191	993,611	1,031,457	1,006,332
CNG (GGE)	120,270	105,819	29,579	18,311	12,327
Total fuel	3,079,900	3,072,041	2,810,721	2,877,749	2,788,590

Companywide Idle Gallons

CY2023-CY2025

Idle Gallons (K)



Alternative and renewable energy sources

Spire supports the use of alternative and renewable energy sources and is active in identifying affordable options for our customers. Part of our strategy to reduce GHG emissions includes evaluating alternative energy sources, such as renewable natural gas (RNG) and certified natural gas. The addition of renewables to our portfolio will allow us to reduce emissions from operations while helping our customers meet their environmental goals. Our long-term strategy is to include renewables as part of our gas supply at a price that all customers can afford.

Renewable natural gas (RNG)

Our plan for RNG continues to focus on Missouri. We recognize the importance of safely providing customers with affordable, reliable and efficient energy, and we maintain that RNG will play a key role. At present, Spire Missouri has two RNG interconnect projects online. A Spire-owned RNG production project is expected to come online in early calendar 2027. Spire Missouri filed for a certificate of convenience and necessity with the Missouri Public Service Commission for this project in the fall of 2025 and expects a decision on its application in calendar 2026. In total, these projects will bring an estimated 1.59 BCF of

renewable natural gas onto Spire's system.

Certified natural gas

Certified natural gas is natural gas that has been certified by a third party to verify that the collection and delivery of the gas meets a set of environmental criteria. Certified natural gas is also referred to as responsibly sourced gas, differentiated gas, green gas, independently certified gas and reduced-carbon natural gas.

To be certified, natural gas must comply with stringent greenhouse gas emissions standards compared to current regulations. Typically, natural gas is considered responsibly sourced if it is delivered with less than 1% residual methane emissions.

According to the AGA, benefits of certified natural gas include fewer associated GHG emissions, a reduction in upstream GHG emissions, a transparency in emissions reporting and creation of a market for less carbon-intensive natural gas that could reduce economy-wide emissions.

For the reporting period, the Spire Marketing business unit purchased certified natural gas credits monthly. As of Dec. 31, 2025, Spire Marketing had approximately 9,480,000 credits on their books. Each credit represents 1MMbtu. On March 30, 2026, we

announced that we entered into an agreement to sell Spire Marketing to Boardwalk Pipelines, a natural gas and liquids transportation and storage company that is also based in Houston. The sale was completed on April 30, 2026.

Carbon Offset Initiative

The Carbon Offset Initiative was approved by the Missouri Public Service Commission in July 2024 and was opened for customer participation in January 2025. This voluntary program provides our Missouri gas utility customers the opportunity to voluntarily purchase a combination of environmental attributes to offset a portion of or all carbon emissions from their natural gas usage.

Environmental stewardship

Energy-efficiency programs

Through weatherization, rebate and financing programs, customers in Missouri and Mississippi have access to resources to make more energy-efficient choices for their homes and businesses — leading to lower GHG emissions. Customer-generated GHG emissions fall within the Scope 3 emissions category and outside of our control and sustainability plan. Through our energy-efficiency programs in both states, our participating customers reduced

annual GHG emissions by over 12,573 metric tons of CO₂e in 2025.

In 2025, our energy-efficiency programs in Missouri and Mississippi reduced GHG emissions equivalent to:

32,018,797
miles driven by an average gasoline-powered passenger vehicle

13,966,670
pounds of coal burned

1,689
Homes' energy use for one year

Pay As You Save program

Spire partners with Ameren Missouri in eastern Missouri and Evergy in western Missouri to offer Pay As You Save (PAYS®), a program that helps qualified Missouri customers reduce their utility bills through energy-efficiency upgrades with little to no upfront costs.

Through the PAYS® program, customers can lower their annual energy costs while Spire and Ameren Missouri/Evergy cover all or most of the upfront costs required to install energy-efficiency equipment in the home.

Horizontal directional drilling

We install natural gas pipeline via horizontal directional drilling to minimize areas of disturbance and impacts to sensitive environmental areas such as parks, water bodies and wetlands. However, there is still a risk with this technique that the boring fluid used in the process, primarily a mixture of water and clay, can inadvertently migrate into the environment. We mitigate this risk by designing the bore paths to be protective of the environment and by training all construction employees on our contingency plan. The plan identifies methods to prevent boring fluid migrations and how to respond in the event one happens.

Air permitting strategy

Our Midstream Clear Creek expansion project in Wyoming required a highly strategic approach for addressing new federal air regulations that were being implemented, challenged in court and interpreted. We developed an ongoing strategy to handle the permitting processes in-house, resulting in better compliance and strengthening relationships with various internal and external partners. On April 15, 2026, we announced an agreement to sell our natural gas assets in Oklahoma and Wyoming to I Squared Capital. The sale was completed on June 30, 2026.



LNG facility modernization — Coosada LNG plant (Alabama)

Spire is undertaking a multiyear modernization project at the Coosada Liquefied Natural Gas (LNG) facility to strengthen system reliability, safety and operational efficiency. Constructed in 1972, the Coosada facility serves as a critical peaking resource for Spire's natural gas distribution system. Most of the liquefaction equipment is original and has exceeded its typical expected service life. After decades of operation and increasing maintenance challenges, Spire determined that full replacement of the liquefaction system was necessary to ensure continued safe and reliable service. The planned completion date is May 2027.

The Coosada facility provides approximately 80 million cubic feet per day of peak send out capacity, representing about 50% of Montgomery, Alabama's peak day demand and roughly 10% of Spire's total system send out on peak days. This on-system LNG supply is essential during extreme cold weather events, when demand is highest and operational flexibility is most critical. Analysis by Spire's Gas Supply team concluded that replacing this capability with additional pipeline capacity would significantly increase long-term costs while reducing reliability during peak winter conditions.

The new system will increase liquefaction capacity from approximately 2.4 million cubic feet per day to more than 5 million cubic feet per day, improving

the ability to fill LNG storage seasonally and enhancing operational resilience. The design also provides added redundancy to support other liquefaction assets within Spire's system.

Replacing the liquefaction system in its entirety reduces the risk of continued outages from aging equipment and avoids complications associated with partial upgrades. New equipment is expected to experience less downtime, improve seasonal operating flexibility and reduce long term maintenance requirements.

The project also delivers significant safety enhancements. The existing system was designed to 1970s safety standards, while the replacement allows the facility to be fully designed and operated in compliance with current codes and regulatory requirements. New safeguards and controls are incorporated throughout the system, and the use of nitrogen as a refrigerant significantly reduces the volume of flammable materials on site, lowering potential safety risks.

The Coosada LNG modernization supports Spire's sustainability objectives by strengthening system reliability, enhancing safety, improving asset stewardship and reducing long-term operating costs. The project positions Spire to continue serving customers safely and reliably during extreme weather events while maintaining a resilient and efficient natural gas distribution system.



Appendix

Global Reporting Initiative (GRI) index	50
Sustainability Accounting Standards Board (SASB) disclosures	60
Natural Gas Sustainability Initiative (NGSI) reporting	64
Pipeline and Hazardous Materials Safety Administration (PHMSA) reporting	67
Memberships and associations	75
Stakeholder engagement	76
Partnerships for the future	77



Global Reporting Initiative (GRI) index

In preparing this report and the content of the index that follows, we included only responses to disclosures not found in the narrative of this report.

Universal standards

2021 GRI standard title	2021 disclosure number	2021 disclosure name	2021 section	2016 disclosure number	2025 Report–location/response
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	3. Governance	102-32	Spire’s Sustainability Report is reviewed by Spire’s Board of Directors and Spire’s Executive Committee
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	4. Strategy, policies and practices	103-2	1. We manage GHG emissions by understanding our baseline emissions; inventorying our annual emissions; understanding what is driving those emissions; setting incremental, meaningful targets and goals; making a long-term commitment to carbon neutrality; and taking steps to reduce GHG emissions. Management made a public long-term commitment to carbon neutrality and discloses its incremental goals and targets in order to create public accountability to all stakeholders to care for our environment. We have appointed a vice president to focus on our sustainability efforts. As part of this effort, we have developed a plan to reduce Spire’s GHG emissions throughout its business operations and we are working to execute this plan. 2. We manage methane emissions by understanding our baseline emissions; inventorying our annual emissions; understanding what is driving those emissions; setting incremental, meaningful targets and goals; and taking steps to reduce methane emissions. Management discloses its incremental goals and targets in order to create public accountability to all stakeholders to care for our environment. We are also focused on our storage and pipeline businesses to measure and reduce methane emissions. 3. Safety is a value at Spire. We manage employee and customer safety by creating a system to identify and report all events and accidents involving company personnel, equipment and facilities. All levels of management, including the highest levels, receive reports with descriptions and preventative measures for recent incidents weekly. The Spire Safety Department is tasked with proactively identifying safety risks, developing plans, systems, training and communications intended to address and reduce these risks. The annual incentive plan includes safety metrics. Management is committed to safety and works tirelessly to improve safety for each employee, customer and member of the communities we serve by staying laser focused on preventing accidents and incidents, responding promptly and proactively, and learning from each accident and injury. We also prioritize educating the public to ensure that individuals and companies call for location of our underground facilities before conducting any excavation work. In so doing, we protect the public and our employees from injuries and reduce methane emissions resulting from damages and leaks.

2021 GRI standard title	2021 disclosure number	2021 disclosure name	2021 section	2016 disclosure number	2025 Report–location/response
					4. We manage employee sustainability through a multi-prong approach: a. We create an inclusive culture in which people come first b. We recruit the right people for the right roles; we ensure candidates are a good fit for Spire through a rigorous interview and testing process c. We provide employees the training, tools and resources they need to succeed d. We provide development and advancement opportunities to employees e. We focus on developing mid-level managers to support, develop and lead employees through timely and open two-way communication f. We understand the workload and needs of our customers and work to ensure that we are properly staffed with qualified, well-trained employees who work together to achieve common goals and objectives, including annual incentive plan metrics that recognize and reward safety, teamwork, efficiency and quality work g. We hold managers at every level, including senior officers, accountable for leading their teams of employees and delivering results Spire 2025 Sustainability Report: Governance: Creating a strong foundation for responsible governance: Key governance practices Spire 2025 Form 10-K: Part II, Item 7 – Management’s Discussion and Analysis of Financial Conditions and Results of Operations; Part II, Item 8, Note 16 – Commitments and Contingencies
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations	4. Strategy, policies and practices	307-1	No significant environmental violations in 2025
				419-1	Spire has had no significant fines and non-monetary sanctions for non-compliance with laws and/or regulations
GRI 2: General Disclosures 2021	2-3	Reporting period, frequency and contact point	1. The organization and its reporting practices	102-50	Unless otherwise stated, data follows the calendar year (January 1, 2025–December 31, 2025), financials follow Spire’s fiscal year (October 1, 2024–September 30, 2025)
				102-52	Spire’s intent is to publish a sustainability report annually. The content of this report reflects 2025 activities and forward-looking statements.
				102-53	TeamSpire@SpireEnergy.com

2021 GRI standard title	2021 disclosure number	2021 disclosure name	2021 section	2016 disclosure number	2025 Report–location/response
GRI 2: General Disclosures 2021	2-7	Employees	2. Activities and workers	102-8	Exempt employees 34.24%
					Non-exempt employees 65.76%
					Employees covered by bargaining agreement 56.45%
					Employees by generation
					Baby Boomers 6.78%
					Gen Xers 34.87%
					Millennials 48.17%
					Gen Zers 10.18%
					Employees by tenure
					0-5 Years 32.91%
					6-10 Years 26.64%
					11-15 Years 13.90%
					16-20 Years 8.54%
					21-25 Years 7.89%
					26+ Years 10.13%
					Women in workforce (companywide)
					Total in workforce 19.04%
					Management (manager level and above) 33.74%
					Executive leadership (VP level and above) 3.33%
					People of color (companywide)
					Total in workforce 30.67%
					Management (manager level and above) 18.11%
					Executive leadership (VP level and above) 16.67%

Economic indicators

GRI disclosure number	GRI title	Disclosure title	2025 Report–location/response												
201-4	Economic performance	Financial assistance received from government	During 2025, Spire received tax credits through its investments in community improvement partnerships, as well as from expenses incurred with respect to research and development activities. Spire has federal tax credits of \$18,823,807 and state tax credits of \$30,982 as of September 30, 2025, some of which have been carried forward from prior years as well as relating to prior years.												
202-1	Economic performance	Ratios of standard entry level wage by gender compared to local minimum wage	100% of Spire employees at our natural gas utility business units are subject to minimum wage rules and earn well above minimum wage. Ratio of entry level wage by gender at significant locations of operation to the minimum wage: <table><tr><td></td><td>AL/Gulf/MS</td><td>MO-East</td><td>MO-West</td></tr><tr><td>Male</td><td>2.71</td><td>1.37</td><td>1.52</td></tr><tr><td>Female</td><td>2.71</td><td>1.37</td><td>1.52</td></tr></table>		AL/Gulf/MS	MO-East	MO-West	Male	2.71	1.37	1.52	Female	2.71	1.37	1.52
	AL/Gulf/MS	MO-East	MO-West												
Male	2.71	1.37	1.52												
Female	2.71	1.37	1.52												
202-2	Economic performance	Proportion of senior management hired from the local community	83% of Spire’s senior management has been hired from the local community												
204-1	Procurement practices	Proportion of spending on local suppliers	To best ensure we have the goods and services needed to serve our customers and support our business, we utilize a broad supply base of national, regional and local suppliers. As such, we don’t have hard local spend targets or measurements, however, many of our needs are fulfilled by local and regional suppliers. As our mission states, we are committed to advancing the communities that we serve. When evaluating suppliers in our RFP process, the location of a supplier in relation to where the work will be done is considered, among other factors.												
205-3	Anti-corruption	Confirmed incidents of corruption and actions taken	No confirmed incidents of corruption identified												

Environmental indicators

GRI disclosure number	GRI title	Disclosure title	2025 Report–location/response
303-2	Water	Water sources significantly affected by withdrawal of water	Spire’s operations do not significantly affect water sources.
305-7	Emissions	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Spire complies with all applicable regulations and sampling protocols. No significant SO2 or NO2 have been reported.
306-1	Waste	Water discharge for quality and destination	Spire complies with all applicable regulations and sampling protocols to ensure water used for hydrostatic pressure testing meets required standards before it is discharged.
306-3	Waste	Significant spills	No significant spills occurred in CY25
306-5	Waste	Water bodies affected by water discharges and/or runoff	Spire monitors water discharge by tracking monthly water and sewer utility information of company facilities. Likewise, Spire modified its asset management program to track water discharge from hydrostatic testing events. Spire uses Best Management Practices (BMPs) to minimize runoff from construction areas which also limits impacts to surrounding water bodies.
307-1	Environmental compliance	Non-compliance with environmental laws and regulations	No significant environmental violations in 2025

Social indicators

GRI disclosure number	GRI title	Disclosure title	2025 Report–location/response																									
401-1	Employment	New employee hires and employee turnover	<table><tr><td></td><td>AL/Gulf/MS</td><td>MO-East</td><td>MO-West</td><td>Gas Related</td></tr><tr><td>New hires–male</td><td>59.00%</td><td>74.83%</td><td>91.67%</td><td>63.64%</td></tr><tr><td>New hires–female</td><td>41.00%</td><td>25.17%</td><td>8.33%</td><td>36.36%</td></tr><tr><td>Separations–male</td><td>51.40%</td><td>78.69%</td><td>91.67%</td><td>100.00%</td></tr><tr><td>Separations–female</td><td>48.60%</td><td>21.31%</td><td>8.33%</td><td>0.00%</td></tr></table>		AL/Gulf/MS	MO-East	MO-West	Gas Related	New hires–male	59.00%	74.83%	91.67%	63.64%	New hires–female	41.00%	25.17%	8.33%	36.36%	Separations–male	51.40%	78.69%	91.67%	100.00%	Separations–female	48.60%	21.31%	8.33%	0.00%
	AL/Gulf/MS	MO-East	MO-West	Gas Related																								
New hires–male	59.00%	74.83%	91.67%	63.64%																								
New hires–female	41.00%	25.17%	8.33%	36.36%																								
Separations–male	51.40%	78.69%	91.67%	100.00%																								
Separations–female	48.60%	21.31%	8.33%	0.00%																								
401-2	Employment	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Spire currently does not provide benefits to temporary workers. Full-time Spire employees are eligible for benefit programs.																									
403-1	Occupational health and safety	Workers representation in formal joint management – worker health and safety committees	Safety Committees across all Spire geographies represent union and management employees.																									
403-3	Occupational health and safety	Workers with high incidence or high risk of diseases related to their occupation	A high risk or high incidence of work-related disease has not been identified for any Spire work group																									
403-4	Occupational health and safety	Health and safety topics covered in formal agreements with trade unions	Health and safety are covered in Spire’s collective bargaining agreements and/or formal policies and procedures that all employees must comply with. The company supports personal protection equipment (safety glasses and safety boots) and various wellness programs.																									
404-1	Training and education	Average hours of training per year per employee	In their first year, each field operations employee receives 60 hours of safety-related training, while also receiving 200 hours of technical and procedural training. Tenured field operations employees receive 24 hours of technical and procedural training annually. In addition to being thoroughly trained to perform tasks safely and responsibly, employees working on the gas distribution system receive additional training to be qualified under Spire’s state and federally approved safety training plan. This training occurs prior to any employee performing tasks on the pipeline system. Employees stay current on this training through periodic reviews and field assessments.																									
404-2	Training and education	Programs for upgrading employee skills and transition assistance programs	Part of honoring our core value of integrity means doing what’s right for every Spire employee and providing them with the developmental resources they need to learn and grow. All employees have access to developmental assessments, customized training, specialized degree programs and partnerships with best-in-class organizations related to industry courses, leadership and management workshops and computer application development seminars. In addition, all employees have up to \$5,250 per year in tuition assistance and access to the Spire Learning Center, our robust internal learning management system.																									

GRI disclosure number	GRI title	Disclosure title	2025 Report–location/response																																			
404-3	Training and education	Percentage of employees receiving regular performance and career development reviews	100% of Spire employees who are not covered under a collective bargaining agreement receive an annual performance review																																			
405-1	Diversity and equal opportunity	Diversity of governance bodies and employees	<table><tr><td></td><td>AL/Gulf/MS</td><td>MO-East</td><td>MO-West</td><td>Gas Related</td></tr><tr><td>Male</td><td>75.21%</td><td>81.52%</td><td>88.30%</td><td>81.71%</td></tr><tr><td>Female</td><td>24.79%</td><td>18.48%</td><td>11.70%</td><td>18.29%</td></tr><tr><td>Black or African American</td><td>39.37%</td><td>21.05%</td><td>15.79%</td><td>2.44%</td></tr><tr><td>White</td><td>57.77%</td><td>73.04%</td><td>75.00%</td><td>92.68%</td></tr><tr><td>All other</td><td>2.86%</td><td>5.91%</td><td>9.21%</td><td>4.88%</td></tr><tr><td>Permanent</td><td>100%</td><td>100%</td><td>100%</td><td>100%</td></tr></table>		AL/Gulf/MS	MO-East	MO-West	Gas Related	Male	75.21%	81.52%	88.30%	81.71%	Female	24.79%	18.48%	11.70%	18.29%	Black or African American	39.37%	21.05%	15.79%	2.44%	White	57.77%	73.04%	75.00%	92.68%	All other	2.86%	5.91%	9.21%	4.88%	Permanent	100%	100%	100%	100%
	AL/Gulf/MS	MO-East	MO-West	Gas Related																																		
Male	75.21%	81.52%	88.30%	81.71%																																		
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All other	2.86%	5.91%	9.21%	4.88%																																		
Permanent	100%	100%	100%	100%																																		
405-2	Diversity and equal opportunity	Ratio of basic salary and remuneration of women to men	<table><tr><td>Male</td><td>\$92,219.29</td></tr><tr><td>Female</td><td>\$82,417.66</td></tr></table>	Male	\$92,219.29	Female	\$82,417.66																															
Male	\$92,219.29																																					
Female	\$82,417.66																																					
406-1	Non-discrimination	Incidents of discrimination and corrective actions taken	Spire values inclusion and has no tolerance for discrimination. We train employees on how to identify and address potential discrimination and encourage employees to say something to their supervisor or Human Resources if they feel that they or someone else is being subjected to discrimination. To further facilitate reporting, Spire maintains a hotline that employees may use to either anonymously or by using their name to report incidents of discrimination. The hotline is available via phone or online. When Spire receives a discrimination complaint through any format, Human Resources (with the assistance of compliance and legal) conducts an investigation into the report. Once the investigation is complete, the results are shared with the employee and appropriate actions are taken. In many cases, Human Resources will conduct discrimination-awareness and other training in an effort to reduce future issues. In all cases, a summary of the investigation and any follow-up actions are documented and kept on file to ensure that any patterns of behavior are quickly identified and addressed. In an effort to proactively prevent issues, Spire has implemented Spire Learning Management System modules and recurring compliance training. Spire had six (6) charges of discrimination filed in FY25. The EEOC issued a Notice of Right to Sue on five (5) of those charges and the deadlines for filing a lawsuit have expired. One of the charges was resolved through mediation. For FY25, there were also 26 additional hotline complaints that were investigated by HR. All hotline complaints were investigated and closed.																																			
407-1	Freedom of association and collective bargaining	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	No violation or significant risk. Employees have the right to freedom of association and collective bargaining. Code of Conduct																																			
408-1	Child labor	Operations and suppliers at significant risk for incidents of child labor	No significant risk in operations and/or our suppliers for incidents of child labor Code of Conduct																																			

GRI disclosure number	GRI title	Disclosure title	2025 Report–location/response
409-1	Forced or compulsory labor	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No significant risk in operations and/or our suppliers for incidents of forced or compulsory labor Code of Conduct
410-1	Security practices	Security personnel trained in human rights policies or procedures	All of Spire’s security personnel, contractors and employees are trained in Spire’s human rights policies and procedures
411-1	Rights of indigenous peoples	Incidents of violations involving rights of indigenous peoples	There have been no incidents of violations involving the rights of indigenous people
412-1	Human rights assessment	Operations that have been subject to human rights reviews or impact assessments	None of Spire’s operations have been subject to human rights reviews or impact assessments
412-2	Human rights assessment	Employee training on human rights policies or procedures	All employees are required to adhere to Spire’s Code of Conduct and Spire’s Human Rights Policy
412-3	Human rights assessment	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Spire’s Supplier Code of Conduct , which is included in our supplier contract language, requires Spire suppliers to comply with all applicable Spire policies, including Spire’s Human Rights Policy
416-1	Customer health & safety	Assessment of the health and safety impacts of product and service categories	Spire consistently evaluates the health and safety impacts of its products and services to ensure that appropriate practices and materials are used and properly maintained. The company maintains strict compliance with regulatory standards and conducts routine jobsite safety assessments to protect employees, customers, and the communities it serves. Safety initiatives include equipping designated company vehicles with Automated External Defibrillators (AEDs) and ensuring operators are trained in CPR. Additionally, in-vehicle camera systems are utilized to enhance driver awareness and promote safer driving behaviors.
416-2	Customer health & safety	Incidents of non-compliance concerning the health and safety impacts of products and safety	Spire had three (3) reportable pipeline incidents in 2025. Spire did not have any corrective action orders or notices of probable violations on its natural gas distribution or transmission systems last year.

GRI disclosure number	GRI title	Disclosure title	2025 Report–location/response
417-1	Marketing and labeling	Requirements for product and service information and labeling	Spire complies with all applicable hazard communication and maintains Safety Data Sheets (SDS), which are readily available and electronically accessible. All required safety notices are properly posted throughout operations and across facilities.
417-2	Marketing and labeling	Incidents of non-compliance concerning product and service information and labeling	Spire has not had any non-compliance with regulations and/or voluntary codes
417-3	Marketing and labeling	Incidents of non-compliance concerning marketing communications	Spire has not had any non-compliance with regulations and/or voluntary codes
418-1	Customer privacy	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Spire has not had any substantiated complaints received concerning breaches of customer privacy
419-1	Socioeconomic compliance	Non-compliance with laws and regulations in the social and economic area	Spire has had no significant fines and non-monetary sanctions for non-compliance with laws and/or regulations

Sustainability Accounting Standards Board (SASB) disclosures

SASB has developed industry-specific sustainability performance metrics. Our metrics for Gas Utilities & Distributors are described below. All data is for the fiscal year ended September 30, 2025, unless otherwise noted.

Energy affordability

SASB code	Accounting metric	FY25 disclosure											
IF-GU-240a.1	Average retail gas rate for residential customers (per MMBtu)	\$15.34											
	Average retail gas rate for commercial and industrial customers (per MMBtu)	\$10.52											
	Average retail gas rate for transportation customers (per MMBtu)	\$0.78											
IF-GU-240a.2	Typical monthly gas bill for residential customers for 50 MMBtu of gas delivered per year	<table><tr><td>AL</td><td>\$56.83</td></tr><tr><td>Gulf</td><td>\$103.52</td></tr><tr><td>MS</td><td>\$53.10</td></tr><tr><td>MOE</td><td>\$69.81</td></tr><tr><td>MOW</td><td>\$75.68</td></tr></table>		AL	\$56.83	Gulf	\$103.52	MS	\$53.10	MOE	\$69.81	MOW	\$75.68
	AL	\$56.83											
Gulf	\$103.52												
MS	\$53.10												
MOE	\$69.81												
MOW	\$75.68												
	Typical monthly gas bill for residential customers for 100 MMBtu of gas delivered per year	<table><tr><td>AL</td><td>\$129.60</td></tr><tr><td>Gulf</td><td>\$193.31</td></tr><tr><td>MS</td><td>\$98.21</td></tr><tr><td>MOE</td><td>\$117.63</td></tr><tr><td>MOW</td><td>\$129.35</td></tr></table>		AL	\$129.60	Gulf	\$193.31	MS	\$98.21	MOE	\$117.63	MOW	\$129.35
AL	\$129.60												
Gulf	\$193.31												
MS	\$98.21												
MOE	\$117.63												
MOW	\$129.35												
IF-GU-240a.3	Number of residential customer gas disconnections for non-payment	82,444											
	Percentage of residential customer gas disconnections for non-payment reconnected within 30 days	57%											
IF-GU-240a.4	Discussion of impact of external factors on customer affordability of gas, including the economic conditions of the service territory	See Risk Factors section of our annual Form 10-K report to the U.S. Securities and Exchange Commission for the year ended September 30, 2025. Additionally, we offer a variety of programs to help our customers, including budget billing, energy efficiency programs and energy assistance. See “Our customers” in this Sustainability Report.											

End-use efficiency

SASB code	Accounting metric	FY25 disclosure											
IF-GU-420a.1	Percentage of gas utility revenues from rate structures that are decoupled	0%											
	Percentage of gas utility revenues from rate structures that contain a lost revenue adjustment mechanism (LRAM)	0%											
IF-GU-420a.2	Customer gas savings from efficiency measures by market (MMBtu)	<table><tr><th></th><th>AL/Gulf</th><th>MO</th><th>MS</th></tr><tr><th>Residential</th><td rowspan="2">No energy efficiency measures for FY25</td><td>120,782.501</td><td>158.85</td></tr><tr><th>Commercial/industrial</th><td>88,785.866</td><td>n/a</td></tr></table>		AL/Gulf	MO	MS	Residential	No energy efficiency measures for FY25	120,782.501	158.85	Commercial/industrial	88,785.866	n/a
	AL/Gulf	MO	MS										
Residential	No energy efficiency measures for FY25	120,782.501	158.85										
Commercial/industrial		88,785.866	n/a										

Integrity of gas delivery infrastructure

SASB code	Accounting metric	FY25 disclosure
IF-GU-540a.1	Number of reportable pipeline incidents	3
	Number of corrective action orders	0
	Notices of probable violation	0
IF-GU-540a.2	Percentage of distribution pipeline that is cast and/or wrought iron	1.35%
	Percentage of distribution pipeline that is unprotected steel	1.91%
IF-GU-540a.3	Percentage of gas transmission pipelines inspected	5.19% was inspected in FY25
	Percentage of gas distribution pipelines inspected	0% of distribution pipelines were in a programmed inspection in FY25
IF-GU-540a.4	Description of efforts to manage the integrity of gas delivery infrastructure, including risks related to safety and emissions	See “Emissions” in this Sustainability Report.

Activity metrics

SASB code	Accounting metric	FY25 disclosure
IF-GU-000.A	Number of residential customers served	1,630,625
	Number of commercial and industrial customers served	112,830
IF-GU-000.B	Amount of natural gas delivered to residential customers (MMBtu)	96,772,753
	Amount of natural gas delivered to commercial and industrial customers (MMBtu)	47,270,427
	Amount of natural gas delivered to a third party (MMBtu)	16,453,093
IF-GU-000.C	Length of gas transmission pipelines	541.31 miles
	Length of gas distribution pipelines	32,926.73 miles

Natural Gas Sustainability Initiative (NGSI) reporting

NGSI is a voluntary, industry-wide approach for companies to calculate methane emissions intensity by segment. This consistent, transparent and comparable method for measuring and reporting methane emissions throughout the natural gas supply chain will improve the quality of information available and will help companies more effectively identify ways to reduce methane emissions and communicate progress.

CY25 distribution data

Disclosure element	Reported data	Description
Total methane emissions, GHGRP emission factors for mains and services (MT)	15,947	Total distribution segment methane emissions from GHGRP and non-GHGRP facilities, calculated using GHGRP emission factors for mains and services
Total methane emissions, GHG Inventory emission factors for mains and services (MT)	10,149	Total distribution segment methane emissions from GHGRP and non-GHGRP facilities, calculated using GHG Inventory emission factors for mains and services
Natural gas delivered to end users, as reported (Mscf)	310,540,748	Total volume of natural gas delivered to end users from GHGRP facilities and non-GHGRP facilities, as reported
Natural gas delivered to end users, normalized (Mscf)	320,507,881	Total volume of natural gas delivered to end users from GHGRP facilities and non-GHGRP facilities, normalized
Methane content of delivered natural gas, reported (%)	93.40%	Methane content of delivered natural gas, as reported (weighted average methane content of all throughput)
NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.29%	Methane emissions intensity associated with natural gas distribution using reported throughput and GHGRP emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
Normalized NGSI methane emissions intensity, GHGRP emission factors for mains and services (%)	0.28%	Methane emissions intensity associated with natural gas distribution using normalized throughput and GHGRP emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
NGSI methane emissions intensity, GHG inventory emission factors for mains and services (%)	0.18%	Methane emissions intensity associated with natural gas distribution using reported throughput and GHG Inventory emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)
Normalized NGSI methane emissions intensity, GHG Inventory emission factors for mains and services (%)	0.18%	Methane emissions intensity associated with natural gas distribution using normalized throughput and GHG Inventory emission factors for mains and services (methane emissions associated with natural gas distribution divided by total methane throughput)

CY25 transmission data

Disclosure element	Reported data	Description
Total methane emissions (MT)	355	Total transmission and storage segment methane emissions from GHGRP and non-GHGRP facilities
Natural gas transported (Mscf)	86,080,000	Total volume of natural gas throughput from GHGRP facilities and non-GHGRP facilities
Methane content of transported natural gas (%)	93.40%	Methane content of transported natural gas (weighted average methane content of all throughput)
NGSI methane emissions intensity (%)	0.02%	Methane emissions intensity associated with natural gas transmission and storage (methane emissions associated with natural gas transmission and storage divided by total methane throughput)

Pipeline and Hazardous Materials Safety Administration (PHMSA) reporting

PHMSA is a U.S. Department of Transportation agency. It was created under the Norman Y. Mineta Research and Special Programs Improvement Act (P.L. 108-426) of 2004. PHMSA develops and enforces regulations for the safe, reliable and environmentally sound operation of the nation's 2.6 million-mile pipeline transportation system and the nearly one million daily shipments of hazardous materials by land, sea and air. Spire reports annually to PHMSA.

2025 PHMSA – Distribution

	Alabama	Gulf	Mississippi	MO-East	MO-West	Omega	Total
Distribution (in miles)							
Steel-coated (Un)	338.50	0	0	0	0	0	338.50
Steel-coated (Pr)	4,515.99	1,025.80	77.98	3,927.11	3,287.07	10.27	12,844.22
Steel-bare (Un)	289.32	0	0	0	0	0	289.32
Steel-bare (Pr)	156.69	0	432.59	26.35	409.07	0	1,024.70
Cast iron	264.70	0.90	0	123.85	56.62	0	446.07
Ductile iron	0.10	0	0	0	0	0	0.10
Copper	0	0	0	0.02	0	0	0.02
Plastic PVC	0	0	0	0	0	0	0
Plastic PE	6,036.30	1,471.90	235.38	4,787.22	5,461.77	42.33	18,034.90
Plastic ABS	0	0	0	0	0	0	0
Plastic other	0	0	0	0	0	0	0
Other	1.5	0	0	0	0	0	1.50
Total	11,603.10	2,498.60	745.95	8,864.55	9,214.53	52.60	32,979.33

	Alabama	Gulf	Mississippi	MO-East	MO-West	Omega	Total
Historicals							
Pre-40s	173.20	12.60	0	200.85	416.65	0	803.30
40s	212.40	14.30	0	95.19	83.40	0	405.29
50s	1,578	218.20	0	1,023.28	556.40	0	3,375.88
60s	1,531.20	236.60	0	1,816.67	1,558.70	0	5,143.17
70s	1,247.10	188.20	0	1,193.79	976.63	0	3,605.72
80s	1,304	218.50	0	944.02	897.92	0	3,364.44
90s	1,848.10	749.30	0	1,352.93	1,270.77	45.44	5,266.54
00s	1,509.70	413.50	49.84	854.43	1,147.56	0	3,975.03
10s	1,265.70	333.60	37.57	801.93	1,218.95	6.78	3,664.53
20s	477.10	107.30	23.16	551.46	1,084.45	0.38	2,243.85
Unknown	456.60	7	635.38	30	3.10	0	1,131.58
Total	11,603.10	2,498.60	745.95	8,864.55	9,214.53	52.60	32,979.33
Services							
Steel services	205,792	17,709	13,137	90,230	19,850	20	346,738
Copper services	993	0	0	40,068	0	0	41,061
Plastic services	292,678	79,460	8,169	497,628	503,206	1,127	1,382,268
Cast iron	4	0	0	0	0	0	4
Total services	499,467	97,169	21,306	627,926	523,056	1,147	1,770,071

	Alabama	Gulf	Mississippi	MO-East	MO-West	Omega	Total
Additional PHMSA reporting							
Mechanical joint failures	174	14	1	278	85	1	553
Unaccounted for gas	0.92%	1.36%	3.10%	4.36%	1.81%	0%	2.31%

2025 PHMSA – Transmission

	Alabama	Gulf	MO-East	MO-West	MOGAS	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Historicals										
Pre-40s	0	0	0	0	0.33	0	0	0	0	0.33
40s	0.41	0	0	9.96	69.15	0	0	0	0	79.52
50s	7.72	0	57.61	11.92	0	0	0	0	0	77.25
60s	30.32	0	86.45	7.34	0	0	0	0	0	124.11
70s	28.99	13.72	13.63	1.03	0	0	14.89	0	0	72.26
80s	114.29	11.05	20.44	4.47	20.38	0	0	0	0	170.63
90s	7.64	15.04	34.66	3.96	171.12	0	0	0	18.83	251.25
00s	24.12	6.58	6.59	1.75	1.29	0	0	0	2.37	42.70
10s	2.59	2.83	3.73	4.11	0.17	18.04	1.51	65.44	0	98.42
20s	6.12	0	1.65	0.59	0.18	0.73	6.87	0	0	16.14
Unknown	0	0	0	0	0	0	0	0	0	0
Total	222.20	49.22	224.76	45.13	262.62	18.77	23.27	65.44	21.20	932.61

	Alabama	Gulf	MO-East	MO-West	MOGAS	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Diameter										
< 6"	3.88	0.03	1.45	0.01	0.75	0.73	1.20	0	4.39	12.44
6" thru 10"	64.06	22.02	20.80	0.04	139.74	8.35	15.20	0	4.56	274.77
>10" thru 20"	154.15	27.17	161.19	38.16	122.13	9.59	6.87	0	12.25	531.51
>20" thru 28"	0.10	0	26.88	6.92	0	0.10	0	65.44	0	99.24
>28"	0	0	14.64	0	0	0	0	0	0	14.64
Total	222.20	49.22	224.76	45.13	262.62	18.77	23.27	65.44	21.20	932.61

	Alabama	Gulf	MO-East	MO-West	MOGAS	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Class location										
Class 1 HCA	0.07	0.14	0.08	0	0	0	0	0.84	0	1.26
Class 1 MCA	1.32	0.20	2.25	2.64	0.45	0	0	0.50	0	7.36
Class 1 (not in HCA or MCA)	81.79	27.09	35.14	15.70	160.80	18.77	23.27	57.98	21.20	441.74
Class 2 HCA	2.53	0.30	0.38	0	0.49	0	0	0.24	0	3.94
Class 2 MCA	4.23	0.64	1.14	0.69	1.21	0	0	0	0	7.91
Class 2 (not in HCA or MCA)	50.98	9.44	7	2.21	77.67	0	0	0.23	0	147.53
Class 3 HCA	24.15	4.33	123.14	7.07	7.42	0	0	3.42	0	169.53
Class 3 MCA	21.72	3.16	30.11	11.11	1.78	0	0	2.07	0	69.95
Class 3 (not in HCA or MCA)	32.76	3.92	25.52	5.71	12.67	0	0	0.16	0	80.74
Class 4 HCA	2.09	0	0	0	0	0	0	0	0	2.09
Class 4 MCA	0.31	0	0	0	0	0	0	0	0	0.31
Class 4 (not in HCA or MCA)	0.25	0	0	0	0	0	0	0	0	0.25
Total HCA miles	28.84	4.77	123.60	7.07	8.04	0.00	0.00	4.50	0	176.82
Total	220.20	49.22	224.76	45.13	262.62	18.77	23.27	65.44	21.20	932.61

	Alabama	Gulf	MO-East	MO-West	MOGAS	Spire Storage Belle Butte	Spire Storage Clear Creek	Spire STL Pipeline	Spire Storage Salt Plains	Total
Pipe material										
Steel-coated (Un)	0	0	0	0	0	0	0	0	0	0
Steel-coated (Pr)	222.20	49.22	224.76	45.13	262.62	18.77	23.27	65.44	21.20	932.61
Steel-bare (Un)	0	0	0	0	0	0	0	0	0	0
Steel-bare (Pr)	0	0	0	0	0	0	0	0	0	0
Cast iron	0	0	0	0	0	0	0	0	0	0
Plastic	0	0	0	0	0	0	0	0	0	0
Composite	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total	222.20	49.22	224.76	45.13	262.62	18.77	23.27	65.44	21.20	932.61

Memberships and associations

Industry leadership

Spire has a long history of engagement and leadership in the natural gas industry. It's important for us to participate and serve in certain independent industry organizations to stay up to date on trends and to help lead the way forward as the energy industry adapts and changes.

Among the many organizations in which our leaders participate and serve in key leadership roles are the American Gas Association, ONE Future Coalition, Gas Technology Institute, Midwest Energy Association and Southern Gas Association.

Community leadership

We also seek meaningful leadership and community engagement roles by serving on local, regional and national boards. And, when those organizations align with our company's strategy, we often match that investment of time with a financial commitment.

Currently, our top leaders serve on many industry-related, nonprofit business and community boards throughout our service area. A few examples of our leadership roles include:

- Auburn Government & Economic Development Institute
- Birmingham Business Alliance
- Civic Council of Greater Kansas City
- Economic Development Partnership of Alabama
- Greater St. Louis, Inc.
- Hawthorn Foundation
- KC Area Development Council
- Mid-America Regional Council (MARC)
- Missouri Partnership
- Mobile Chamber
- Montgomery Area Chamber of Commerce
- Regional Business Council (St. Louis, Mo.)

Stakeholder engagement

We value input from our stakeholders and regularly solicit their comments on our sustainability impacts and goals. Our engagement consists of informal and formal feedback throughout the year as outlined below.

Stakeholder groups	Engagement channels	
Customers and Communities	Website Social media Email Market research Customer satisfaction surveys	Billing statements, inserts and messages Customer service emails and calls Community events and sponsorships Employee volunteering and charitable grants
Employees and Unions	Intranet Leadership communications Training Employee surveys and focus groups	Performance reviews Ongoing dialogue and meetings with Union leadership
Government	Filings, letters and other correspondence Public meetings and hearings Direct outreach	
Regulatory agencies	Meetings and direct communication Ongoing outreach Filing applications	
Shareholders, Banking and Investment community	Website Management and Board engagement Direct outreach Quarterly earnings calls and filings Quarterly updates and presentations	Annual shareholders' meeting Conferences and events Ongoing dialogue and interaction
Suppliers	Supplier meetings and onboarding Supplier Code of Business Conduct	

Partnerships for the future

With a firm belief that natural gas is a key part of a sustainable energy future, we've stepped up to move our industry forward. This includes joining other natural gas companies to collaborate and find solutions for further reducing methane emissions.

ONE Future Coalition

We are a member of the ONE Future Coalition, a group of more than 50 natural gas producers, midstream operators and utilities working together to reduce methane emissions across the entire natural gas value chain — from production to distribution — and identify common approaches on how we, as an industry, can improve our environmental footprint.

ONE Future's mission is to ensure the future of natural gas as a long-term sustainable fuel source by reducing member companies' combined ratio of methane emissions to natural gas produced to 1% or less. Each member's progress in emission reductions is critical to achieving ONE Future's goal. We report our progress annually to ONE Future and include reporting in the appendix of this report.

Energy Capital Ventures

We are a founding limited partner of Energy Capital Ventures' (ECV) capital fund focused on driving natural gas innovation and research in clean energy solutions. The fund identifies top innovators to collaborate with founders on early-stage investments in decarbonization, renewable natural gas, hydrogen and other clean energy solutions, along with transformative digital capabilities for natural gas local distribution companies.

Gas Technology Institute

Gas Technology Institute (GTI) is a leading, independent nonprofit research, development and training organization addressing global energy and environmental challenges. GTI's Research and Development teams work to find solutions that impact energy markets at every phase across the energy value chain.

Spire Alabama is proud to be a member of both the GTI Utilization Technology Development and the GTI Operations Technology Development groups.

Through Spire's ONE Future membership, we also participate in Veritas, a GTI Differentiated Gas Measurement and Verification Initiative, which was designed to accelerate actions that reduce methane leakage from natural gas systems.

NYSEARCH

NYSEARCH is a member-driven Research Development & Demonstration (RD&D) collaboration of natural gas utilities in North America. We are an active participant in NYSEARCH and its numerous RD&D projects across various program areas, including improved installation, maintenance and repair, pipeline integrity, direct and remote assessment, pipe location and damage prevention, leak detection, real-time sensing and inspection for distribution, environment/reducing greenhouse gas emissions, gas quality, evaluation of new materials, and advanced polyethylene piping and joining.