

IMAGINING

US

SHARING

ENNI

TRANSFORMING

US, ENI

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SHARING

TRANSFORMING

**Lucia Calvosa**  
Chairman

Since the beginning of my term, I have felt the need to carry on an evaluation of the wide and articulate entrepreneurial journey through which Eni's identity and corporate culture were forged.

That need was fulfilled by Eni's Historical Archive, which is a true treasure trove of manuscripts, photographs, and audiovisual recordings. It is not just a "container" for past sources, but also a lens through which we can see (and understand) present dynamics.

The Historical Photographic Archive - now almost fully digitized - stores almost five hundred thousand images, which document every step of the Company's path, and represent an important cultural legacy. The entire development of the Company - which, over the years, intertwined with the history of our Country - has been immortalized through an exciting sequence of contributions by great photographers, directors, and writers.

The book «*Us, Eni*» was conceived to share Eni's founding values, through a targeted selection of images, accompanied by short texts. The image collection will guide readers through a long journey that, starting from the early years of the foundation, reaches our days, and projects the Company toward future milestones, showing its vocation to combine humanism and technology.

These pages show a long, incessant transformation, an actual transition, which does not only concern the past, since the same shifting idea still guides Eni's work. The capacity for change is one of the Company's distinguishing elements.

Enrico Mattei was the first one to see in Eni something more than a simple company made by men and machines. He was the first to perceive in it the beating heart of an organism with a life of its own, capable of creating values, projects and culture over time. An autopoietic organism, always ready to take on tomorrow's challenges. His – eternal – business vision echoes in the words of Pope John Paul II's *Laborem exercens* Encyclical: "*Work is for man, not man for work*". The goal was immediately clear: binding entrepreneurial initiative to human well-being, and turning Eni into the engine of a long-term cultural project. Hence, the creation of educational centres to train employees, scientific labs for research, and the "Enrico Mattei" specialization school - still active today - open to young people all over the world, and designed as breeding ground for ideas and talent.

In this perspective, in July 1955, the first issue of the company magazine *Il Gatto Selvatico* - a cultural workshop addressed to all Eni's people - took shape, with the collaboration of some of the greatest post-war writers and intellectuals, such as Leonardo Sciascia, Goffredo Parise, Natalia Ginzburg, Alfonso Gatto, Carlo Cassola, and Carlo Emilio Gadda. Enhanced by so many contributions, it has outlined the customs and lifestyles in Italy, in the *booming* economy era.

Indeed, Eni's history is intertwined with the Italian history. The Company's access to international markets later revealed a renewed national pride, capable of connecting the most distant geographical areas, just like the dots of a long line. Over the years, Mattei's plan - based on the assumption that the hydrocarbon and energy industry is an industry interconnecting not just economies, but first and foremost populations - was fulfilled, by uniting and strengthening the communities of every Country.

This intuition then led to a cooperative and sustainable model that is still an integral part and

an element of strength of the company's culture. A moral, social, and economic imperative, which Eni intends to continue to honour, especially within the current energy transition and climate-environmental emergency framework.

As integrated energy company, Eni continues to operate in all continents, to ensure its mission day after day, embracing the United Nations' Sustainable Development Goals.

Ready to take on the universal challenges that lay ahead, Eni still shows its distinctive traits: industriousness and dedication, courage and determination, education and creativity, openness to dialogue, ability to grow in confrontations, cohesion and far-sightedness, and, above all, innovation.

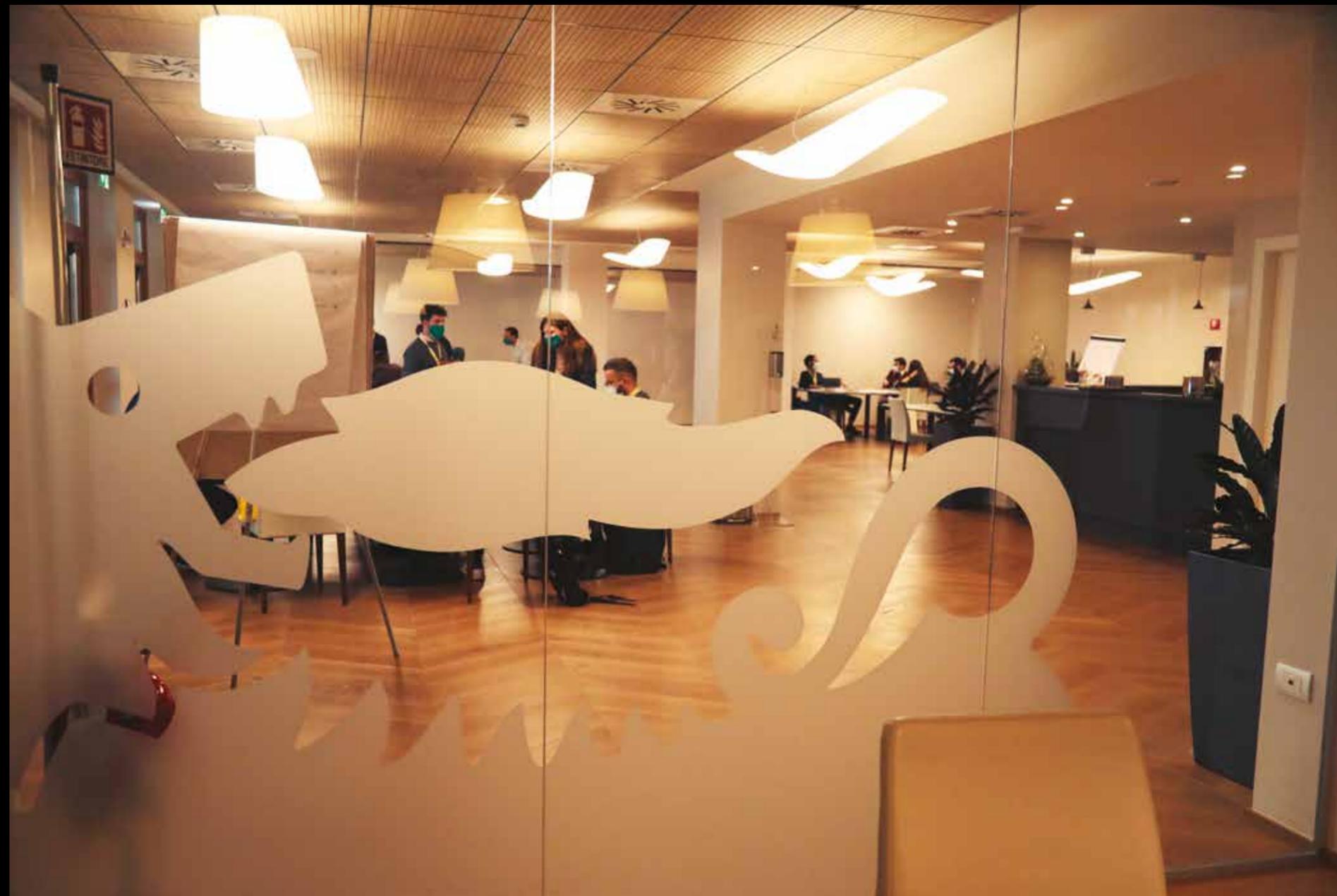
Almost seventy years after its foundation, all these qualities mark the spirit and day-to-day work of Eni's people. And this is the most relevant value, which helps to overcome difficult times and reach the greatest objectives, including the current goal of achieving a fair and inclusive transition, through the decarbonisation path, allowing everyone access to energy, whilst protecting the environment.

The following pages highlight, through the power of images and words, the values behind Eni's success along its journey, keeping in mind that, to build our future, we can count on the ability - fine-tuned over many decades - to always be ready for change, thanks to the aptitude for vision that continues to inspire Eni's actions.



# US, ENI

The word 'us' seems to suggest an exclusion, a separation. Someone on one side, and somebody else - an enemy perhaps - on the other side. Speaking of you and us means somehow celebrating a difference, circumscribing a restricted group, defining a frontier, a break with the outside. It is certainly so. However, a frontier is also - and inevitably - a meeting point, an area where different things confront each other, and, if there is some form of permeability, a place for mutual enrichment. All it takes is thinking about it and wanting it. In the beginning, there is no us against you. Rather, there is an us who, once a way of being, a culture is defined, must confront the outside, ready to mediate and share. This applies to Eni, to all its people, men and women.



## US, ENI

With different languages, lifestyles, skin colours, and also education and skills, and yet united by the same idea, by a work ethic, by the awareness of being devoted to an important, essential topic for development: energy. Bringing the energy to move a modern metropolis, or to illuminate and give access to basic services, such as hospitals and schools in a small town, is a great responsibility that requires the constant commitment of many different people. From geologists working on the field, often in extreme conditions, to researchers who, in a lab, study the rich and complex world of renewable energies through cutting-edge technologies, from those who make great discoveries possible, and those who organize travel and allow the “machine” to work. From many different standpoints, they are all part of a mechanism. This is what being “Us” means. This is what having a common identity, values to be inspired by and look at, and an accepted and shared system means. Often with different languages, and yet all capable of speaking a collective idiom, that sort of Esperanto capable of crossing any barrier.

However, a team, this “Us” does not come out of nothing. It is not enough to cross the threshold of one of Eni’s buildings or headquarters to take on that set of values that make up the company’s culture. Eni’s women and men build their common identities over its values, define and share goals, accept challenges and support them. They walk along common training and growth paths. And, at the end of this path, they know what they’ve built and where they are going. True, not everyone takes part in a choice in the same way, not everyone plans a strategy. Nevertheless, each in their own way, they know a portion of the path, and, in the end, recognize their contributions in the results achieved.

This is why it is easy to recognize and acknowledge in our colleagues the dots of a network that unites and gives strength. Everyone is part of the whole. Everyone is an essential piece for a project’s completion. At the beginning of the story, it was the will to make the Country grow through hydrocarbon research. Today, it is the great energy transition framework, where Eni, all of it, works with increasingly challenging objectives, and with the will to interpret the big challenge of renewable energies and of reducing CO<sup>2</sup> emissions into the atmosphere, in an innovative and sustainable way.

Eni’s corporate identity, in parallel with the extraordinary industrial goals achieved, has grown over the years by acquiring a self-awareness based on professional competence. Competence that was built internally, when the company could rely only on its own strength, by inventing new jobs and roles, and relating to an “elsewhere” often times mysterious, and sometimes hostile.

This aspect created a very solid core within the company, a culture of discussion that never rose fences or divisions with the rest of the world.

Our ‘Us’ is mainly founded on values. On small, everyday things, on adhesion to strategies and great projects. On all the values that represent our corporate culture - passion for challenges, competence, innovation, respect, collaboration, and the will to do things right. And each one of these values is cultivated and developed with pride and care. After the context changed - from an Italy destroyed by the war to a world power - the rules of the game changed, too - from small state company, constantly struggling with the Seven Sisters, to a company that faces major international oil companies - Eni continues to build around its original identity. And continues to talk in the plural form: “Us”.

## The identity

The identity of a company is given by the sum of its distinctive traits, and its wealth is based on their qualities and quantity.

Quality and quantity ensure depth and also structure, help escape monodimensionality, and make it easier to find the strength, the elements to reinvent oneself within it, because they help to develop, layer and share the sensibility required to see things beforehand and further on, and to grasp the transformations brought along by the passing of time.

Among Eni's distinctive traits, there

are plentiful outstanding features that intertwine, as everything holds together, naturally. The greatest identity factor is the awareness of having to be different. It is a primary need, imposed by historical circumstances and by the business sector, and fuelled by courage, aggressively fine-tuned through foresight, actualized in the intuition of being the first core of a reply to embryonic demands of fairness and sustainability.

It takes self-awareness to walk along this path, and passion too, but, above all, it takes a basic integrity requirement. Which does not only mean righteousness, or compliance with certain values. It also means wholeness, and the ability to resist to falls, to discrimination.

It also takes a good deal of humility.

One must be able to reinvent oneself every time, to understand one's error, to take everything apart and build anew, and, in order to find new paths, to not deem oneself custodians of every answer, but rather use one's specificity to seek exchange, establish relations, build bridges, and to be able to reach out, too.

All this, our origins, our nature, the glimpse of a future, is inside of us, in our past, in the present and even in the future. We have the ability to make it grow from elusive suggestion, from latent attitude, to transform it into a conscious dimension, by building a cultural profile.

In short, our identity.



Eni technicians  
on a rig on a  
break.  
1950s.



The new gas stations for drivers. Italy. 1950s.

ALL THIS, OUR ORIGINS, OUR NATURE, THE GLIMPSE OF A FUTURE, IS INSIDE OF US, IN OUR PAST, IN THE PRESENT, AND EVEN IN THE FUTURE.





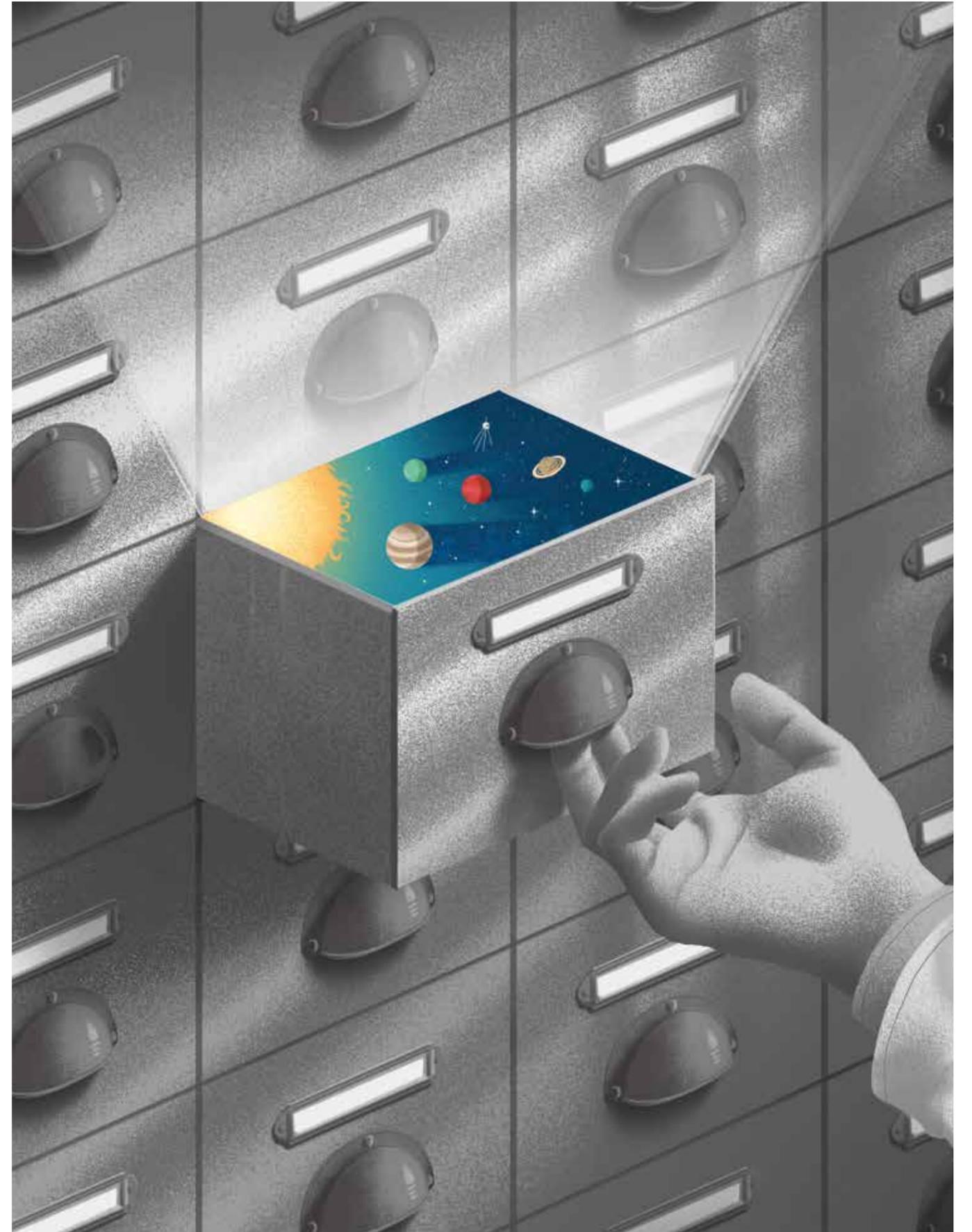
Planes and helicopters used by Agip Mineraria staff. 1950s.





Eni's local staff  
working in Kenya.  
1990.







## Team

There is a team that takes the field every day, and, as a team, it is made by people who think and act to reach an objective.

They are all different people, with specific, unique lives and stories, but they are also people with a common sense of belonging.

Every day, they confirm and adopt a range of shared values, which originates from a specific corporate culture, and it reshapes itself through comparison with the surroundings, rather than being a closed system. Teamwork is one of Eni's cultural cornerstones, since Enrico Mattei's days, when

the *Gatto Selvatico* editorial issue - the first, memorable magazine and internal communication tool of the 1950s - revealed how creating a united corporate environment was important to pursue the founder's ambitious goals.

It focused on being part of a group, on the idea that the excess of personal ambitions - and especially careerism - was to be opposed to a community spirit, to work intended as a service to the community.

These concepts were the result of the spirit of the times, of the post-war contingency. These ideas were fuelled by the difficulties of the recent past, and by the uncertain prospectives. And they were also universal values, which can be surely adopted as guidelines, in any crisis.

In the society of communication and socialization, the everyday team is still fuelled, by its own

internal dynamics, based on competences, on dialogue and on integration, and afterwards on its dialogue with the outside.

These on-to-one flows lead the team action into a dimension of permeability and mediation, where virtually anything is possible, provided that it is constantly referred to that shared cultural core that circumscribes the action. Team action, obviously.



Group picture of Eni workers at a company event. 1950s.



During a break: lunch  
on one of Eni's rigs.  
1960s.









They are all different people, with specific, unique lives and stories, but they are also people with a common sense of belonging.





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Agip service  
to one of the cars of the  
Supercortemaggiore  
Trophy. 1950s.



41

Participation  
of a Ferrari car to the  
Supercortemaggiore  
Trophy. 1950s.



Soccer team organized by Eni technicians in the Tunisian drilling fields. 1967.



Soccer team organized by Agip technicians in the Devoli drilling fields (Albania). 1940s.



# Competencies

In Italy, professions linked to the oil world were born a couple of decades ago, alongside the oil industry. Black gold search, drilling, transport and refining required study, experimentation and the will to do things right.

In the years when everything started, there were no words to talk about that world, and the few known ones were only in English, borrowed by the Anglophone world that had ventured into the oil business much earlier.

Consequently, they had to invent or come up with almost everything:

a project linked to a notion of development; a world and its vocabulary; the people who wanted to work in such world, despite the endless difficulties and the need for intense training, also on field.

It seemed essential to create and develop suitable professional competences, and use them to find vial space for Eni's prospectives and Italy's energy requirements.

From the beginning, for Eni, the value of the people and of the professional communities they belong to, is the foundation of the corporate teams they make up. And this characteristic measures the entity of Eni's presence throughout the world, and it will be even more so in the future. People, with their knowledge, competences, motivation, and team spirit, are the foundations on top of which our future is shaped.

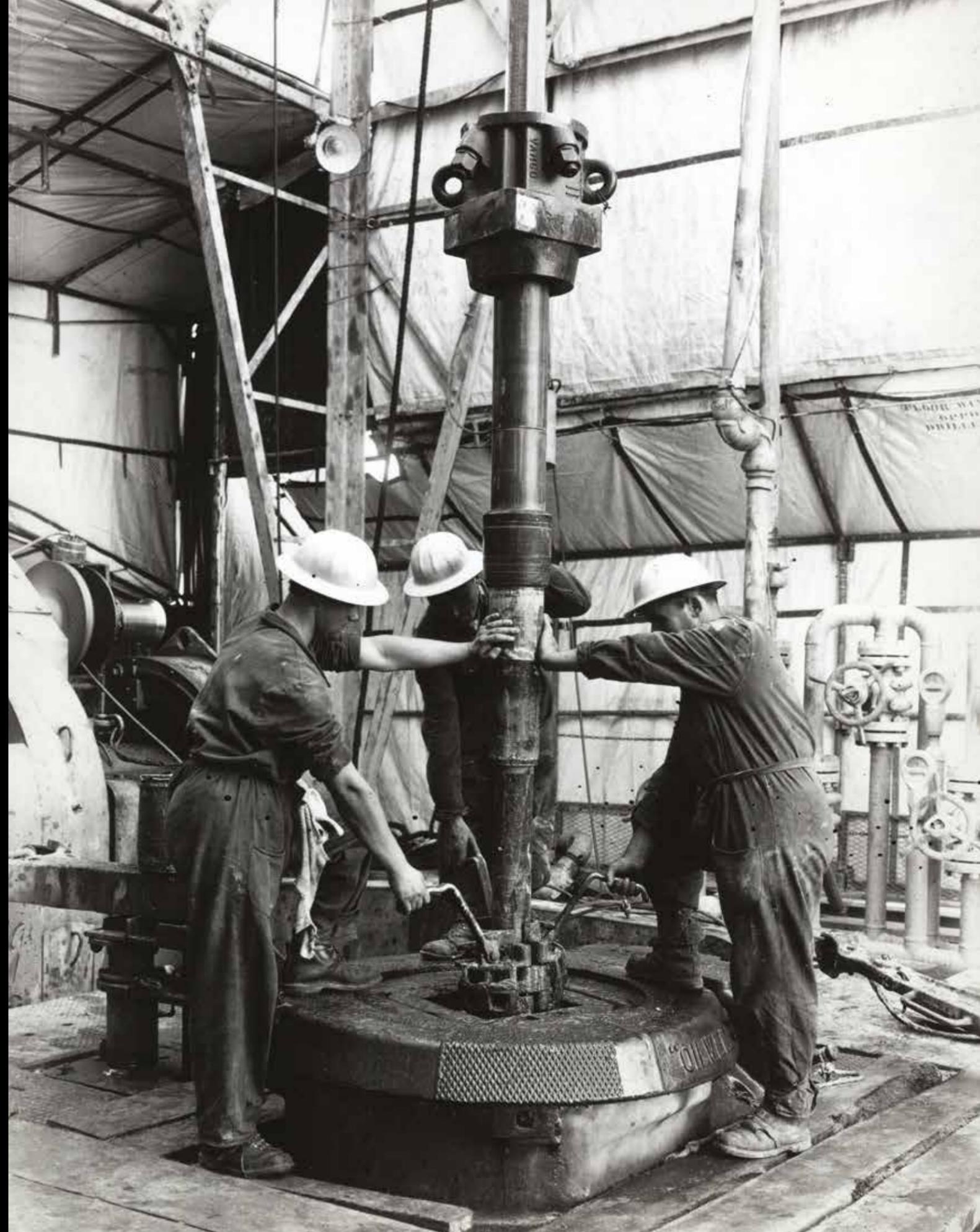
For a long time, our idea of competence has transcended the traditional concept of a strict and immediate corporate purpose. There is a longer-term perspective,

in space and time, as testified by two initiatives with different origin and characteristics, which can both be taken as example.

At first, it was the action of what will then be renamed Scuola Mattei, a hotbed of knowledge on energy for the new ruling classes of nations that had no managerial culture so far. Over the years, it would go on to become the heart of an annual top class, which today is also dedicated to the environmental aspects.

Then, the recent foundation of Joule, a corporate project to train and support the development of those who want to do business, grow, and make the Country grow in a sustainable way.

Agip well engineers, working on one of Cortemaggiore wells (Piacenza). 1950.





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Moments of work during the launch of Joule's Human Knowledge Blended Program. October 2020.

Joule's headquarters, Eni School of Business. Complesso Ostiense, Rome.







*Pages 54/55*  
Technicians working in  
the oil field  
of Devoli, Albania.  
*Photo by Bruno Stefani.*  
1940s.

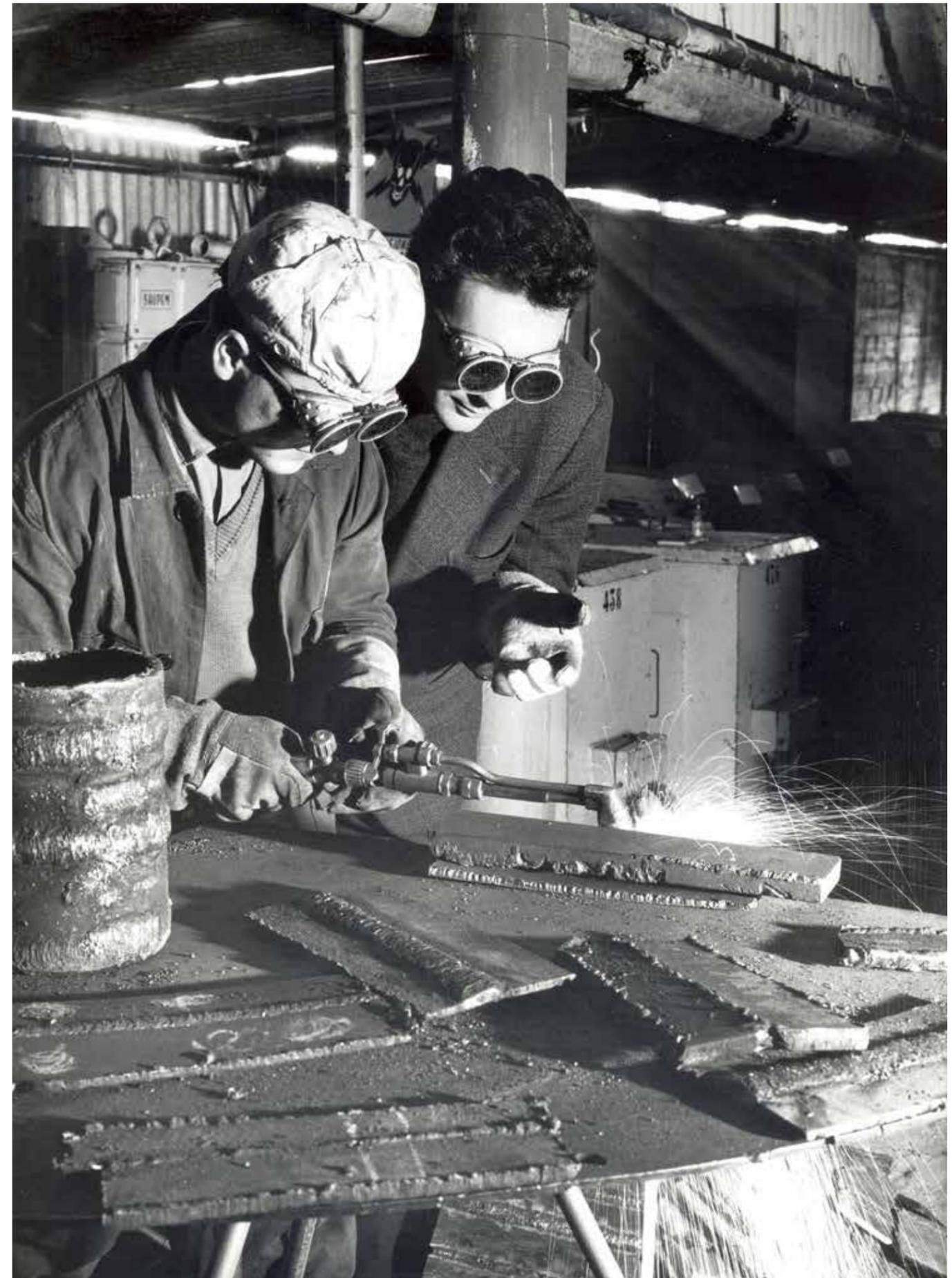
*Pages 56/57*  
Researchers working  
at the San Donato  
Milanese labs (Milan).  
1950s.





Oil exploration  
on the Zagros mountains  
(Iran).  
1950s.

*To the right.*  
Foundry of the Devoli oil  
field, Albania.  
Photo by Bruno Stefani.  
1940s.





# IMAGINING

Having vision, looking far beyond. Imagining the future. Seeing it before us as it takes shape. Far off (months, years, decades...) and yet so close, almost within reach.

This is how, right from the very first years of activity, Eni has looked around itself and far ahead, as we sometimes look at the horizon, knowing that it is only our sight that prevents us from going beyond. But sight is not imagination. In an Italy destroyed both in body and in spirit, where everything is lacking and everything is necessary, there is a need for courage and the ability to see a new, modern, competitive and ready country in place of the debris. But everything - industry, communication routes, large civil works - needs energy. So much energy that so far had unfortunately been our country's Achilles heel.



## IMAGINING

Hydroelectric plants, a bit of coal, little oil. Not much to bring about a profound rebirth and a reconstruction from the foundations, like the one we saw in post-war years. Sometimes, however, in crucial times, exceptional men change the course of history. Enrico Mattei, who understood and embodied Italian people's hope for earning a place among the major world powers, had courage and vision. He more than anyone else understood the importance of energy in the struggle to rebuild and give Italy its own oil industry. Enough with dependence, enough with tight perimeters that prevent and limit movements.

When Eni was founded in 1953, the ideas were clear, the targets set, and there was a huge eagerness to look far beyond the horizon. This is called vision, and it is a characteristic that Eni set then and forever in its DNA. In those days, having vision meant investing in training, creating expert technicians with updated skills. It meant looking to the Mediterranean as the privileged place for forging alliances, creating partnerships, exporting know-how. And soon, very soon, the horizon grew, revealing all its potential.

That horizon has never stopped offering new lands, new scenarios, new possibilities, because that far-reaching gaze has never changed. Many things have changed since the post-war period: people, countries, possibilities. And energy has changed, because today we write and read energy in the plural. Indeed today this word can only be used in the plural: energies. And it is the result of another word: research. In building Eni's DNA sequence, vision and research are close, each both cause and effect of the other. And nearby, innovation. Once a necessary way of bridging the gap that separated us from the energy giants – many with a century of history and experience more than us – today it is a characteristic that makes us different and recognisable all over the world. Our laboratories, started together with Eni, in the same years - indicating that it is not enough to have knowledge and know-how, but there is always something more to be discovered - are still there today, challenging us in the continuous research into new paths, new ways and new horizons to discover.

Enrico Mattei used to say "Ingenuity is simply the art of seeing possibilities where others

see none". Since then, in Eni laboratories we look with fresh eyes, seeing extraordinary opportunities where others saw problems. We have redesigned products and processes through the necessary filter of sustainability. And today, we supply the market with biofuels and biogases of biological origin. The organic fraction of our waste is turned into bio-oil and put back into circulation. Circularity... a word that we have adopted, a way of seeing things, objects, and indeed energy. Starting from one point and returning to it, without throwing things away, without waste, respecting the environment.

In this crucial time for humanity, in which it is important to make choices, change paradigm, envision the future in terms of dialogue with the planet, Eni has invested even more in research, focusing firmly on a circular, sustainable objective. Energy transition is not simply a slogan or a fashion to follow. Energy transition is a necessity, and the *players* have the responsibility of making a difference, diverting "energies" towards a different future.

In the revolution of the "new energy era", we are working on many different fronts, all those that we can study and enhance, making dreams come true. Thanks to our laboratories and our people, today we can contribute to the transition with concrete responses: printable films to capture the sun's energy, systems for capturing the extraordinary force of the sea and changing its form, large wind farms that transform wind into energy. These are only some of our responses, but others are already there, on the horizon, ready to be discovered by our gaze.

Machines help us in our research. Extraordinary machines, that even the most fervent sci-fi loving would have had trouble imagining only a few years ago. And yet there they are, able to tackle and solve millions of billions of operations per second. They will also show us the way, and the solution, overcoming the horizon and carrying us straight into the future.

# Vision

Eni was founded after the war thanks to the vision of Enrico Mattei.

They were times when dreaming and designing were not only possible, they were necessary.

Indeed, some said, it was a patriotic duty: eventually leading the country along the path of development, supplying Italy with a huge amount of energy at competitive prices. To reconstruct, to start over, to not lag behind.

Today, in these times of globalisation and technological acceleration, other stories, ideas and cultures have built on top of

that visionary design.

Its validity has been consigned to history. Now new coordinates, other points of reference, a different vision are required, because the future will be different from what we are seeing today.

For a company like Eni, there is still the need to look to the future, contemplating both ideal and concrete values and inspiration. The aim is to project the company even better into the future.

The challenge is always compelling, and focuses on the medium-long term. Even though the time of programming policies has passed, if the development lines are discontinuous, the rhythm syncopated, the complexities multiplied, the outcomes even more uncertain, the company still needs to dialogue on major topics, often handling them with care and forethought, as is always the case for energy issues.

Today, having vision means above all, and as far as possible, having a panoramic vision. The scenario we are facing is that of using energy sources in a planet-wide context of sustainability. The tool we have available is the new energy transition, a journey we have already embarked on.

Even today, having a vision is not only possible, it is necessary.



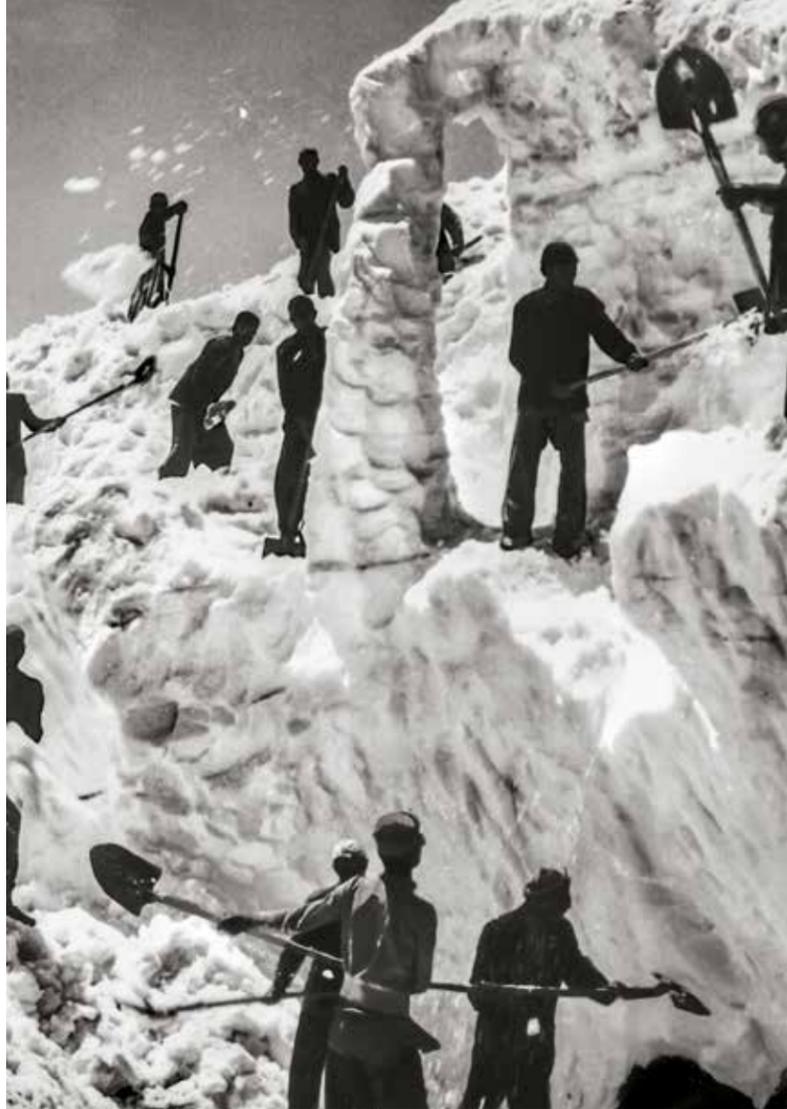


Offshore gas extraction.

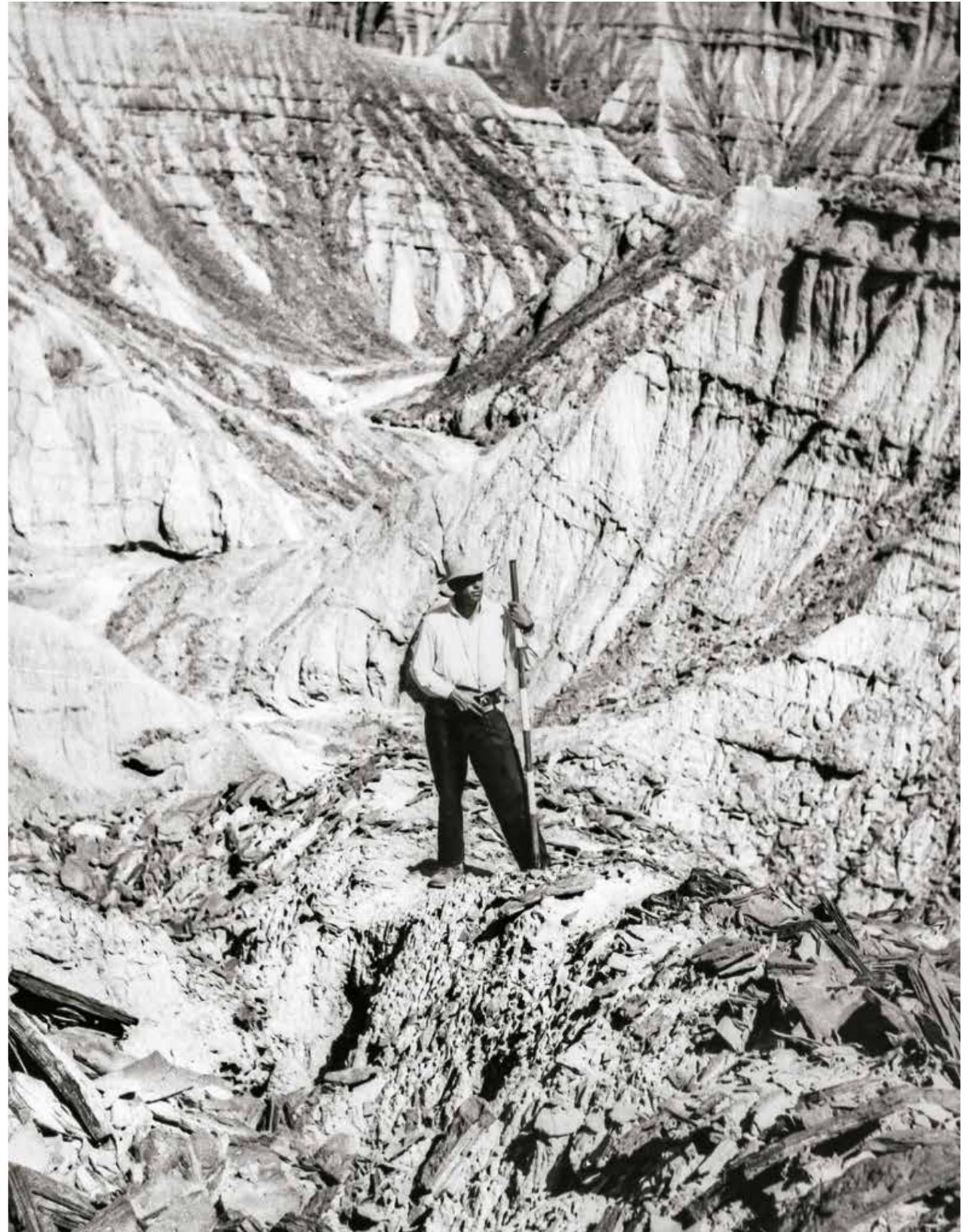


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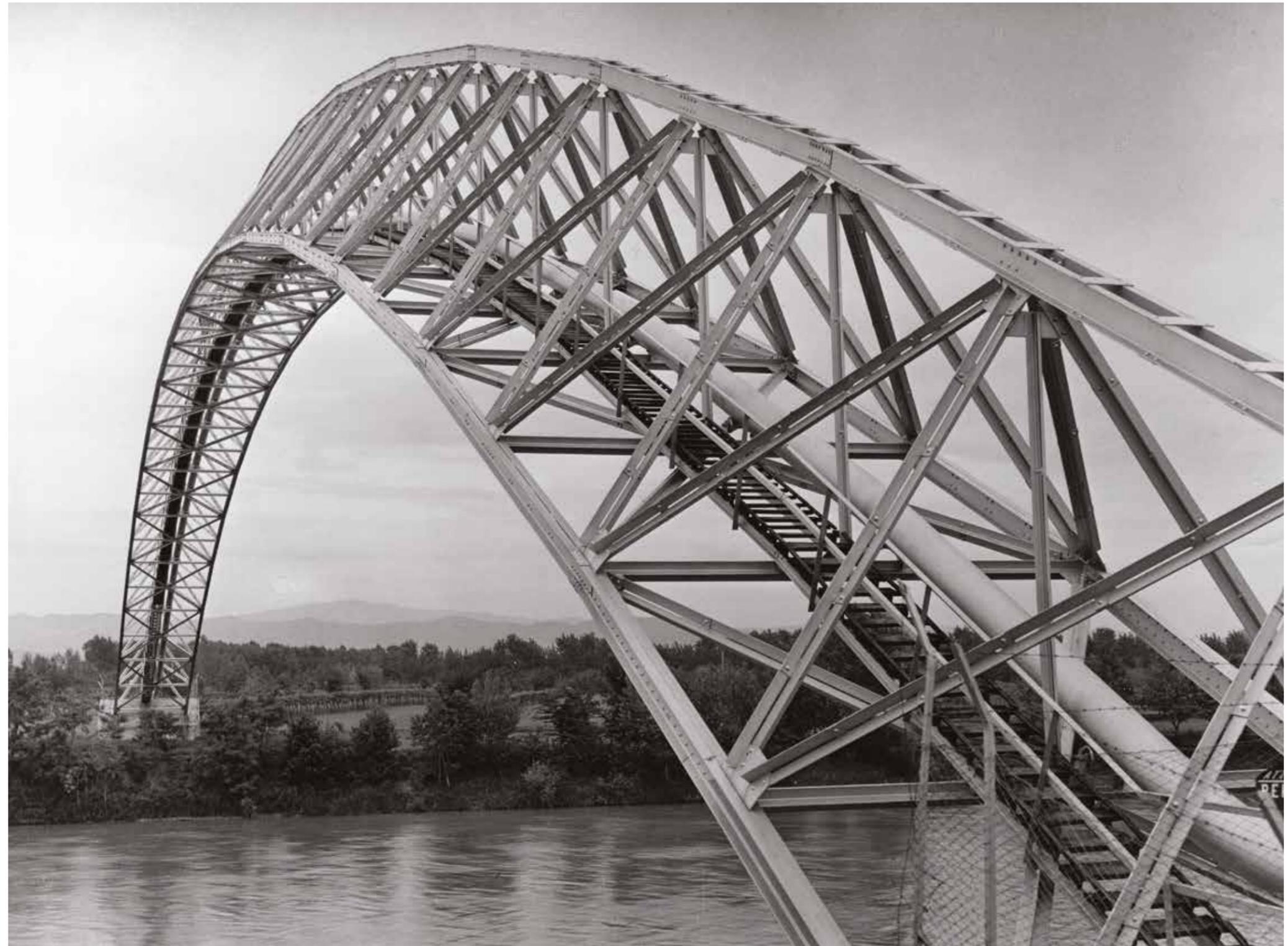


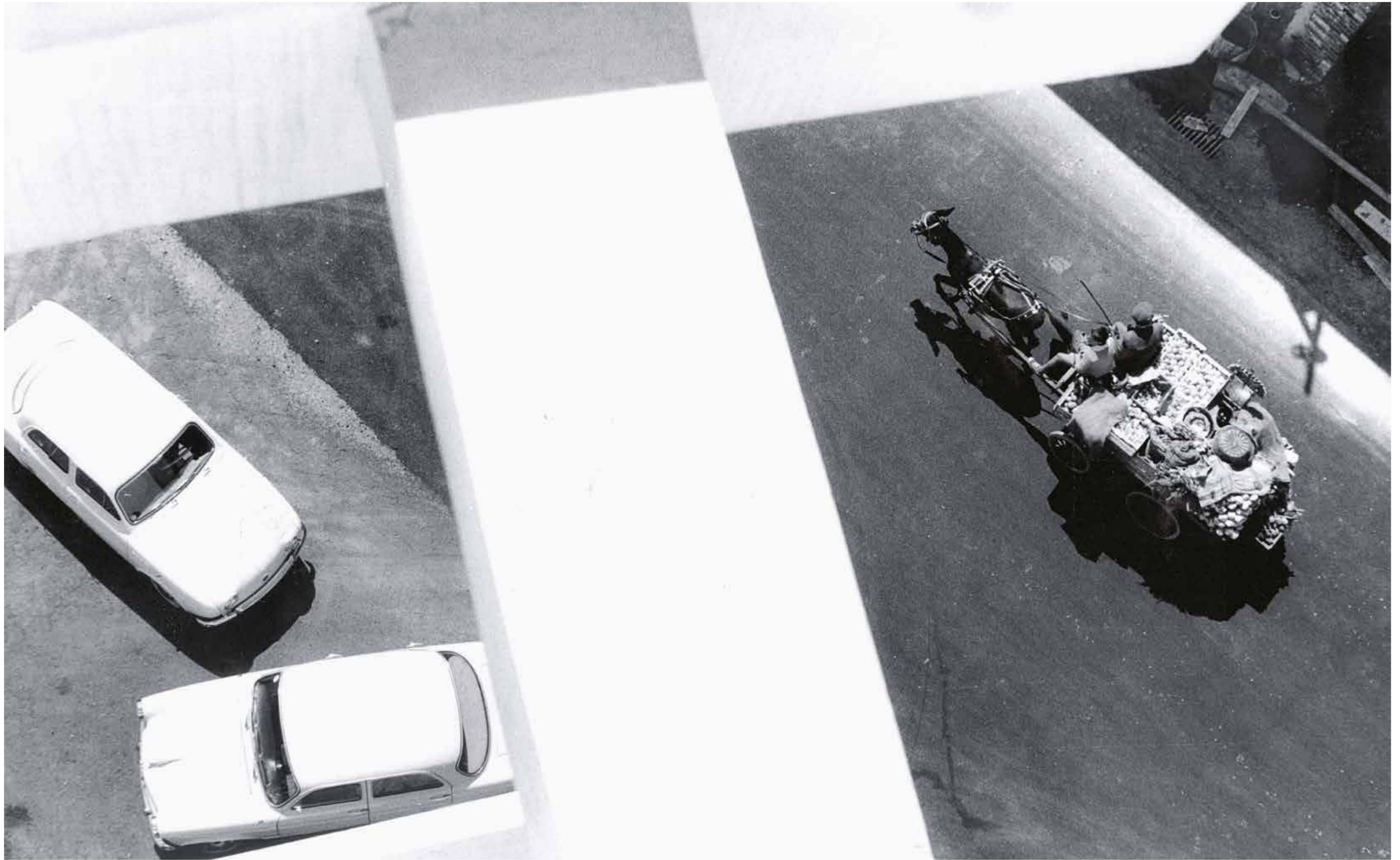
*Pages 76/79*  
Oil exploration  
on the Zagros  
mountains (Iran).  
1950s.

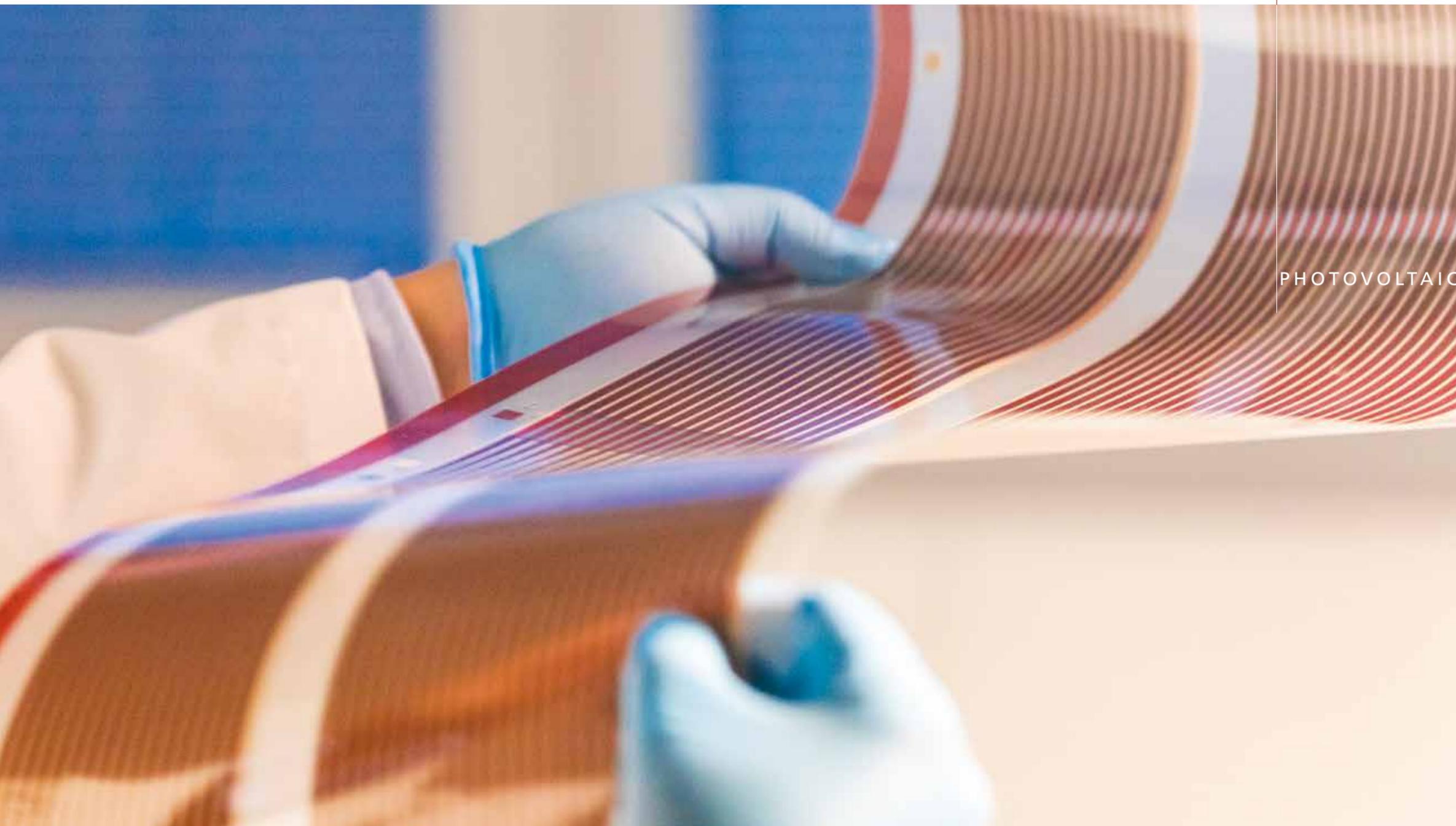


*Pages 82/83*  
Service station  
in Palermo.  
*Photo by Federico*  
*Patellani.*  
*1960s.*

Methane pipeline  
bridge crossing a river.  
Po Plane.  
*Photo by Aldo Ballo.*  
*1950s.*

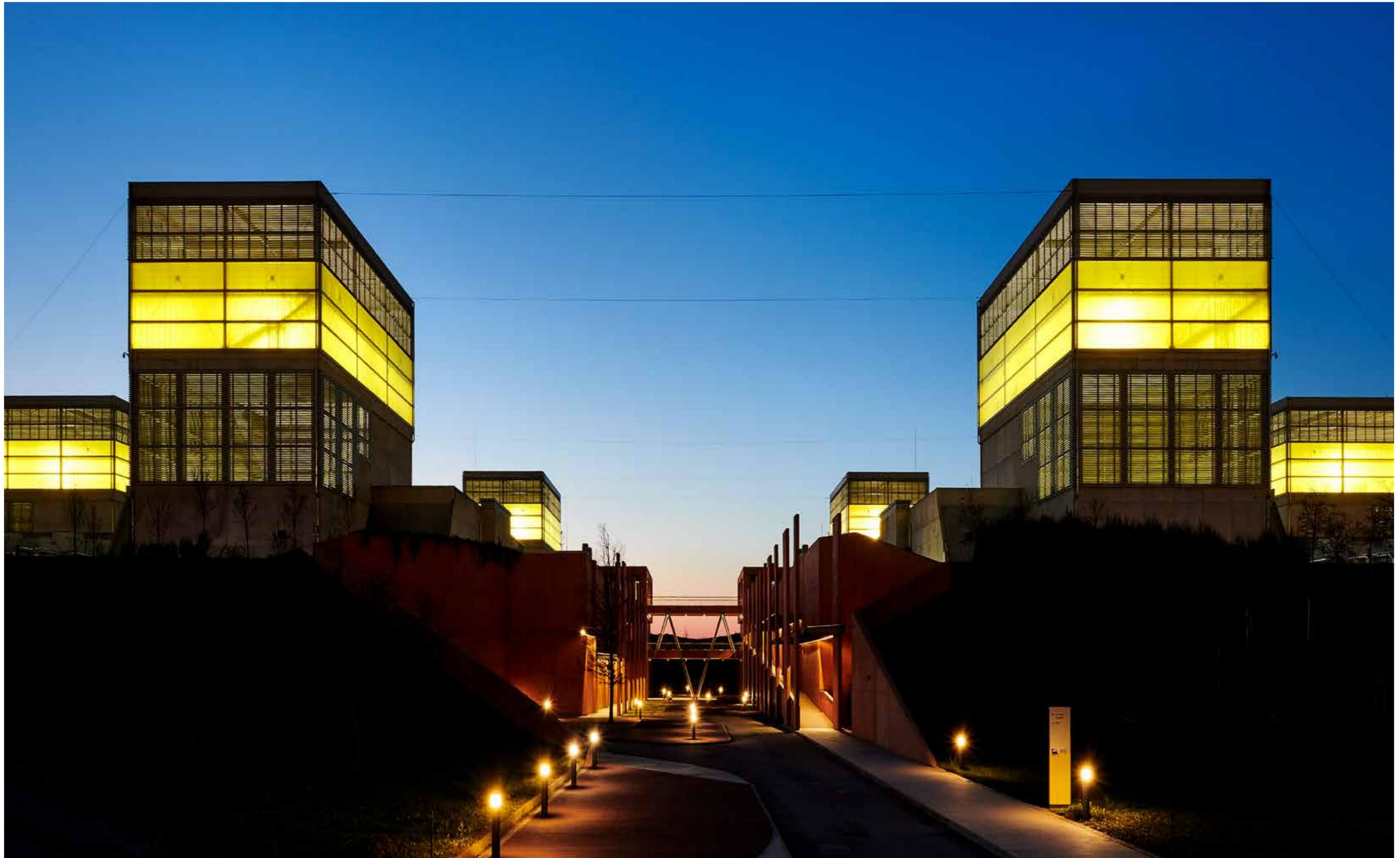






## PHOTOVOLTAIC GRAVURE

In the photovoltaic sector we are developing an innovative technology that uses very thin, light, flexible but strong plastic film on which layers of photo-active organic compounds are spread through the gravure technique used in publishing. Unlike conventional silica panels, this offers far more application possibilities, since the very light sheets and the easily adaptable sizes ensure great installation potential. Furthermore, Eni has developed luminescent solar concentrators used to create special transparent and coloured windows that can produce energy and automatically control the brightness in the places they are installed in. The result: higher energy efficiency for buildings and reduced costs.





FOR A COMPANY LIKE ENI, THERE IS STILL THE NEED TO LOOK TO THE FUTURE, CONTEMPLATING BOTH IDEAL AND CONCRETE VALUES AND INSPIRATION. THE AIM IS TO PROJECT THE COMPANY EVEN BETTER INTO THE FUTURE.





Clean Sea. Innovative robotic underwater technology designed to perform environmental monitoring and inspection operations in offshore plants.



CSP - Concentrating Solar Power is an old yet innovative technology that Eni has improved to make it even more efficient. It is used to transform solar energy into high-temperature heat and energy.

# Innovation

While innovation is part of our everyday lives, perhaps even in spite of ourselves, at work it takes on an almost mystic role, giving words like technology an even greater and richer meaning. Terms like digitalisation and robotics support our day-to-day experience in the challenge for excellence we strive for, guaranteeing real support in achieving certainly ambitious targets such as those we are facing in terms of environmental and social sustainability.

No doubt, for centuries machines have been helping us to easily do many things that were once

impossible: recourse to continuous innovation allows us to perform more activities and better.

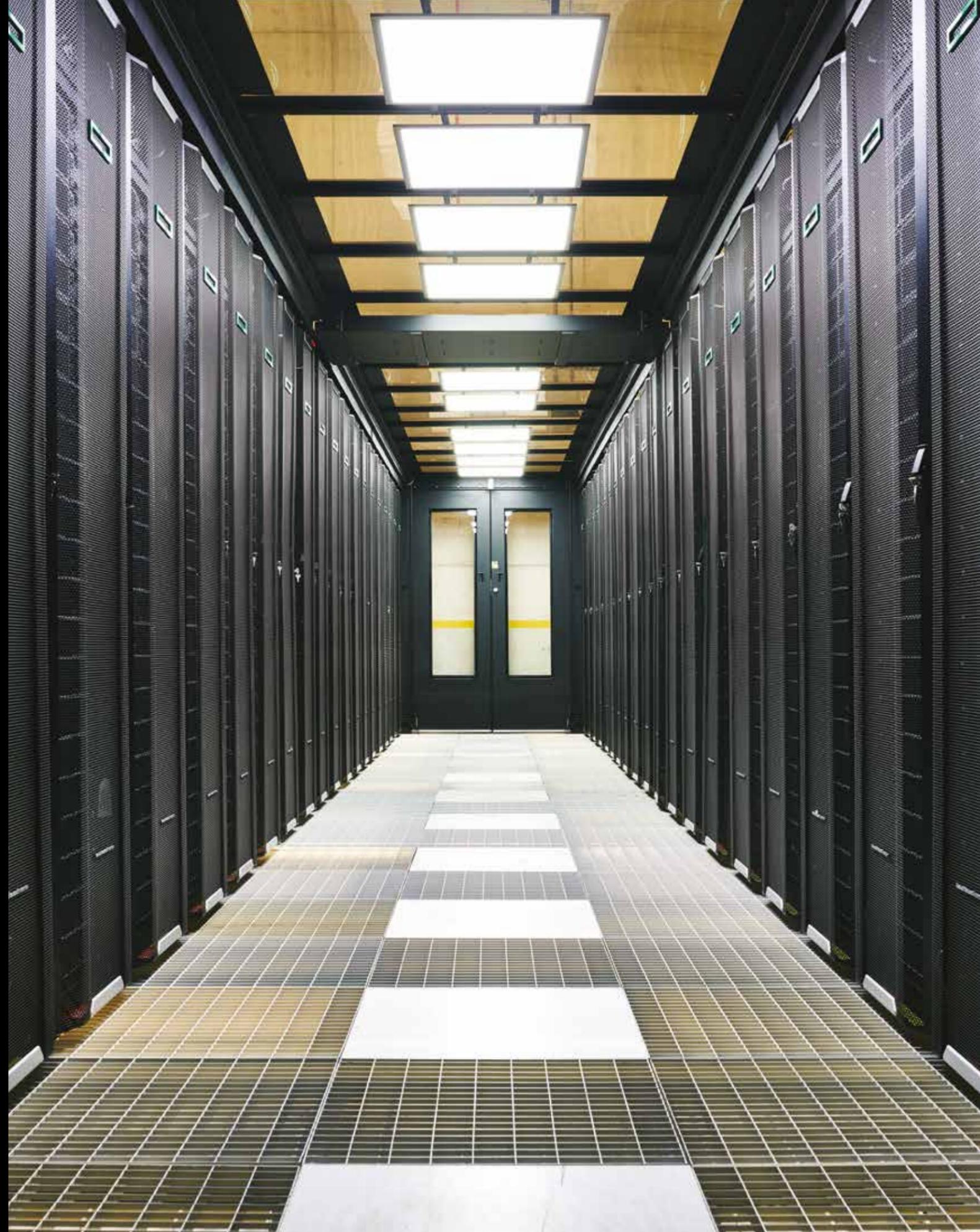
For a business, talking of innovation merely in quantitative or material terms would, however, mean circumscribing it to an extremely narrow field of action, when on the contrary it has extraordinary implications.

Innovating, going beyond our limits, is first and foremost a psychological and founding need of any business. It is still applied to machinery, but also increasingly to a series of qualifying factors: business processes, networks of different and new relations, communication channels, the advancement of knowledge, dealing with exorbitant models that are apparently extraneous to the consolidated business culture. More intangible than physical things, if we like, but which end up becoming immediately real as they offer a real leap forward for

our current and future lives.

Eni has innovated and continues to innovate. It has done so since the beginning, with that "asymmetrical" ability of the founder Enrico Mattei, such a pioneer of new balances. And it still does so today, especially with a constant eye on the decarbonisation scenarios that are the central focus of the new frontier of the energy transition.

Green Data Center,  
Ferrera Erbognone  
(Pavia).



ENI HAS INNOVATED AND CONTINUES TO INNOVATE. AND IT STILL DOES SO TODAY, ESPECIALLY WITH A CONSTANT EYE ON THE DECARBONISATION SCENARIOS THAT ARE THE CENTRAL FOCUS OF THE NEW FRONTIER OF THE ENERGY TRANSITION.





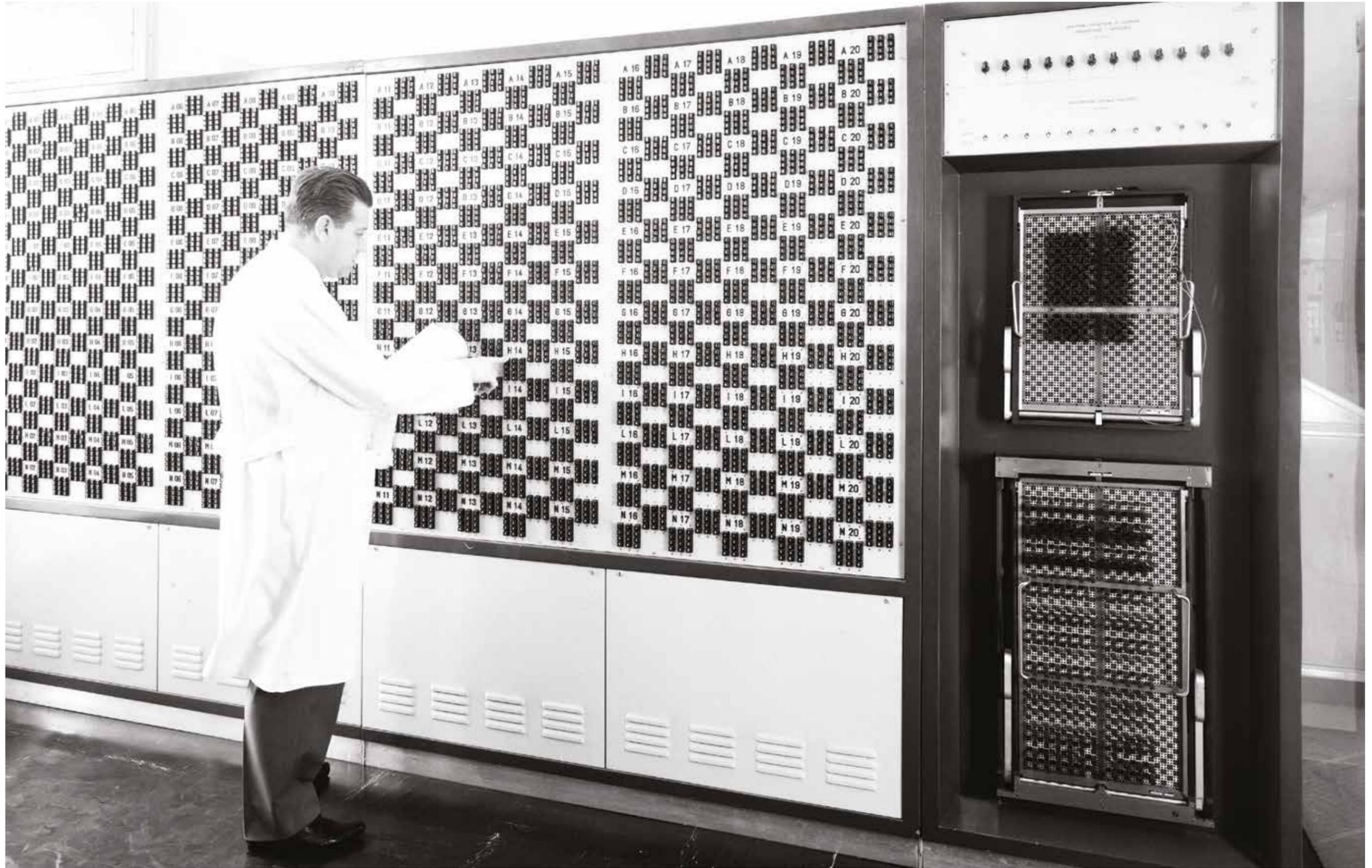
## BILLIONS OF OPERATIONS PER MINUTE

We have the numbers. Around 70 million billion mathematical operations per second. This is the calculating capacity of the HPC5 supercomputer associated to its predecessor HPC4. These are heavy numbers, but at the same time they are light, because they are produced with excellent performance in terms of minimum electricity consumption.

It ranks ninth in the league table of the world's 500 most powerful supercomputers first among all non-governmental supercomputers, and Eni uses it to make substantial progress in its research in the energy field.

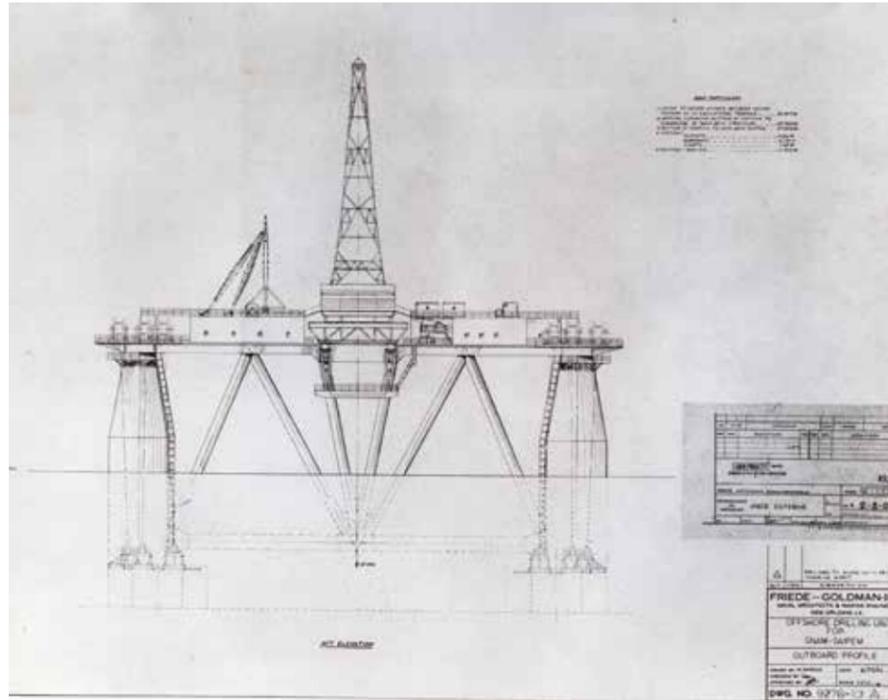
But it is so extraordinarily powerful that it is used for many other and equally exceptional purposes: among which, research for a cure for Covid - 19 during the health emergency by scanning huge databases containing the molecular characteristics of the active substances used in medicine, simulating their interactions with the virus proteins.

Computer. San Donato  
Milanese. 1960s.









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Technical drawing  
of a Scarabeo semi-  
submersible drilling unit.  
*Photo by Alfredo Pratelli,*  
1968.

Scarabeo II drilling unit.  
1968.



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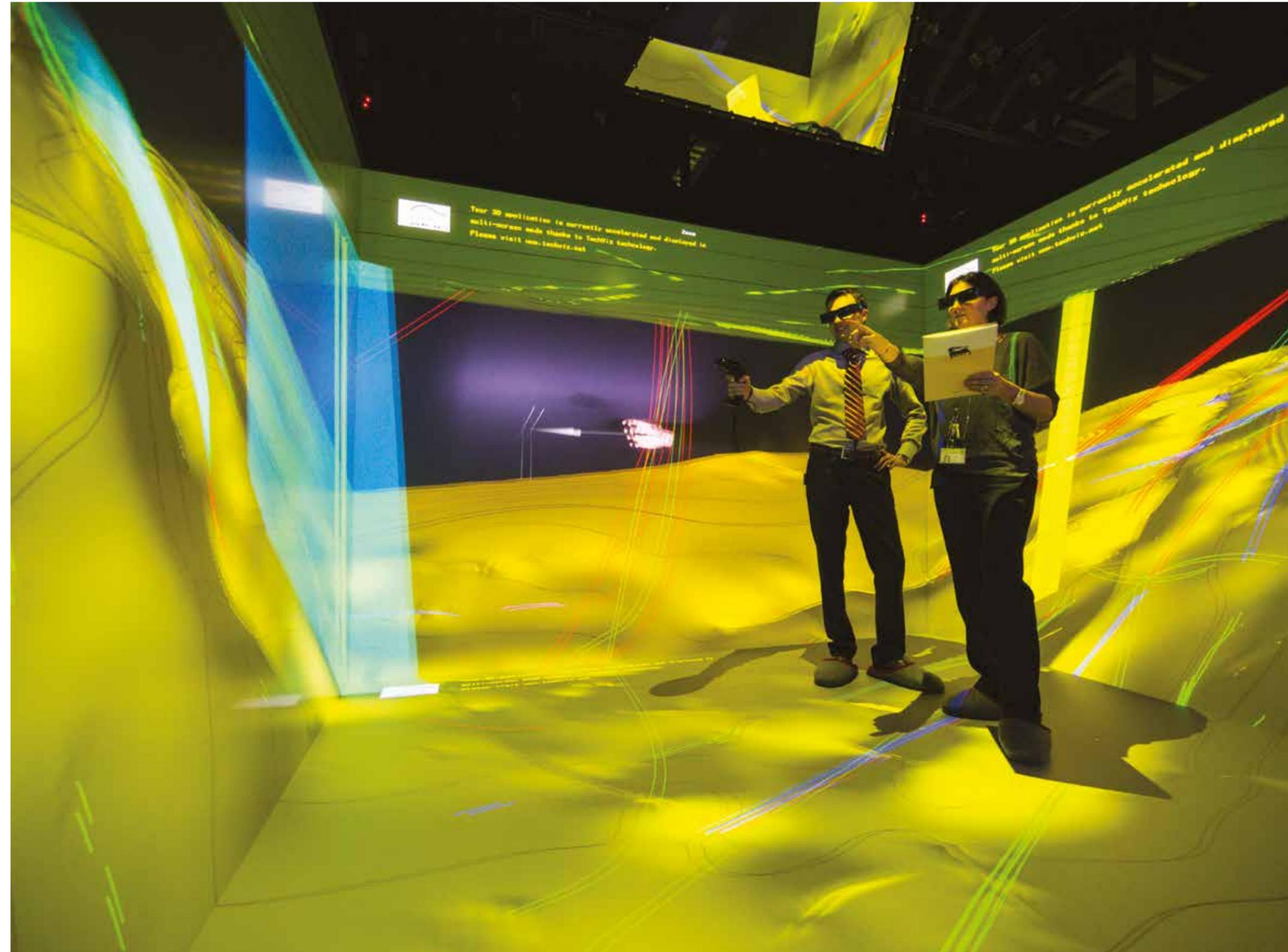


## FUSION POWER

Since 2018, Eni has been a shareholder in CFS (Commonwealth Fusion System), a company set up by scientists from the MIT in Boston. CFS is working on a highly innovative project: magnetic confinement fusion. This is one of the greatest challenges of humanity that can make available a huge quantity of energy using a process similar to the fusion that occurs in the sun.

In this process, two hydrogen nuclei or hydrogen isotope nuclei are subjected to fusion at ultra-high temperatures, to produce a helium atom: thus, a part of the hydrogen mass is converted into energy. The technique used is magnetic confinement in a vacuum chamber containing an ionising gas (plasma) where the fusion occurs; the intense magnetic field generated in this chamber also ensures that the plasma at high temperatures does not come into contact with the walls. By 2025 the CFS programme intends to complete the first plant able to demonstrate the net production of energy, and in the early next decade it plans to build the first plant able to supply energy to the grid.

Eni's participation in CFS is part of a programme including other areas it is working on with the MIT and with other top Italian institutes including ENEA and CNR, to obtain an energy source that is intrinsically safe, does not emit CO<sub>2</sub> and is virtually inexhaustible.



# Research

In Eni's activities, people, quality, and ingenuity have always counted, along with tenacity, training and the ability to make decisions. But more than anything what counts are the many ideas that become important for the company, and which become technologies thanks to studies, research and development.

For Eni, research has always had many meaning, while remaining the starting point for the whole activity.

In the Fifties, our pioneers were most certainly researchers. Maybe even adventurers, seeking energy in the most remote and inhospitable parts of the planet.

They embodied that most romantic and immediate aspect of research, in the manifestly physical sense, which became reality with that theatrical jet of oil from the centre of the Earth crowning a long and difficult and perhaps a little esoteric journey, thanks to those mysterious rituals and those new American words.

Today the research we talk about is something more aseptic, perhaps less thrilling, yet certainly likewise fascinating by offering more subtle, definitely more intellectual and much less iconic sensations.

Of course, research remains the starting point to seek new energy sources, but now mostly also to find unique solutions to all process needs, implementing solutions to the hot topic of decarbonisation, using technologies to concretely fuel the hope for a sustainable future that must be confirmed on a daily basis.

This is why Eni makes significant investments to develop its own research activities in some specialised in-house centres that produce a wealth of patents and project and which work with dozens of universities and research centres worldwide.



IN ENI'S ACTIVITIES,  
PEOPLE, QUALITY,  
AND INGENUITY HAVE  
ALWAYS COUNTED.  
ALONG WITH  
TENACITY, TRAINING  
AND THE ABILITY TO  
MAKE DECISIONS.







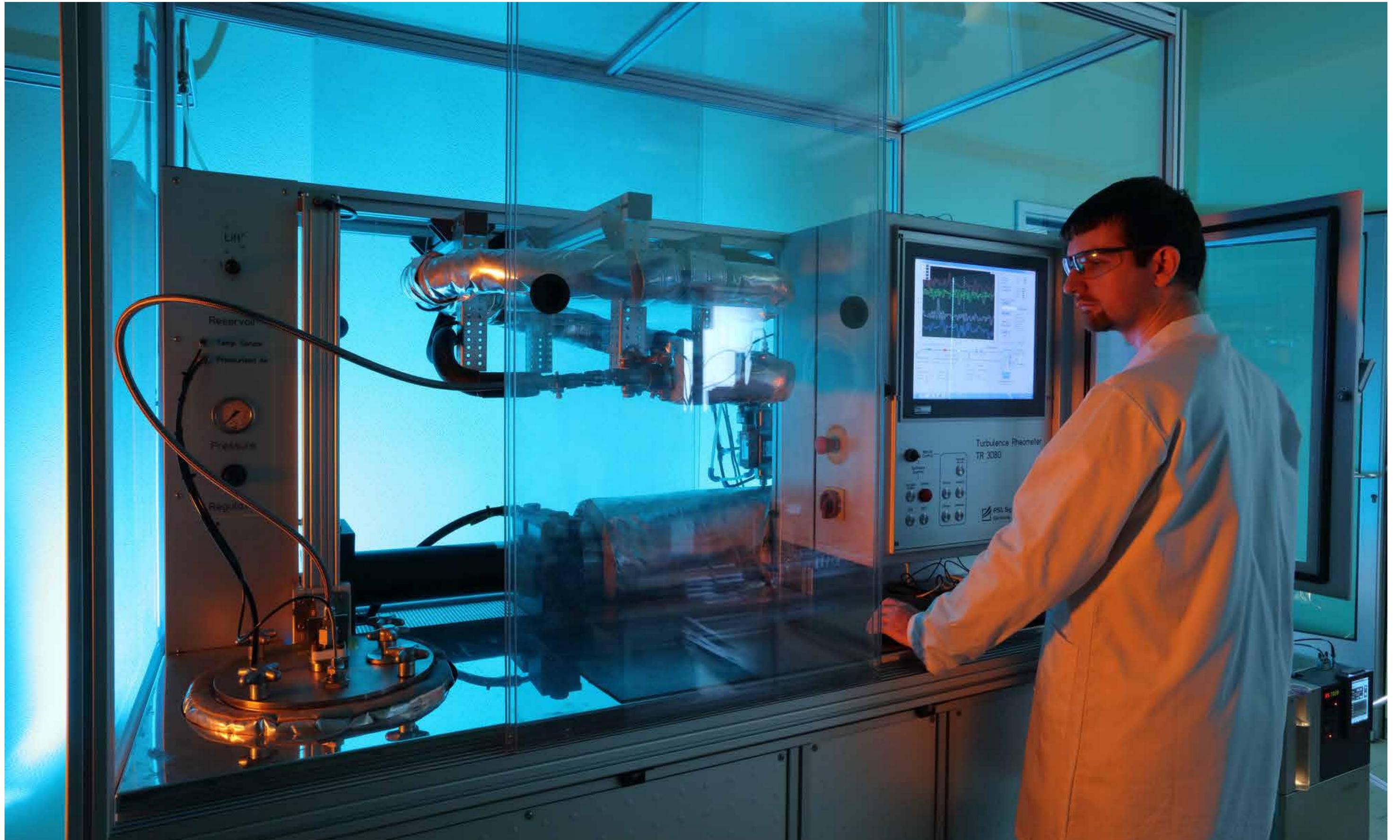




## RESEARCH CENTRES

For many years now, most of Eni's investments in research have focused on achieving carbon neutrality within a circular economy perspective. The activities are carried out mostly in-house, in the company's many research centres, but also through a wide range of external partnerships with major universities and specialised research centres. At the company research centres, we develop pioneering technologies designed substantially to be applied through integration with our industrial activities. In these places of intellectual exchange, ideas for energy sustainability are developed in projects and then concretely applied.









# Transition

By its very nature, energy is always in transition. Even in its most typical element, the ability to perform work, it brings with it the idea of movement, change and passage. It therefore appears extremely natural that, over the millennia, humans' way of using energy has taken on very different approaches, moulding the quality of life and the characteristics of the environment with their transitions. These are epoch-making cycles, systemic revolutions that have accompanied the history of humanity towards development and progress and which and must be seen today in the light of the new reality of climate change and, in a broader sense, the demands of the environment.

The current path is leading us

towards a sustainability model that can supply energy to all: this means being part of a complex, long-term process that implies structural changes in the way of producing and using energy.

Supporting this new development is a set of drivers of growth and change that have made their mark in recent decades, from the advancement of digitalisation to the availability of renewable energy sources able to immediately ensure a more balanced energy mix.

Indeed, what offers interesting prospects for speeding up a process which, otherwise and according to tradition would be slow and problematic, are the many tools available for pursuing a new energy transition.

Eni is working hard to give new impulse to its internal transformation process, as well as in society: in its strategic plan

to 2050, it has set the target of becoming leader in the supply of decarbonised energy products that ensure economic, as well as environmental, and social sustainability.

This type of approach is in harmony with the common development objectives laid down by the United Nations as a reference point for the international community.

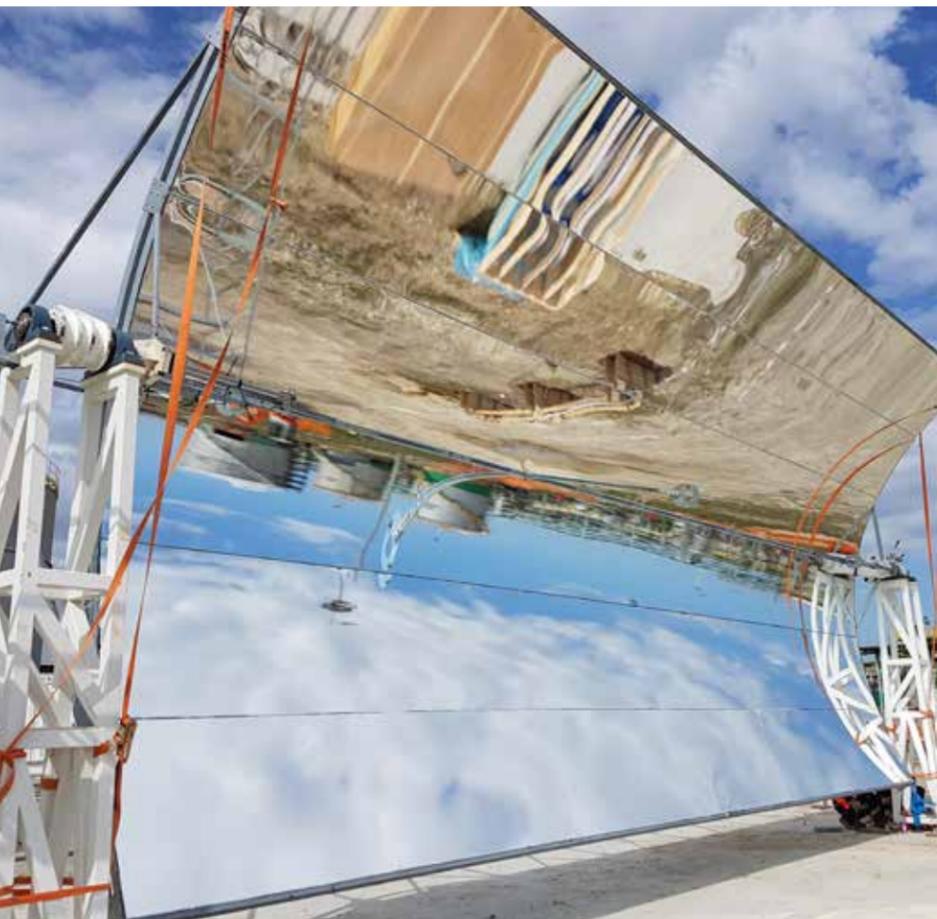


Versalis plant  
in Crescentino (VC),  
an integrated plant  
focused on the  
chemical business from  
renewable sources.





THESE ARE  
EPOCH-MAKING  
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DEMANDS OF THE  
ENVIRONMENT.



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Eni photovoltaic field.  
Assemini, Cagliari.





## THE FORCE OF THE WIND AND THE SEA

The sea as a source of life, and perhaps more unexpectedly, so is the wind. Offshore Ravenna, there is already the first pilot plant that transforms wave motion energy into electricity, on a completely renewable basis. A perfect way to supply energy to offshore installations or to places not connected to the grid, such as islands:

Eni is already working on an industrial-scale project. And then the wind, which off the coast, at sea, with wind turbines and underwater transmission systems can help to meet a consistent share of the world's electricity needs in the coming decades. Eni is already working in this direction in partnerships in the North Sea, a privileged area for this technology due to the characteristics of the seabed, the availability of a highly specialised logistics and industrial chain for the installation and maintenance of offshore wind turbines and its proximity to highly developed major energy markets, such as those in Great Britain and the Scandinavian Nord Pool.





Eni geologists in Tunisia.  
1961.





## APPARENTLY WASTE

Reinventing chemistry with processes and products in harmony with the principles of sustainability and the circular economy: this is why we have redefined our industrial cycles towards the production of biofuels and biogases from raw materials of biological origin. In addition, with the Waste to Fuel technology, using a thermoliquefaction process, we transform the organic fraction of municipal solid waste into bio-oil and bio-methane. The water naturally contained in wet waste is recovered and made available to agriculture. The “wet” raw material obtained from kitchen, food processing industry and retail waste, as well as purification sludge and pruning residues is treated in the Waste to Fuel process.





# SHARING

Of the many words that represent us, this is definitely the most meaningful one. During our entire history, we have waved it as our flag, made it our calling card and our way of working. We have shared knowledge, projects, relationships. We have imagined a new and different way of forging alliances, among us and with others. We have invented new contract formulas, and looked beyond business opportunities and profit. And these are the foundations on which we have built our corporate culture, with the intention of always standing out as being different and recognisable in the world of energy companies. "Sharing" is a word that has represented us and represents us, and has been enhanced with new connotations over the years.



Enrico Mattei  
on a visit to the  
mining fields  
at Oum Doul.  
*Morocco, 1960.*

## SHARING

assert ourselves with others (customers, operators, competitors), and our requirement of planting the Italian flag in places that could provide us with the energy we needed. Today, we are sharing our vision with our *stakeholders*. A vision that the men and women of Eni are committed to every day, working towards the goal of equal access to energy and safeguarding the planet.

The roots of sharing, one of the original aspects of our corporate culture, can be found in the beginnings of our history. In 1954, only a few months after Eni was established, we decided to make our entry into the world of producer countries, in a way that had never been undertaken before. At the time, we were a small State-run entity, established to free Italy from its energy dependency, which had prevented us from spreading our wings. The “Mattei formula”, the contract system that would dismantle agreement procedures between *oil companies* and producers for ever, was based on sharing and cooperation. We then taught the world that a business counterpart is first and foremost a partner and that there are no lands to conquer, but rather spaces where partners could grow and develop together, each supporting the other.

Today, after almost seventy years, this way of working has been enhanced in terms of content and meaning. Not just allies in a joint agreement. The communities that we come into contact with are at the heart of the different development projects: initiatives to facilitate access to energy, combined with activities corresponding to local conditions, encompassing the areas of education, agriculture and health, according to priorities defined together with the respective governments. The overriding factor, an awareness of working in synergy with the community. On one hand, effective needs, on the other, tangible interventions in a framework of mutual respect based on development models focusing on man and the planet. Furthermore ... not just single interventions, but rather building a solid and lasting relationship that can make a difference and leave behind tangible value for the region now and into the future.

Sharing with the world, with our territories, with our partners. But sharing is also a word that

implies a common choice and collective vision between men and women waving their flags. The idea of being an Italian company unites us today as it did back then, with roots in Italy, conscious of our responsibility as an energy provider and in defining a transition strategy that will lead us to a different energy mix. Italy is where we were born and took our first steps. Italy is where we have contributed to the economy, the industrial sector and society. We supported reconstruction in the years immediately after the Second World War, and accompanied Italy in the years of regeneration and the economic boom, contributing to Italy taking its place at the table with world powers. Thanks to Enrico Mattei’s far-sightedness, the first service stations with their modern lines made their appearance during those years, changing the landscape of Italian roads forever. A place to stop over, but also meeting points with coffee shops, restaurants, motels and small markets. An ideal place to meet and share under the flag of the six-legged dog.

During our entire history, we have never lost sight of our identity as an Italian company, building a work culture that remains our heritage and the heritage of our country. Of our being Italian, we have taken our extraordinary skills, strong passion and will to innovate out into the world. We have shared this with our partners and created a treasure enabling growth and development for everyone.

We often work at the limits of environmental conditions, in extreme places, in the middle of deserts or glaciers. Inside the ocean giants called platforms. Sharing in these cases becomes a necessity: space, work and free time. You learn to become a family despite age, gender or ethnic backgrounds. Everything is lived and shared. The Karachaganak fields or platforms off the coast become small worlds encompassing everyday life. Habits and rules change. Everyone needs to be responsible, focusing to the nth degree. With a very real, intense dedication to work. The word sharing is even stronger, representing our way, our essence, our original character. We could not do the same things any other way.

# Responsibilities

In economic and industrial activities, the idea of responsibility is directly linked to the concept of being aware of the consequences of our conduct. There are activities, like those that are especially problematic or dangerous, where the capacity to take on responsibility is a kind of prerequisite.

The energy sector has always been a complex sector, in terms of its size and characteristics. This is due to its operational structures and the difficulties associated with geopolitical scenarios and the intrinsic risk component in our activities.

For a company like Eni, operating

in the energy sector, responsibility is one of the fundamental values, considering the social significance of the issue, its link-up to geopolitical reasoning, and complexity in terms of risk.

Eni's business interests have always been in tune with the general interests of the countries where it operates, its actions are based on a strategic dimension involving the important decisions regarding the energy transition phase in our current times. And they range right through to its operations in the territory, where a sensitivity to local environmental issues extends through to a participatory approach based on a policy of sharing and exchange.

The search for energy almost always takes Eni to difficult environments. In certain cases, one could say that from a social perspective, the interventions in extreme locations represent actual contributions to civilisation.

The process begins with an initial phase of dialogue, which is important to develop an awareness among a shared community where the company would be establishing constructive relations. Once this is done, after sharing, Eni's responsibility which is inherent to its "constructive relations" in the territory comes into play.

Responsibility is not an innate quality even on an individual level; it is acquired over time, growing like people.

But the ultimate objective is an awareness with a social dimension, nurtured by an ongoing interaction with the surrounding world.







THE IDEA OF RESPONSIBILITY IS DIRECTLY LINKED TO THE CONCEPT OF BEING AWARE OF THE CONSEQUENCES OF OUR CONDUCT.



# Sustainability

Sustainability is a word with global dimensions. It encompasses people, society, the environment. Every area can be assessed by its own criteria. It is also a word suggesting comparisons. At the outset, us and the others. And then the future in relation to the present and the past. Even what is closer, measured against what is distant. And then there is also the economics in all this, and the production. Because utilising resources in such a way that does not compromise the needs of future generations, respecting people, the environment

and society in the broader sense, also ends up focusing on the mindset governing industry, technology and consumption. Sustainability essentially refers to sharing and the future, it means listening to others, establishing relationships and promoting responsible development. Eni did so during the 50s and 60s by pursuing an idea of cooperation, in a process of common growth that kept the countries using energy and producer countries together and on the same level. This participatory process ended up ensuring their cultural, social and economic development. At the same time, the Company itself benefited from the creation of a social sensitivity and ability to share in its relationship with the territories that were central to its activities, developing a cultural heritage which then became a

competitive advantage, and perhaps even a distinctive feature within the international energy industry. Today this approach, nurtured over decades, encompasses a broader spectrum and is also directed towards a strategic dimension. Eni plays an active role in the change underway that we refer to as the energy transition, namely the move to more sustainable energy sources, which is needed to curb global warming. In other words, sustainability is the development model of our global company.

Family at the Eni Borca di Cadore (Belluno) holiday village.  
Photo by Aldo Ballo, 1959.









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Borca  
di Cadore (Belluno)  
campsite  
for employees' children.  
1950s.



School at the Devoli oil  
field, Albania.  
*Photo by Bruno Stefani.*  
1940s.

*On the next page.*  
Canteen at Nuovo  
Pignone. Florence.  
*Photo by Aldo Ballo.*  
1960s.

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SUSTAINABILITY ESSENTIALLY REFERS TO SHARING AND THE FUTURE, IT MEANS LISTENING TO OTHERS, ESTABLISHING RELATIONSHIPS AND PROMOTING RESPONSIBLE DEVELOPMENT.





# Integration

Current times, and even more so the future, pose difficult, complex and increasingly global challenges. There are the health and migration issues and emergencies, the climate crisis and poverty, political instability and the many inequalities still afflicting people on this planet. To effectively deal with these stresses, a company like Eni needs to move outside its restricted operating context. The solution is to embrace development action on a broader scale, by also involving authoritative and capable partners. The resulting synergies create alliances, where the decisive factor is the possibility of producing significant and long-lasting effects. Integration is the word defining the perimeter of this process.

Indeed, it is only the sharing of know-how within a broader integration process, together with the will to change the economic mindset, that can contribute to improving living conditions in energy-producing countries. This involves a major global challenge, requiring everyone's contribution and intent, therefore representing a higher form of integration and solidarity. The convergence of private and public resources, of forces acting within civil society, of universities and financial institutions, right through to governments and international institutions, ensures a broader spectrum of sharing, in support of practical interventions providing much-needed effective solutions. If the new development model is people-orientated, it can ensure a future to coming generations that

combines the requirements for economic development with those for the quality of life. These include access to energy for increasingly vast areas of the planet. Within this scenario, guaranteed by a long-term perspective and the necessary strategic choices like those regarding recourse to the circular economy and the energy transition, the final objective is not only to achieve profits, but rather to balance this with the need for a more inclusive and just society.





Service facilities created specifically for the local population in Ghana.





THE SHARING  
OF KNOW-HOW  
CAN CONTRIBUTE TO  
IMPROVING LIVING  
CONDITIONS IN  
ENERGY-PRODUCING  
COUNTRIES





*On the previous page.*  
Egyptian workers at the  
COPE oil concession.  
Sinai, Egypt, 1959.

*On this page.*  
Taking a break  
during research surveys  
in North Africa.  
1950s.





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Drilling facilities at the Oued Zar Camp (Tunisia).



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Two technicians at Bu Attifel, Cirenaica, Libya.



## Italianness

Italy is a heterogeneous nation, in terms of its history, traditions, culture. You could say that it can be “broken down” into thousands of identities in a landscape that conveys diversity, even in geographic terms. And this is certainly its strength.

So many points of diversity on such a wide-ranging scale that to an outside observer, we Italians inevitably seem complex and therefore difficult to understand.

An identity that is difficult to enclose in a frame that represents everyone. We elude the simplification that could describe us in just a few lines. There is always a sense of shortcoming in the telling, an inability to summarise an effective narrative, the impression of having left out some important aspect that would be decisive in formulating a comprehensive picture.

One hundred and sixty years after attaining its national identity, the Italian identity still surprises today depending on the perspective used to examine and ponder it. It is difficult to define us beyond the stereotypes of creativity and ingenuity.

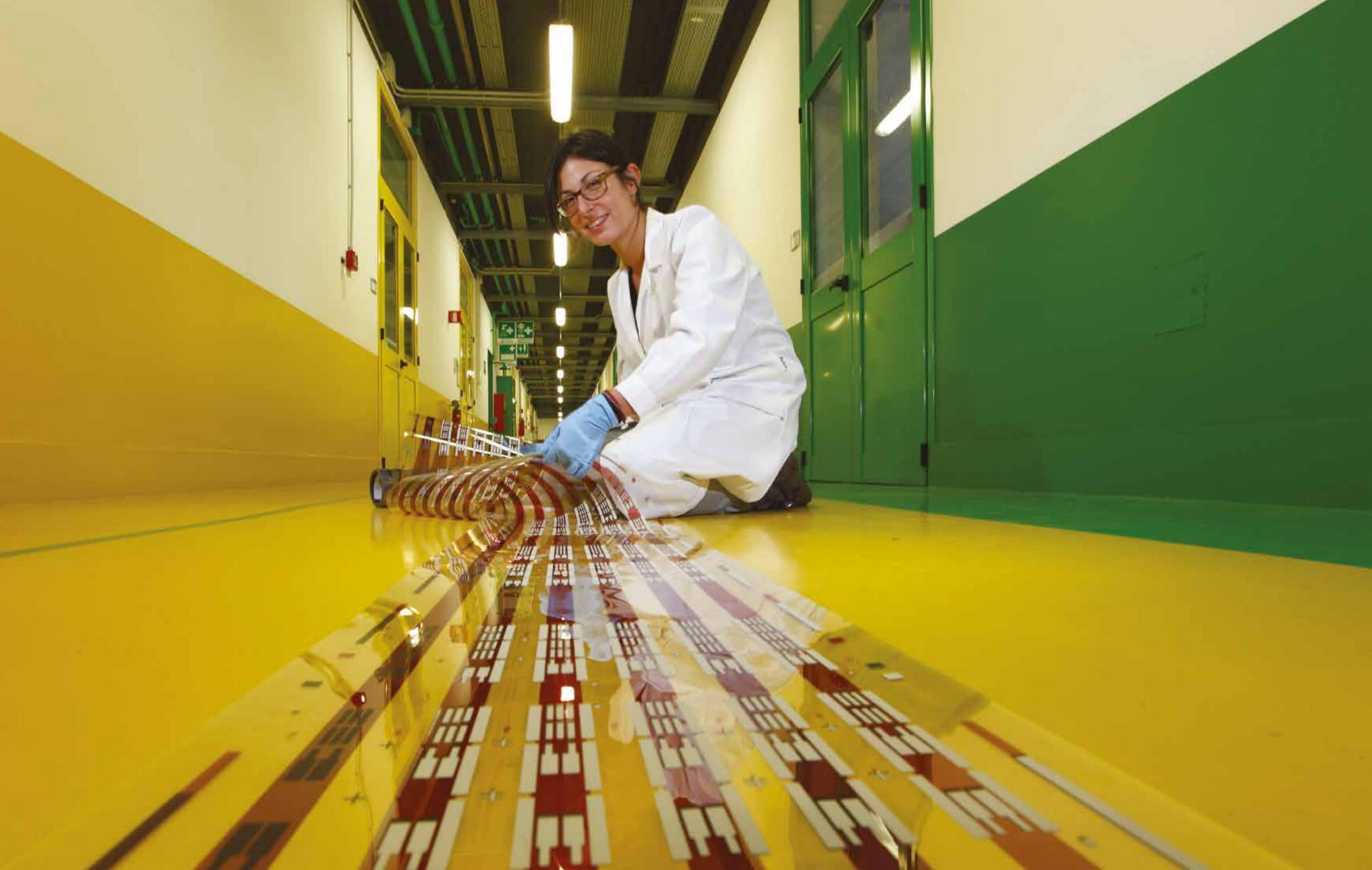
One of the few distinctive traits that is certainly recognised with regard to Italy is its being a country with a deeply rooted professional culture, perhaps more inclined to emerge in individual craftsmanship, rather than in highly visible entities with complex organisational structures. The intent and ability to do things well, the sense and pride in our own work are basic and determining aspects in the reconstruction of Italy in the aftermath, when taking the historic opportunity of emancipation.

Even though Eni has been a transnational company operating at global level for some decades, and despite the scenarios having changed dramatically, its intrinsic

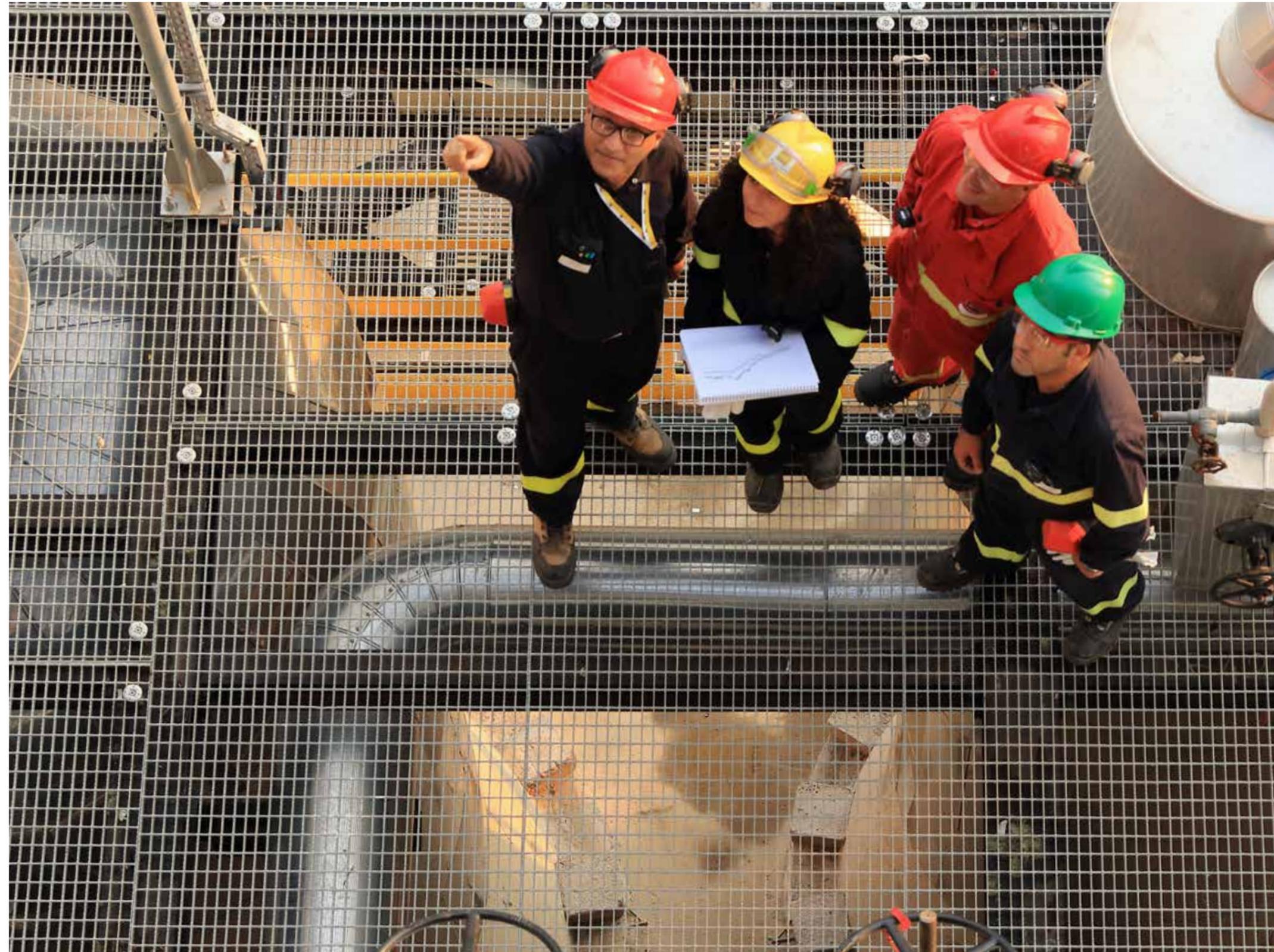
essence today is still deeply Italian, and its Italianness is unmistakable in the way it works: commitment, creativity, courage and a passion for challenges.

Looking now towards the future and being fully part of it, seizing the changes it involves and possibly anticipating them, is an approach aligned to the constructive spirit that has characterised the company from the outset, when it had defined the Italian economic landscape.

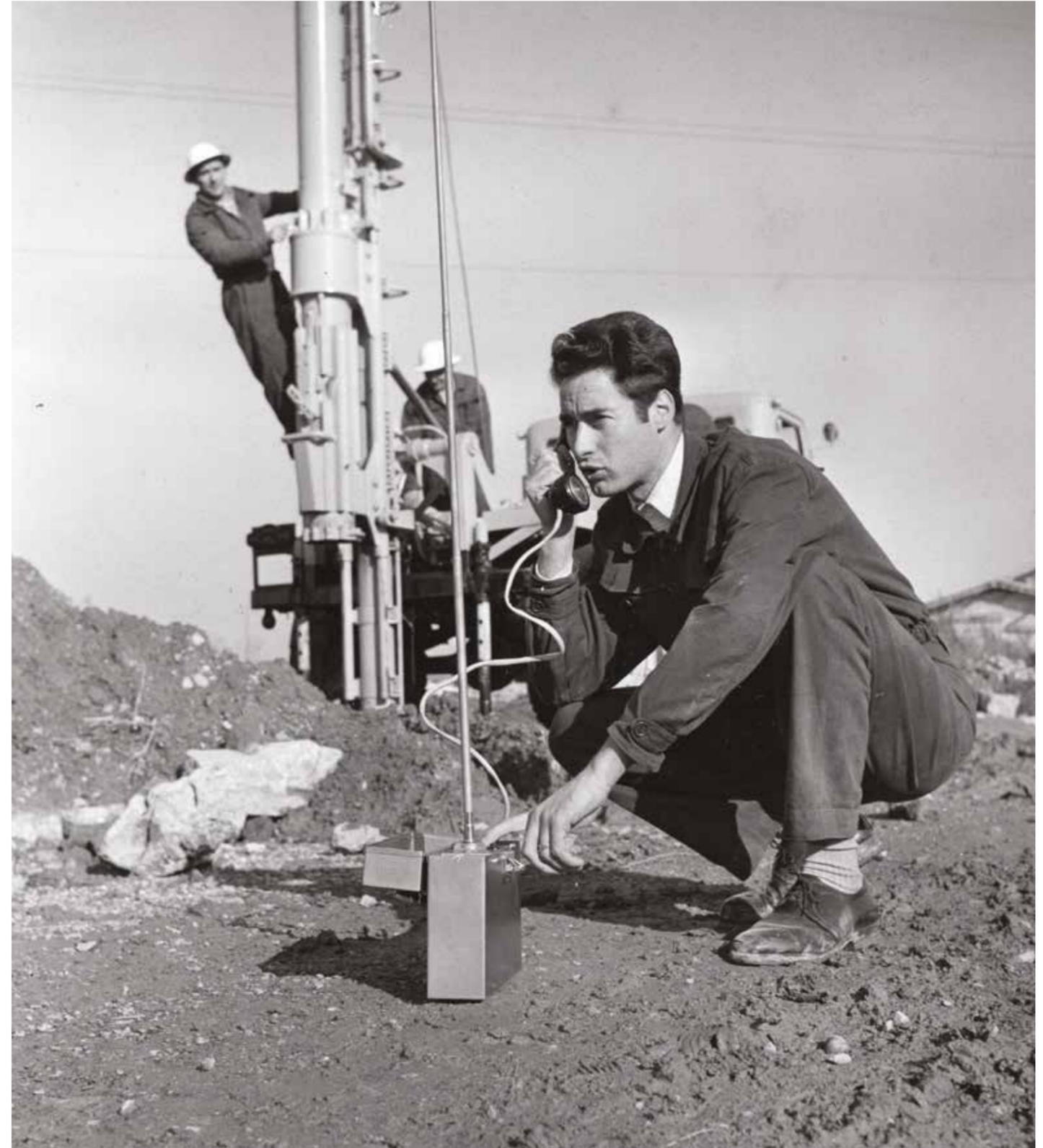








SO MANY POINTS OF DIVERSITY ON SUCH A WIDE-RANGING SCALE THAT TO AN OUTSIDE OBSERVER, WE ITALIANS INEVITABLY SEEM COMPLEX AND THEREFORE DIFFICULT TO UNDERSTAND.







## Internationalness

Eni's international vocation could at first seem a characteristic that is taken for granted.

For a country like Italy, historically lacking in raw materials, the search for energy sources could seem an activity that was performed directed outside the country, to an international environment.

This was certainly the case when Eni began its adventure after the Second World War in a country that was predominantly agricultural; in other words bound to an economy interacting directly with its land and immediate surroundings.

During those years, Italy was a provincial nation, having just come out of a war that it had badly lost, with high levels of illiteracy and an uncertain future in the greater scheme of the Cold War: going beyond its borders at that time to find the energy required to develop the country was by no means a foregone conclusion.

But there is "a way to things" and this almost always makes the difference, especially when there is a need to take a leap forward.

A real leap in time, firstly initiating the vision and entrepreneurial courage, which was then effectively brought into play. And then an immediate leap in space, beginning to explore the world, that elsewhere, lands that up to then had been beyond the national horizon.

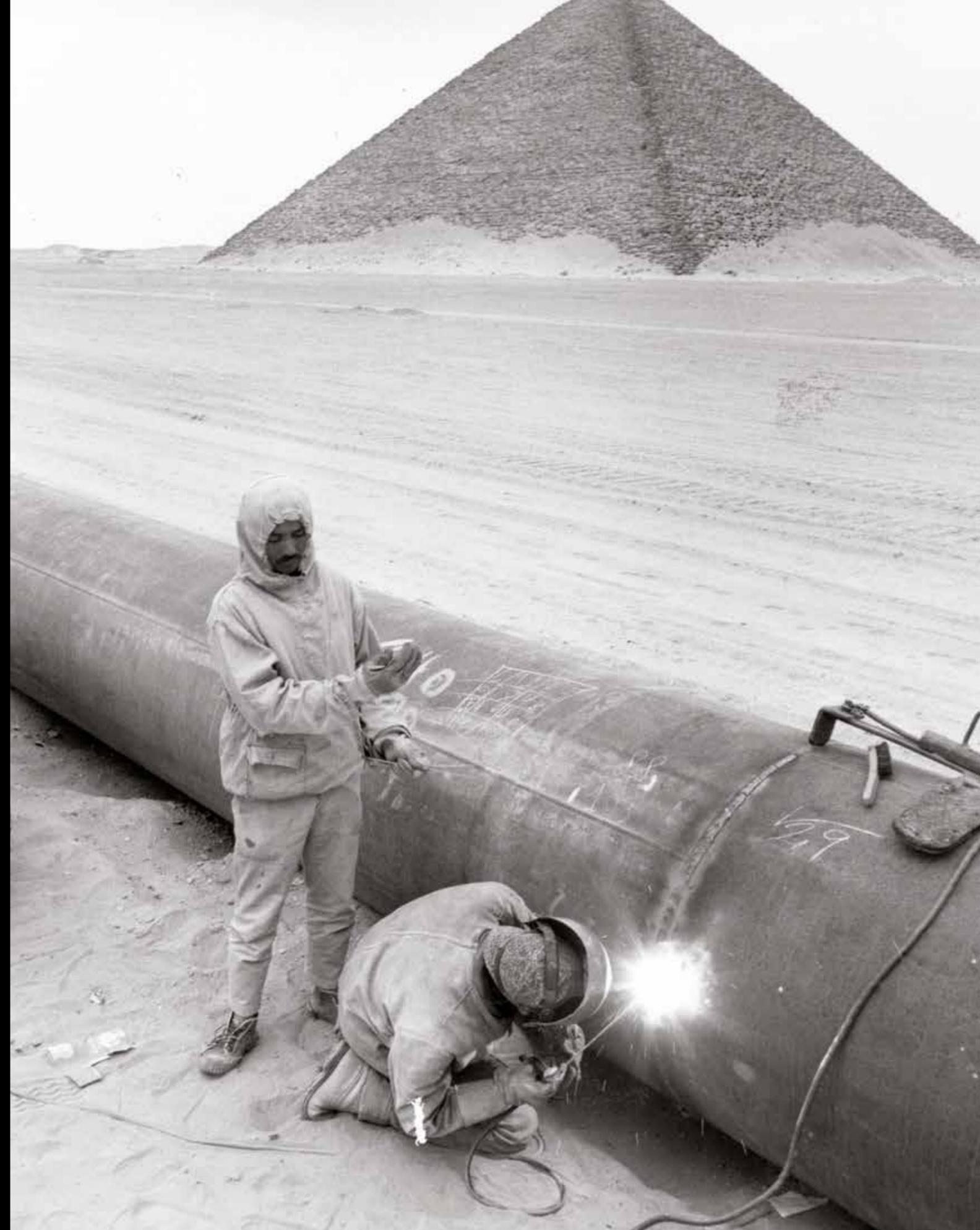
Mattei's Eni drew unexpected strength from Italy's structural fragility: the ability to interact with the world on an equal footing, evading the autarchic past and colonialist legacy of western nations, reinventing the economic formulas and balance of power with producer countries, playing the shiny outsider's card, whilst also creating a shift in consolidated balances.

A very specific enterprising and somewhat reckless way of doing business, which would leave a truly unique mark in the world energy sector and transform Eni into the driver for post-war economic development in Italy.

Today, Eni operates throughout the

world, forming part of a restricted group of companies with a global dimension.

This could be considered the end goal, but Eni's DNA tells us that the entrepreneurship and vision of the world that have led to this goal are still the driving force for corporate development on the international scene.

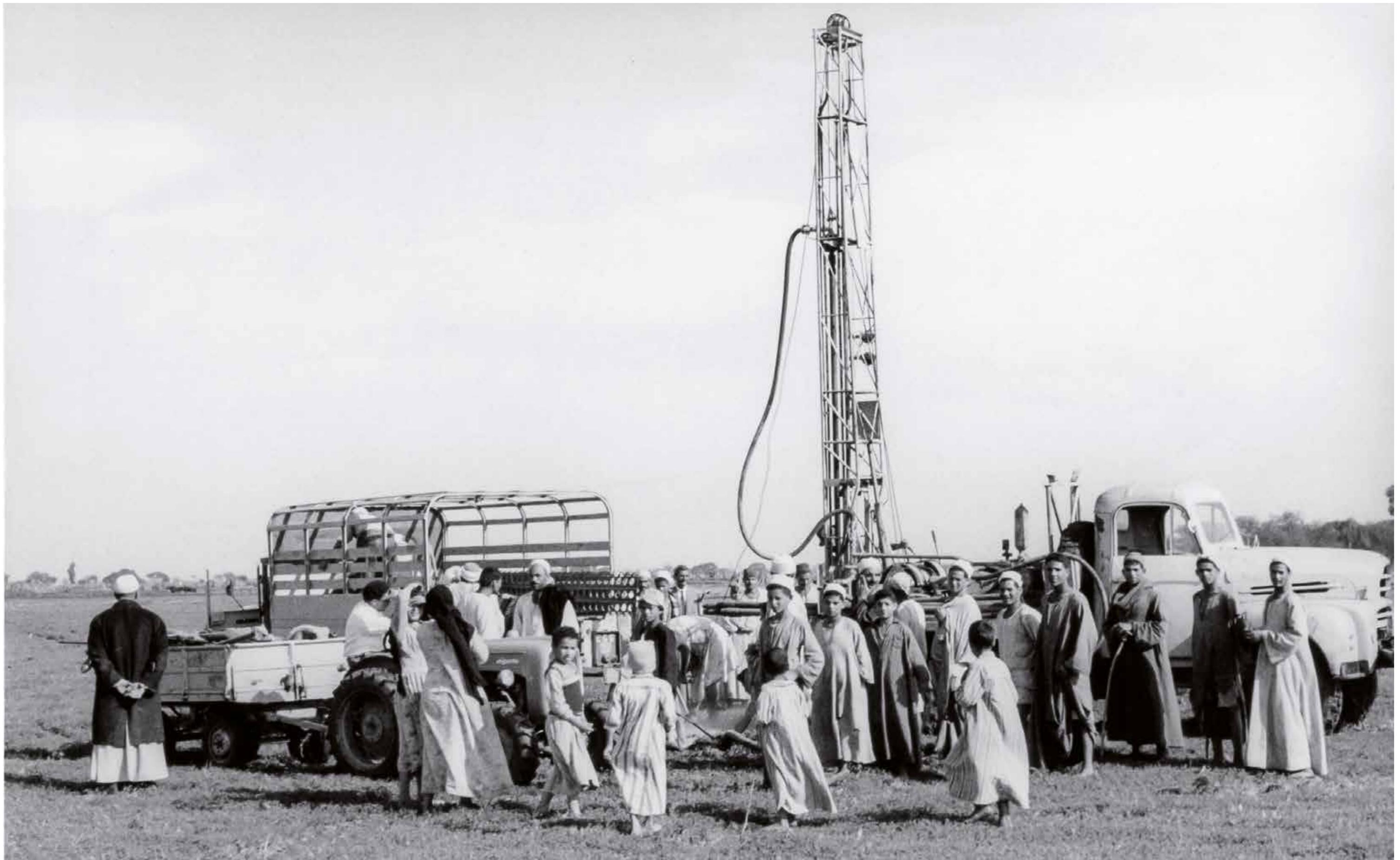


Laying an oil pipeline in Dahshur. Egypt, 1976.

At the Agip Mineraria  
base camp in Iran.  
*Photo by Federico  
Patellani,  
end of the 1950s.*

*On the next page:*  
Seismic team  
in the Nile Delta.  
*IEOC Egypt,  
end of the 1950s.*







TODAY, ENI  
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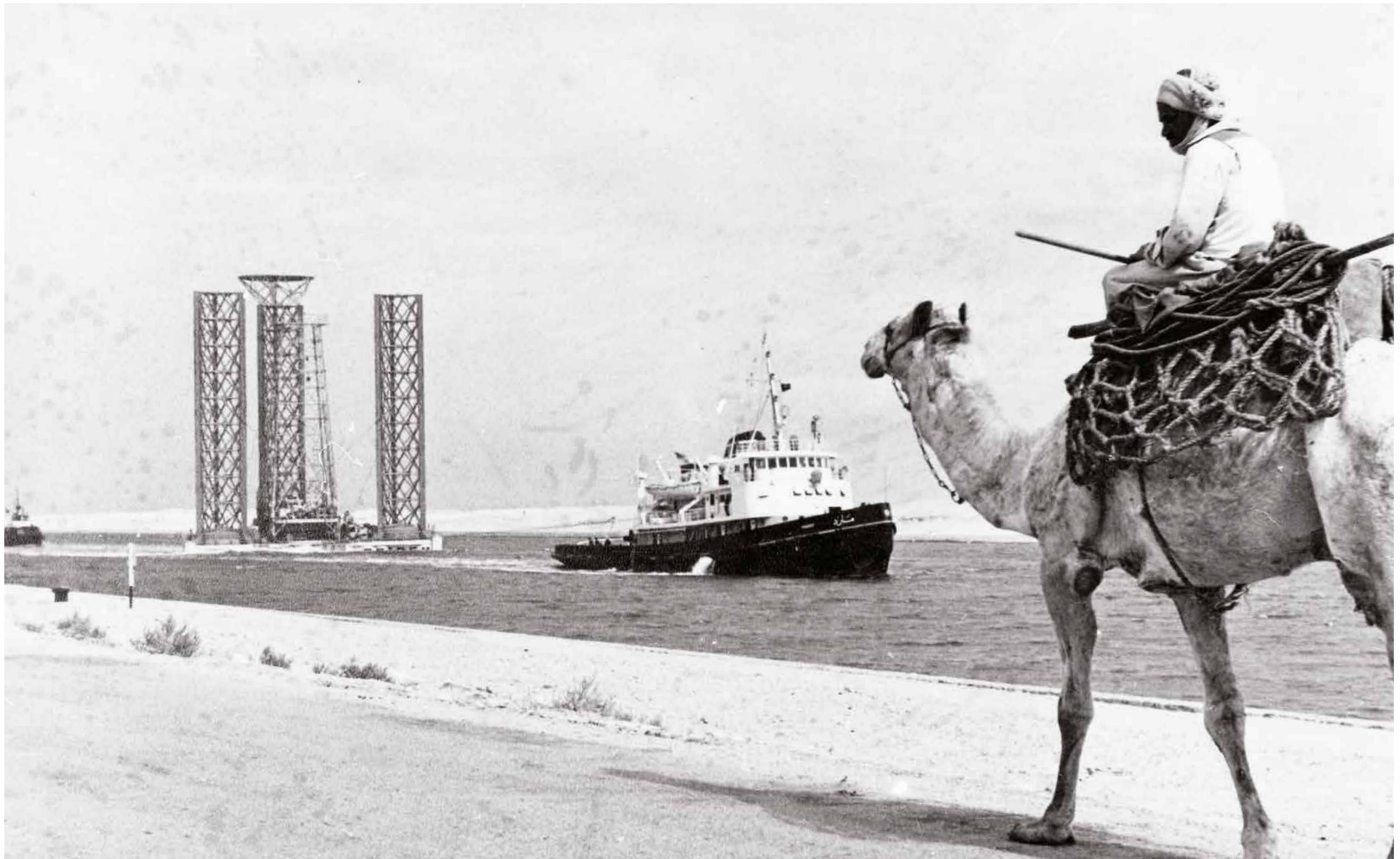


Eni technicians hosted  
in a village tent for tea.  
*Iran. 1950s.*

Pipeline in Egypt.  
*1960s.*

*On the next page: Suez  
Canal.  
Egypt. 1950s.*





# Platforms

There is nothing quite like an oil platform in the middle of the sea to bring in direct focus the almost physical clash between two opposing concepts.

Separation, represented in the immediacy of the technological cathedral's distance from us, pitched between the sky and the sea, and closeness, evident in the requisite sharing of spaces between the people who have decided to live within that modern rock.

We associate the sea and ocean

with absolute values, like freedom. The platform is something more complex, a mediated space, a common home where there is a balanced juxtaposition between technology and anthropology in the acceptance of many rules.

Being part of a place like this will never be easy.

Offshore platforms are foremost an extreme environment.

A place where rules firstly refer to survival, then living together in confined spaces, and then organising work.

Living in these environments is a unique experience, testing people's ability to share, which would be impossible to develop elsewhere.

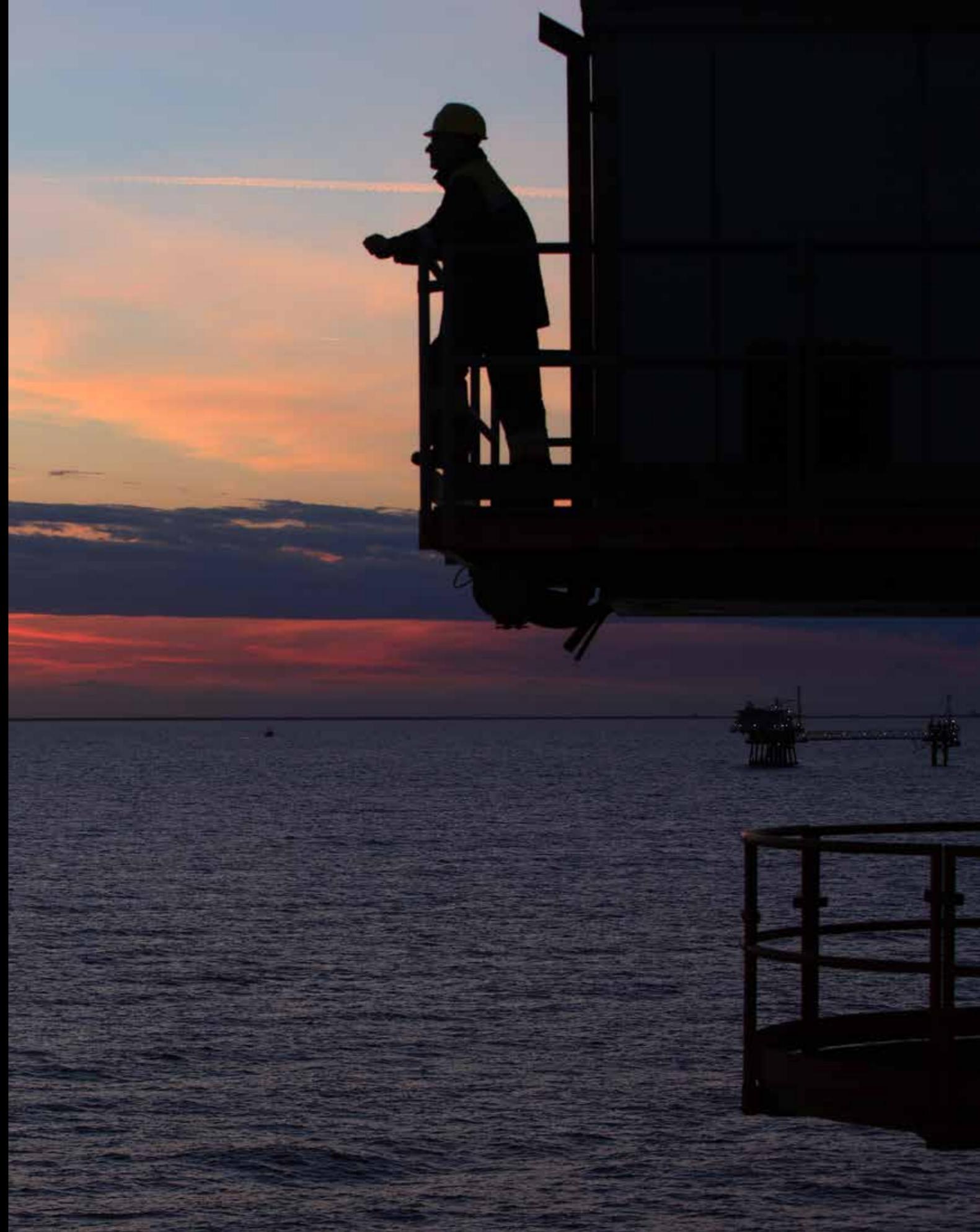
The physical concentration of space certainly does not help its residents.

The miracle is the gelling of different languages, diverging lifestyles and mixed work experiences in just a few metres, thus avoiding

that this home circumscribed to a microcosm, becomes a prison.

At the same time, this close proximity is also a formidable driver for sharing and exercising forms of communication, all stemming from the primary requirement of safety. This is paramount in an environment encompassing a controlled, but inevitable component of risk.

Life on the platforms has taught us that the sharing of rules and codes develops a common awareness, a kind of interpersonal reciprocal sensitivity and respect for people and things.





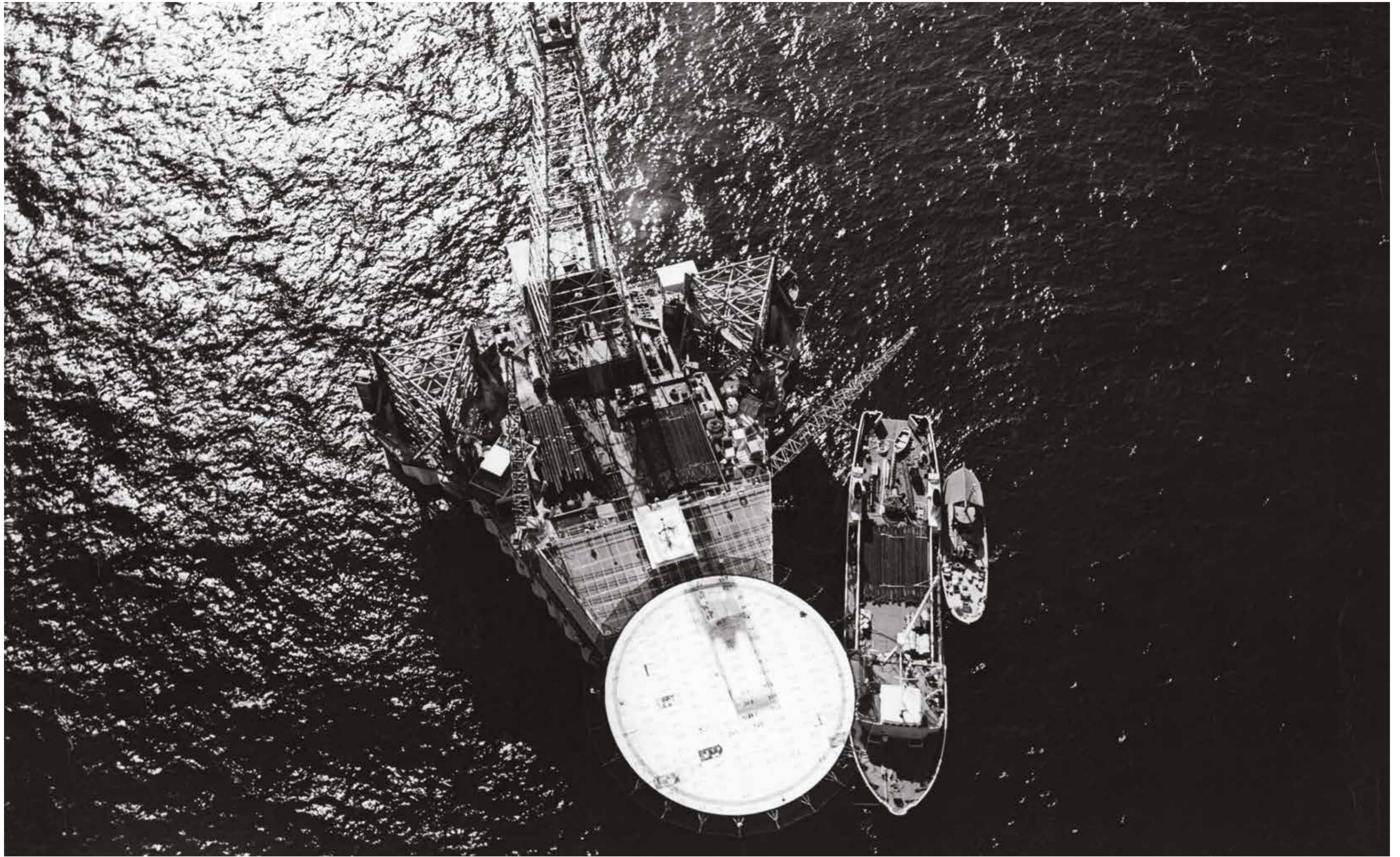
THERE IS NOTHING QUITE LIKE AN OIL PLATFORM IN THE MIDDLE OF THE SEA TO BRING IN DIRECT FOCUS THE ALMOST PHYSICAL CLASH BETWEEN TWO OPPOSING CONCEPTS: SEPARATION AND CLOSENESS.

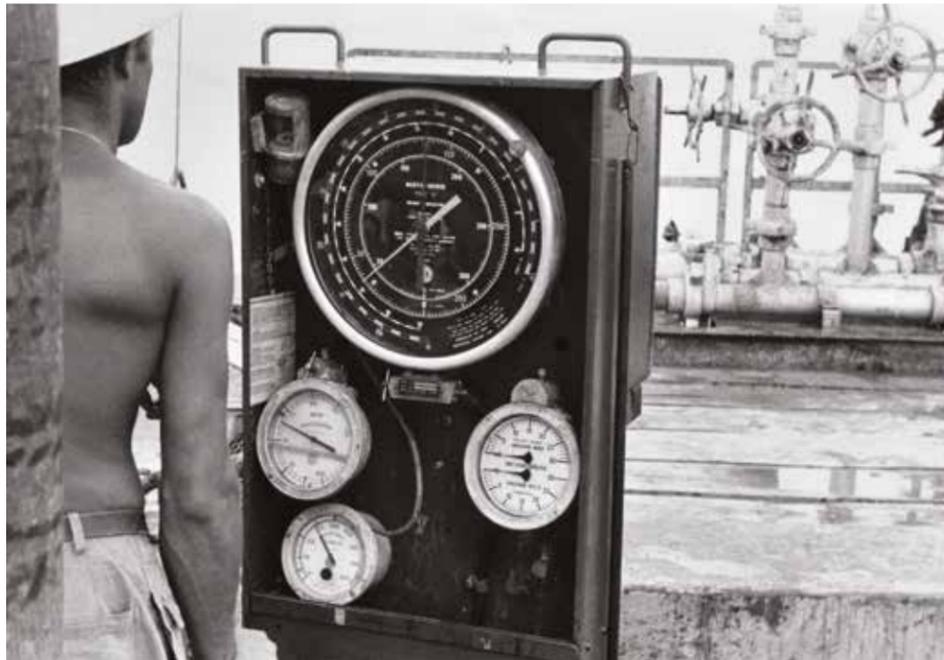




Platforms in the Persian  
Gulf, Iran.  
*Photo by Federico  
Patellani,  
1959.*







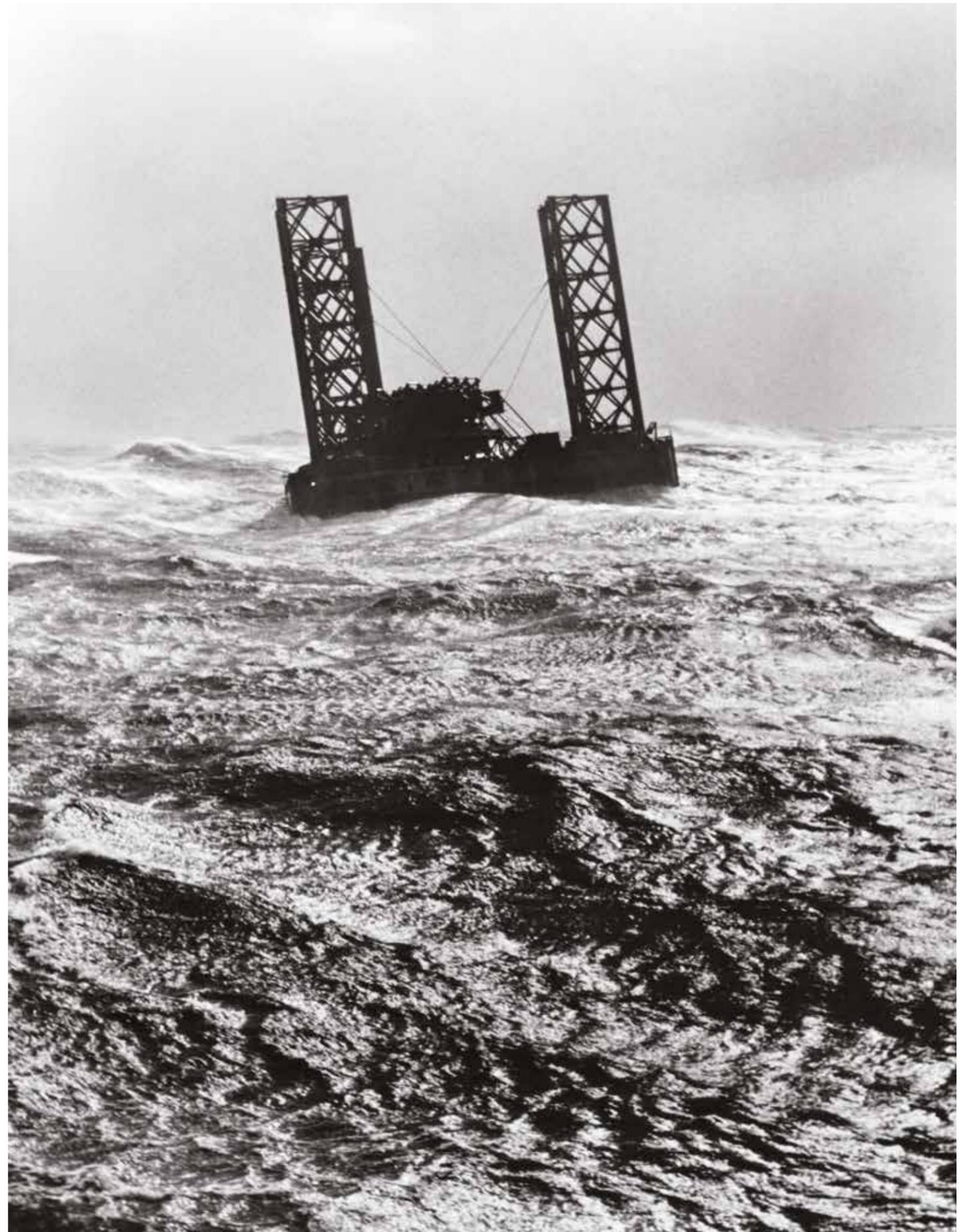
*On the previous page  
and these pages.*

*Platform  
Perro Negro.*

*Photo by Aldo Ballo.  
1960s.*

*Technician working on a  
platform in the Persian  
Gulf, Iran.*

*Photo by Federico  
Patellani, 1959.*



## Service stations

Service stations are our calling card and the ultimate objective in a process going from research to extraction and refining. Once a meeting place, today service stations are multi-energies integrating the traditional offering of fuel with energy solutions that are more suited to current environmental standards.

The six-legged dog service stations are something more: a feature identifying our territory, almost a distinctive trait, perhaps even a psychological link to our essence as Italians.

We realise this when we cross

national borders and after taking a curve, come across a station bearing that corporate signage and those colours.

We recognise ourselves in that flag and in those colour tones, because with the passing of the years, they have become a sign of belonging that taps into our nature, our distinguishing traits.

They are invariably social more than personal traits, because they often link us to collective rites. Things that are certainly good to share. Food and its quality. Coffee and its aroma. A friend to chat with. More recently, a wi-fi connection and possibly its easy access.

Service stations in places away from our usual filling station have become places where relationships can be cemented, we can relax, make use of coffee shops, restaurants, shops, book stores, workshops.

Originally, almost always located near major road intersections far from urban centres, with the spread of cities, service stations have become incorporated and an integral part of the urban landscape, and in certain cases, even its distinguishing feature.

They have taken on more significance in this process: in the change to places where friends can meet, where it's even possible to find a parking space, they have become reminiscent of the agora. You can drink a coffee or enjoy an ice cream. We can encounter people that then become familiar, becoming part of our everyday routine.

From simple filling stations to service stations, becoming a sharing of spaces and experiences. Now more than ever, "filling up" has become a pretext for being happier.



THE SIX-LEGGED DOG SERVICE STATIONS ARE SOMETHING MORE: A FEATURE IDENTIFYING OUR TERRITORY, ALMOST A DISTINCTIVE TRAIT, PERHAPS EVEN A PSYCHOLOGICAL LINK TO OUR ESSENCE AS ITALIANS.



INIZIA  
SUPERCORTEMAGGIORE  
AUTOMOBILE

MOTO OFF MOTOR





*On the previous page.  
Agip service station at  
night, Piazzale Accursio,  
Milan. Photo by Aldo  
Ballo, 1954.*

*On these pages. Service  
station  
in Moncalieri.  
Photo by Aldo Ballo.  
1950s.*



café	→
wash	↔
diesel	1.160
super	1.333
blu diesel TECH	1.230
blu super TECH	1.403
self	-60



eni



eni café





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Service station  
in Africa.  
1960s.

Service station  
in Sorrento.  
*Photo by Federico  
Patellani, 1959.*







# TRANSFORMING

We have done nothing but transform. We are still doing it and we will do it in the future. It is the destiny an industry holds within itself - transforming raw materials and primary sources, transforming itself and transforming society. Understanding the world. Changing the face of nations, changing lives, creating new jobs, new opportunities. Creating wealth for itself and for others. Above all, transforming means doing, preferably after pondering your actions, and possibly after looking far ahead. We know that doing something is never easy, as it implies shaking habits, creating spaces, defend oneself and sometimes attack, convincing those who think differently from you, explaining what we have in our head to everyone else.



## TRANSFORMING

In short, getting busy. Eni has always done all this starting from a primary energy source - petrol - which needs to be modified to take on different connotations: from petrol to plastic, from fuel oil to fertilizers. Transformation is a central point in our business, today as it was yesterday. And if the starting point, the main ingredients, may be different (petrol and gas at first, but also, now and in the future, sun, wind and wave motion), the end product is only ever one: energy. Our eyes are used to looking beyond, our labs are "trained" to turn an idea into a project, to make dreams come true. "Ingenuity is simply the art of seeing possibilities where others see none" used to say our founder, Enrico Mattei, the man who helped transform Italy from a country with a thousand-year-old farming tradition - and mostly destroyed by five years of war - to a global trade and industry power. Transformation, once again. Looking at the horizon and seeing something else than a simple line. For Mattei, the question of transformation was not a merely intellectual matter, a before-and-after comparison to exhibit in an academic assembly. For that man, the thought had to be followed by action, and so his sense of transformation as purpose of his action was incumbent. Such a strong and personal imprinting that continued to mark Eni's activities in the following decades. During our history, we conjugated this verb like a mantra, in all its different meanings, and always in the future, as it should be. When, at the end of the war, the slogan was 'restarting', we change the Country's energy destiny, which in a short time went, from being completely dependent on others (power companies, field expert), to a nation with its own energy company, capable of competing on international markets and forge alliances with the leading producer states, all over the world.

We transformed the content of our energy supply, by enforcing, by the end of the 1940s, natural gas as the energy form capable of reviving our industries. The size of our *business*, and its diffusion, also produced significant changes in the urban landscape. In the 1950s, the intuition of service stations, offered to customers in place of the simple supply bollards, changed the landscape of our roads all over the Italian territory, and beyond, up to the most remote areas of the African continent. Changing the way energy services are used in service

stations also transformed our habits and the way we live. We changed and transformed advertisement, by being the first to bring animation into ads (old-time **Caroselli**), and by transforming corporate welfare, without any patronizing interventions, by focusing on actual acts of support and closeness. Transforming with courage, competence, with the goal of improving. Always, in any case. It is our corporate culture, the way we think and do things.

Today, we are in the midst of another great, new transformation, in the race to tackle energy transition, with the spirit that always characterized us: courage, far-sightedness and the will to do things right. We are ready to acquire new competences, to train to use new languages, to transform our plants and create new ones. Today, we are no longer the pioneers of the beginnings.

We've conquered a role among the great global *players*, we develop patents, we come up with new scenarios, we offer innovative and sustainable products to the market.

We have transformed, and we still transform. The small, fierce company of the 1950s has become a *major*, proud of its past, and projected toward the future.

Bygone days and other dimensions, and yet, in its corporate DNA, Eni still holds the same attitude to wanting and knowing how to intervene in the great historic changes and world transformations.

Eni trasforma gli oli esausti di frittura in componente per produrre biocarburanti avanzati

Chiara in città usa l'auto il meno possibile

# Eni + Chiara è meglio di Eni.

INSIEME ABBIAMO UN'ALTRA ENERGIA

Eni ottiene componente per produrre biocarburante anche dai rifiuti organici

Luca ricicla la plastica per dare nuova vita

## Eni + Luca è meglio di Eni.

INSIEME ABBIAMO UN'ALTRA ENERGIA

Eni vuole trasformare il moto ondoso in energia elettrica

Silvia è sempre attenta e non spreca acqua

## Eni + Silvia è meglio di Eni.

INSIEME ABBIAMO UN'ALTRA ENERGIA

Eni coltiva microalghe che catturano anidride carbonica

Lorenzo invece di disfarsi degli oggetti, li riutilizza per creare qualcosa di nuovo

## Eni + Lorenzo è meglio di Eni.

INSIEME ABBIAMO UN'ALTRA ENERGIA

Advertising campaign  
"Eni+ Insieme abbiamo un'altra energia".  
2019-2021.

Eni investe nell'innovazione tecnologica per accelerare la transizione energetica

HPC5 in un secondo può estrarre fino a 2,2 milioni di miliardi di operazioni matematiche

## Eni + HPC5

INSIEME ABBIAMO UN'ALTRA ENERGIA

Eni produce gas for power generation, which is crucial to the economic development of Ghana

Abena has over 10 employees with 10 employees. Thanks to new machinery, the great fabric is quicker and to a high standard

## Eni + Abena is better than just Eni.

Eni and its OCTIP partner, CNPC, and Vitol contribute to the economic development of Ghana. The gas produced at Sankofa is a stable, reliable and sustainable energy source for the domestic market, allowing companies to thrive and businesses to grow.

Celebrating Ghana's 64th Independence Day

TOGETHER WE HAVE GREATER ENERGY

Eni e il Museo progettano attività educative per sperimentare il futuro dell'energia

Leo scopre come catturare l'energia del sole

## Eni + MUST + Leo

INSIEME ABBIAMO UN'ALTRA ENERGIA

The Circular Tour

Prato Umbro 1  
21-22 febbraio 2020

Eni + Coldiretti

Benessere dell'uomo, benessere della Terra.

Partecipa alla prima tappa del CircularTour di Eni e Coldiretti e scopri come innovazione e tradizione danno vita a un futuro circolare.

INSIEME ABBIAMO UN'ALTRA ENERGIA

Eni Reward ogni anno rigenera più di 30 miliardi di litri di acque di falda, industriali e reflue

Davide recupera l'acqua piovana per innaffiare le piante

## Eni + Davide è meglio di Eni.

INSIEME ABBIAMO UN'ALTRA ENERGIA

# Value

When, many decades ago, Enrico Mattei talked about “bringing out an oilfield”, he meant making it operational right away, and also including it in the balance sheet as asset. And then transform it, which was a tremendously innovative impetus for the time, even in a social “value” equally tangible for the entire corporate ambient, what would now be called the group of “Eni’s stakeholders.

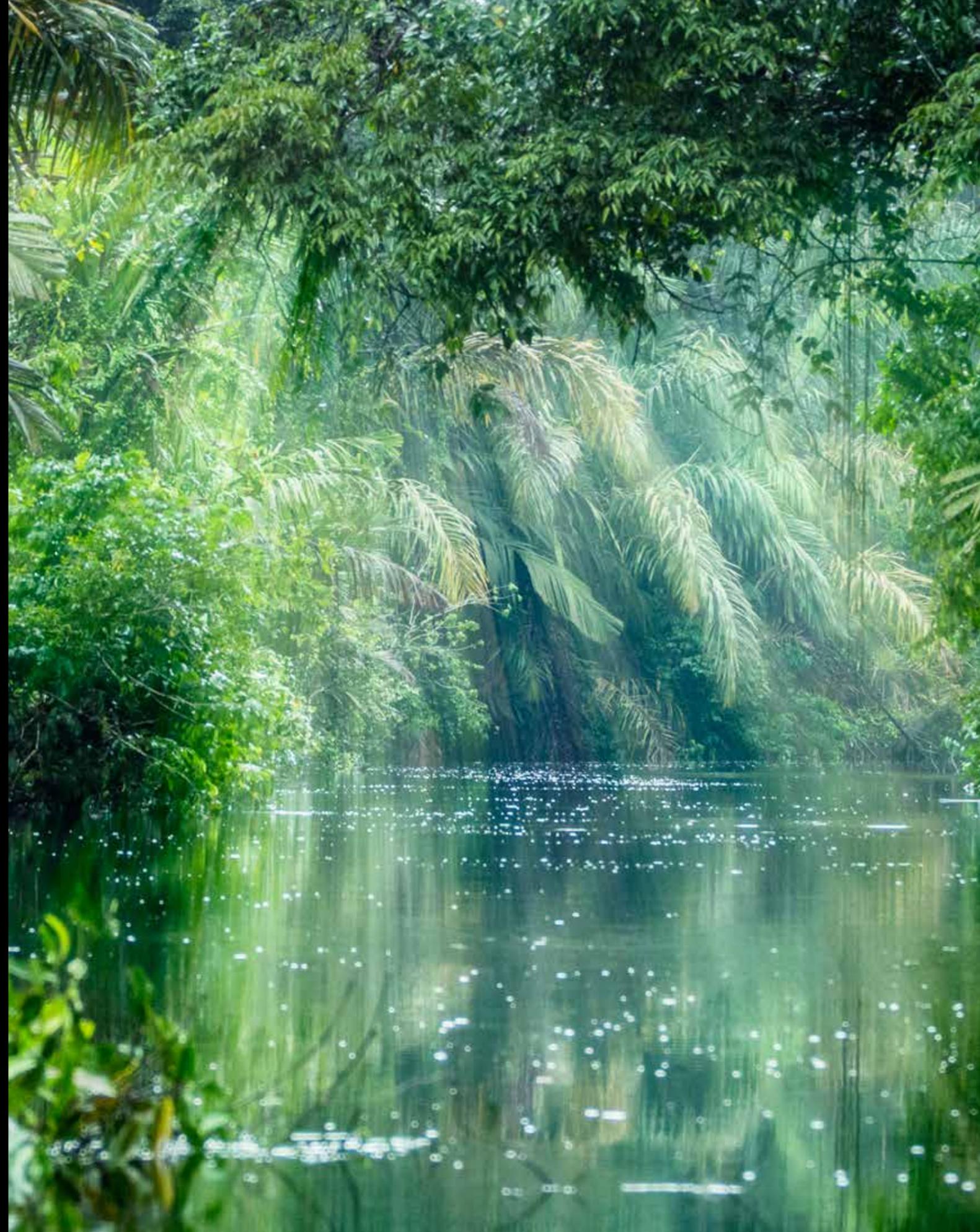
It may seem trivial to point this out, and yet creating value is the premise of any economic - and surely industrial - activity, and it implies the need of a material, economic or cultural exchange. Often all three together, for becoming useful.

At the same time, energy is an evident development factor, and, as such, it is also the basis for a community’s economic independence, and an exceptional engine to create value, in the broadest sense of the term. Hence, this other “Mattei formula” includes other aspects of value. Other aspects that lead to a broader vision of value. Values that are not just numerical production and accounting entities, values that mainly pertain to a company’s social dimension, if not in its strictly operational aspects, at least in the relational ones.

After all, what is value, in the end, if not the result of a measurement, of a comparison between what we do and the credibility others - i.e. society - attribute to it?

This aspect reminds us that nothing can be built without other people’s contribution, and nothing can last for long without other people’s

judgement, or it will collapse, in its eternal escape from irrelevance. Thus looking at the value of the things we do Mattei’s “bringing something out”, transcends simple numbers. It has something in common with awareness and with a sense of belonging, of being part of a broader project, almost a destiny.





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Family at the Eni Borca  
di Cadore (Belluno)  
holiday village.  
*Photo by Aldo Ballo,*  
1959.





Class of the  
Devoli oilfield  
school, Albania.  
*Photo by Bruno Stefani.*  
1940s.



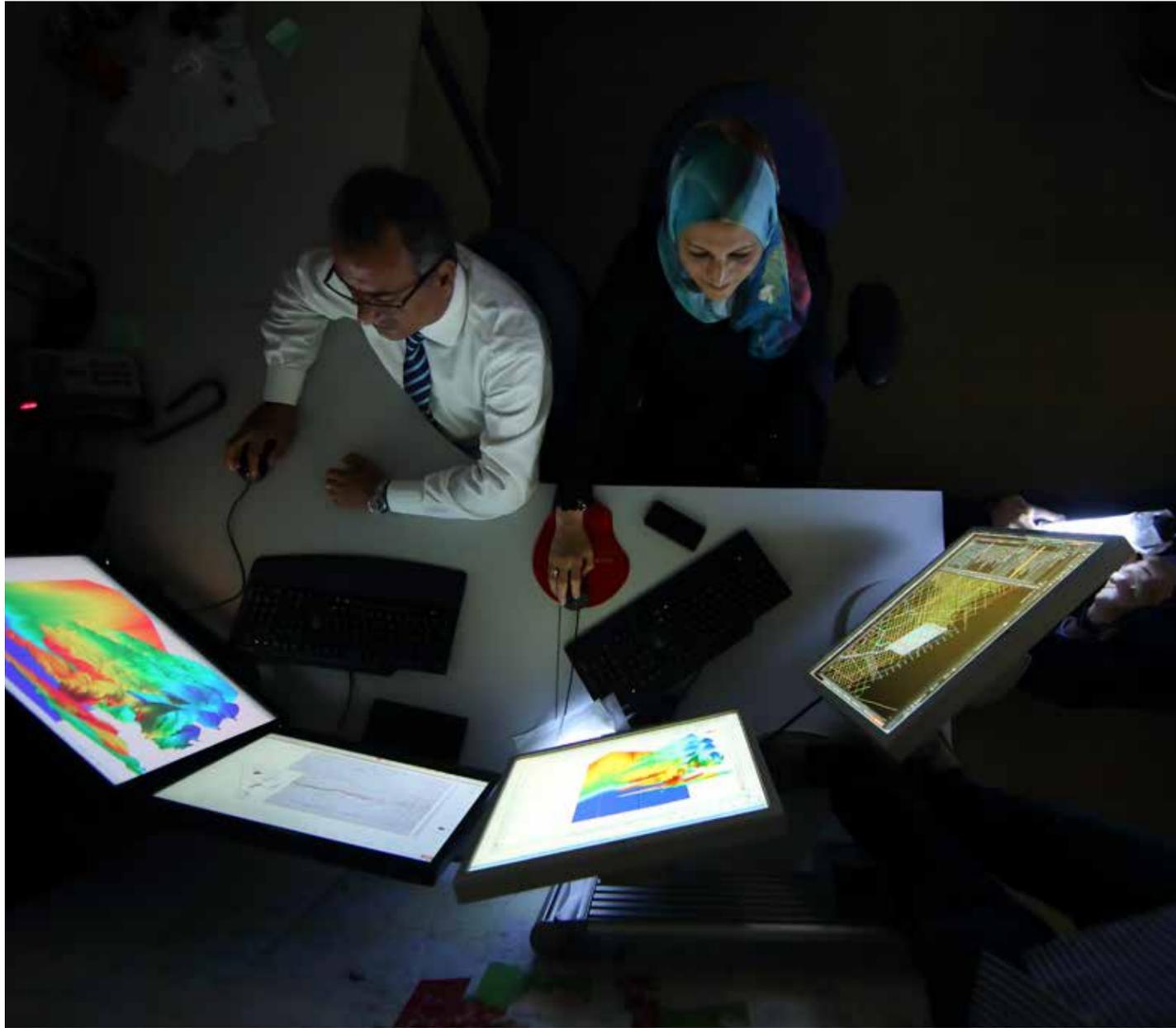
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Swimming pool at  
the Agip Motel,  
Metanopoli,  
San Donato Milanese.  
*Photo by Aldo Ballo.*  
1960s.

Agip Motel in Sestriere.  
1950s.







Oilfield data analysis with cutting-edge technologies in the research centres in Egypt.



Students taking part in Eni's development projects in Congo.



# Technology

We often tend to underestimate the technological factor, as if it were a secondary element, or something to take for granted, within the wide range of human activities, including the industrial sector.

An almost-passive component that, in order to become at least useful, if not decisive, must be enriched by the support of creativity, and spark through human intuition.

Actually, technology, along with knowledge, has always been the tool through which we achieve progress. It is the culmination of a path that cannot originally

disregard knowledge and the need for innovation. And not unidirectionally, since the concept of technology as mere multiplier of ideas, or even of knowledge, should certainly be considered simplistic and biased. Even though, in the industry sector, the technological element is, above all, a finalizer of competence, it is especially in its relationship with innovation that technology finds its deepest, ultimate *raison d'être*.

Therefore, the relationship between knowledge and technology is necessarily a two-way affair: technology ends up affecting knowledge in a sort of endless remainder.

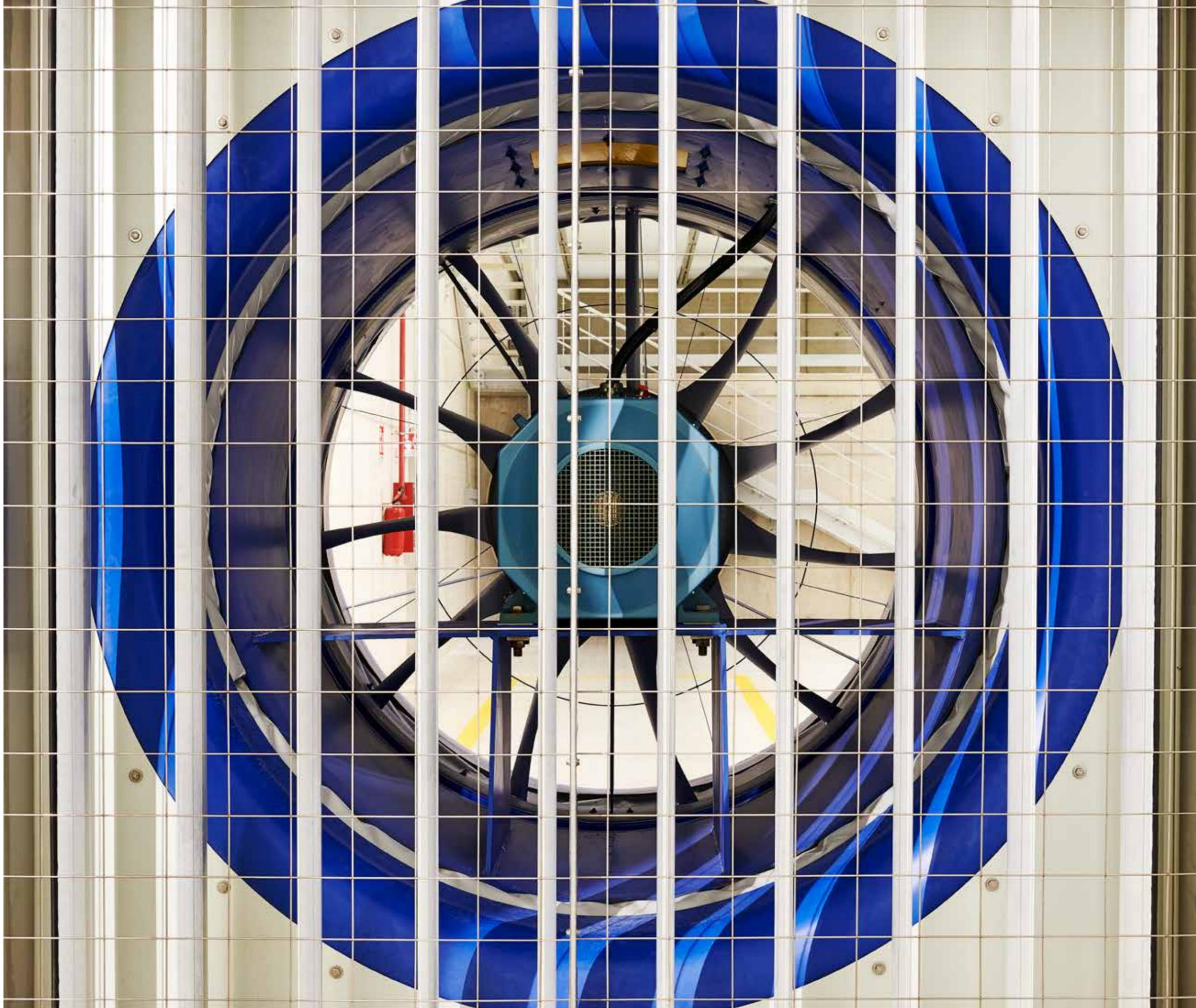
Eni never related to technology as a passive entity; the ethic of comparison it established since its origins makes the company a workshop to measure how much industrial processes are permeable

to the instances of innovation, which, in the end, are the same as those of society, in the broadest sense.

In a field such as that of energy, ineluctably linked to primordial symbols such as fire, wind, tides and somewhat ancestral practises, such as exploration, search and excavation, it may seem surprising that the company draws deep suggestions from the shores of intellectual speculation and ideation. Surprising, yes, but not meaningless, because, knowing that technology should also be questioned, the company measures the rhythm of the world, its dimension, every single day. Every interface with technology tells us what we can do - and transform - around us, without tiredness.



TECHNOLOGY, ALONG  
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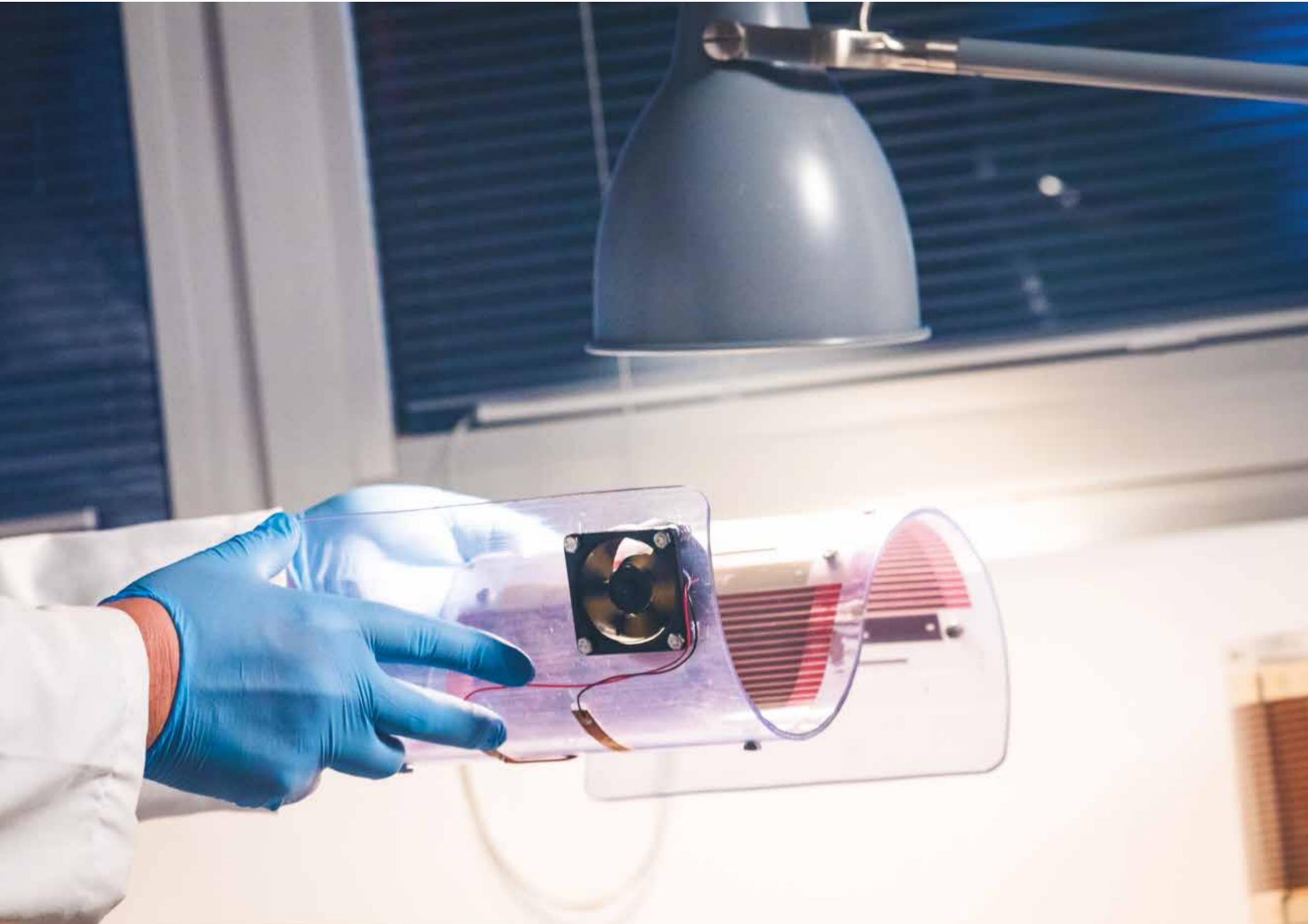




*On the next page:  
Perro Negro Platform.  
Photo by Aldo Ballo.  
1960s.*







Detail of Organic Photovoltaic Panels (OPV).



# Works

Enrico Mattei was definitely a "man of action", as we would say today. The - likely apocryphal - motto that described him intent on "working in silence, with resilience, in the interest of our Country" suits him well.

With strong religious roots, he was, at the same time, extraordinarily focused on his project of making Italy richer from a purely materialistic side: that of energy, industry and the consequent wealth.

However, perhaps Mattei never forgot the Evangelic parable on talents and the responsibility of putting them to good use, and, ultimately, the sense of his work in

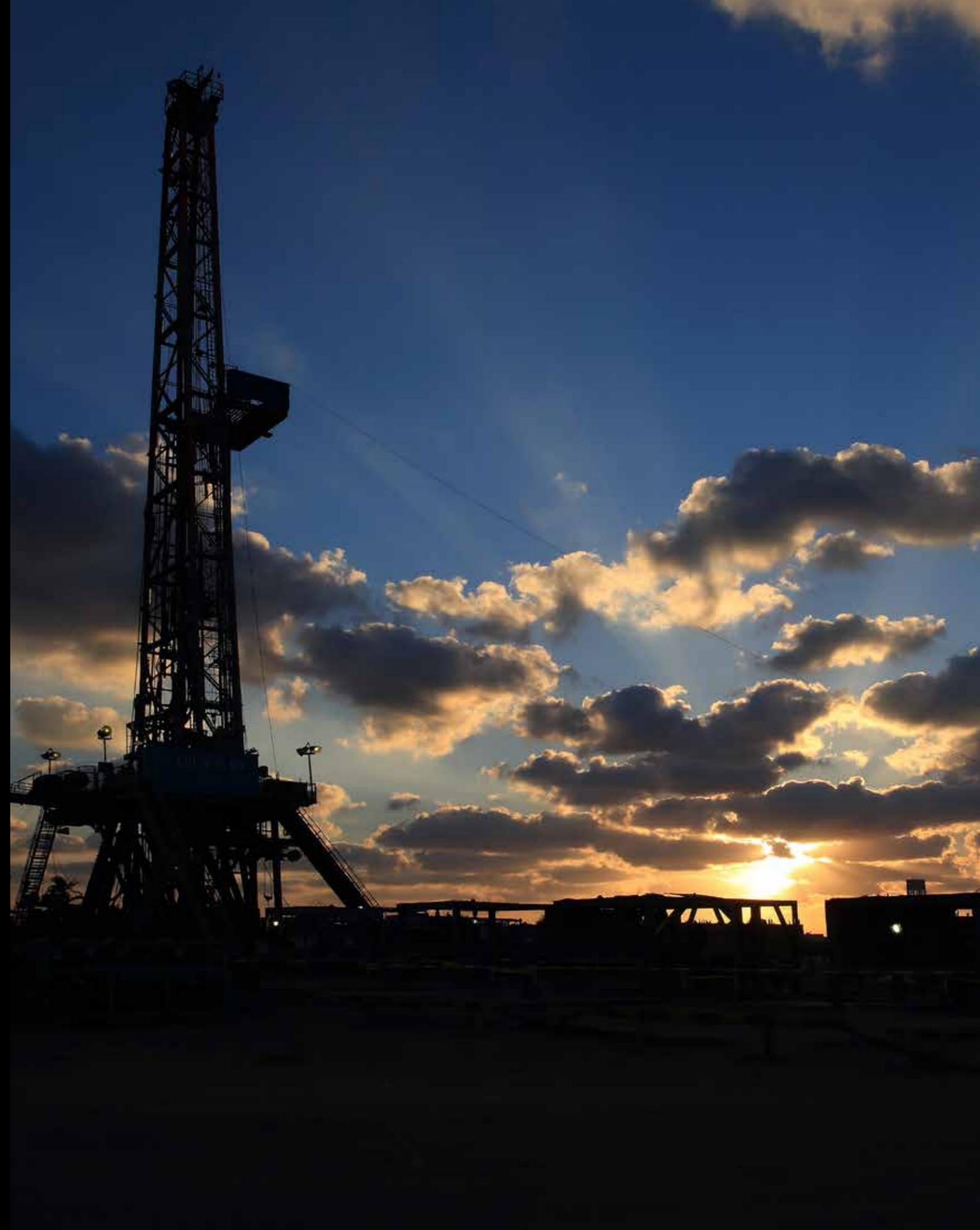
a decidedly earthly context.

That kind of imprint, for a man and his works, informed and characterized his corporate creature, for many decades to come. Eni's works have always been the extensive legacy of all the interlocutors who were lucky enough to cross paths with the company.

And not just in the field of manifestly material achievements. The contributions made by Eni to the construction of an Italian executive and managerial class over the decades are immeasurable and they go well beyond a direct effect on the quality of life with corporate activities typical of the energy sector.

Today, our eye to the future does not prevent us from measuring the meaning of what we have done in

terms of achievements and stimuli to society's transformation. Eni's international horizon can even multiply the strength of its action. We could say that the challenges to overcome have increased, by number, difficulty and stake; however, there is no doubt that our DNA has always guaranteed a certain attitude to successfully address the strains of time.





## METHANE

There is a date and a place for the birth of the Italian economic boom. 1946, Caviaga. So the post-war period, and that small town of the Lodi area where the first Italian methane was found. And then Cortemaggiore and more methane. After that, the uninterrupted flow that powered the low-cost energy supply of the Po Valley industries. The development of the gas pipeline network in Italy has been turbulent. In the late 1940s, in a 15-year span, its length multiplied by almost thirty times. Then, in the 1960s, and above all in the 1980s, there was an explosion of the civil sector, especially thanks to big imports from abroad. A dense network of methane pipelines, also in urban environments, helped to replace polluting energy sources in Italian homes, with more sustainable fuels, easier to use.



ENI'S WORKS HAVE ALWAYS BEEN THE EXTENSIVE LEGACY OF ALL THE INTERLOCUTORS WHO WERE LUCKY ENOUGH TO CROSS PATHS WITH THE COMPANY'S ACTIVITIES.



Hydrocarbon tanks  
in the El Borma field  
(Tunisia).











## THE FUEL DISTRIBUTION NETWORK

In the 1950s Italy was lacking in many aspects, some of which certainly important, such as infrastructures. And, among these, a modern highway network to connect the four corners of the Country fast, promoting economic growth and resource integration through motorisation. Eni accompanied this path through a modern service station network, by flanking the nation's economic and cultural growth through mobility development. Providing fuel throughout Italy, with a marketing strategy that lowered costs and provided new availability with a competitive service, helped to remove organizational and psychological alibis, and to truly power the national engine, in the broadest sense. The gain of modernity - and wealth - substantiated in a spectacular growth of the number of service stations, multiplying by over twenty-five times in the 1950s.

 eni





310 Service station in Dar Es Salaam.  
Tanzania, 1969.



311 Service station in Brazzaville.  
Republic of Congo, 1967.



## FERTILIZER

In post-war Italy, the race to industry and urbanization was continuous and somewhat unstoppable. What for centuries had been an eminently farming nation, changed its skin and landscape in just a few years, and also continued to live a consistently rural dimension. At first, for Eni, in the farming sector, it was a matter of replacing some of the players on the market, fitting in as the new protagonist, also in synergy with some of the industrial productions the company was setting up back then. Eni's impact on the sector was significant, in terms of supply of specific fuels, in the shape of new blends, and also from a commercial standpoint, by presenting itself on the farming fertilizers market with spectacular rebates, to be measured around one third of the final price for farmers.



Anic fertilizer  
production.  
Ravenna,  
photo by Aldo Ballo.  
1960s.







## GREAT CONSTRUCTIONS

Great works in the energy sector were completed by deploying exceptional tools. In the years of the first corporate growth, Eni's activity materialized by resorting to basic oil exploration technology, through the construction of refineries, even abroad, including disadvantaged countries. Then, the following decades were characterized by the evolution toward more technologically sophisticated systems, especially toward the creation of great works, with the use of cutting-edge pipelayers, and with particular focus on offshore environments, new research and energy transportation frontier.



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Offshore production platform in Ravenna.



Wind field in Badamsha, Kazakhstan.

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## BIOREFINERIES

The great challenge for our future, what drives us toward a non-deferrable energy transition, has actually started a few years ago, with the reconversion of the old refining plants according to the *most modern* standards. Through the Biorefineries project, Eni redesigned its refineries in Venice and Gela, by identifying innovative solutions through “green” cycles, sustainable both from an environmental and economic standpoint. In particular, the Venice refinery is the first example in the world of reconversion of a conventional oil refinery into a biorefinery. And alongside the innovations implemented in Gela, these plants are two important examples of the energy transition strategy that will lead us to *carbon neutrality* before the year 2050.



Biorefinery  
in Porto Marghera.  
Venice.





## METANOPOLI

The history of Metanopoli, the corporate city founded in the 1950s on the outskirts of Milan, in the heart of the traffic junction created by Via Emilia, and then by the Autostrada del Sole, and enriched by the closeness of Linate Airport, unfolds a dual nature. On one hand, the corporate function, with the creation of buildings with offices and houses for employees, plus a substantial welfare spirit, which makes it a deserving and unique example within the national borders. On the other hand, its own value representing Enrico Mattei's way of thinking and Eni's creating force, through the unfolding of certain innovative founding values, perfectly identifiable, already from the start, in the care put in the urban project and in the attention for urban green areas. And then, its symbolic looking from North to the rest of the Country, as if it were a different, new Italy, welded to Europe and the future, had already been prefigured.



*On the previous page.*  
Aerial view  
of Metanopoli.  
San Donato Milanese.  
1960s.



*On these pages.*  
Life in Metanopoli  
and Church of Santa  
Barbara. San Donato  
Milanese. 1960s.

*On the next page.*  
Buildings for Eni  
employees in  
Metanopoli.  
San Donato Milanese.  
1960s.



Us, Eni

**Claudio Descalzi**  
Managing Director

Us, Eni: words, faces and images of a team, of a big family including over 30,000 people from 5 continents. A complex organism, based on solid values, such as passion, the ability to innovate and proactiveness, and marked by the principles of inclusion, diversity and capacity of investing in one another.

The same values and principles that, along with the solid competences developed in the energy field over the years, guided us in the past, and are projecting us toward our future, where we will be increasingly called upon to transform and evolve ourselves.

Indeed, the energy scenario before us is volatile and extremely challenging. If, on one hand, we must combat climate change, by completely decarbonising our products and processes, on the other hand, we must continue to provide energy to a constantly-growing global population, especially in developing countries, in line with the United Nation's Agenda 2030 Sustainable Development Goals.

The answer to this challenge is the "Just Transition", that is, an energy transition that is effective - through an impactful and quick approach, by applying all available technologies - and fair - by involving all Countries worldwide, with a different progression intensity, and by adopting targeted solutions, based on potential and internal constrictions.

A complex, long-term project, implying structural changes in the way the energy is produced, transported and used, and involving elements that interact and feed one another, such as economic development, social organization and the environment.

Clearly, to achieve these goals in the shortest time possible, we cannot rely on a single solution. Instead, we should rely on complementary solutions, implemented in a rapid and effective way, through competences, technology and digitization, while being open to innovation, flexibility and dynamism. These elements are also the key that guided Us, Eni, in our transformation journey.

A journey that began in 2014, when the company recognized that the market was evolving, and with it the need to evolve into an integrated energy enterprise.

In recent years, we changed our organization and our mission, and, for the first time, we came up with a long-term plan, with the goal of generating sustainable value for all our stakeholders, whilst cutting our emissions to reach carbon neutrality before 2050.

A strategy that is largely based on available technologies, on projects that already exist or can be implemented in the short term, and marked by intermediate objectives to prove its concreteness.

A flexible model, whose levers will evolve based on the market and technology scenario. We will continue to search for and develop possible innovative and breakthrough solutions, such as magnetic fusion, feeding our pioneering spirit that helps us go and discover, where others have not succeeded. As in explorations, likewise in innovation, success is reached when you go beyond what you see, to imagine something that is not yet there, and it materializes when it is integrated within the society, with technologies and competences that minimize its implementative uncertainty.

In order to achieve these important targets, without surrendering our values, we want to keep on working like a big team, leveraging our competence and technology, and welcoming any idea as a source of evolution, because this is our strength, the strength of a big family.



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