



ENI SHAREHOLDERS' MEETING, 12 May 2021

Message from the Chief Executive Officer Claudio Descalzi on the path of energy transition

In the context of this Shareholders' Meeting 2021, I would like to reiterate the leading role that Eni has taken on the path towards carbon neutrality by 2050, pursuing the aim to create sustainable value for all our stakeholders.

Indeed, preventing and mitigating climate change, guiding the transition to a low-carbon economy, is one of the most decisive factors in the medium-long term value creation.

Awareness of the importance of ESG themes has grown in recent years and several initiatives have been implemented to foster the integration of ESG commitments as an integral part of companies' business strategies.

Eni's transition path to becoming an integrated energy company that offers a wide range of fully decarbonised energy products to customers goes precisely in this direction. Our commitment to carbon neutrality by 2050 is in line with the requirements of the Paris Agreement to limit the temperature increase to 1.5°C by the end of the century.

For us being carbon neutral is a target, not just an aspiration, reinforced by our intermediate targets at 2030 and 2040, and it covers our full life-cycle emissions (whether stemming from our own production or purchased from third parties) at full scope, therefore including all GHG emissions Scope 1, 2 and 3.

To monitor the achievement of our reduction targets, we have developed a rigorous methodology for the measurement of GHG emissions, reviewed by academic experts and an independent certifier has verified its application.

Eni's plan to achieve net zero GHG emission is concrete, detailed and economically sustainable. It leverages proprietary technologies, integration, diversification and expansion of our gas & power and renewable retail businesses, as well as bio-products and the circular economy. It also provides for a growing share of gas in the production portfolio, from the current 50% to 60% by 2030 and over 90% by 2050.

At the same time, we are committed to decarbonising all businesses, both by continuing to invest in energy efficiency and by deploying CO2 capture and storage or use technologies (CCS, CCUS). Additional natural storage solutions (REDD + forestry projects) will offset the emissions that are still hard-to-abate with current technologies.

A key element of our strategy will be the greater focus on developing capacity from renewable sources and biofuels and the merger of our renewable energy and retail gas & power businesses, with the aim of fully exploiting synergies and scaling up from the current 10 million customers to 15 million customers and 15 GW of renewable capacity by 2030.

Notwithstanding the enormous challenges related to the pandemic, the investments envisaged in the 2021-2024 plan confirm Eni's commitment in this direction, providing for an increase in the component linked to decarbonisation and the development of green and retail activities, which now make up 20% of the entire capital expenditure plan, in a context of general reduction in investments.

Alongside the broad portfolio of technologies, research and development projects and ongoing initiatives, we also rely on a robust governance model.

Our integrated risk management model – in place since 2010 - ensures the detection, consolidation and analysis of all risks and supports the Board of Directors in verifying the compatibility of the risk profile with the strategic objectives, even in the medium-long term.

Eni's risk portfolio currently consists of approximately 170 risks, of which 20 - including climate change risk - are classified as top risks. For each risk, we investigate the potential effects on our company and the appropriate adaptation and mitigation actions.

We are aware that Eni's future results will depend on our ability to identify and address risks and seize opportunities in the energy sector. In accordance with the recommendations of the Task Force on Climate-related Financial Disclosure (TCFD), we analyze the risks associated with climate change based on five drivers, relating to both transition risks (market scenario, regulatory and technological development, reputation) and physical risks (extreme or chronic weather events). The analysis is carried out according to an integrated and transversal approach, which considers both the short and long-term time horizon and involves specialist functions and business lines.

The decarbonization and energy transition plan and the commitment to create value in line with the UN SDGs' objectives has been central in the Board of Directors responsibilities for seven years with the support of the board committees.

The Control and Risks Committee supports the board in defining the guidelines for risks and in defining the degree of compatibility between the strategic objectives and the risk profile of the company.

The Remuneration Committee has defined an incentive plan for management in which the decarbonisation component has a sizeable weight (35% of the equity incentive).

Since its establishment in 2014, the Sustainability and Scenarios Committee has focused on the integrated view between ESG aspects and the evolution scenarios of energy, climate and technology markets. At the time, the integration between sustainability and scenarios represented an absolute innovation in climate governance and it is still a distinctive aspect of Eni in our sector.

The commitments we are making today reflect the ongoing dialogue with our main institutional investors.

For this reason, for a number of years we have been in discussion with individual investors and their coalitions, including CA100 +, to improve climate reporting and align corporate strategy with the Paris Agreement.

Over the years, also thanks to this dialogue, we have progressively fine-tuned our strategy to the objectives of the Paris Agreement, collaborating on various tables in the development of common methodologies for the accounting of emissions and the elaboration of criteria to set objectives compatible with low-emission scenarios. Last March, the first CA100+ Net-Zero Company Benchmark indicated Eni as one of the companies most aligned with the coalition's requirements, confirming our leadership role on reporting and ambition in climate matters, as also highlighted by the score (A-) obtained by Eni in the CDP Climate Change in 2020. Furthermore, we played a pioneering role as founding members of the Task Force on Climate-related Financial Disclosure (TCFD), which has now become the voluntary reference standard for reporting on all climate change related aspects. We confirm our commitment every day in the main international partnerships in the sector on this subject.

Continuing the constructive dialogue and meeting the "Say on Climate" request made by some investors, I look forward to receiving our shareholders' view through the designated representative as part of our Annual General Meeting process.

Eni, its people and the Board of Directors have already taken numerous steps on the path towards a decarbonised world and we intend to continue to seize the opportunities created by the transition to full carbon neutrality, creating value for all our stakeholders.

Claudio Descalzi

21 April 2021