

Eni  
Corporate Governance  
and Shareholding  
Structure Report

**2019**



# Mission



We are an energy company.

We concretely support a just energy transition,

with the objective of preserving our planet

and promoting an efficient  
and sustainable access to energy for all.

Our work is based on passion and innovation,

on our unique strengths and skills,  
on the equal dignity of each person,  
recognizing diversity as a key value for human development,

on the responsibility, integrity and transparency of our actions.

We believe in the value of long-term partnerships  
with the Countries and communities where we operate,  
bringing long-lasting prosperity for all.



The new mission represents more explicitly the Eni's path to face the global challenges, contributing to achieve the SDGs determined by the UN in order to clearly address the actions to be implemented by all the involved players.

## THE SUSTAINABLE DEVELOPMENT GOALS Global goals for a sustainable development

The 2030 Agenda for Sustainable Development, presented in September 2015, identifies the 17 Sustainable Development Goals (SDGs) which represent the common targets of sustainable development on the current complex social problems. These goals are an important reference for the international community and Eni in managing activities in those Countries in which it operates.



# Eni

## Corporate Governance and Shareholding Structure Report

**2019\***

Approved by the Board of Directors on February 27, 2020

[\*] The Report is published in the "Governance" section of the Company website [eni.com](http://eni.com).  
The Italian text prevails over the English version.

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#### Eni's mission

We are an energy company.  
We concretely support a just energy transition, with the objective of preserving our planet and promoting an efficient and sustainable access to energy for all.  
Our work is based on passion and innovation, on our unique strengths and skills, on the equal dignity of each person, recognizing diversity as a key value for human development, on the responsibility, integrity and transparency of our actions.  
We believe in the value of long-term partnerships with the Countries and communities where we operate, bringing long-lasting prosperity for all.

### Corporate Governance and Shareholding Structure Report 2019

This Report, approved by the Board of Directors of Eni SpA on February 27, 2020, provides a broad and comprehensive overview of the Corporate Governance system adopted by Eni SpA (hereinafter referred to as "Eni" or the "Company").

In compliance with the applicable legal<sup>1</sup> and regulatory requirements, and taking account of the guidelines and recommendations of Borsa Italiana SpA (hereinafter "Borsa Italiana") this Report provides information on Eni's ownership structure and on its compliance with the Corporate Governance Code for listed companies<sup>2</sup>, as most recently updated in July 2018 ("Corporate Governance Code"), explaining the choices made in implementing the corporate governance principles and on the corporate governance practices actually instituted.

The Corporate Governance Code is available to the public on the Corporate Governance Committee's website as well as<sup>3</sup> in the Governance section of Eni's website ([www.eni.com](http://www.eni.com)) with a description of the governance solutions adopted by Eni.

Furthermore, the Management Report, which is a part of the 2019 Annual Report<sup>4</sup>, contains a section entitled "Governance", which describes Eni's Corporate Governance system with an integrated view of the creation of sustainable value through business support.

Finally, for a more detailed treatment of compensation matters, please refer to the Report on remuneration policy and remuneration paid<sup>5</sup> published simultaneously with this Report.

The information contained in this Report refers to 2019 and, with respect to certain issues, is up-to-date as of the date of the meeting of the Board of Directors called to approve it.

This Report, which is published in the "Governance" section of the Company's website [www.eni.com](http://www.eni.com), consists of three sections: the first describes Eni's profile, structure and values; the second focuses on information on the ownership structure; and the third analyses and provides information on corporate governance, specifically compliance with the Corporate Governance Code, on the main features of the Internal Control and Risk Management System, including with regard to the financial reporting process and, more generally, the primary governance practices followed.

(1) Art. 123-bis of Legislative Decree No. 58/1998 (Consolidated Law on Financial Intermediation).

(2) The Code was produced by the Corporate Governance Committee sponsored by Abi, Ania, Assonime, Assogestioni, Borsa Italiana and Confindustria. More information on the various editions of the Code and the composition of the Committee can be found on Borsa Italiana's website.

(3) Available at: <http://www.borsaitaliana.it/comitato-corporate-governance/codice/codice.en.htm>.

(4) Available at the "Publications" section of the Company's website.

(5) This is the Report envisaged by Art. 123-ter of the Consolidated Law on Financial Intermediation, published on Eni website with this Report in the manner required by Art. 84-quater of Consob Resolution No. 11971 of May 14, 1999, as amended ("Consob Issuers' Regulation").

# Eni: profile, structure and values

## Profile and structure

Eni is a company that issues shares listed on the electronic stock exchange (Mercato Telematico Azionario) operated by Borsa Italiana SpA and securities traded on the New York Stock Exchange (NYSE) in the United States.

Eni is an energy company with operations in 66 Countries and a workforce about 32,000 (10,565 abroad)<sup>(6)</sup>, the Company operates in oil, natural gas, and energy in general. Starting from May 28, 2014, the Board redefined the Company's organisational structure, replacing the divisional model with an integrated operational model built around business lines, each specialising in a business and responsible for achieving performance and operating targets for its segment, as well as achieving excellence in key competencies.

Operating in  
**66 Countries**

More specifically, Eni operates the following:

- business lines
  - (i) Exploration responsible for the management of exploration portfolio, strategic exploration studies, exploration and delineation projects and geological and geophysical studies and specialist services;
  - (ii) Development, Operations & Technology responsible for carrying out industrial asset development projects and operations technical support, managing R&D activities and upstream procurement;
  - (iii) Energy Solutions responsible for the development of the renewable energy business: new projects, asset management and sales;
  - (iv) Upstream responsible for business development activities, management of upstream activities directly carried out and monitoring of those not directly carried out;
  - (v) Gas & LNG Marketing and Power responsible for managing the Gas, LNG & Power portfolio, commercial development of gas, power and LNG equity projects, sale of Gas, LNG and Power to large customers, management of commodity price risk, trading, oil and gas transport also through pipelines, energy generation operations, regulatory issues;
  - (vi) Refining & Marketing responsible for the supply, refining, production, distribution and sale of petroleum products and lubricants, licensing out, procurement for industrial activities and logistics in the downstream sector, as well as for environmental reclamation and waste management (acting through the Eni Rewind);
- companies
  - Eni gas e luce<sup>(7)</sup>, for sales of gas, electricity and services to retail and business customers in Italy and Europe;
  - Versalis, for the production and sale of petrochemical products (basic chemistry, polyethylene, styrenes, elastomers), green chemistry and sale of licenses on technologies and know-how.

The business lines are assisted by business support functions reporting to the Chief Executive Officer, whose services are centralised to ensure quality and efficiency. These functions include: (i) the units that report to the Chief Financial Officer, the Chief Services & Stakeholder Relations Officer and the Chief Digital Officer; (ii) Corporate Affairs and Governance, Legal Affairs, International Affairs, External Communication, Integrated Compliance, Commercial Negotiations Departments and Integrated Risk Management unit.

Lastly, the Head of the Internal Audit Department (who oversees checks, analysis, assessments and recommendations concerning the design and operation of Eni's internal control and risk management system) and the Board Secretary and Corporate Governance Counsel (Company Secretary) report to the Board of Directors and, on its behalf, to the Chairman.

The chart below shows Eni's activities<sup>(8)</sup>.

(6) Figures at December 31, 2019.

(7) Since July 1, 2017.

(8) For more information, please refer to the Company's website and the Annual Report.

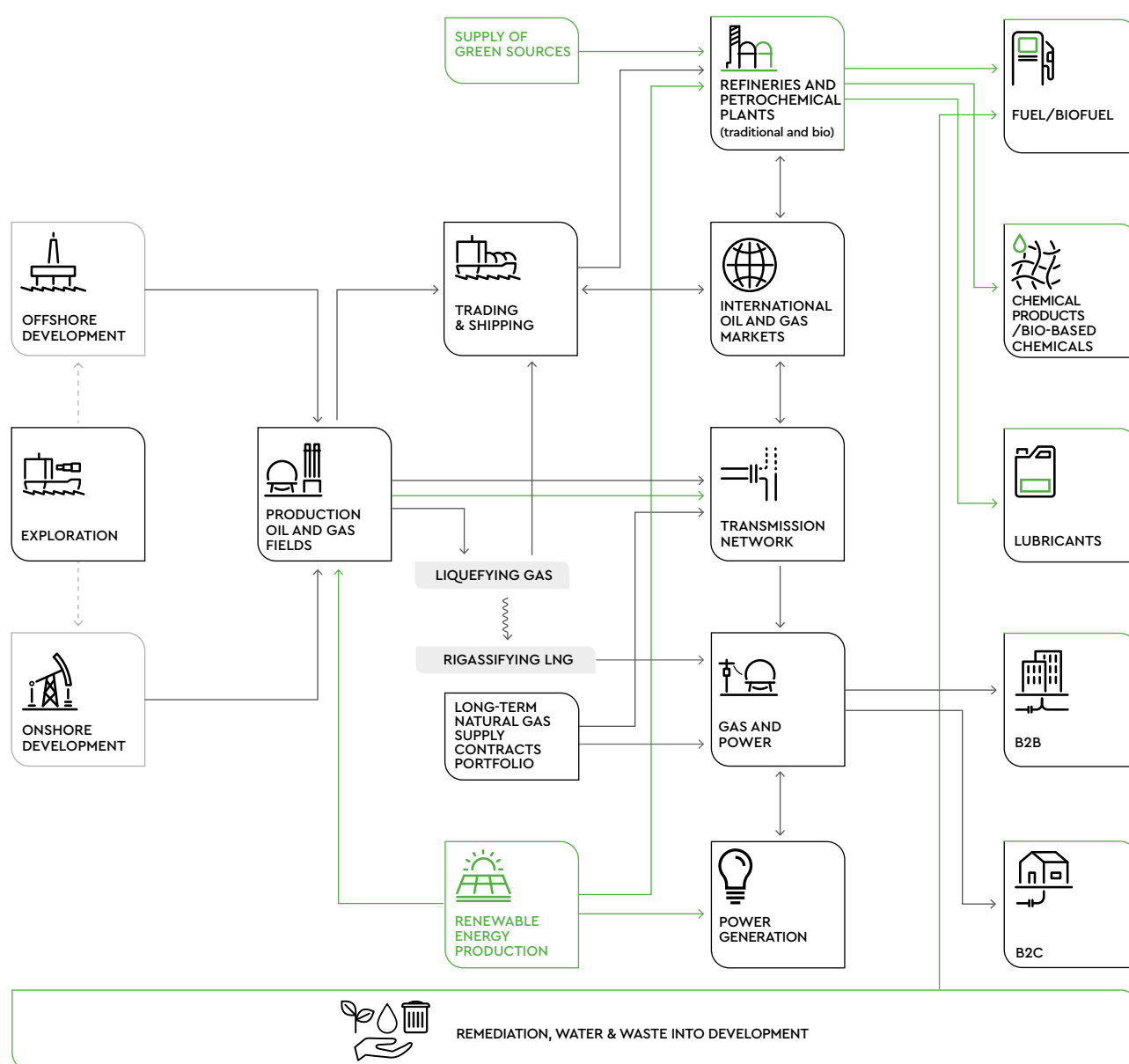
## Activities

Eni engages in oil and natural gas exploration, field development and production, mainly in Italy, Algeria, Angola, Australia, Congo, the United Arab Emirates, Egypt, Ghana, Kazakhstan, Libya, Mexico, Mozambique, Nigeria, Norway, Oman, the UK, the United States, overall in 41 Countries.

Eni sells gas, electricity, LNG and oil products in the European and extra-European markets, also leveraging on trading activities. Products availability is ensured by oil and gas production in the upstream business, long-term gas supply contracts, CCGT power plants, Eni's refinery system as well by Versalis' chemical plants. The supply of commodities is optimized through trading activity. Integrated business units enable the Company to capture synergies in operations and reach cost efficiencies.

Eni engages in the renewable energy business through the development of plants for the production of green energy, also reconvertig industrial sites through safety, remediation and environmental restoration.

At December 31, 2019, Eni controlled 225 companies in Italy and abroad<sup>9</sup>.



[9] Reference is made to consolidated subsidiaries.



## Principles and values. The Code of Ethics

Integrity and transparency are the principles that guide Eni's action in formulating a management and control structure that is suited to its size, complexity and operating structure, in adopting an effective internal control and risk management system, and in communicating with shareholders and other stakeholders, also by reviewing and updating the information on its website.

Eni's values are set forth in the Eni Code of Ethics

These values are set forth in the Eni Code of Ethics, approved by the Board of Directors on March 14, 2008, which replaces the previous 1998 Code of Conduct. The Code of Ethics was most recently updated on November 23, 2017. The Eni Code of Ethics is published on Eni website [<https://www.eni.com/en-IT/about-us/governance/code-of-ethics.html>].

Directors, Statutory Auditors, management and all Eni's employees, as well as those who operate in Italy or abroad to achieve Eni's objectives, are required to uphold, in the context of their own functions and duties, the principles set out in the Code of Ethics.

The Code defines concrete rules of behaviour, so that the principles contained therein form a practical guide for corporate operations.

For that purpose, the Code of Ethics has been translated into 21 languages. It has been distributed widely and is explained through a range of initiatives, including special training courses.

The Code contains unavoidable general principles and is an integral part of Model 231 (Legislative Decree No. 231/2001)<sup>10</sup> as well as a key element of the anti-corruption framework<sup>11</sup>. The synergies between the Code of Ethics and the Model are underlined by the assignment to the Eni SpA Watch Structure – established by Model 231 – of the function of Guarantor of the Code of Ethics, with the duty of promoting and verifying its implementation.

The Guarantor of the Code of Ethics presents a report every six months on the implementation of the Code and any updating needed to the Control and Risk Committee, to the Board of Statutory Auditors and to the Chairman and Chief Executive Officer (CEO) of Eni, who in turn report to the Board<sup>12</sup>.

The Code of Ethics applies to all direct or indirect subsidiaries, both in Italy and abroad. Eni SpA Watch Structure has the function of Guarantor of the Code of Ethics for all companies of the Group.

The representatives designated by Eni on the corporate bodies of associated companies, consortia and joint ventures promote the principles and contents of the Code within their respective spheres of responsibility.

## Corporate Governance Policy

In the context of Eni's Regulatory System<sup>13</sup>, on July 28, 2010 the Board of Directors defined the inalienable principles of Eni's Corporate Governance system, issuing the Corporate Governance Policy in which, identifying integrity and transparency as the founding principles of its system, it stated its commitment to:

The Board defined the inalienable principles of Eni's Corporate Governance system

- adopting measures that ensure correct handling of any situation that may involve a conflict of interest, even potential, while safeguarding the rights of and relations with its stakeholders and providing complete, timely, clear and correct information, ensuring shareholders have equal access to information;
- pursuing the best Corporate Governance practices, including through comparison with the best Italian and foreign governance models and, in particular, with the principles issued by the most representative institutions and associations;

[10] For more information, please refer to the section on "Model 231" of this Report.

[11] For more information, please refer to the section on the "Anti-Corruption Compliance Programme" of this Report.

[12] The report is submitted together with that required from the Watch Structure.

[13] For more information on Eni's Regulatory System, please refer to the "Internal Control and Risk Management System" section of the Report.

- promoting its Corporate Governance principles outside by encouraging observations and introducing new ideas, in particular through participation in institutional and sector working groups and by promoting relevant initiatives;
- promoting and maintaining an adequate, effective and efficient Internal Control and Risk Management System.

In performing its management and coordination activities, Eni acts in accordance with the managerial independence of the individual companies, in particular of the listed companies and those subject to special regulations, and respects the interests of other shareholders, the confidentiality obligations that safeguard the commercial interests of the companies involved and, regarding foreign companies, local regulations.

More specifically, among the aims pursued, actions designed to ensure an adequate and effective internal control and risk management system are of fundamental importance – both overall and in its main components – in addition to compliance with the rules the Company is subject to in its role as parent company.

## Responsible and sustainable approach

Eni operates under a logic of value creation over the medium and long-term for the Company

A responsible and sustainable approach represents Eni's methods of operating under a logic of value creation over the medium and long-term for the Company itself and for all stakeholders. This approach is fundamental for operating in the complex current environment and for responding to the most crucial challenge of the energy sector: ensuring access to efficient and sustainable energy, while reducing climate-changing emissions in order to combat climate change in line with the goals of the Paris Agreement. In this context, Eni is committed to promoting a just transition, i.e. an energy transition that makes it possible to preserve the environment and guarantee access to energy for all, but which, at the same time, is socially equitable, taking into account different levels of development in different Countries and aiming to minimize existing inequalities.

The new Mission Eni

Eni's new mission – approved by the Board of Directors in September 2019 – sets out the path that the Company is taking to face these global challenges. The new mission completes and reinforces the previous one, confirming Eni's commitment to the energy transition and organically integrating the 17 UN Sustainable Development Goals (SDGs) to which Eni intends to contribute, seizing new business opportunities. Eni's mission gives maximum recognition to the principles that underpin the Company's business model, which focuses on long-term investments in both operational and social terms, looking beyond short-term profit priorities. In fact, Eni creates jobs in the Countries where it operates, through business investments, and stimulates local economies, both directly and indirectly, through the supply chain and capacity building initiatives aimed at professionals of companies and institutions.

This is possible thanks to Eni's people, passion and continuous innovation drive, leveraging diversity as a universal development driver, integrity in managing its business, respect for and promotion of human rights.

Furthermore, it should be borne in mind that achieving the SDGs requires unprecedented collaboration between the public and private sectors. Accordingly, Eni is committed to identify and building alliances (public-private partnerships) with committed local and international partners (bilateral and multilateral government institutions, civil society and cooperation organizations), to create synergies and sharing know-how that can fuel the growth of the communities and Countries in which Eni operates, within a framework of economic diversification, education and training, access to energy and water, health and hygiene promotion. This action is testified to by the joint declaration signed in July 2019 with the United Nations Industrial Development Organization (UNIDO) and the ongoing collaboration with the Food and Agriculture Organization (FAO).

The role of the Board of Directors

The Board of Directors of Eni plays a central role in the definition of sustainability policies and strategies, acting on a proposal of the Chief Executive Officer, the definition of annual, four-year and long-term targets, shared between units and subsidiaries, also verifying the associated results, which are also presented to shareholders at the Shareholders' Meeting.

One crucial issue is the sustainability of our business in the long-term and the associated challenges connected with energy transition and possible decarbonisation scenarios. In this area, the Board of Directors, on the basis of a proposal of the Chief Executive Officer, examines and/or approves strategic initiatives and objectives, the portfolio of Eni top risks, including climate change, the Short-Term Incentive Plan<sup>14</sup>, with targets linked to the reduction of GHG emissions for the Chief Executive Officer and management, relevant projects and their progress on a six-monthly basis, with sensitivity to carbon pricing and strategic agreements. In addition, starting from 2019, the Board of Directors examines and approves a medium/long-term Plan aimed at guaranteeing the sustainability of the business portfolio over thirty years, in line with the provisions of the four-year Strategic Plan.

Strategic objectives, including those related to decarbonisation, are specified in the targets set for the Chief Executive Officer and Managers with strategic responsibilities.

The Board of Directors is supported by a Board Committee, called the Sustainability and Scenarios Committee, which was established in 2014 by the Board. Among its tasks, the Committee periodically examines issues concerning the integration of strategy, development scenarios and the long-term sustainability of the business, analysing scenarios for the preparation of the strategic plan.

In 2019, in all its meetings, the Sustainability and Scenarios Committee evaluated<sup>15</sup> issues concerning climate change, including the decarbonisation strategy, energy scenarios, renewable energies, research and development for energy transition, forestry and climate partnership. Among other themes evaluated during the year, there are the non financial reporting, human rights, partnerships, tools and methodologies for assessing impacts on the local communities, and issues related to circular economy and biodiversity.

Since the second part of 2017, the Board of Directors and the Chief Executive Officer have drawn on the support of an Advisory Board, presided over by Director Fabrizio Pagani and made up of a number of international experts<sup>16</sup>, which in 2019 focused on analysing the main geopolitical, technological and market trends, including issues related to the decarbonisation process.

In 2018, Eni also assured its contribution to the "Climate Governance" initiative<sup>17</sup> of the World Economic Forum (WEF), also with the involvement of Eni's Board of Directors and participated in 2019 in further initiatives launched within the WEF, in particular to define a model for assessing the governance processes adopted by companies for the management of risks and opportunities related to climate change.

Thanks to a growing commitment to transparency and its own decarbonisation strategy, Eni obtained an A- score both in the CDP<sup>18</sup> climate change 2019 questionnaire and in the water security questionnaire, within the Leadership group. The Transition Pathway Initiative (TPI<sup>19</sup>) also confirmed the quality of governance, strategy, climate-related risk management of Eni, and the Company was presented as a best practice in the Oil & Gas industry. In 2019, Eni also improved its rating in the main sustainability ratings by receiving the A score in the MSCI ESG rating and gaining a position in the Sustainalytics rating within the Outperformer group. Eni has been reconfirmed for the thirteenth year in a row in the FTSE4Good, based on the half-yearly review of December 2019.

On the issue of human rights, in 2019 Eni continued with the path that led to the approval of the Eni Declaration on respect for human rights by Eni's Board of Directors in December 2018. In line with this commitment, Eni published the first "Eni For Human Rights" Report, describing the management model adopted on the subject and reporting on the activities carried out in recent years, in line with the United Nations Guiding Principles on Business and Human Rights (UNGPs). Eni availed itself of the UNGP Reporting Framework to report on commitments and results achieved.

Eni Statement on respect  
for Human Rights

[14] For more information, please refer to the Report on remuneration policy and remuneration paid, published on Eni website.

[15] For more information, please refer to the "Sustainability and Scenarios Committee" section in this Report.

[16] The other members of the Advisory Board are: Ian Bremmer; Christiana Figueres; Philip Lambert; Davide Tabarelli. For more information, please refer to the "Governance" section in the Company's website [www.eni.com](http://www.eni.com).

[17] The initiative aims to increase the level of Board awareness on climate-related issues, also following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

[18] CDP is the leading independent rating agency assessing actions and strategies of listed companies in response to climate change and emerging environmental issues.

[19] Initiative born at the beginning of 2017 driven by asset owners and supported by asset managers, aimed at assessing the preparation of companies for the energy transition in each industrial sector.

Confirming the centrality of the issue, Eni CEO signed the “CEO Guide to Human Rights” published in 2019 by the World Business Council for Sustainable Development (WBCSD). In order to ensure the implementation of the strategies and commitments undertaken in this area, in 2019 Eni further strengthened the provision of incentives related to performance on human rights within the targets assigned to the various managerial levels.

In 2019 the Sustainability and Scenarios Committee also examined a number of aspects directly or indirectly concerning human rights<sup>20</sup>, including the analysis of results achieved by Eni in the third edition of the Corporate Human Rights Benchmark<sup>21</sup> (CHRB), where Eni has made consistent progress, ranking among companies that have most increased their score from the first edition. Eni was confirmed best performer in the “Company Human Rights Practices” section, assessing processes implemented by companies to prevent risks and impacts on human rights.

In order to emphasize the contribution to creating value for the Company and stakeholders stemming from operating in a sustainable manner, the sustainability targets and results, as well as all the main activities that determine them, are communicated in the Annual Report, as provided for under the integrated reporting framework supported by the International Integrated Reporting Council (IIRC).

With regard to stakeholders, the mapping and monitoring system for stakeholders, in force since 2018 (“Stakeholder Management System” SMS), contributes to support, with mapping and analysis, the risk and reputation assessments on Countries in which Eni operates presented quarterly to the Board by the competent functions. In particular, in 2019, the SMS system was also extended to upstream production and downstream activities (the latter only in Italy) and to subsidiaries with exploratory activities only.

Continuing the process of integrating financial and non-financial disclosure in the Annual Report (so-called integrated reporting), the Management Report in the Annual Report has been supplemented since 2017 with a specific section entitled “Consolidated Disclosure of Non-Financial Information” (hereinafter the NFI) as provided for under Legislative Decree No. 254/2016<sup>22</sup>.

The NFI, which is prepared on the basis of the Global Reporting Initiative (GRI) reporting standard, was approved by Eni Board of Directors and subject to limited review by the audit firm engaged to perform the statutory audit of Eni’s financial statements (PWC), in accordance with the provisions of law and the appropriate professional standards for assurance on non-financial information (ISAE 3000). In addition, since 2016, the key performance indicators (“KPI”) for sustainability have also been disclosed in the press releases announcing Group performance for the second quarter and the preliminary annual results.

Since 2006, Eni has published a report on corporate sustainability, prepared on voluntary and annual basis. Since 2017, this voluntary report called “Eni for”, which is also presented at the Shareholders’ Meeting and published on the Eni website, has included Eni commitment to contribute to the achievement of SDGs. Eni also publishes an ad hoc document on climate, organized on the basis of the recommendations of the Task Force on Climate-related Financial Disclosure-TCFD of the Financial Stability Board to represent commitments made with a view to sustainable development in a detailed and transparent manner.

With “Eni for 2018”, in 2019 Eni was included for the first time in the top 10 companies with the best reporting on sustainability performance, as shown by the analysis of the WBCSD. In addition, the Department of Economic and Business Sciences of the University of Pavia, together with the Italian Alliance for Sustainable Development, the Italian Association of Auditors, the Italian Association for Personnel Management and Refinitiv, was awarded the Award for the Sustainability Report 2019 in the “Large companies” class. To further testify Eni commitment and quality in transparency, Eni’s

[20] With this in mind, on May 9, 2017 the Board of Directors of Eni updated the Rules of the Sustainability and Scenarios Committee, explicitly including Human Rights among the sustainability areas on which the Committee performs proposal and consultative functions towards the Board of Directors.

[21] The Corporate Human Rights Benchmark is an initiative in collaboration between investors and civil society organizations aimed at creating the first public benchmark for assessing the performance of companies in the field of human rights. The Benchmark compares the largest companies from year to year, taking into account the policies, governance, processes and practices adopted to systematize their approach to human rights and how they respond to allegations of infringement.

[22] For more information, please refer to Annual Report published on Eni’s website.

climate disclosure in the NFI published with the 2018 Annual Report was cited as a good practice with reference to governance, risk management and metrics and targets in the TCFD Good Practice Handbook created by the SASB (Sustainability Accounting Standards Board) and CDSB (Climate Disclosure Standards Board).

## Eni's Corporate Governance initiatives

In line with the principles of its Corporate Governance Policy, adopted by the Board of Directors on July 28, 2010, Eni is committed to creating a corporate governance system that is inspired by excellence, in open dialogue with the market.

Accordingly, the Company has pursued a number of initiatives for improving its own system and that of the nation, focusing heavily on communication with its stakeholders and demonstrating an ongoing commitment to helping shareholders exercise their rights effectively.

More specifically, in 2011 Eni provided a contribution to the debate on the corporate governance of listed Italian companies, based on the analysis of foreign best practices that are not yet established in the national system and to which Eni pays particular attention due to the international scope of its business. The results of the analysis, filtered through the Company's experience, led to the drafting of 35 proposals (regulatory and self-discipline) to improve the efficiency of the Italian system. A large portion of the proposals was incorporated as recommendations or comments in the 2011 edition of the Corporate Governance Code.

Following this initiative, in 2018 the competent corporate functions, also with the support of an external consultant, carried out some in-depth analysis on aspects of possible interest with a view to the continuous improvement of Eni's governance model.

Consistent with this initiative, dialogue with the market on governance issues continued in 2019, to seize opportunities arising from studies and experience gained in the international context.

Dialogue with the market on governance issues

In particular, possible future evolutions of the Company's governance system were investigated by means of a survey and meetings of the Chairman with Eni's leading shareholders and proxy advisors.

This showed a substantial and widespread appreciation of Eni's governance system, which investors appear to consider adequate and efficient, without excluding the possibility of introducing governance solutions aligned with international models also adopted by Eni's Peers.

Corporate governance initiatives, as well as the adoption of governance solutions that go beyond the recommendations of the Corporate Governance Code, will be described in more detail further on in this Report.

## Corporate Governance Model

### The Corporate Governance Model of Eni SpA

Corporate Governance structure is based on the traditional Italian model, which – respecting the duties of the Shareholders' Meeting – assigns the strategic management of the Company to the Board of Directors, the heart of the organisational system, and supervisory functions to the Board of Statutory Auditors.

Eni adopts the traditional management and control model

The statutory audit is carried out by an Audit Firm appointed by the Shareholders' Meeting.

In accordance with the By-laws, the Board of Directors appointed a Chief Executive Officer to manage the Company, while reserving decisions on certain issues exclusively to itself. The CEO is therefore the main person responsible for the management of the Company, apart from those tasks reserved to the Board.

The Board of Directors gave its Chairman a major role in internal controls<sup>23</sup>. The Board also decided that the Chairman will, in accordance with the By-laws, be legal representative of the Company, responsible for managing institutional relationships in Italy, together with the CEO. The model adopted therefore makes a clear separation between the functions of the Chairman and those of the CEO, both of whom are empowered to represent the Company, in accordance with Art. 25 of the By-laws.

The Board of Directors has created four internal Committees having consulting and advisory functions: the Control and Risk Committee, the Remuneration Committee, the Nomination Committee and the Sustainability and Scenarios Committee. These Committees report to the Board at every meeting, through their respective Chairmen, on the most significant matters that they have addressed<sup>24</sup>.

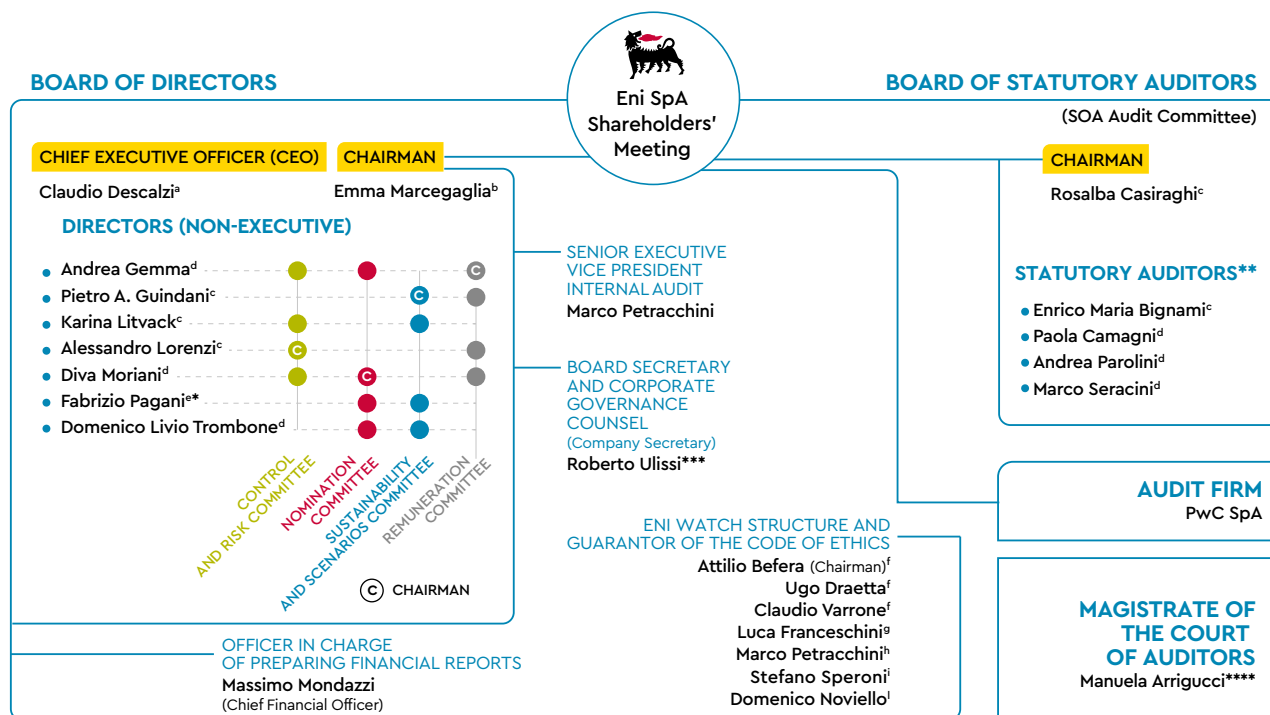
Other key players in the Eni Governance model include:

- the Officer in charge of preparing financial reports (Financial Reporting Officer), a position filled by the Chief Financial Officer of the Company;
- the Watch Structure, appointed by the Board and composed of four internal members and three external members, including the Chairman.

For more information on the Financial Reporting Officer and the Watch Structure, please see the specific sections of this Report.

Certain organisational and managerial decisions highlighted in this Report, including the designation of the Board of Statutory Auditors as the Audit Committee<sup>25</sup>, were made to achieve compliance with US regulations, to which the Company is subject as a NYSE-listed company.

The following chart represents the Company's governance structure as at February 27, 2020:



<sup>a</sup> Member appointed from the majority list.

<sup>b</sup> Member appointed from the majority list non-executive and independent pursuant to law.

<sup>c</sup> Member appointed from the minority list and independent pursuant to law and Corporate Governance Code.

<sup>d</sup> Member appointed from the majority list and independent pursuant to law and Corporate Governance Code.

<sup>e</sup> Member appointed from the majority list, non-executive and non independent.

<sup>f</sup> External member.

<sup>g</sup> Executive Vice President Integrated Compliance.

<sup>h</sup> Senior Executive Vice President Internal Audit.

<sup>i</sup> Senior Executive Vice President Legal Affairs.

<sup>j</sup> Executive Vice President Labour Law and Dispute.

<sup>\*</sup> The Advisory Board is chaired by Director Fabrizio Pagani and composed of leading international energy experts: Ian Bremmer, Christiana Figueres, Philip Lambert and Davide Tabarelli.

<sup>\*\*</sup> The following are Alternate Auditors:

Stefania Bettoni - Member appointed from the majority list.

Claudia Mezzabotta - Member appointed from the minority list.

<sup>\*\*\*</sup> Also Senior Executive Vice President Corporate Affairs and Governance.

<sup>\*\*\*\*</sup> Adolfo Teobaldo De Girolamo until February 28, 2019.

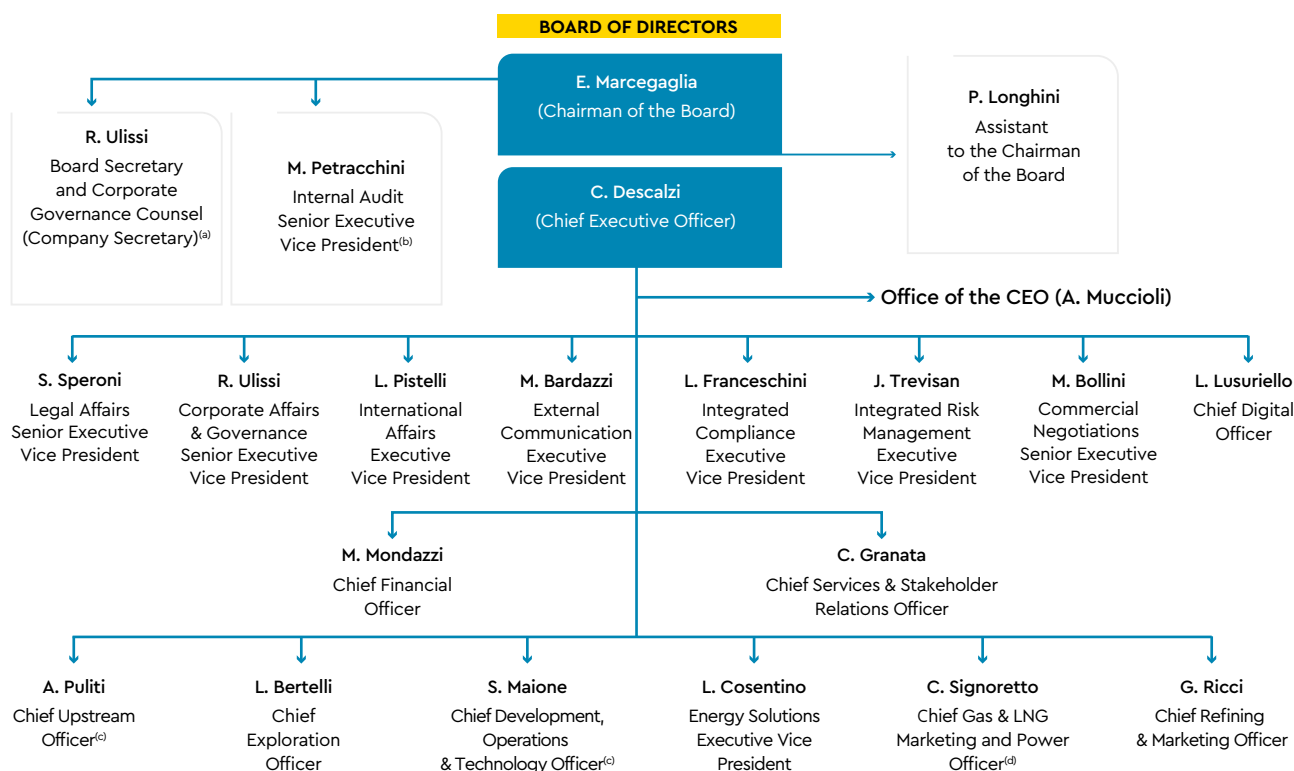
[23] For more information, please see the section devoted to the Chairman in the chapter "Internal Control and Risk Management System" of this Report.

[24] For more information, please see the section "Board Committees" of this Report.

[25] For more information, please see the sections on the "Board of Statutory Auditors" of this Report.

Eni's organisational management structure is divided into "business lines" and "business support functions" that report directly to the CEO of Eni SpA.

The following is a chart setting out the current macro-organizational structure of Eni SpA:



(a) The Board Secretary and Corporate Governance Counsel (Company Secretary) reports hierarchically and functionally to the Board of Directors and, on its behalf, to the Chairman.

(b) The Senior Executive Vice President Internal Audit reports hierarchically to the Board of Directors and, on its behalf, to the Chairman, without prejudice to its functional reporting to the Control and Risk Committee and to the CEO in his capacity as Director in charge of the Internal Control and Risk Management System.

(c) Since July 1, 2019.

(d) Since April 15, 2019.

## The main Management Committees

### Management Committee

The Management Committee<sup>26</sup>, presided over by the CEO of Eni, is composed of the: Chief Exploration Officer, Chief Development, Operations & Technology Officer, Chief Upstream Officer, Chief Gas & LNG Marketing and Power Officer, Chief Refining & Marketing Officer, Executive Vice President Energy Solutions, Chief Financial Officer, Chief Services & Stakeholder Relations Officer, Chief Digital Officer, Senior Executive Vice President Legal Affairs, Senior Executive Vice President Internal Audit, Senior Executive Vice President Corporate Affairs and Governance, Senior Executive Vice President Commercial Negotiations, Executive Vice President External Communication, Executive Vice President International Affairs, Executive Vice President Integrated Compliance, Executive Vice President Integrated Risk Management.

### Management Committee

The Management Committee, which provides advice and support to the CEO, meets on monthly basis and, normally, prior to the meetings of the Board of Directors, and whenever the CEO of Eni SpA believes it necessary, to consider the issues he indicates, including those that may be proposed by Committee members, other persons reporting to him or by the CEOs of the Group companies.

The Chairman of the Board is invited to attend Management Committee meetings. Other persons may also be invited to attend those meetings where their duties relate to items on the agenda.

The Senior Executive Vice President Corporate Affairs and Governance serves as the Management Committee's Secretary.

[26] The Management Committee includes the Chief Executive Officers of some Eni subsidiaries.

### **Compliance Committee, Risk Committee and the Evaluation for Medium and Long Term Plans Committee**

Other managerial committees in addition to the Management Committee have been formed. Those include the Risk Committee, the Compliance Committee, the Evaluation for Medium and Long Term Plans Committee described in more detail herein.

#### **The Risk Committee**

The Risk Committee is presided over by the CEO of Eni SpA and has the same composition as the Management Committee. The Risk Committee provides advice to the CEO on the major risks facing Eni and, specifically, reviews and offers its opinion on the main results of the Integrated Risk Management process.

The Chairman of the Board of Directors of Eni SpA is also invited to attend the meetings. Other persons may also be invited to attend those meetings where their duties relate to items on the agenda. The Executive Vice President Integrated Risk Management serves as the Committee's Secretary.

#### **The Compliance Committee**

The Compliance Committee is composed of the Senior Executive Vice President Corporate Affairs and Governance, Senior Executive Vice President Internal Audit, Executive Vice President Integrated Compliance, Executive Vice President Accounting and Financial Statements, Executive Vice President Human Resources and Organization.

The Compliance Committee, as a whole, is responsible for:

- identifying the process owners for each compliance and governance matter and suggesting them to the CEO;
- approve the areas of compliance and identify the persons responsible, submitting to the Chief Executive Officer any proposal to appoint new Compliance Process Owners and validate the compliance and governance models;
- reporting to the CEO on the need to examine any new issues, suggesting a process owner and, if necessary, a working group;
- in the event that the Management System Guidelines for compliance and governance are updated, providing its opinion on the formal and substantive aspects of the changes made;
- assess beforehand, in its role as verification committee, the Management System Guidelines for compliance and governance.

In addition, the Compliance Committee receives, for information purposes, the Integrated Compliance Report and the related update.

#### **The Evaluation for Medium and Long Term Plans Committee**

The Evaluation for Medium and Long Term Plans Committee<sup>27</sup> is presided over by the CEO of Eni and has the same composition as the Management Committee.

Furthermore, other persons may also be invited to attend where their duties relate to items on the agenda. The Senior Vice President of Scenarios, Positioning and Medium/Long-Term Plans serves as the Committee's Secretary.

The Evaluation for Medium and Long Term Plans Committee has the task of:

- analysing and evaluating proposals for medium/long-term alternative plans;
- identifying operational development guidelines;
- directing any actions to ensure convergence between the strategic plan and the medium/long-term plan.

### **Corporate Governance Model for Eni companies**

The Board of Directors of Eni, consistent with its duties, established the corporate governance system and rules for Eni's Italian and foreign subsidiaries, and the criteria and procedures for appointing members of the boards of investee companies, which are set out in specific internal rules.

For more information, see the section of this Report on the Management System Guideline "Corporate Governance for Eni companies".

[27] The Evaluation for Medium and Long Term Plans Committee was formed on September 2, 2019.



# Information on the ownership structure<sup>28</sup>

## Share capital structure, significant shareholdings and shareholders' agreements

Eni's share capital is made up of ordinary registered shares. The shares are indivisible and each one grants the holder the right to one vote. Holders of Eni shares have the right to vote in the Company's ordinary and extraordinary Shareholders' Meetings, and exercise the corporate and property rights given them under the laws in force, subject to the limits specified by the latter and by the Company's By-laws.

At December 31, 2019 the Company's share capital amounted to €4,005,358,876 – fully paid-up – and comprises 3,634,185,330 ordinary shares without par value.

The Company's shares have been listed on the electronic stock exchange [Mercato Telematico Azionario] managed by Borsa Italiana SpA since November 1995. Also in 1995, Eni issued an American Depositary Receipts (ADR) programme for the US market. An ADR consists of a share certificate representing foreign company shares traded on stock exchanges of the United States. Each Eni ADR represents two ordinary shares and is traded on the New York Stock Exchange<sup>29</sup>.

Eni is therefore subject to the control of the Ministry of the Economy and Finance, which has enough votes to exercise a dominant influence in the ordinary Shareholders' Meeting of the Company, through stakes held directly in the Company (with 4.34%) and indirectly through Cassa Depositi e Prestiti SpA [CDP SpA], a company controlled by the Ministry (with 25.76%).

But Eni is not subject to the management and coordination of the Ministry of the Economy and Finance<sup>30</sup> or of CDP SpA, pursuant to Art. 2497 of the Italian Civil Code, nor is the Company aware of any agreements between shareholders, pursuant to Art. 122 of the Consolidated Law on Financial Intermediation.

The following table shows the percentage of Eni's share capital owned, at the date of approval of this Report, directly or indirectly by shareholders or persons whose declared holdings exceed a major holding threshold pursuant to Art. 120 of the Consolidated Law on Financial Intermediation and the Consob Issuers Regulation. This threshold is updated based on information available to the Company.

### Shareholders with significant investments

Controlling shareholders	Number of shares	% of total ordinary shares
Ministry of the Economy and Finance	157,552,137	4.34
CDP SpA	936,179,478	25.76
<b>Total</b>	<b>1,093,731,615</b>	<b>30.10</b>

No changes had been reported at February 27, 2020.

The following is a graphical representation of the share capital structure and the distribution of shares by amount and geographical area based on the registered share owners who received the interim dividend paid for 2019 made by intermediaries (ex-dividend date of September 23, 2019 – record date of September 24, 2019 – payment date of September 25, 2019)<sup>31</sup>.

[28] Information on the shareholding structure is provided in accordance with the provisions of Art. 123-bis, first paragraph, of the Consolidated Law on Financial Intermediation; with reference to:

- the mechanism for the exercise of voting rights in any employee share scheme where voting rights are not exercised directly by the employees, as specified in letter e) of the above-mentioned regulation; please note that the Company does not provide employee share schemes. As to the long-term share-based incentive plan, denominated Long-Term Incentive Plan 2017-2019, please refer to the Eni 2019 Remuneration Report, and the Informational document on the plan published pursuant to law and available at [www.eni.com](http://www.eni.com);
- rules that apply to the appointment and replacement of Directors, as specified in letter l) of the above-mentioned regulation, please refer to the paragraph "Appointment", of the section "Board of Directors";
- amendments to the By-laws, as specified in letter l) of the above-mentioned regulation; please refer to the paragraph "Shareholders' Meeting and rights".

[29] For more information on the ADR program, please refer to the Investors section of Eni website.

[30] Art. 19, paragraph 6, of Italian Decree Law No. 78/2009, ratified by Law No. 102/2009, specifies that the reference to management and coordination activity contained in Art. 2497, first paragraph, of the Italian Civil Code must be interpreted with reference to the fact that "entities" refers to "collective legal subjects other than the State having shareholdings in the company in the context of their entrepreneurial activity, or for economic or financial purposes".

[31] Following purchases made during the company's 2019 Share Buyback programme, considering the Treasury shares already in the portfolio, Eni holds 61,635,679 treasury shares equal to 1.70% of the share capital. The details of the Company's 2019 Share Buyback programme are available at the link <https://www.eni.com/en-IT/about-us/governance/shareholders.html>

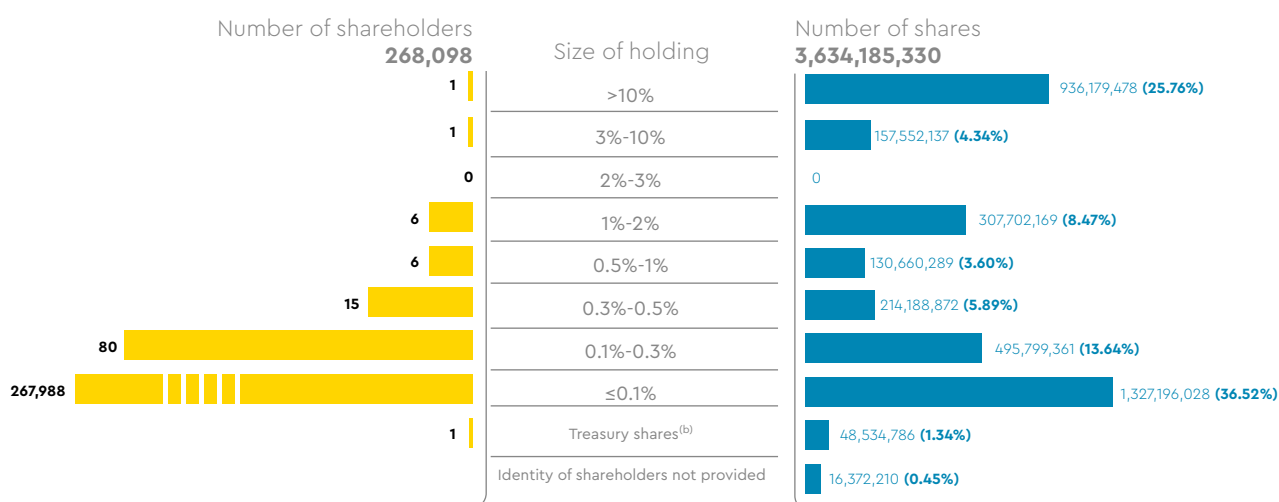
## SHARE CAPITAL STRUCTURE BASED ON 2019 INTERIM DIVIDEND PAYMENT



[a] See note 31.

ENI SHAREHOLDINGS: BREAKDOWN BY NUMBER OF SHARES HELD<sup>(a)</sup>

Share capital: **4,005,358,876**

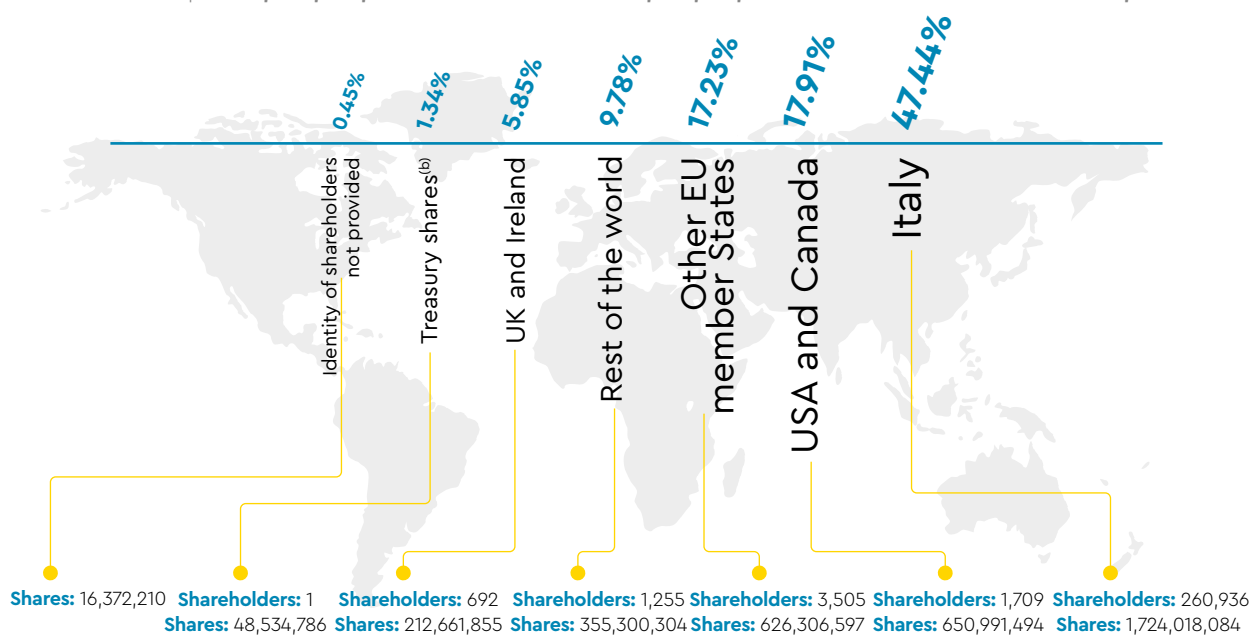


[a] Eni's share capital is equal to €4,005,358,876, represented by 3,634,185,330 ordinary nominative shares without par value.

[b] See note 31.

ENI SHAREHOLDINGS: GEOGRAPHICAL BREAKDOWN<sup>(a)</sup>

Share capital: **4,005,358,876** - Number of shares: **3,634,185,330** - Number of shareholders: **268,098**



[a] Eni's share capital is equal to €4,005,358,876, represented by 3,634,185,330 ordinary nominative shares without par value.

[b] See note 31.

## Shareholding limits and restrictions on voting rights

Pursuant to Art. 6.1 of the By-laws, in accordance with the special provisions specified in Art. 3 of Decree-Law No. 332 of 1994<sup>32</sup>, ratified by Law No. 474 of 1994 [Law No. 474/1994], under no circumstances whatsoever may any party directly or indirectly hold more than 3% of the share capital. Exceeding these limits shall lead to a suspension of the exercise of voting rights or any other rights [except property rights] related to the shares exceeding the aforementioned limit, but leaving the property rights for such shares unchanged.

3% holding and voting limit  
provided by law and By-laws

Therefore, while formally placing a limit on share ownership, in reality the rule restricts the exercise of voting rights and any other rights except property rights related to shares exceeding 3% of the share capital.

For the purposes of calculating the shareholding limit (3%), shares held through trustees and/or intermediaries are also taken into account.

Pursuant to Art. 32.2 of the By-laws and the aforementioned regulations, shareholdings in the share capital of the Company held by the Ministry of the Economy and Finance, public bodies, or organisations controlled by the latter are exempt from this provision.

Lastly, the special provision states that the clause regarding shareholding limits shall not apply if the above limit is exceeded following a takeover bid, provided that the bidder – as a result of the takeover – will own a shareholding of at least 75% of the capital with voting rights in deliberations regarding the appointment or dismissal of Directors<sup>33</sup>.

## Securities that confer special rights

The Company has not issued securities that confer special controlling rights. The By-laws of Eni do not provide for shares that give the holder a weighted vote.

## Special powers of the State

Decree-Law No. 21 of March 15, 2012, ratified with amendments, by Law No. 56 of May 11, 2012 [“Law No. 56/2012”], as last amended by the Decree-Law No. 105/2019, ratified with Law No. 133/2019, brought Italian laws on the special powers of the State in line with European Union rules.

The special powers apply to companies that hold strategic assets vital to the interests of the Italian State as defined by implementing measures. In brief, the current arrangements include: a) veto power [or the power of imposing conditions or requirements] over certain transactions involving strategic assets that could result in a situation, not regulated by Italian or EU laws, that threatens serious injury to interests regarding networks and systems security, as well as continuity of supply; b) power of attaching conditions or opposing the acquisition by a non-EU party, of an equity interest in the company that directly or indirectly holds strategic assets such as to give rise to the assumption of control of the company, when such an acquisition may result in a threat of serious harm to the abovementioned essential interests of the Italian State. In the calculation of a material equity interest, account shall be taken of interests held by third parties that have entered into a shareholders’ agreement with the acquiring party. As a general rule, the acquisition, for any reason, by an entity outside of the EU of the stock of a company that holds strategic assets is allowed on condition of reciprocity, in compliance with international agreements signed by Italy or the EU.

With specific regard to the power referred to in point b), the regulations require that non-EU acquiring parties shall notify the Prime Minister’s Office, as well as establishing procedural time limits. Until such notification and, subsequently, until the time period for any exercise of such

[32] Art. 3 of Law No. 474/1994 was formally amended by Decree Law No. 21 of March 15, 2012, ratified, with amendments, by Law No. 56 of May 11, 2012.

[33] Pursuant to Law No. 266 of 2005 [2006 Finance Act], to which a specific paragraph of this Report is dedicated, this clause would cease to apply if the rules regarding the issue of shares or participating financial instruments – such as those specified in the law itself – were included in the By-laws.

power has begun, the voting rights or any rights other than property rights attaching to the material equity interest are suspended. In the event of breach of the commitments imposed, for the entire relevant period the voting rights or any rights other than property rights attaching to the material equity interest are suspended.

Any resolutions adopted with the decisive vote of such equity interest, or any other resolutions or acts adopted in violation or breach of the commitments imposed are void. In addition, except where the situation represents a criminal offence, non-compliance with the commitments imposed shall be punishable by a pecuniary administrative penalty.

In the event of objection, the acquiring party may not exercise the voting rights or any rights other than property rights attaching to the material equity interest, which such party shall sell within one year. In the event of failure to comply, at the request of the Government, the courts shall order the sale of the material equity interest. Resolutions of the shareholders' meeting adopted with the decisive vote of such equity interest are void.

These powers are exercised exclusively on the basis of objective and non-discriminatory criteria.

Decree-Law No. 148 of October 16, 2017, ratified with Law No. 172 of December 4, 2017, extended the special powers of the State to high-technology industries. Decree-Law No. 105 of September 21, 2019, ratified with Law No. 133 of November 18, 2019 replaced the reference to high-tech sectors with the reference to goods and relationships of strategic importance in sectors identified in section 4, paragraph 1, of Regulation (EU) 2019/452. Furthermore, with regard to investments in companies with strategic assets by a non-EU investor, the decree defines the circumstances to determine whether a foreign investment can affect security or public order.

## **Shares and participating financial instruments referred to Law No. 266 of December 23, 2005**

With the aim of "promoting privatisation and the diffusion of investment in shares" of companies in which the State holds a material shareholding, Art. 1, paragraphs 381-384 of Law No. 266 of 2005 (2006 Finance Act) allowed companies primarily controlled by the State, such as Eni, to insert provisions in their By-laws, whereby shares or participatory debt financial instruments can be issued that grant the special Shareholders' Meeting of the holders of these instruments the right to request that new shares – even at par value – or new participatory debt financial instruments with voting rights in the ordinary and extraordinary Shareholders' Meeting be issued to them.

Adopting this amendment would imply the elimination of the shareholding limit indicated in Art. 6.1 of the By-laws. At present, Eni's By-laws do not include this provision.

## **Material agreements that would become effective, be modified or extinguished in the event of a change of control of Eni<sup>34</sup>**

Except as specified below, Eni and its subsidiaries are not parties to any material agreements that can be disclosed without causing serious prejudice to the Company, and that would become effective, be modified or extinguished should the Shareholders who control Eni change.

Material agreements are agreements that have been examined and approved by the Board of Directors since they fall within its exclusive responsibility.

[34] In accordance with Borsa Italiana's recommendations on the preparation of this Report, the By-laws of the Company do not contain an exception to the passivity rule set out in Art. 104, paragraphs 1 and 1-bis, of the Consolidated Law on Financial Intermediation, nor do they require the application of the neutralisation rule provided for under Art. 104-bis, paragraphs 2 and 3 of such Consolidated Law.

On January 22, 2016 the disposal by Eni SpA to Fondo Strategico Italiano SpA ("FSI", now CDP Equity)<sup>35</sup> of 12.503% of Saipem SpA share capital took effect, causing the shareholders' agreement signed on October 27, 2015 between Eni and FSI concerning Saipem shares to come into force<sup>36</sup>.

Under the provisions of that agreement, the agreement itself will immediately cease to have effect if the parties should no longer be directly or indirectly subject to the common control of the Ministry of the Economy and Finance. For more information, please see the documentation made available to the public in accordance with applicable law on the websites of Consob and Saipem SpA.

### **Agreements between the Company and Directors which envisage indemnities in the event of resignation or dismissal without just cause, or if their employment contract should terminate as the result of a takeover bid**

Information on any agreements between the Company and Directors concerning indemnities in the event of resignation or dismissal without just cause or termination of employment as the result of a takeover bid are provided – in accordance with the recommendations of Borsa Italiana for the preparation of this Report – in the Report on remuneration policy and remuneration paid pursuant to Art. 123-ter of the Consolidated Law on Financial Intermediation, published in the "Governance" section of the Company's website [eni.com](http://eni.com), to which the reader should refer for more information.

### **Powers to Directors to increase share capital, issue participatory debt financial instruments and authorisation to purchase treasury shares**

The Board of Directors has not been given the power to increase the share capital pursuant to Art. 2443 of the Italian Civil Code nor to issue participatory debt financial instruments.

As of December 31, 2018, Eni held a total of 33,045,197 treasury shares, equal to 0.909% of share capital.

Eni Shareholders' Meeting of May 14, 2019 authorized the Board of Directors to approve a programme for the purchase of Company shares, in multiple instalments for a period of eighteen months from the date of the shareholders' resolution, in the maximum number of 67,000,000 ordinary shares, representing approximately 1.84% of the share capital of Eni SpA, for a total outlay of up to €1,200,000,000.

The Board of Directors of May 14, 2019 approved the measures to begin the 2019 share buy-back programme, in compliance with the conditions provided for by the authorization approved by the Shareholders' Meeting, in the maximum amount of €400 million in 2019.

On December 18, 2019, the conclusion of the Company's share buy-back programme for 2019 was announced to the market, in line with the announcement made to the market on May 30, 2019. As part of the programme, Eni purchased 28,590,482 treasury shares (equal to 0.79% of the share capital) for a total value of €399,999,994.58. Following the purchases made, considering the treasury shares already in the portfolio, Eni holds 61,635,679 treasury shares equal to 1.70% of the share capital.

Information on treasury shares is available in the "Shareholders" page of the "Governance" section of the Company's website.

[35] Following the partial demerger, pursuant to Articles 2506 et seq. of the Civil Code, of the investment held by CDP Equity in Saipem in favor of CDP Industria SpA, whose share capital is wholly owned by Cassa Depositi e Prestiti SpA, effective as of December 13, 2019, the syndicated shares of CDP Equity have been transferred to CDP Industria, with the consent of Eni. In the context of this transaction, on December 16, 2019 CDP Equity, Eni and CDP Industria entered into an agreement for the transfer of the shareholders agreement, pursuant to which CDP Industria takes over from CDP Equity the rights and obligations deriving from the shareholders agreement as from the effective date of the demerger, without prejudice to the joint and several liability of CDP Equity with CDP Industria in relation to the fulfillment of the obligations deriving from the Agreement.

[36] The shareholders' agreement had an initial duration of three years from the effective date, and was due to expire on January 22, 2019. Since it was not cancelled by the Parties, it was automatically renewed for a further period of three years, until January 22, 2022. Certain provisions of the shareholders' agreement relating to information flows between Saipem SpA and Eni SpA/CDP Equity, although in force, have not been implemented yet, pending a clarification from Consob, requested by Saipem.

# Corporate governance information<sup>37</sup>

## Compliance with the Corporate Governance Code for Listed Companies

Eni adopted the Corporate Governance Code for listed companies of July 2018

Eni has adopted<sup>38</sup> the Corporate Governance Code for listed companies<sup>39</sup> prepared by the Corporate Governance Committee.

The adoption of the Corporate Governance Code for listed companies is formally resolved by the Board of Directors of Eni, with the support of the competent Committees where necessary.

The adoption is announced to the public in a press release.

In addition, in order to provide the market with a simple, transparent and comparable assessment of the choices made by the Company, and maintain the continuity of disclosures, the text of the Code is published before publication of the annual Corporate Governance Report on Eni's website [eni.com](http://eni.com) (under the Governance section), with an indication of the solutions and improvements adopted by Eni with respect to individual Code recommendations, along with explanations of these choices<sup>40</sup>.

Following adoption, an "action plan" is developed to update the Eni governance system, if necessary, and any needed modifications of corporate documentation are made to incorporate the new recommendations.

Most recently on February 14, 2019, the Board of Directors decided to adopt new recommendations issued on July 16, 2018.

The following sections details the decisions taken by the Eni Board of Directors in adopting the recommendations of the Corporate Governance Code.

### Role of the Board of Directors (Art. 1 of the Corporate Governance Code)

In line with the recommendations of the Corporate Governance Code the functions of the Board of Directors have been defined, thereby confirming its strategic role and central position within the Company's Corporate Governance system and its wide range of responsibilities, including in terms of Company and Group organisation and the internal control and risk management system<sup>41</sup>.

In addition, since 2006, the interests of stakeholders other than shareholders have been considered a key variable that the Directors of Eni must assess in taking informed decisions and in creating value over the medium to long-term (Criterion 1.P.2 of the Corporate Governance Code).

More specifically, the Board of Directors has reserved itself a central role in the definition of sustainability policies and in approving the associated reporting<sup>42</sup>.

In addition, within the four-year strategic planning process, the Board is supported by the Company risk management process in defining the nature and level of risk in a manner consistent with the issuer's strategic objectives, taking account of any risk that may affect the sustainability of

[37] Corporate Governance information is provided in accordance with the provisions of Art. 123-bis, first paragraph, letters e) and l), and second paragraph, of the Consolidated Law on Financial Intermediation.

[38] The Board adopted the Corporate Governance Code for the first time (ed. 1999) with a resolution of January 20, 2000 and, subsequently, with resolutions of December 13, 2006, December 15, 2011, April 26, 2012, December 11, 2014 and February 25, 2016.

[39] The text of the Corporate Governance Code, including the amendments made in July 2018, is available on Borsa Italiana and Corporate Governance Committee website (<http://www.borsaitaliana.it/comitato-corporate-governance/codice/codice.en.htm>).

[40] The document, which replaced the Eni Code of December 13, 2006, was updated the subsequent adoptions to the Corporate Governance Code of 2011, 2014, 2015 and 2018.

[41] For more information, please see the section "Internal Control and Risk Management System" of this Report.

[42] For the ninth year, in 2020, Eni will present an integrated report to the market [2019 Annual Report] to allow Eni stakeholders, investors and others to completely understand the interconnections existing between the financial results and those in the environmental and social fields, outlining the dimensions of Eni's integrated business model. Non-financial performances are also detailed in the "Consolidated Disclosure of Non-Financial Information", as provided for under Legislative Decree No. 254/2016 included in the Management Report in the 2019 Annual Report.

the issuer's business in a medium/long-term perspective<sup>43</sup>, [Criterion 1.C.1 letter b) Corporate Governance Code].

The most significant transactions of the Company and its subsidiaries were therefore defined and submitted to the Board for approval [Criterion 1.C.1 letter f) Corporate Governance Code], while conduct and procedural controls were adopted regarding those cases in which the Directors and Statutory Auditors have an interest of their own or on behalf of another, including in the case of transactions with related parties of Eni.

As required by the Code, the Board has specified those subsidiaries<sup>44</sup>, that are of strategic importance [Versalis SpA and Eni International BV] and has expressly recognised the principle of safeguarding the managerial independence of listed subsidiaries, with the commitment on the part of Eni to comply with the provisions of the Code that refer to the shareholders of the issuer.

Subsidiaries of strategic importance

Moreover, the minimum frequency with which Directors with delegated powers must report to the Board has been reduced from three to two months since 2006 [Criterion 1.C.1 letter d) of the Corporate Governance Code]<sup>45</sup>.

In addition, the Chairman is tasked with ensuring the adequacy, completeness and clarity of the reporting to the Board with the assistance of the Board Secretary<sup>46</sup>. The Chairman is also responsible for ensuring that appropriate and detailed enquiries are performed during Board meetings where, in specific cases, it is not possible to provide the necessary information sufficiently in advance and for asking the Chief Executive Officer, including at the request of more or more Directors, to organise the participation of the Heads of the competent Departments of the Company or other Group companies, depending on the subject matter, in Board meetings to provide more detailed information on the issues listed in the agenda.

Particular attention is always devoted to the Board's self-assessment process. Specifically, in line with the recommendations of the Corporate Governance Code [Criterion 1.C.1 letter g), each year the Board of Directors, with the support of the Nomination Committee, which supervises the process, and under the leadership of its Chairman, conducts a Board Review<sup>47</sup> of the Board and its Committees. The Board always involves an external advisor in this exercise in order to ensure greater objectivity in the proceedings.

Board Review

The comparison with best practices and a reflection on board dynamics are essential elements of Eni's Board Review. Furthermore, the Review considers the criteria of diversity in the composition of the Board, as recommended by the Code.

Following the Board Review, the Board, if necessary, agrees an action plan to improve the operation of the Board and its Committees.

Moreover, in line with international best practices, the Eni Board, in determining the procedures for performing the Board Review, also assesses the possibility of conducting a peer review of the Directors, consisting in the evaluation by each Director of the individual contributions of the other Directors to the Board's work. The peer review, which has been conducted five times in the past eight years and was carried out most recently in February 2020 in conjunction with the 2019 board review, is a best practice among Italian listed companies; Eni was among the first Italian companies to adopt it in 2012.

[43] For a more extensive discussion, see the information on integrated risk management and the associated reporting in the section "Internal control and risk management system" of this report.

[44] Subsidiaries of strategic importance previously included Saipem SpA. Since January 22, 2016, however, Saipem is no longer under the sole control of Eni in accordance with Art. 93 of the Consolidated Law on Financial Intermediation. However, the Board of Directors confirmed its competence to resolve on the exercise of voting rights and on the appointment of the members the corporate bodies of Saipem SpA.

[45] This frequency is reported in the resolution delegating the powers of the Board of Directors. For more information, please refer to the section "Powers and Responsibilities" of the Board of Directors of this Report.

[46] For more information, please refer to the "Board Secretary and Corporate Governance Counsel" and "Meetings and running of meetings" of the Board of Directors sections of this Report.

[47] For more information, please refer to the "Board Review and advice for shareholders on the composition of the Board" section of this Report.

Prior to the appointment of the new Board, as already happened in 2014 and 2017, following the Board Review completed in February 2020 the outgoing Board, having obtained the opinion of the Nomination Committee, provided advice to the shareholders on the size and composition of the future Board, also in terms of diversity, and on the management and professional skills its members should have also considering the diversity criteria provided for in the Corporate Governance Code (Criterion 1.C.1 letter h)<sup>48</sup>.

To regulate the aforementioned activities in detail, Eni has adopted an internal procedure<sup>49</sup>, approved by the Chairman in agreement with the Chief Executive Officer, as part of the functions of the Secretary of the Board of Directors and Corporate Governance Counsel, with particular reference to assignment activities, the functions and bodies involved, as well as the definition of the tools to support the process.

Moreover, in October 2018, acting on a proposal of the CEO and after consultation with the Control and Risk Committee, the Board of Directors of Eni approved the internal rules concerning Market Information Abuse (Issuers) which, updating the previous internal rules for aspects related to "issuers", complies with the modifications introduced by Regulation No. 596/2014/EU of April 16, 2014 and by related implementing regulations, as well as with national regulations, taking into account the Italian and foreign institutional guidelines on the subject<sup>50</sup>.

With regard to the policy on the maximum number of management and control positions in other companies compatible with the effective performance of the role of Director, the Board adopted different criteria depending on the specific role (executive or non-executive) and the nature and size of the company in which those positions are held<sup>51</sup>.

As regards the changes made in July 2015 to the comments to Criterion 1 of the Corporate Governance Code concerning the role of the Board of Directors in assessing the actual operation of the system of internal controls and management of risks that could potentially jeopardise the medium/long-term sustainability of the issuer's activity, the Eni Board clarified that: (i) the Board of Directors exercises the role and duties assigned to it under Criterion 7 of the Corporate Governance Code with regard to the internal control and risk management system, in addition to those provided for by law and the Eni By-laws.

More specifically, pursuant to Criteria 7.P.3 and 7.C.1 of the Code, the Board is charged with providing strategic guidance and evaluating the adequacy of the system and assessing its effectiveness; and (ii) the Board does not conduct ex post assessment of the actual results of the control system, which would not be consistent with its duties and the provisions of Criteria 7.P.3 and 7.C.1 of the Code and would partially overlap with the roles of other control bodies (such as the Board of Statutory Auditors and the internal audit Department). The indications contained in these comments on the role of the Board in assessing the actual operation of the internal control and risk management system are also considered by Eni in the possible future development of the system in the light of best practices.

#### Separation between the functions of Chairman and those of Chief Executive Officer

#### Composition of the Board of Directors (art. 2 of the Corporate Governance Code)

For the composition of the Board, the Shareholders' Meeting could take into account the guidelines given to the market by the previous body as regards diversity, professionalism, experience, even managerial, and internationality. The size and composition, also in terms of diversity, of the Board are subject to evaluation within the annual Board Review, the results of which are reported in the relevant paragraph to this Report.

As regards the positions within the Board, in line with the By-laws, the recommendations of the Corporate Governance Code and applicable best practice, the Eni model establishes a clear separation between the functions of Chairman and those of Chief Executive Officer, conferring operational powers

[48] For more information, please refer to the "Board Review and advice for shareholders on the composition of the Board" section of this Report.

[49] The letter of the Chairman of the Corporate Governance Committee in 2017 listed the main areas needing improvement, underlining the importance of introducing structured procedures for the Board Review activities.

[50] For more information, please refer to the "Management System Guideline Market Information Abuse (Issuers)" section of this Report.

[51] For more information, please refer to "Policy of the Board of Directors on the maximum number of offices held by its members in other companies" section of this Report.



only to the latter; the Board of Directors has given the Chairman, who qualifies as independent in accordance with applicable law, a central role in internal controls, not assigning her any operational responsibilities and ensuring that in the performance of her duties she has the support of the Secretary of the Board of Directors, including in his capacity as Corporate Governance Counsel<sup>52</sup>, appointed by the Board itself.

In order to ensure the effective and informed performance by each Director of his or her role, in line with the recommendations of the Corporate Governance Code (Criterion 2.C.2), since 2008 Eni has conducted a training programme for its Board of Directors (the "Board induction")<sup>53</sup>, in which the Statutory Auditors and the magistrate of the Court of Auditors are also invited to participate, overseen by the Chairman of the Board of Directors with the support of the Board Secretary and Corporate Governance Counsel, with the active participation of top management. In addition, in accordance with international best practice, during their term the Directors undergo additional training ("ongoing-training") and at least once a year the Board holds a meeting at an operating facility in Italy or abroad.

Considering the separation of the offices of Chairman and Chief Executive Officer provided for in the Eni By-laws, so that the position of Chairman is not held by someone who controls the issuer and the Chairman is a non-executive Director, to date the independent Directors have not considered it necessary for the Board to designate a Lead Independent Director (Criterion 2.C.4 of the Corporate Governance Code).

In its meeting on February 14, 2019, the Board adopted the recommendations in terms of diversity, including gender diversity, introduced by the Corporate Governance Code in July 2018.

Following the adoption of the recommendations, in 2019 the Board of Directors approved the methods for implementing them, identifying in the advice to the shareholders by the outgoing Board one of the tools to implement them<sup>54</sup>.

On February 27, 2020, the Board also approved an amendment to the By-laws regarding gender quotas in the composition of corporate bodies to adapt to regulatory changes introduced with Law No. 160 of 2019.

### Independent Directors (Art. 3 of the Corporate Governance Code)

Since 2006 the Eni Board of Directors has specified the recommendations in Article 3 of the Corporate Governance Code on the criteria governing the independence of Directors, setting a threshold of 30% of fixed remuneration as the amount of "additional remuneration" that could compromise the independence of Directors<sup>55</sup>, and defining "close relatives" more specifically to include the spouse, relatives and relatives-in-law within the second degree of kinship (Criterion 3.C.1 letters d) and h) of the Corporate Governance Code). It also identified the "subsidiaries of strategic importance" of which a Director may have been a significant Officer (Criterion 3.C.1 letter b).

#### Eni specifications

Furthermore, going above and beyond the Corporate Governance Code recommendation that at least one-third of the boards of directors of issuers belonging to the FTSE-Mib (of which Eni is one) be made up of independent directors (Criterion 3.C.3 of the Corporate Governance Code), Eni's Board is composed of 6 independent Directors out of a total of 9 (therefore comprising a majority of the Directors).

With the support of the Nomination Committee, the Board periodically verifies that the Directors continue to satisfy the independence requirements. The Nomination Committee assists in this task by conducting enquiries on the basis of the statements made by Directors and the information available to the Company.

[52] For more information, please refer to the "Board Secretary and Corporate Governance Counsel" section in this Report.

[53] For more information, please refer to the section "Board Induction" of this Report.

[54] For more information, please refer to the "Board review and advice for shareholders on the composition of the Board" section in this Report.

[55] The Board also clarified that the remuneration received by the Directors for their participation on the Sustainability and Scenarios Committee is not considered additional remuneration for the purposes of the independence requirements, as occurs for the other committees envisaged by the Corporate Governance Code (Criterion 3.C.1 letter d).

Despite the absence of specific meetings among themselves, the independent Directors, in view of the frequency of Board meetings, have opportunities to get together informally on the occasion of those meetings to exchange views and ideas. The issue of formal meetings of the independent Directors has been addressed in the Board Review, and Directors have confirmed their appreciation for such opportunities to meet and exchange views, although on an informal basis.

#### **Formation and operation of Board committees (Art. 4 of the Corporate Governance Code)<sup>56</sup>**

The Eni Board has always had all of the committees provided for under the Corporate Governance Code, establishing that the number of members of such committees (Control and Risk Committee, Nomination Committee and Remuneration Committee) shall not represent a majority of the Board, so as to avoid altering the Board's decision making process (Criterion 4.C.1 letter a) of the Corporate Governance Code).

Furthermore, the Eni Board of Directors has established the Sustainability and Scenarios Committee<sup>57</sup> to offer recommendations and advice concerning sustainability issues, thereby anticipating the amendments made to the Corporate Governance Code in July 2015 (comments to Article 4 of the Corporate Governance Code).

With specific regard to the composition of the Committees, the Chairmen of all Committees are independent Directors in accordance with the provisions of law and Corporate Governance Code; the Chairmen of the Control and Risk Committee and the Sustainability and Scenarios Committee are also appointed from the minority slate.

In addition, the Board has strengthened the requirements beyond the recommendations of the Corporate Governance Code (Criterion 7.P.4) to establish that at least two members of the Control and Risk Committee possess adequate experience in accounting and financial or risk management matters, as specified in the Committee rules. On April 13, 2017 the Eni Board of Directors determined that 3 of the 4 members of the Committee, including the Chairman, had the experience indicated above. The experience represented on the Committee is therefore greater than that required in its own rules.

The Remuneration Committee also has more members meeting the expertise and experience requirements than the minimum provided for in the Code: on April 13, 2017 the Eni Board of Directors determined that 3 of the 4 members had adequate expertise and experience in financial or remuneration policy matters.

#### **Reporting**

With regard to reporting, since 2012, at each Board meeting the Chairmen of the Committees report to the Board itself on the most significant issues examined by them at their most recent meetings. The Eni Board also receives reports at least every six months on the Committees' activities (Criterion 4.C.1 letter d) of the Corporate Governance Code).

#### **Appointment of Directors (Art. 5 of the Corporate Governance Code)**

The Board of Directors established a Nomination Committee, endowing it with the recommendation and advisory functions in the areas provided for in the Corporate Governance Code and for other issues concerning, in particular, the appointment system and the assessment of requirements for Directors<sup>58</sup>.

#### **Contingency plan**

As regard the recommendations concerning the succession plan for the CEO (Criterion 5.C.2 of the Code), at its meeting of February 17, 2015 the Board of Directors, following assessment by the Nomination Committee and in view of the shareholding structure of the Company, decided not to prepare a succession plan for the CEO, but did adopt a contingency plan that sets out the actions to take if unexpected events should prevent the CEO from performing his duties<sup>59</sup>. The issue was also addressed during the most recent Board Review.

(56) For more information, please refer to the section "Board Committees" in this Report.

(57) The Sustainability and Scenarios Committee was established on May 9, 2014, in replacement of the Oil-Gas Energy Committee.

(58) For more information, please refer to the section "Nomination Committee" of this Report.

(59) For more information, please refer to the section "Succession plan for Executive Director and key personnel" of this Report.

### Remuneration of Directors (Art. 6 of the Corporate Governance Code)

In accordance with the suggestions of Borsa Italiana on preparing this Report, details on compliance with the recommendations concerning remuneration are contained in the Report on remuneration policy and remuneration paid, prepared pursuant to Art. 123-ter of the Consolidated Law on Financial Intermediation, to which the reader is referred.

### Internal control and risk management system (Art. 7 of the Corporate Governance Code)<sup>60</sup>

Eni's internal control and risk management system (ICRMS) is integrated into the organisational, administrative and accounting arrangements of the Company and, more generally, the structure of corporate governance and complies with the recommendations of the Corporate Governance Code and, in general, with national and international benchmark models and best practices in the field.

The Company rules and regulations, which will be described in more detail in the section of this Report on the ICRMS, define its architecture, operating procedures and processes for coordinating those involved. The Board, in establishing these rules and regulations, has maintained a central role for itself in approving the ICRMS guidelines<sup>61</sup> and the compliance and governance rules and regulations generally.

Accordingly, in these recent years the Eni Board of Directors has undertaken a number of important steps to strengthen the internal control system even further, confirming the assignment to the CEO of the duty of overseeing the internal control and risk management system and assigning the Chairman of the Board of Directors a major role in the control system.

The role of the CEO  
and the Chairman

To that end, it has been provided that:

- in line with the most recent best practices, the Head of the Internal Audit Department<sup>62</sup> reports to the Board, and on its behalf, to the Chairman, without prejudice to his being functionally subject to the authority of the Control and Risk Committee and the CEO, as Director in charge of the internal control and risk management system. The Control and Risk Committee oversees the activities of the Internal Audit Department with respect to the Board's duties in this area (solution adopted starting from 2012). It also reports to the Board of Statutory Auditors in its capacity as "Audit Committee" under US law (solution adopted starting from 2006) - (Criterion 7.C.5 letter b) of the Corporate Governance Code);
- proposals concerning the appointment, the removal, the budget and the remuneration of the Head of the Internal Audit Department are made by the Chairman of the Board of Directors in agreement with the Director in charge of the internal control and risk management system (CEO);
- the nomination/revocation proposal is also subject to examination by the Nomination Committee (Criterion 7.C.1, final part, of the Corporate Governance Code);
- in addition, the Chairman is involved in proposals to nominate or terminate the main bodies and officers of the Company, especially those involved in controls (Watch Structure, Financial Reporting Officer, Head of Integrated Compliance and Head of Integrated Risk Management);
- the Chairman of the Board of Directors is consulted during the process of the approval by the Board of Directors of the guidelines for the internal control and risk management system, with regard to the part on internal audit activities (Criterion 7.C.1 letter a) of the Corporate Governance Code);
- the Internal Audit guidelines ("Internal Audit Charter") are approved by the Board of Directors, acting on a proposal of the Chairman of the Board of Directors, in agreement with the Director in charge of the internal control and risk management system (CEO) and after consulting with the Control and Risk Committee (Criterion 7.C.1 letter a) of the Corporate Governance Code);
- internal rules (Management System Guidelines) governing the internal audit process are approved by the Chairman of the Board of Directors, after consulting with the director in charge of the Internal Control and Risk Management System (CEO) and the Control and Risk Committee (Criterion 7.C.1 letter a) of the Corporate Governance Code);
- the plan prepared by the Head of the Internal Audit Department is approved by Board of Directors, after consulting with the Chairman of the Board of Directors (Criterion 7.C.1 letter c) of the Corporate Governance Code);

[60] For more detailed information on method for implementing the criteria and the principles of the Corporate Governance Code relating to the Internal Control and Risk Management System, refer to the relevant section of this Report.

[61] To date, the "ICRMS guidelines" approved by the Board acting on a proposal of the Control and Risk Committee refer exclusively to the guidelines in the Management System Guideline "Internal Control and Risk Management System", which is addressed in a specific section.

[62] The internal audit function is performed by an internal Department.

- requests for audits may be submitted by the Chairman of the Board of Directors, who must simultaneously notify the Director in charge of the internal control and risk management system (CEO), the Chairman of the Control and Risk Committee and the Chairman of the Board of Statutory Auditors (Criterion 7.C.4 letter d) of the Corporate Governance Code.

#### Quarterly reporting on risks

With specific regard to managing corporate risks<sup>63</sup>, since May 9, 2014 the Board has decided that the CEO will report on the main business risks at least once every quarter, thereby further strengthening the model, developed in accordance with international principles and best practices.

Furthermore, during 2018 the definition of the reference model of the Integrated Compliance process was completed in line with the SCIGR Guidelines on integrated compliance, with the aim of favouring compliance with mandatory regulations (law and regulations) applicable to Eni, according to a risk-based and integrated approach, and the development and dissemination of a corporate culture based on ethical values, correct conduct and compliance with regulations, also through specific training and awareness-raising efforts. The Integrated Compliance model also includes reporting flows to the top management, management and corporate control bodies structures<sup>64</sup>.

As regards the new comments to Article 7 of the Corporate Governance Code concerning whistleblowing systems, given that fact that Eni is also listed on the US stock market and in application of the provisions of the Sarbanes-Oxley Act, it has since 2006 drafted internal rules on anonymous whistleblowing reports<sup>65</sup>, which also govern reports received from third parties. These rules were approved by the Board of Statutory Auditors in its role as Audit Committee under US law (comments to Article 7 of the Corporate Governance Code).

#### Statutory auditors (Art. 8 of the Corporate Governance Code)

Since December 13, 2006, the Board of Statutory Auditors has expressly complied with the Code provisions that apply to it.

With specific regard to independence, in January 2016 the Board of Statutory Auditors expressed its view that the limit of 30% established by the Board for additional remuneration that could compromise the independence (see the governance solution in Criterion 3.C.1, letter d) of the Corporate Governance Code) does not include any remuneration received by the Statutory Auditors for positions held on the control bodies of subsidiaries of Eni, taking due account of the 1997 Consob recommendation on the "group statutory auditor".

As regards the recommendation concerning the remuneration of Statutory Auditors (Criterion 8.C.4 of the Corporate Governance Code), which was introduced in July 2015, the Eni Board has clarified that it should be referred to the shareholders.

#### Competence requirement

In addition, the Board of Statutory Auditors, acting as the Internal Control and Financial Auditing Committee pursuant to Legislative Decree No. 39/2010 (Consolidated Law on Statutory Audits), most recently on its February 17, 2020 meeting, evaluated its composition, verifying that it meets the requirements imposed by the provisions of Art. 19 of that law, providing that "the members of the internal control and financial auditing committee, as a body, are competent in the sector in which the company being audited operates".

In addition, like the self-assessment process of the Board of Directors, the members of the Board of Statutory Auditors conducted an assessment of the composition and operation of the Board of Statutory Auditors<sup>66</sup>.

With reference to the role of the Board of Statutory Auditors within the Internal Control and Risk Management System, please refer to the relevant section in this Report.

[63] For more information, refer to the "Management System Guideline for Integrated Risk Management" section of this Report.

[64] For more information, refer to the "Management System Guideline Integrated Compliance" section of this Report.

[65] For more detailed information, please refer to the section "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad" of this Report.

[66] For more information, please refer to the section "Meetings and operational procedures" of the Board of Statutory Auditors of this Report.

### Relations with shareholders (Art. 9 of the Corporate Governance Code)

Information on activities aimed at facilitating the participation of shareholders at the General meetings, the exercise of shareholders' rights as well as on relations between the Company and shareholders is provided in the following sections dedicated to "Shareholders' meeting and rights" and "Relations with shareholders and the market".

### Observations on the Letter of December 2019 of the Chairman of the Corporate Governance Committee

At its meeting of January 16, 2020 the Chairman of the Eni Board of Directors notified the Board of a letter sent by the Chairman of the Corporate Governance Committee to the Chairmen of the Boards, the Chairmen of the control bodies and the Chief Executive Officers of listed companies indicating four main areas for improvement identified by the Committee to promote better implementation of the Corporate Governance Code following the 2019 Report on the application of the Code, sent together with the letter. The documents were also made available to the Statutory Auditors in the same meeting.

With regard to the areas of improvement indicated in the letter (concerning the integration of sustainability in the Company's strategy and remuneration policy, board-meeting documentation, the assessment of independence of the Directors, the adequacy of compensation to Non-Executive Directors and members of the controlling bodies), the above-mentioned Board meeting underlined that Eni was broadly in line with the Committee's recommendations. In particular concerning:

The areas of improvement indicated by the Corporate Governance Committee and the position of Eni

Integration of sustainability in the Company's strategy and remuneration policy<sup>67</sup>: Eni already applies the recommendation and provides full disclosure of initiatives on the subject, in particular within the sustainability report (Eni For) and the 2019 Remuneration Report, published on Eni website.

Board meeting documentation<sup>68</sup>: the timing and methods of information flows proceeding board meetings are governed by the Board Rules. Also, assessments on the adequacy of information flows are carried out as part of the Board Review. With reference to the need to protect confidentiality without compromising completeness, ease of access and timeliness of information flows, this is ensured with the establishment of a secure password-protected area on Eni website, for Directors, Statutory Auditors and the Magistrate of the Court of Auditors, where documentation on Board's and Board Committees activities can be found.

Directors independence assessment<sup>69</sup>: Eni is in line with the recommendation both in terms of application and assessment of the independence criteria and in terms of disclosure of the assessments carried out in the context of this Report, which gives a detailed explanation of the assessments carried out by the Board and, in particular, the elements taken into consideration in order to exclude the significance of some relations examined for the purpose of assessing the independence of directors. In this respect, the practice developed over the years includes quantitative and/or qualitative criteria to assess the relevance of relationships within transactions with related parties. During the last evaluation of the Board of February 27, 2020, these criteria were confirmed.

Adequacy of compensation paid to Non-Executive Directors and members of the control body<sup>70</sup>: proposed remuneration of Non-Executive Directors and Statutory Auditors is usually put forward by the shareholders, with the exception of compensation for participating in Board Committees.

[67] The Committee invites Directors to integrate sustainability in the definition of the Company's strategies and remuneration policy, also using an analysis of factors that can influence value creation in the long-term.

[68] The Committee recommends companies to ensure, also by means of specific provisions in the board rules, an adequate management of information flows to the Board of Directors, ensuring the protection of confidentiality without compromising completeness, ease of access and timeliness of information flows.

[69] The Committee invites the administrative bodies to apply more stringently the independence criteria defined by the Code and the control bodies to monitor the correct application of these criteria. In addition to underlining that the cases of non-application should represent an exception and, above all, be the subject of an in-depth assessment at individual level with reference to the situations of the individual director, the Committee invites issuers to pay more attention to the assessment of the relevance of the relationships being assessed. To this end, the Committee invites the administrative bodies to define "ex ante" quantitative and/or qualitative criteria to be used in this assessment exercise. The criteria should relate to the overall position, as opposed to the simple economic benefit, of the Director whose independence is being assessed, and be adequately disclosed to the market in the corporate governance report.

[70] Also in light of comparative analysis, the Committee recommends that the governing bodies – and the relevant committees responsible for remuneration – check that the amount of the remuneration paid to non-executive directors and members of the controlling bodies is appropriate to the competence, professional qualification and commitment required by their assignment. For this purpose, reference to the remuneration practices applied in the relevant sectors and companies of similar size can be useful, possibly also including comparable international experience.

For more information please see the Report on remuneration policy and remuneration paid, published pursuant to Art. 123-ter of the Consolidated Law on Financial Intermediation.

The Chairman of the Board of Directors also told the Chairmen of the Eni Board Committees to bear in mind the above recommendations in their activities and to submit any further reflections or initiatives to the Board.

The recommendations in the letter were also discussed by the Directors in the Board Review, as a result of which a broad consensus emerged regarding Eni's alignment with the recommendations expressed by the Corporate Governance Committee<sup>71</sup>.

## Policy for diversity and gender balance on corporate Boards<sup>72</sup>

In line with the provisions of law and the recommendations of the Corporate Governance Code, the Company has implemented measures to ensure diversity in the composition of Eni SpA and its subsidiaries, with particular regard to age, gender composition and educational and professional background.

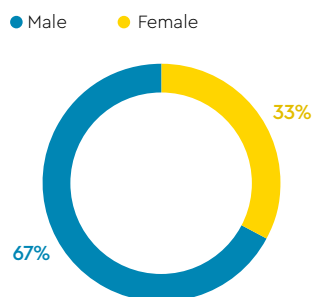
### Eni SpA<sup>73</sup>

With regard to gender balance, in compliance with applicable law since 2012 the Eni By-laws have contained rules governing the composition of the slates and supplemental voting mechanisms to ensure the presence on the Board of Directors and the Board of Statutory Auditors of a minimum number of members of the less represented gender. These rules, which were referred to in the outgoing Board's advice to shareholders, took effect as from the election of the corporate bodies of Eni SpA in 2014, on which occasion the composition of the Board of Directors and of the Board of Statutory Auditors achieved gender balance, as required by law<sup>74</sup>, immediately giving the less represented gender one-third of the seats in the Board of Directors, compared with the one-fifth provided for by law.

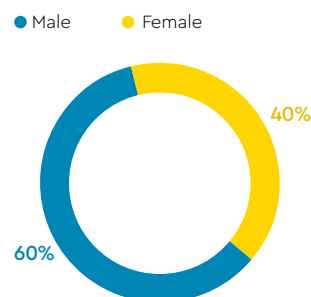
The Shareholders' Meeting of Eni SpA, also in appointing the new Board in 2017, ensured a balanced gender representation electing three female Directors, equal to one-third of the Directors: Chairman Emma Marcegaglia and Diva Moriani, drawn from the majority slate, and Karina Litvack, from the minority slate. The Shareholders' Meeting also chose two female standing Auditors out of five (Rosalba Casiraghi, Chairman, from the minority slate, and Paola Camagni, from the majority slate).

Gender diversity in the corporate bodies of Eni SpA

**COMPOSITION OF THE BOARD OF DIRECTORS OF ENI SPA**



**COMPOSITION OF THE BOARD OF STATUTORY AUDITORS OF ENI SPA**



[71] For more information on outcome of the Board Review, please refer to the section "Board Review and advice for shareholders on the composition of the Board" of this Report.

[72] Information provided also in accordance with Art. 123-bis, second paragraph, letter d-bis] of the Consolidated Law on Financial Intermediation.

[73] More generally, note that "diversity policy" in the selection of candidates and the composition of the Eni SpA corporate bodies is first and foremost in the hands of the shareholders of Eni SpA, who submit slates for the election within the framework of the Italian system for electing corporate bodies. No slate has ever been presented by the outgoing Board, even if this is allowed under the By-laws.

[74] Law No. 120/2011 and Consob Resolution No. 18098 of 2012. In particular, the law requires that the least-represented gender obtains at least one fifth of the members of the boards of Directors and Statutory Auditors, in the first term, and at least one third of the members, in the following two terms. For more information, please refer to sections "Appointment" of the Board of Directors and "Composition and appointment" of the Board of Statutory Auditors of this Report.

As regards the other diversity aspects in the composition of the Board of Directors, in the run up to the Shareholders' Meeting to appoint the Directors, in 2014 and 2017 the Eni Board provided the shareholders with advice on what it considered the appropriate size of the Board and the qualities of its members<sup>75</sup>.

#### Advice of the Board of Directors

In its most recent advice to shareholders, the Board emphasized that the composition need to take account of the need for diversity, including in terms of gender and seniority, in accordance with applicable law. In addition, the Board noted that the mix of skills on the Board should be well balanced.

The current membership of the Board appears to be in line with these recommendations.

The last self-assessment confirmed once again a positive opinion on the qualitative and quantitative profile of the Board<sup>76</sup>.

Also, following the adoption of recommendations on diversity, including in terms of gender, introduced in the Corporate Governance Code in July 2018, during 2019 the Board of Directors approved the methods for implementing the recommendations, choosing the issue of an advice to shareholders by the outgoing Board as one of the tools to be used<sup>77</sup>.

The aforementioned advice to shareholders was approved by the Board of Directors, after consulting the Nomination Committee, on February 27, 2020, in the run up to the appointment of a new Board. The advice takes stock of the diversity issues listed in Art. 123-bis, paragraph 2, letter d-bis) of the Consolidated Law on Financial Intermediation and in the Corporate Governance Code, and of the outcomes of last Board review, which examined it, also adding further aspects of diversity with respect to those recommended by the Code and the Law (e.g. in terms of specific skills).

The outcome of the self-assessment and the advice to Shareholders are discussed in a specific sections of the Report, which you are invited to consult.

The diversity issues regarding the composition of the Board of Statutory Auditors, other than the question of gender balance referred to earlier, also underwent analysis in the review conducted by the Board of Statutory Auditors, following which the outgoing Board issued its advice to Shareholders<sup>78</sup>.

#### Advice of the Board of Statutory Auditors

On February 27, 2020 the Board of Directors also approved a statutory change regarding gender quotas in the composition of corporate bodies to adapt to regulatory changes made by Law No. 160 of 2019.

### Eni's subsidiaries

Since 2011, the Board of Directors of Eni has recommended that the unlisted Italian subsidiaries move forward the effects of the law on gender balance, thereby achieving in 2012 the goal that at least one third of the members of the board appointed are women with regard to those appointments that Eni may make as a shareholder.

In 2013, these companies amended their By-laws to ensure that, for three consecutive terms, the compositions<sup>79</sup> of the boards of directors and the boards of statutory auditors, including in the case of replacement of a member respect this policy. More specifically, they must ensure that the less represented gender receives at least one-fifth of the positions of each board in the first election and one-third of the positions in the next two elections.

The following chart illustrates the representation of women on the corporate bodies of Eni subsidiaries at December 31, 2019.

[75] For more information, please refer to the section "Board review and advice for shareholders on the composition of the Board" of this Report.

[76] For more information, please refer to the section "Board review and advice for shareholders on the composition of the Board" of this Report.

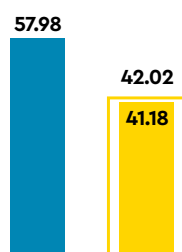
[77] For more information, please refer to the section "Board review and advice for shareholders on the composition of the Board" of this Report.

[78] For more information, please refer to the section "Board of Statutory Auditors" of this Report.

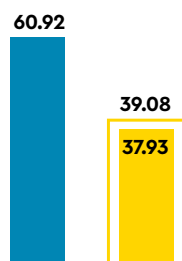
[79] Specified in Art. 2 of Presidential Decree No. 251 of November 30, 2012.

**BOARD OF DIRECTORS  
ENI SPA ITALIAN SUBSIDIARIES\***  
31.12.2019 (%)

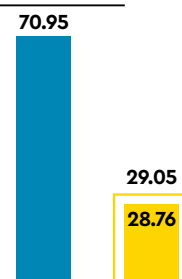
● Male    ● Female  
● Female appointed by Eni


**BOARD OF STATUTORY AUDITORS  
ENI SPA ITALIAN SUBSIDIARIES\***  
31.12.2019 (%)

● Male    ● Female  
● Female appointed by Eni


**BOARD OF DIRECTORS ENI SPA  
ITALIAN AND FOREIGN\*\* SUBSIDIARIES\*\*\***  
31.12.2019 (%)

● Male    ● Female  
● Female appointed by Eni



\* The companies considered are consolidated Eni subsidiaries with a full consolidation method (29 companies) for consistency with the representation of the "2019 Consolidated Non-Financial Information".

\*\* The control bodies are not indicated in consideration of the fact that the control body is not always equivalent to the Board of Statutory Auditors in Italy, reflecting different governance models and the applicable legislation.

\*\*\* The companies considered are Eni's foreign and Italian consolidated subsidiaries with a full consolidation method (29 Italian companies and 147 foreign companies) for consistency with the representation of the "2019 Consolidated Non-Financial Information".

The Management System Guideline for "Corporate Governance for Eni companies"<sup>80</sup> approved by the Board of Directors on May 30, 2013 and updated on October 26, 2017 provides that, subject to legal requirements, in choosing the members of the management and control bodies of its foreign subsidiaries, Eni must consider diversification, also in terms of gender, where possible.

## Shareholders' Meeting and rights<sup>81</sup>

The Shareholders' Meeting is the body through which shareholders may actively participate in Company life by expressing their will, in the manner and on the issues specified by the law and the Company By-laws. The Shareholders' Meeting meets on an ordinary or extraordinary basis.

The call and operation of the Meeting and the methods for exercising the rights of the shareholders are those provided for by law and the By-laws.

### Responsibilities of the Shareholders' Meeting

#### Ordinary Shareholders' Meeting

Pursuant to the law, the ordinary Shareholders' Meeting (i) approves the annual report (which, for Eni, ends as at December 31); (ii) appoints and removes Directors<sup>82</sup>, and determines their number within the limits set forth in the By-laws; (iii) appoints the Statutory Auditors and the Chairman of the Board of Statutory Auditors; (iv) assigns the engagement to perform the statutory audit, upon a proposal of the Board of Statutory Auditors; (v) determines the remuneration of the Directors and Statutory Auditors; (vi) deliberates on the responsibilities of the Directors and Statutory Auditors; (vii) deliberates on any other issues ascribed to it by law, as well as the authorisations required by the By-laws<sup>83</sup>; (viii) approves the Shareholders' Meeting rules.

#### Extraordinary Shareholders' Meeting

The extraordinary Shareholders' Meeting is called to resolve upon amendments to the By-laws and on extraordinary operations such as, for example, capital increases, mergers and demergers, excluding those matters for which the Board of Directors is responsible in accordance with the By-laws,

{80} For more information, refer to the section "Management System Guideline Corporate Governance for Eni companies" of this Report.

{81} Information provided in accordance with Art. 123-bis, first paragraph, letters e) and l) with reference to the By-laws and second paragraph, letter c) of the Consolidated Law on Financial Intermediation.

{82} Pursuant to Art. 18 of the Eni By-laws: "If the Shareholders' Meeting has not appointed a Chairman, the Board shall elect one from among its members".

{83} More specifically, under Art. 16.1 of the By-laws, the ordinary Shareholders' Meeting authorises the transfer of business.



pursuant to Art. 2365, paragraph 2, of the Italian Civil Code, namely: (i) merger through acquisition and proportional demerger of companies in which the Company holds shares or shareholdings equivalent to 90% or more of the share capital; (ii) opening or closing of secondary offices and (iii) updating the By-laws to bring them in line with legislative changes.

Specifically, with regard to regulations that apply to amendments to the By-laws, Eni is subject to ordinary legislation, except in those cases mentioned in the section of this Report on the special power given the State, to which the reader may refer.

## Methods of calling and participating in the Shareholders' Meeting

### Calling the Shareholders' Meeting

The Shareholders' Meeting is usually called by the Board of Directors<sup>84</sup>. In addition, in order to ensure greater clarity for shareholders, the By-laws clarify the minimum threshold – equivalent to one-twentieth of share capital – required for calling the Shareholders' Meeting at the request of the shareholders, while also outlining the restrictions and methods specified by law for exercising said option<sup>85</sup>.

Minimum threshold for calling the Shareholders' Meeting

In line with the applicable law, the By-laws state that the Board of Directors may call the Shareholders' Meeting to approve the annual financial statements within 180 days from the close of the financial year, subject to the publishing of the draft financial statements approved by the Board of Directors within four months from the close of the financial year.

Both the ordinary and extraordinary Shareholders' Meetings, pursuant to Art. 16.2 of the By-laws, are normally held after a single call. The Board of Directors may decide to hold both kinds of Shareholders' Meetings after more than one call, if appropriate. In any case, the constitutive and deliberative majority specified by the law shall apply.

### Notice calling the Shareholders' Meeting

The Shareholders' Meeting is called by a notice published no later than thirty days prior to the date of the Shareholders' Meeting at first or single call<sup>86</sup>, on the Company's website and in the other manners set forth by Consob in a regulation, including publication of an extract in daily newspapers, and circulation through the centralised storage mechanism authorised by Consob called "1Info" (viewable at [www.1info.it](http://www.1info.it)).

Notice publication

This deadline, in accordance with Art. 125-bis, second paragraph, of the Consolidated Law on Financial Intermediation, is moved to forty days for Shareholders' Meetings called to elect members of the management and control bodies through the use of slates.

The notice calling the meeting, the content of which is defined by the law and the By-laws, contains all the necessary instructions on how to participate in the Shareholders' Meeting including, in particular, information on how to obtain proxy forms and vote by mail forms, including via the Company's website.

### Report containing the Shareholders' Meeting agenda

Pursuant to Art. 125-ter of the Consolidated Law on Financial Intermediation, unless otherwise specified by other applicable law, the Board of Directors should make available to the public a report on each item on the agenda, within the same time period for publishing the notice calling the meeting

[84] Pursuant to Art. 28.4 of the Eni By-laws, the Board of Statutory Auditors may, having first notified the Chairman of the Board of Directors, call the Shareholders' Meeting. The power to call the Shareholders' Meeting may be exercised if supported by at least two Statutory Auditors.

[85] Pursuant to Art. 2367 of the Italian Civil Code, shareholders may not request that a Shareholders' Meeting be called for matters which, under the law, the Shareholders' Meeting deliberates upon a proposal of the Directors or on the basis of a project or report of the Directors; apart from these cases, shareholders who request a Meeting be called must prepare a report on the proposals concerning the issues to be discussed; the Board of Directors should make it available to the public, together with any comment, at the time the notice calling the meeting is published, in accordance with the provisions of Art. 125-ter, third paragraph, of the Consolidated Law on Financial Intermediation. In the event of a delay by the Board of Directors, the Board of Statutory Auditors will make the shareholders' report, along with its own comments, available to the public.

[86] This term is moved back to twenty-one days for Shareholders' Meetings specified in Art. 2446 (reduction of share capital due to financial losses), Art. 2447 (reduction of share capital to below the legal limit), and Art. 2487 (appointment and removal of the liquidators; criteria for the liquidation procedure) of the Italian Civil Code.

envisaged by virtue of each of the items on the agenda, at the Company's headquarters, on the Company's website and in the other manners set forth by Consob in a regulation.

Reports prepared pursuant to other applicable law are made available to the public in the terms set forth in the same law and the manners indicated above.

The record date mechanism applies to participate and vote in a Shareholders' Meeting

### Record Date

With regard to Shareholders' Meeting attendance and voting, the so-called "record date" mechanism applies (Art. 13.2 of the By-laws), which establishes that the right to participate in a Meeting and vote must be certified by a statement submitted by an authorised intermediary on the basis of its accounting records to the Company on behalf of the person entitled to vote.

This statement shall be submitted on the basis of the balances recorded at the end of the seventh trading day prior to the date of the Shareholders' Meeting. Credit or debit records in the intermediary's accounts after this date have no effect in terms of legitimizing the exercise of voting rights in the Shareholders' Meeting.

The Company must receive the statements submitted by the intermediary by the end of the third trading day prior to the date set for the Shareholders' Meeting, or by the date established by Consob regulations, in agreement with the Bank of Italy, without prejudice to legitimate attendance and the right to vote in the event that the certifications reach the Company after the deadline, provided that it reaches the Company by the start of the Shareholders' Meeting at each call.

The Eni By-laws clarify that the record date is determined with reference to the date of the Meeting at first call, provided that subsequent call dates are indicated in the notice at first call; otherwise, it is determined with reference to the individual meeting dates.

### Tools for participating in and voting at the Shareholders' Meeting

The Company aims to provide shareholders with tools to facilitate participation in Shareholders' Meetings and exercise the right to vote.

In particular, without prejudice to the possibility of voting by mail in compliance with the law, the following provisions have been set forth in the By-laws:

- assignment of Shareholders' Meeting proxies via electronic means<sup>87</sup>;
- electronic notification of the proxies, which the shareholder may do through the appropriate section of the Company's website, in the manner set forth in the notice calling the meeting;
- attending Shareholders' Meeting by means of telecommunications systems or voting by mail-in or electronic ballot. The By-laws defer to the notice calling the meeting regarding the instructions on using these telecommunications systems.

The Designated Representative

### Designated Representative and other initiatives for shareholders

Furthermore, the Company may designate a person (the "Designated Representative") to whom shareholders may grant proxies, with the relevant instructions, for all or some of the proposals on the agenda up until the end of the second trading day prior to the date for the Shareholders' Meeting. Since the Shareholders' Meeting held in 2011, Eni has made use of its right to appoint a Designated Representative to whom shareholders can freely grant proxies.

Lastly, in order to simplify proxy voting by shareholders who are employees of the Company and who belong to shareholders' associations that meet applicable legal requirements, the By-laws provide that Eni shall make available to these shareholders' associations locations for communications and collecting proxies, in accordance with the terms and conditions agreed with the legal representatives of said associations.

(87) Pursuant to Art. 135-novies, paragraph 6, of the Consolidated Law on Financial Intermediation, an electronic proxy can be granted via computer document signed electronically in accordance with the Digital Government Code (Legislative Decree No. 82/2005).

To ensure that shareholders can exercise the rights established in Eni's By-laws, a special section of the Company's website is dedicated to the Shareholders' Meeting through which it is possible, among other things, to submit questions before the Shareholders' Meeting and provide electronic notification of proxies.

In addition, to make it easier for shareholders to exercise their rights, the simple proxy form, the form used to grant a proxy to the Designated Representative, and the vote by mail forms are available in the special section on the Eni website, together with the relevant documentation and information on providing notification, including electronically, of proxies, granting a proxy to the Designated Representative and vote by mail forms.

In order to stimulate the interest of shareholders and promote a greater degree of involvement in Company life, the Company has created a video and a Shareholder's Guide available on its website with clear and direct information on attendance procedures and on the rights that can be exercised at the Shareholders' Meeting.

### Additions to the agenda and proposed resolutions

Pursuant to the law and the By-laws, Shareholders who severally or jointly represent at least one fortieth of the Company's share capital may:

- ask for items to be added to the agenda by submitting a request within ten days of publication of the notice calling the meeting, or other term as provided for by the law. The request, which cannot include matters upon which the Shareholders' Meeting must resolve upon a proposal of the Directors or on the basis of a project or report of the Directors, must specify the additional items proposed and must be accompanied by a report to the Board of Directors on the matters proposed for discussion. This report must be made available to the public at the Company's registered office, on the Company's website and as otherwise provided for by applicable regulations, together with any evaluations by the Board of Directors, at the same time as publication of the notice of the additions to the agenda and within fifteen days prior to the date of the Shareholders' Meeting;
- submit proposed resolutions on items already in the agenda in the manner and within the time period given for adding items to the agenda.

Additions to the agenda  
and proposed resolutions

Proposed resolutions on the items in the agenda may be presented by individual shareholder entitled to vote at the Shareholders' Meeting, even if such shareholders do not meet the share capital threshold indicated above.

Additions to the agenda and proposed resolutions may also be submitted electronically, provided that the shareholder complies with any requirements indicated by the Company in the notice calling the meeting for identifying such shareholder.

### Shareholders' Meeting Rules

The efficient and orderly running of the Shareholders' Meetings and the right of each shareholder to comment on individual items on the agenda are guaranteed by the Shareholders' Meeting Rules available on the Eni website.

### Questions prior to the Shareholders' Meeting

The Board of Directors strives to ensure timely and easy access to any Company information regarded as important for shareholders so that they may exercise their rights in an informed manner<sup>88</sup>. Furthermore, those entitled to vote may submit questions on matters on the agenda even before the start of the Shareholders' Meeting.

Questions prior to the  
Shareholders' Meeting

Any questions received prior to the Shareholders' Meeting shall be answered at the latest during the Meeting itself, including in paper form distributed at the start of the Meeting to those entitled to vote. The Company may provide a single answer to questions with similar content and is not required to

[88] For more information, please refer to the section on "Relations with shareholders and the market" of this Report.

reply when the information is already available in "question and answer" format in the appropriate section of its website.

The notice calling the Meeting indicates the date by which questions must be submitted to the Company: no more than 5 days of open market prior to the Shareholders' Meeting at first or single call, or the above mentioned "record date" if the Company indicates in the notice that it plans to answer questions prior to the Meeting. In the latter case, the answers must be provided at least two days prior to the Shareholders' Meeting and must be published in the appropriate section of Eni's website; the right to exercise voting rights can be certified submission of questions as long as within the third day following the "record date".

Shareholders' Meetings are chaired by the Chairman of the Board of Directors, or in the event of his absence or impediment, by the CEO, or in their absence, by a person named by the Shareholders' Meeting. The Chairman of the Shareholders' Meeting explains the items to be discussed and conducts the Meeting to ensure a fair discussion and that shareholders have the right to comment and receive answers on each of the agenda items.

## Board of Directors<sup>89</sup>

MEMBER	POSITION	M/m	CRC	RC	NC	SSC	YEAR OF FIRST APPOINTMENT	TERM
<b>Emma Marcegaglia</b>	Independent Chairman*	M					May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Claudio Descalzi</b>	Chief Executive Officer	M					May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Andrea Gemma</b>	Independent Director	M		C			May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Pietro Angelo Guindani</b>	Independent Director	m				C	May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Karina Litvack</b>	Independent Director	m					May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Alessandro Lorenzi</b>	Independent Director	m	C				May 2011	Shareholders' Meeting called to approve 2019 financial statements
<b>Diva Moriani</b>	Independent Director	M			C		May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Fabrizio Pagani**</b>	Non-Independent Director	M					May 2014	Shareholders' Meeting called to approve 2019 financial statements
<b>Domenico Livio Trombone</b>	Independent Director	M					April 2017	Shareholders' Meeting called to approve 2019 financial statements
<b>Roberto Ulissi</b>	Board Secretary and Corporate Governance Counsel (Company Secretary)							

● CRC - Control and Risk Committee   
 ● SSC - Sustainability and Scenarios Committee   
 C Chairman  
● NC - Nomination Committee   
 ● RC - Remuneration Committee   
 M - majority   
 m - minority

\* The Chairman meets the independence requirements provided for by law, as referred to the Company By-laws. In accordance with the provisions of the Corporate Governance Code, the Chairman cannot be designated as Independent as she is a key officer of the company.

\*\* On July 27, 2017 the Board of Directors established an Advisory Board, which is chaired by Director Fabrizio Pagani and composed of leading international energy experts: Ian Bremmer, Christiana Figueres, Philip Lambert and Davide Tabarelli.

[89] Information provided in accordance with Art. 123-bis, second paragraph, letter d) of the Consolidated Law on Financial Intermediation.

## Composition

Pursuant to Art. 17 of the By-laws, the Board of Directors is composed of no fewer than three and no more than nine members, elected by the ordinary Shareholders' Meeting, which determines their number within these limits.

The By-laws state that non-controlling shareholders can appoint three-tenths of the total number of Directors on the Board<sup>90</sup>.

The Shareholders' Meeting of April 13, 2017:

- confirmed the number of Directors at nine;
- confirmed the duration of the Board's term at three financial years and in any case until the date of the Shareholders' Meeting that will be called to approve the financial statements for the 2019 financial year;
- appointed the Board of Directors and Chairman of the Board, in the persons of Emma Marcegaglia (Chairman), Claudio Descalzi, Andrea Gemma, Pietro A. Guindani, Karina A. Litvack, Alessandro Lorenzi, Diva Moriani, Fabrizio Pagani and Domenico Livio Trombone, specifically:
  - 1) Emma Marcegaglia, Claudio Descalzi, Andrea Gemma, Diva Moriani, Fabrizio Pagani and Domenico Livio Trombone were nominated from the slate of candidates submitted by the Ministry of the Economy and Finance, which at the time owned 4.34% of the share capital. Present at the vote was 63.27% of the share capital. The slate was elected by the majority of the shareholders that participated in the Shareholders' Meeting (about 56.43% of the voting capital), equal to 35.7% of the share capital;
  - 2) Pietro A. Guindani, Karina A. Litvack and Alessandro Lorenzi were nominated from the slate of candidates submitted by institutional investors, holding a total of 1.7% of the share capital. Present at the vote was 63.27% of the share capital. The slate was elected by the non-controlling shareholders that participated in the Shareholders' Meeting (about 42.93% of voting capital), equal to 27.16% of share capital.

The Board is composed by 9 Directors, 3 of whom designated by minority shareholders

The Shareholders' Meeting also appointed Emma Marcegaglia as Chairman of the Board of Directors. She was the candidate listed first in the majority slate, submitted by the Ministry of the Economy and Finance. Around 63.01% of the share capital took part in the voting, with 62.46% of the entire share capital voting in favour of her appointment (equal to around 99.12% of the shares present at the Meeting).

On April 13, 2017, the Board confirmed the appointment of Claudio Descalzi as Chief Executive Officer and General Manager of the Company.

On April 13, 2017, Roberto Ulissi, Corporate Affairs and Governance Senior Executive Vice President of the Company, was confirmed by the Board as the Secretary of the Board of Directors upon a proposal of the Chairman. In addition, the Board of Directors appointed the Secretary to be Corporate Governance Counsel, reporting hierarchically and functionally to the Board and, on its behalf, to the Chairman. He provides independent assistance and advice to the Board and to the Directors and periodically presents a report to the Board on the functioning of Eni's corporate governance system.

Below are some personal and professional profiles of Eni's current Board members.

[90] Art. 4, paragraph 1-bis, of Law No. 474/1994 (as amended by Legislative Decree No. 27/2010), providing that privatized listed companies apply the general framework set down in the Consolidated Law on Financial Intermediation, confirms that at least one-fifth of the voting directorships must be allocated to slates submitted by non-controlling shareholders.

**EMMA MARCEGAGLIA**

Date of birth: 1965

Position: Chairman

Participation on Committees: -

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate

Governance Code: 1

Slate elected on: majority (Ministry of the Economy and Finance)

She was born in Mantua in 1965 and has been Chairman of Eni since May 2014. She has been Chairman of the Fondazione Eni Enrico Mattei since November 2014. She is also Chairman and CEO of Marcegaglia Holding SpA and Deputy Chairman and CEO of the subsidiary companies operating in the processing of steel. She is also Chairman and CEO of Marcegaglia Investments Srl, the holding company of the diversified activities of the group. She is a member of the Board of Directors of Bracco SpA and Gabetti Property Solutions SpA. From 1994 to 1996 she was National Deputy President of Young Entrepreneurs of Confindustria, from 1997 to 2000 she was President of the European Confederation of the Young Entrepreneurs (YES), from 1996 to 2000 President of Young Italian Entrepreneurs of Confindustria and from 2000 to 2002 she was Vice President of Confindustria for Europe. From May 2004 to May 2008 she was Confindustria Vice President for infrastructures, energy, transport and environment and Italian Representative of the top High Level Group for energy, competitiveness and environment set up by the European Commission. From May 2008 to May 2012 she was President of Confindustria. From July 2013 to July 2018 she was President of BusinessEurope. She was a member of the Management Board of Banco Popolare and Director of Finecobank SpA and Italcementi SpA. She held the position of Chairman of the Aretè Onlus Foundation. From July 2010 to June 2019 she was President of the University Luiss Guido Carli. She graduated in Business Administration at the Bocconi University in Milan and attended a Master in Business Administration at New York University.

**CLAUDIO DESCALZI**

Date of birth: 1955

Position: Chief Executive Officer

Participation on Committees: -

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate

Governance Code: -

Slate elected on: majority (Ministry of the Economy and Finance)

Born in Milan, he has been Eni's CEO since May 2014. He is a member of the General Council and of the Advisory Board of Confindustria and Director of Fondazione Teatro alla Scala. He is a member of the National Petroleum Council. He joined Eni in 1981 as Oil & Gas field petroleum engineer and then became project manager for the development of North Sea, Libya, Nigeria and Congo. In 1990 he was appointed Head of Reservoir and operating activities for Italy. In 1994, he was appointed Managing Director of Eni's subsidiary in Congo and in 1998 he became Vice President & Managing Director of Naoc, a subsidiary of Eni in Nigeria. From 2000 to 2001 he held the position of Executive Vice President for Africa, Middle East and China. From 2002 to 2005 he was Executive Vice President for Italy, Africa, Middle East, covering also the role of member of the board of several Eni subsidiaries in the area. In 2005, he was appointed Deputy Chief Operating Officer of the Exploration & Production Division in Eni. From 2006 to 2014 he was President of Assomineraria and from 2008 to 2014 he was Chief Operating Officer in the Exploration & Production Division of Eni. From 2010 to 2014 he held the position of Chairman of Eni UK. In 2012, Claudio Descalzi was the first European in the field of Oil & Gas to receive the prestigious "Charles F. Rand Memorial Gold Medal 2012" award from the Society of Petroleum Engineers and the American Institute of Mining Engineers. He is a Visiting Fellow at The University of Oxford. In December 2015 he was made a member of the "Global Board of Advisors of the Council on Foreign Relations". In December 2016 he was awarded an Honorary Degree in Environmental and Territorial Engineering by the Faculty of Engineering of the University of Rome, Tor Vergata. He graduated in Physics in 1979 from the University of Milan.

**ANDREA GEMMA**

Date of birth: 1973

Position: Director

Participation on Committees: Remuneration Committee (Chairman); Nomination Committee (member); Control and Risk Committee (member)

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate Governance Code: -  
Slate elected on: majority (Ministry of the Economy and Finance)

He was born in Rome in 1973 and has been Director of Eni since May 2014. He is Professor of Private Law at The Third University of Rome and was visiting professor at European Universities and at Villanova University. He is member of the strategic board of the American University of Rome. He is Appeal Court Lawyer. He is President of Board of Statutory Auditors of PS Reti SpA and Sirti SpA. He is also Official Receiver of Valtur SpA, Liquidator of Novit Assicurazioni SpA and Sequoia Partecipazioni SpA.

**PIETRO GUINDANI**

Date of birth: 1958

Position: Director

Participation on Committees: Sustainability and Scenarios Committee (Chairman); Remuneration Committee (member)

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate Governance Code: -  
Slate elected on: minority (Italian and foreign institutional investors)

He was born in Milan in 1958 and has been Director of Eni since May 2014. Since July 2008 he has been Chairman of the Board of Directors of Vodafone Italia SpA, where between 1995-2008 he was Chief Financial Officer and subsequently Chief Executive Officer. He previously held positions in the Finance Departments of Montedison and Olivetti and started his career in Citibank after graduating in Business at the Università Luigi Bocconi in Milan. He is currently also a Board Member of the Italian Institute of Technology and Cefriel-Polytechnic of Milan. He is Board Member of Confindustria and Member of the Executive Board of Confindustria Digitale; he is President of Asstel-Assotelecomunicazioni and Vice President responsible for Universities, Innovation and Human Capital of Assolombarda. He was also Director of Société Française du Radiotéléphone – SFR S.A. (2008-2011), Pirelli & C. SpA (2011-2014), Carraro SpA (2009-2012), Sorin SpA (2009-2012), Fincobank SpA (2014-2017) and Salini-Impregilo SpA (2012-2018).

**KARINA A. LITVACK**

Date of birth: 1962

Position: Director

Participation on Committees: Control and Risk Committee (member); Sustainability and Scenarios Committee (member)

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate Governance Code: -  
Slate elected on: minority (Italian and foreign institutional investors)

She was born in Montreal in 1962 and she has been a Director in Eni since May 2014. She is currently a member of the Advisory Board in Bridges Ventures LLC, a member of Business for Social Responsibility, a member of the Advisory Council for Transparency International UK, a member of the Senior Advisory Panel of Critical Resource and of the Board of Governors of the CFA Institute. She is the founder and executive member of the Board of Chapter Zero Limited. From 1986 to 1988 she was a member of the Corporate Finance team of PaineWebber Incorporated. From 1991 to 1993 she was a Project Manager of the New York City Economic Development Corporation. In 1998 she joined F&C Asset Management plc where she held the position of Analyst Ethical Research, Director Ethical

Research and Director Head of Governance and Sustainable Investments (2001-2012). She was also a member of the Board of the Extractive Industries Transparency Initiative (2003-2009) and of the Primary Markets Group of the London Stock Exchange Primary Markets Group (2006-2012). From 2003 to 2014 she was a member of the CEO Sustainability Advisory Panel of Lafarge SA; from January 2008 to December 2010 she was a member of the CEO Sustainability Advisory Panel of Veolia SA; from January to December 2010 she was a member of the CEO Sustainability Advisory Panel of ExxonMobil and Ipieca. From January 2010 to November 2017 she was a member of the CEO Sustainability Advisory Panel in SAP AG. From January 2015 to May 2019 she was a member of the Board of Yachad.

She graduated in Political Economy at the University of Toronto and in Finance and International Business from Columbia University Graduate School of Business.



#### ALESSANDRO LORENZI

Date of birth: 1948

Position: Director

Participation on Committees: Control and Risk Committee (Chairman); Remuneration Committee (member)

In office since: May 2011

Number of positions held in other companies for the purposes of the Corporate Governance Code: 2  
Slate elected on: minority (Italian and foreign institutional investors)

He was born in Turin in 1948 and has been Director of Eni since May 2011. He is Director and Chairman of the Internal Control Committee of Ersel SIM SpA and of Banca Albertini SpA. He began his career at SAIAG SpA in the Administration and Control area. In 1975 he joined Fiat Iveco SpA where he held a series of positions: Controller of Fiat V.I. SpA, Head of Administration, Finance and Control, Head of Personnel of Orlandi SpA in Modena (1977-1980) and Project Manager (1981-1982). In 1983 he joined GFT Group where he was Head of Administration, Finance and Control of Cidat SpA, a GFT SpA subsidiary (1983-1984), Central Controller of GFT Group (1984-1988), Head of Finance and Control of GFT Group (1989-1994) and Managing Director of GFT SpA, with ordinary and extraordinary powers over all operating activities (1994-1995). In 1995 he was appointed Chief Executive Officer of SCI SpA, where he oversaw the restructuring process. In 1998 he was appointed Operating Officer and was subsequently Director of Ersel SIM SpA until June 2000. In 2000 he became Executive Officer of Planning and Control at the Ferrero Group and General Manager of Soremartec, the technical research and marketing company of the Ferrero Group. In May 2003 he was appointed CFO of Coin Group and in 2006 he became Chief Corporate Officer at Lavazza SpA, becoming Board member from 2008 to June 2011. From July 2011 to September 2017 he was Chairman of Società Metropolitana Acque Torino SpA. From June 2016 to April 2019 he was Director of Mutti SpA.



#### DIVA MORIANI

Date of birth: 1968

Position: Director

Participation on Committees: Nomination Committee (Chairman); Control and Risk Committee (member); Remuneration Committee (member)

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate Governance Code: 3  
Slate elected on: majority (Ministry of the Economy and Finance)

She was born in Arezzo in 1968 and has been a Director in Eni since May 2014. She is currently Executive Vice Chairman of Intek Group SpA, Vice Chairman of KME AG, a German holding company of KME Group, Director of KME Srl, Member of the Supervisory Board of KME Germany GmbH and Director of Assicurazioni Generali SpA, Moncler SpA, Dynamo Academy, Dynamo Foundation and Associazione Dynamo. From 2007 to 2012 she was CEO of I2Capital Partners, a private equity fund sponsored by Intek Group SpA, with an investment strategy focused on "Special Situations" and from 2014 to 2017 CEO of KME AG. She is graduated in Economics at the University of Florence.



**FABRIZIO PAGANI**

Date of birth: 1967

Position: Director

Participation on Committees: Sustainability and Scenarios Committee (member)  
Nomination Committee (member); Advisory Board (Chairman)<sup>91</sup>

In office since: May 2014

Number of positions held in other companies for the purposes of the Corporate Governance Code: 1  
Slate elected on: majority (Ministry of the Economy and Finance)

He was born in Pisa in 1967 and has been a Director in Eni since May 2014. He is Global Head of Economics and Capital Market Strategy of Muzinich & Co. and Board member of Save SpA and of Banca Finint SpA. From 2014 to 2018 he has been Head of the Office of the Minister of Economy and Finance. He was Deputy Director of the International Training Programme for Conflict Management at the High School S. Anna in Pisa from 1995 to 1998, Professor of International Law in the Faculty of Political Science at the University of Pisa from 1993 to 2001, Deputy Chief of the Legislative Office at the Department of European Affairs from 1998 to 1999 and Counsellor for International Affairs in the Ministry of Industry and Foreign Trade from 1999 to 2001. He was Senior Advisor at the OECD from 2002 to 2006, Head of the Office of the State Undersecretary, within the Prime Minister Office from 2006 to 2008, board member of SACE SpA from 2007 to 2008, Political Counsellor of the OECD General Secretary from 2009 to 2011, Director of the G8/G20 Office at the OECD from 2011 to 2013 and Senior Economic Counsellor to the Prime Minister and G20 Sherpa from 2013 to 2014. He was a NATO Fellow and was a visiting scholar at Columbia University, New York. He graduated in International Studies at the Scuola Superiore Sant'Anna, Pisa, and has a Master degree from the European University Institute, Florence.

**DOMENICO LIVIO TROMBONE**

Date of birth: 1960

Position: Director

Participation on Committees: Nomination Committee (member); Sustainability and Scenarios Committee (Member)

In office since: April 2017

Number of positions held in other companies for purposes of the Corporate Governance Code: 4  
Slate elected on: majority (Ministry of Economy and Finance)

He was born in Potenza in 1960 and has been Director of Eni since April 2017. He is a certified chartered accountant and a certified public auditor. He is partner of Studio Trombone Dottori Commercialisti e Associati. He is currently Chairman of the Board of Directors of Consorzio Cooperative Costruzioni – CCC, of Focus Investments SpA, Società Gestione Crediti Delta SpA and Prelios Credit Servicing SpA. He is, among the others, Director of International World Group Srl. Furthermore, he is Chief Executive Officer of Atrikè SpA and Sole Director of FINCCC SpA and of Focus Investment International Srl. He is also Chairman of the Board of Statutory Auditors of Coop Alleanza 3.0 Sc, Cooperativa Immobiliare Modenese Soc. Coop., H2I SpA and of Tenute del Cerro SpA. He is standing Statutory Auditor, among the others, of: Arca Assicurazioni SpA, Arca Vita SpA, Cooperare SpA, Il Ponte SpA, Unipol Finance Srl, Unipol Investment SpA, UnipolPart I SpA and Unisalute SpA. He is Liquidator in Italcarni Sc and in Open. Co S.c. He is technical consultant in legal proceedings, coadjutor in bankruptcy proceedings, liquidator, trustee in bankruptcy and judicial commissioner. Over the years he held positions in banks, in asset management and insurance companies. More in detail, he was standing Statutory Auditor in Carimonte Holding SpA, Unicredit Servizi Informativi SpA, Immobiliare Nettuno Srl, Gespro SpA and in PLT Energia SpA. From April 2006 to March 2007 he was Director of Aurora Assicurazioni SpA. From October 2007 until the merger of the Company in FonSai SpA, he was Chairman of the Board of Statutory Auditors in Unipol Assicurazioni SpA. Until December 2008 he was Director in Banca Popolare del Materano SpA and BNTConsulting SpA. From April 2010 to October 2011 he was Chairman of the Board of Directors in BAC Fiduciaria SpA. From April 2009 to December 2011 he was Chairman of the Board of Statutory Auditors in Arca Impresa Gestioni SGR SpA. From April 2007 until April 2012 he was Chairman of the Board of Statutory Auditors in Cassa di Risparmio di Cento SpA.

[91] For further information on the Advisory Board, please refer to the section "Board Committees" of this Report.

From April 2010 to May 2016 he was Chief Executive Officer of Carimonte Holding SpA, becoming Chairman until 26 July 2018. From December 2011 to December 2012 he was independent Director in Serenissima SGR SpA. From December 2011 to April 2016 he was Director and Vice Chairman in Gradiente SGR SpA. From April 2007 to April 2016 he was Standing Statutory Auditor of Unipol Gruppo Finanziario SpA. From October 2017 to April 2019 he was Director of Aeroporto Guglielmo Marconi di Bologna SpA. From April 2013 to July 2019 he was Chairman of the Board of Statutory Auditors in Unipol Banca SpA.

He graduated in Economics from the University of Modena.

## Appointment<sup>92</sup>

### Voting slates

Directors are elected on the basis of slates

To ensure that non-controlling shareholders are represented on the Board, Directors are elected on the basis of slates.

This system has been set out in the Company By-laws since 1994, in compliance with the special rules that apply to the Company itself, envisaged by Art. 4 of Law No. 474/1994. The rule, however, which was amended by Legislative Decree No. 27/2010, with the introduction of paragraph 1-bis of Art. 4, states that during Shareholders' Meetings called after October 31, 2010, the procedure for appointing members of the Company bodies must comply with the provisions established for all listed companies, with the exception of the number of Board members allotted to non-controlling shareholders. Art. 4, paragraph 1-bis, of Law No. 474/1994 confirms that at least one-fifth of the voting directorships (rounded up) must be allocated to slates submitted by non-controlling shareholders.

Eni By-laws reserve to non-controlling shareholders the three-tens of the Board members.

### Right to submit slates

Pursuant to Art. 17 of the By-laws, which were appropriately amended to align its provisions with those of the above-mentioned decree, slates of candidates may be submitted by shareholders<sup>93</sup> when – either alone or together with others – they represent at least 1% of Eni's share capital or any other threshold established by Consob regulations. Since 2011, and most recently with its decision dated January 30, 2020, Consob set the threshold for Eni at 0.5% of share capital.

Ownership of the minimum holding needed to submit slates shall be determined with regard to shares registered in the name of the shareholder on the date on which the slates are filed with the Company, without considering any subsequent transfer of the shares.

Each shareholder may only submit (or contribute towards submitting) and vote for a single slate. Controlling persons, subsidiaries and companies under common control may not submit or participate in the submission of other slates, nor can they vote on them, either directly or through nominees or trustees.

### Composition, submission and publication of slates

Slates must list candidates in numerical order and expressly indicate those who fulfil the independence requirements specified by the law and By-laws. They are filed with the Company's registered office at least twenty-five days prior to the date of the Shareholders' Meeting convened to appoint the members of the Board of Directors, and are made available to the public at the Company's registered office, on its website and in any other manner established by law<sup>94</sup> and by Consob regulations at least twenty-one days prior to the Meeting date. Slates of candidates are also communicated to Borsa Italiana SpA.

[92] Information also provided pursuant to Art. 123-bis, first paragraph, letter l) of Consolidated Law on Financial Intermediation.

[93] Pursuant to Art. 17.3 of the By-laws, the Board of Directors may submit a slate of candidates.

[94] In accordance with Art. 147-ter of the Consolidated Law on Financial Intermediation and Eni By-laws, slates may also be filed with the Company using distance communication methods, provided that they comply with any requirements stated by the Company in the notice calling the Meeting that are strictly required to confirm the identity of the submitters.

All candidates must satisfy the integrity requirements established by applicable law. Together with the filing of each slate, on penalty of inadmissibility, the following shall also be filed: the curriculum vitae of each candidate, statements of each candidate accepting his nomination and affirming the absence of any grounds making him ineligible or incompatible for such position and that he satisfies the requirements of integrity and independence required by the law and the By-laws<sup>95</sup>.

#### Requirements for candidates

Furthermore, in line with legislative provisions, the By-laws of Eni<sup>96</sup> provide that at least two fifths of the Board shall consist of directors belonging to the less-represented gender, rounded up, unless the number of members of the Board is equal to three, in which case this number is rounded down. Slates that contain three or more candidates shall include candidates of both genders. The slates competing to appoint the majority of the members of the Board of Directors, made up of more than three candidates, must reserve two fifths to the positions on the slate to the less-represented gender, rounded up.

#### Rules to ensure gender balance in the composition of the Board

If the slate voting mechanism does not yield the minimum gender representation required by law, an impartial mechanism is used based upon the number of votes received by the candidates to identify those of the over-represented gender to be replaced by the members of the less represented gender who may be listed on the same slate or chosen by the Shareholders' Meeting.

The shareholders who submitted the slates must also be identified, indicating the percentage of the share capital held<sup>97</sup>.

Once the voting formalities are satisfied, seven-tenths of the Directors to be elected are drawn from the slate that receives the most votes of the shareholders, rounded off in the event of a decimal number to the next lowest whole number, in the order that they appear on the slate. The remaining Directors are drawn from the other slates, which shall not be connected in any way, directly or indirectly, to the shareholders who have submitted or voted for the slate that receives the largest number of votes<sup>98</sup>. For this purpose, the votes received by each slate shall be divided by one or two or three depending upon the number of Directors to be elected.

The quotients, or points, thus obtained shall be assigned progressively to candidates of each slate in the order given in the slates themselves. The candidates of all the slates shall be ranked by the points assigned in a single list in descending order. Those who receive the most points shall be elected. In the event that more than one candidate receives the same number of points, the candidate elected shall be the person from the slate that has not hitherto had a director elected or that has elected the least number of Directors.

In the event that none of the slates has yet had a Director elected or that all of them have had the same number of Directors elected, the candidate among all such slates who has received the highest number of votes shall be elected. In the event of equal slate votes and equal points, the entire Shareholders' Meeting shall vote again and the candidate elected shall be the person who receives a simple majority of the votes.

If the minimum number of independent Directors required under the By-laws has not been elected following the above procedure, the By-laws provide for supplemental mechanisms to be used.

#### Supplemental mechanisms

If, for any reason, including not being able to seat a full Board through slate voting, Directors are not appointed using this procedure, the Shareholders' Meeting shall resolve, with the required legal majorities, so as to ensure that the composition of the Board is compliant with the law and the By-laws.

[95] It is also requested that the statements indicate whether the candidate satisfies the independence requirements pursuant to Art. 3 of the Corporate Governance Code.

[96] See Articles 17 and 34 of the Company By-laws. The By-laws, first amended in 2012 to incorporate the provisions on gender balance established by Law No. 120/2011 – according to which the least represented gender must obtain, in the first term, at least one fifth of appointed directors and at least one third in the two subsequent terms, starting from the first appointment of corporate bodies after 12 August 2012 – have been modified by resolution of the Board of Directors of February 27, 2020 to adjust to the new regulatory provisions on the matter, pursuant to Law No. 160/2019 which reserves at least two fifths of the Directors to the less represented gender. The provisions aimed at ensuring compliance with current legislation on gender balance shall apply to six consecutive terms of the Board of Directors from the first appointment after January 1, 2020.

[97] In addition, in the case of slates filed using distance communication methods, the requirements for confirming the identity of the submitters as specified in the notice calling the Meeting must be satisfied.

[98] The criteria for connection are set out in Art. 144-quinquies of the Consob Issuers' Regulation.

The slate voting procedure shall apply only to the election of the entire Board of Directors.

Pursuant to Art. 2386 of the Civil Code, referred to in Art. 17.5 of the Eni By-laws, if during the year one or more positions on the Board are vacated, the other members shall replace them with a resolution approved by the Board of Statutory Auditors, as long as the majority of the remaining Directors have been appointed by the Shareholders' Meeting. The Nomination Committee proposes candidates to serve as Directors to the Board, ensuring compliance with the requirements concerning the minimum number of independent Directors and the percentage reserved to the less represented gender. The Directors so appointed shall remain in office until the subsequent Shareholders' Meeting, which shall either confirm the appointment or appoint other Directors.

If a majority of the Directors should vacate their offices, the entire Board shall be considered to have resigned, and the Board shall promptly call a Shareholders' Meeting to elect a new Board.

## Succession plan for Executive Director and key personnel

With reference to plans for the succession of Executive Directors, the Nomination Committee has been entrusted by the Board of Directors with developing a proposed succession plan for the CEO, to be submitted to the Board, where possible and appropriate in relation to the Company's shareholding structure.

The "contingency plan" in the event the CEO is unexpectedly unable to perform his duties

At its meeting of February 17, 2015, after reviewing the Nomination Committee's evaluation, the Board of Directors decided not to prepare a succession plan for the CEO given the current shareholding structure of the Company. However, it decided upon a contingency plan, which sets out the steps to be taken in the event the CEO is unexpectedly unable to perform his duties.

The process and methodology for the succession plans for those holding key positions, including the plans for those positions that Eni's Board of Directors is responsible for appointing, have been used at Eni since 2012.

The process, which was presented on several occasions to the Nomination Committee starting in 2012, is managed by Eni's competent Human Resources Functions with the support of an external consultant, in particular for the aspects of methodological updating and for the activities that imply a comparison with the market.

In 2019 the Nomination Committee addressed the issue of succession plans for key strategic positions considering the following:

- confirmation of the adequacy of the process and methodology used;
- analysis of changes occurred in positions of strategic importance in the period June 2018-July 2019 with reference to their consistency with succession plans;
- completion of the analysis (started in 2018) of criteria relating to the succession plans of positions reporting directly to the Chief Executive Officer and preparation of a summary document for the Board of Directors on the overall succession plan of the first reporting line;
- effective application of the succession planning methodology for some positions, falling within the competence of the Committee, which have been subject to appointment during the year.

## Independence requirements

### The law and By-laws

The independence requirements established by law and By-laws

The Consolidated Law on Financial Intermediation establishes that at least one Director, or two if the Board is comprised of more than seven members, must satisfy the independence requirements for Statutory Auditors of listed companies as set out in Art. 148, paragraph 3 of that law, as well as any other requirements set out in codes of conduct if the By-laws so provide.

Art. 17.3 of Eni's By-laws improve on the existing law by establishing that at least one Director, if there are no more than five Directors, or at least three Directors, if there are more than five, shall satisfy

the independence requirements. The same article also provides for a mechanism beyond the ordinary election system for ensuring that the requirement of a minimum number of independent Directors is satisfied. By doing so, Eni seeks to strengthen the presence of independent Directors on its Board.

### Corporate Governance Code recommendations

Art. 3 of the Corporate Governance Code also recommends that an adequate number of non-executive Directors be independent, meaning that they do not maintain nor have they recently maintained, directly or indirectly, any business relationships with the issuer or persons linked to the issuer of such a significance as to influence their autonomous judgement. The number and competences of independent Directors must be adequate in relation to the size of the Board and the activity performed by the issuer and they must be such as to enable the formation of committees within the Board, in accordance with the guidelines set out in the Code.

The independence requirements established by Corporate Governance Code

As for issuers belonging to the FTSE-Mib index, such as Eni, the Code recommends that at least one-third of the Board members should be independent Directors, rounded down in the event of a decimal number to the next lowest whole number. In any event, there shall be no fewer than two independent Directors.

### Eni specifications

As to these requirements, Eni has further specified three points of the Code:

- "strategically important subsidiaries" in which the Director may have been a leading officer are identified [Criterion 3.C.1.b];
- the amount of "additional remuneration" that could compromise the independence of a non-executive Director has been established in the amount of 30% of "fixed remuneration" (Criterion 3.C.1.d)<sup>99</sup>;
- "close relative" was defined to include spouse, relatives and relatives-in-law within the second degree of kinship [Criterion 3.C.1.h].

### Board assessments

The Board of Directors assesses the independence of Directors, after verification by the Nomination Committee, based on the criteria established by the Consolidated Law on Financial Intermediation and on the requirements set forth in the Corporate Governance Code.

The assessment of the Board and the verification of the Nomination Committee

Upon appointment, periodically thereafter, and where necessary owing to specific events that could affect their independence, the non-executive Directors must provide statements that they satisfy the independence requirements and the Board assesses the independence of these Directors, taking account of all the above criteria and prioritizing substance over form, as required by the Corporate Governance Code. The Board also evaluates the independence of Directors when circumstances arise that could affect their independence. The Nomination Committee is responsible for enquiries connected with the Board's verification that the Directors satisfy the independence requirements.

In particular, the following assessments of independence of standing Directors were conducted:

- on April 13, 2017, shortly after its appointment, the Board of Directors, on the basis of statements made by the Directors and other information available to the Company, determined that Chairman Marcegaglia and Directors Gemma, Guindani, Litvack, Lorenzi, Moriani and Trombone satisfy the independence requirements established by law, as referenced in Eni's By-laws. Furthermore, Directors Gemma, Guindani, Litvack, Lorenzi, Moriani and Trombone were deemed independent by the Board pursuant to the criteria and parameters recommended by the Corporate Governance Code. Chairman Marcegaglia, in compliance with the Corporate Governance Code, could not be deemed independent as she is a key officer of the Company<sup>100</sup>;

[99] The Board also clarified that the compensation paid to the Directors for serving on the Sustainability and Scenarios Committee is not treated as additional remuneration for independence purposes, as it is for the other Committees envisaged by the Code.

[100] Although the Chairman of the Board of Directors is a non-executive Director, the Code treats her as a significant representative of the Company [Application Criterion 3.C.2 of the Corporate Governance Code].

- at its meetings of February 15, 2018, February 14, 2019 and most recently February 27, 2020, based upon the investigation performed by the Nomination Committee on the basis of the statements of the Directors and the information available to the Company, the Board of Directors confirmed the previous conclusion. For the purposes of the independence assessment, any transactions with related parties involving the independent Directors, indicating a closer relationship with the Director, were deemed relevant. During the last assessment, the Board confirmed that the commercial relationships between Eni and Vodafone Italy (a company of which Director Guindani is a significant officer) and between Eni and the companies of the KME Group (companies subject to a significant influence, also indirectly, by Director Moriani) are not significant for the purpose of assessing the independence, given the nature and the amounts of these relationships. The relationships were assessed on the basis of statements from the Directors and other information available to the Company, taking account of the fact that – in view of the nature of the companies referred to – the transactions between them and Eni are governed by the related parties transaction procedure and reported to the corporate bodies and were not deemed to affect the independence requirement. In addition, the Board confirmed continued compliance with the independence requirement by Director Lorenzi, who on May 5, 2020 will complete the ninth year of office as Director<sup>101</sup>, considering that his office expires on May 13, 2020.

The Board of Statutory Auditors always verified the proper application of the criteria and procedures adopted by the Board in assessing the independence of its members.

The assessments of the Board are reported in the tables attached to this Report.

## Integrity requirements, reasons for ineligibility and incompatibility

The Consolidated Law on Financial Intermediation specifies that individuals who perform management and administration functions in listed companies must fulfil the integrity requirements established for members of control bodies in the guidelines issued by the Minister of Justice pursuant to Art. 148 of the Consolidated Law on Financial Intermediation<sup>102</sup>.

In particular, Art. 17.3 of the By-laws, in transposing this provision, establishes that all candidates for the position of Director must fulfil the integrity requirements specified in current regulations. In addition, the Directors are required to fulfil additional specific requirements established by any special rules applicable to them.

### Periodic evaluation of the Board

The same provision also requires the Board to periodically evaluate the independence and integrity of Directors and ascertain the absence of circumstances that would render them ineligible or incompatible.

Pursuant to Art. 17.3 of the By-laws, if a Director does not or no longer satisfies the independence and integrity requirements declared and established by law or if circumstances arise that render him ineligible or incompatible, the Board shall declare that the Director has forfeit the position and replace him, or shall invite him to rectify the circumstances rendering him incompatible by a deadline set by the Board itself, on penalty of forfeiture.

The Nomination Committee is responsible for enquiries connected with the periodic verification that the Directors satisfy the integrity requirements and the absence of circumstances that would render them ineligible or incompatible.

Upon appointment and thereafter on a periodic basis, the Directors are required to issue statements that they satisfy the integrity requirements under applicable law, as well as the absence of grounds for ineligibility, incompatibility or forfeiture, and the Board verifies that the integrity requirements have been satisfied, in accordance with current regulations. The appointed Directors must notify the

(101) Article. 3.C.1. lett. e) of the Corporate Governance Code provides that a director does not normally appear independent if he has been a director for more than nine years in the last twelve years.

(102) Ministerial Order No. 162 of March 30, 2000.

Company if they should no longer satisfy the independence and integrity requirements or if cause for ineligibility or incompatibility should arise.

At its meetings of April 13, 2017 and, after investigation by the Nomination Committee, during the meetings of February 15, 2018, February 14, 2019 and February 27, 2020, the Board of Directors – on the basis of the statements made and the information available to the Company – verified that the integrity requirements have been satisfied by all the Directors and that there are no circumstances rendering any of the Directors ineligible or incompatible or at risk of forfeiture, including with regard to any Eni holdings in financial, banking and/or insurance companies.

## Policy of the Board of Directors on the maximum number of offices held by its members in other companies

With its resolution of April 13, 2017 (confirming the guidelines established on September 17, 2015), the Board of Directors specified the general criteria for determining the maximum number of management and control offices that can be held by its members in other companies that are compatible with effective performance of their role as Director of Eni.

The Board resolved that:

- an executive Director should not hold the office of: (i) executive Director in any other company listed on an Italian or foreign regulated stock market<sup>103</sup>, or in any financial<sup>104</sup>, banking or insurance company or in a company with shareholders' equity exceeding €10 billion and (ii) non-executive Director or Statutory Auditor (or member of another controlling body) in more than one of the aforesaid companies; (iii) non-executive Director in another issuer of which a Director of Eni is an executive Director<sup>105</sup>;
- a non-executive Director, in addition to the office held in Eni, should not hold the office of: (i) executive Director in more than one of the aforesaid companies and non-executive Director or Statutory Auditor (or member of another controlling body) in more than three of the such companies; (ii) non-executive Director or Statutory Auditor (or member of another control body) in more than five of such companies; (iii) executive Director of another issuer of which an executive Director of Eni is a non-executive Director.

The executive Director

The non-executive Director

The limit on multiple offices excludes offices held in Eni Group companies.

If these limits are exceeded, the Director will promptly inform the Board, which will assess the situation in light of the interests of the Company and will call upon the Director to take action in accordance with its decision. In any case, before taking up the office of director or statutory auditor (or member of another control body) in another company that is not a direct or indirect subsidiary or associated company of Eni, the executive Director shall inform the Board of Directors, which will prohibit him from taking up the office where it believes such to be not compatible with the functions attributed to the executive Director and with the interests of Eni. The rules applicable to executive Director also apply to Chief Operating Officers, if any, with the exception of the prohibitions on cross-directorships.

On the basis of information provided, the Board of Directors following its appointment and periodically, after investigation by the Nomination Committee, verified that the Directors have complied with the aforementioned limits on multiple offices in its meetings of February 15, 2018, February 14, 2019 and February 27, 2020<sup>106</sup>.

The assessment of the Board and the previous verification of the Nomination Committee

[103] In its meeting on February 15, 2018, acting on the proposal of the Nomination Committee, the Board specified, in accordance with Criterion 1.C.2 of the Corporate Governance Code, that the listed companies relevant for the purposes of the limits on multiple offices are companies listed on regulated markets.

[104] For the purposes of assessing the number of offices held, financial companies are those companies defined under Art. 106 of Legislative Decree No. 385/1993 (Consolidated Law on Banking) and companies that provide investment or collective portfolio management activities or services pursuant to the Consolidated Law on Financial Intermediation.

[105] Criterion 2.C.6 of the Corporate Governance Code.

[106] In particular, Director Trombone underwent a further verification on April 4, 2019, with subsequent update on May 30, 2019, following communications made by the Director himself on his offices. The Board confirmed the Director's compliance with the limit on multiple offices.

Information on the number of offices relevant for the purposes of the limits on multiple offices held by Board members, as resulting from the most recent verification of February 27, 2020, is available in the chart attached with this Report.

In addition, the above chart also shows how many Board and Committee meetings each Director attended.

## Powers and responsibilities

The Board of Directors has been granted the broadest powers for the ordinary and extraordinary administration of the Company to pursue its purpose.

On April 13, 2017, the Board of Directors confirmed Claudio Descalzi<sup>107</sup> as Chief Executive Officer and General Manager, granting him the broadest powers for the ordinary and extraordinary administration of the Company, excluding those the Board reserved solely to itself and those that cannot be delegated by law.

At that same meeting, the Board also confirmed, in accordance with the Corporate Governance Code for listed companies, that the Head of Internal Audit will report to the Board, and on its behalf, to Chairman Emma Marcegaglia, without prejudice to his being functionally subject to the authority of the Control and Risk Committee and the CEO, as Director in charge of the internal control and risk management system. In addition, the Board also decided that the Chairman shall perform her duties under the By-laws as legal representative managing institutional relationships in Italy, together with the CEO.

### Reserved powers of the Board

In accordance with the resolution on reserved powers, the Board:

- 1) defines the system and rules of corporate governance for the Company and the Group and approves the Corporate Governance and Shareholding Structure Report with the opinion of the Control and Risk Committee with regard to the internal control and risk management system. It approves the guidelines for the internal regulatory system, the policies and, usually, the compliance and governance Management System Guidelines. Subject to the favourable opinion of the Control and Risk Committee, it adopts rules on the transparency and the substantive and procedural fairness of transactions with related parties and those in which a Director or a Statutory Auditor holds a personal interest or an interest on behalf of third parties, assessing on an annual basis whether any revision is needed. At the proposal of the CEO, it also adopts a procedure for the internal handling and the disclosure of Company documents and information, particularly inside information;
- 2) establishes the Board's internal Committees, which provide recommendations and advice, and appoints their members and Chairmen, determines their duties and remuneration and approves their rules of procedure and annual budgets;
- 3) acting on the proposal of the Nomination Committee, it expresses its policy on the maximum number of director or statutory auditor positions that can be held by its members in any other listed company, whether Italian or foreign, or in any financial, banking or insurance company or in a company of significant size that are compatible with the effective performance of their role as Director, taking into account the positions held on the Board's internal Committees as well;
- 4) delegates and revokes powers to/from the Chief Executive Officer and the Chairman, establishing the limits and methods for exercising these powers and determining, after examining the proposals of the Remuneration Committee, and consulting with the Board of Statutory Auditors, the remuneration connected with these duties. The Board may impart directives to the delegated bodies and itself undertake any operations falling within the delegated powers;
- 5) establishes the basic guidelines for the organisational, administrative and accounting structure of the Company (including the internal control and risk management system), its strategically important subsidiaries and the Group as a whole. It evaluates the adequacy of the organisational, administrative and accounting structure, of the Company, its strategically important subsidiaries and the Group as a whole, put in place by the Chief Executive Officer;

[107] Claudio Descalzi was appointed Chief Executive Officer of the Company for the first time on May 9, 2014. From 2008 to May 2014 he was the Chief Operating Officer of the Exploration & Production Division of Eni SpA.



- 6) after examining the proposals and with the opinion of the Control and Risk Committee, it establishes the guidelines for the internal control and risk management system<sup>108</sup> to ensure that the main risks of the Company and its subsidiaries are correctly identified, measured, managed and monitored, furthermore determining the degree of compatibility of such risks with a management consistent with identified corporate objectives. It establishes the financial risk limits for the Company. Having first received the opinion of the Control and Risk Committee it (i) examines the main risks facing the Company, identified by taking into account the nature of the business of the Company and its subsidiaries, as reported by the Chief Executive Officer at least once every three months and (ii) every six months evaluates the adequacy of the internal control and risk management system with regard to the nature of the business and its risk profile, as well as its effectiveness;
- 7) at least annually, it approves the Audit Plan prepared by the Head of the Internal Audit Department, having first received the opinion of the Control and Risk Committee and in consultation with the Board of Statutory Auditors and the Chief Executive Officer<sup>109</sup>. Having first received the opinion of the Control and Risk Committee and in consultation with the Board of Statutory Auditors, it evaluates the findings contained in the suggestion letter, if any, of the audit firm and in its report on the fundamental issues that arose during the statutory auditing;
- 8) defines, based upon a proposal of the Chief Executive Officer, the strategic guidelines and objectives of the Company and of the Group, including sustainability policies. It examines and approves the budgets, the strategic, industrial and financial plans of the Group, periodically monitoring their implementation, as well as agreements of a strategic nature for the Company. It examines and approves the plan for the Company's non-profit activities and approves operations not included in the plan whose cost exceeds €500,000, provided that reports on operations not included in the plan and not subject to Board approval are periodically submitted to the Board, in accordance with paragraph 10 below;
- 9) examines and approves the annual financial report, which includes Eni's draft Financial Statements and the Consolidated Financial Statements, and the semi-annual and quarterly financial reports in accordance with applicable regulations<sup>110</sup>. It examines and approves the Sustainability Report not already contained within the annual financial report;
- 10) receives reports from Directors with delegated powers at Board meetings, on at least a bi-monthly basis, on actions taken in exercising their delegated powers as well as on Group activities and on atypical or unusual transactions that have not been submitted to the Board for examination and approval, as well as on the execution of transactions with related parties and those in which the Directors and Statutory Auditors hold an interest in accordance with the relevant internal procedures. More specifically, it receives a semi-annual report explaining any changes in investment transactions previously approved by the Board, in accordance with points 14.b and 14.c below, on the basis of guidelines established by the Board itself. It also receives periodic reports on the implementation of the business and financial plans;
- 11) receives report from the Board's internal Committees on at least a semi-annual basis<sup>111</sup>;
- 12) assesses general trends in the operations of the Company and the Group on the basis of information received from Directors with delegated powers, paying particular attention to conflicts of interest and comparing results – as reported in the annual financial statements and interim financial reports – with budget forecasts;
- 13) examines and approves, having received the opinion of the Control and Risk Committee, transactions by the Company and its subsidiaries with related parties as provided for in the relative procedure approved by the Board, as well as transactions in which the Chief Executive Officer holds an interest pursuant to Art. 2391, first paragraph, of the Italian Civil Code, that fall under the responsibility of the Chief Executive Officer;

[108] The Board also established that the Chairman of the Board must be consulted during the process of approval by the Board of Directors of the guidelines for the internal control and risk management system, with regard to the part on Internal Audit activities.

[109] The Board also established that the Chairman of the Board must be consulted in approving the Audit Plan.

[110] Legislative Decree No. 25/2016, transposing Directive No. 2013/50/EU, in force as of March 18, 2016, has eliminated the obligation of publishing quarterly financial results. In accordance with Art. 82-ter of the Consob Issuers' Regulation, as most recently announced to the market in a press release on January 30, 2020 concerning the "2020 Financial Calendar", Eni plans to announce, on a voluntary basis, its consolidated quarterly results each year following approval by the Board of Directors due to be published on the dates indicated in the financial calendar. The results will be communicated in line with the Company policy of providing the market with regular information about its financial and operating performances considering the disclosure policy followed by peers that are reporting on a quarterly basis. The results will include, at the least, information on: an intermediate measure of the Group operating result and business sectors, such as operating profit or equivalent (reported and adjusted); net profit (for the Group), adjusted net profit (for the Group or business sector), net financial position (Group) and cash flow for the period; shareholders' equity (Group); leverage (Group).

[111] Since 2012, at each Board meeting the Chairmen of the Committees report to the Board on the most important issues addressed by the Committees in their most recent meetings.

- 14) evaluates and approves any transaction executed by the Company and its subsidiaries that has a significant impact on the Company's strategy, performance and financial position. The Board ensures compliance with the principle of operational autonomy with specific regard to the listed companies and companies subject to unbundling regulations. It also ensures the confidentiality of transactions between the subsidiaries and Eni or third parties for the protection of the subsidiaries' interests.

Transactions with a significant impact include the following:

- a) acquisitions and disposals of equity investments, companies or business units, mineral and property rights, transfers of assets, mergers, demergers and liquidations of companies exceeding €100 million, without prejudice to Art. 23.2 of the By-laws;
  - b) investments in fixed assets exceeding €300 million, or less if of particular strategic importance or if exposed to particular risk;
  - c) any exploration initiatives and portfolio operations in the E&P sector in new Countries;
  - d) sale and purchase contracts relating to goods and services other than investments and gas supplies with a total price exceeding €1 billion – except for ordinary business operations – or of a duration exceeding twenty years; gas supply contracts, or modifications to such contracts, in the amount of at least 3 billion cubic metres per year and with a ten-year duration;
  - e) financing granted to entities other than subsidiaries: (i) for amounts exceeding €200 million, if the amount is proportionate to the interest held or, (ii) in any amount, if to unrelated companies or the amount is not proportionate to the interest held;
  - f) issuing by the Company of unsecured and secured guarantees to entities other than subsidiaries: (i) for amounts exceeding €200 million, if in the interest of the Company or of Eni subsidiaries or associated companies, as long as the guarantee is proportionate to the interest held, or (ii) in any case, if the guarantees are issued in the interest of associated companies and the amount is not proportionate to the interest held. The Board delegates joint power to the Chief Executive Officer and to the Chairman to issue guarantees referred to in point (i) if the amount is between €100 million and €200 million;
  - g) Eni SpA intermediation agreements;
- 15) appoints and removes – acting upon a proposal of the Chief Executive Officer and in agreement with the Chairman and in consultation with the Nomination Committee – the Chief Operating Officers and grants their associated powers. In the case of appointment of the Chief Executive Officer as General Manager, the proposal is made by the Chairman;
- 16) appoints and removes – acting upon a proposal of the Chief Executive Officer and in agreement with the Chairman, in consultation with the Nomination Committee, and subject to the favourable opinion of the Board of Statutory Auditors – the Officer in charge of preparing financial reports (Financial Reporting Officer), and ensures that he has adequate powers and means to carry out his statutory duties and monitors compliance with the administrative and accounting procedures established by the abovementioned officer;
- 17) appoints and removes, acting upon a proposal of the Chairman, in agreement with the Chief Executive Officer and having received the favourable opinion of the Control and Risk Committee, and in consultation with the Board of Statutory Auditors and the Nomination Committee, the Head of Internal Audit Department, ensuring that he has adequate resources to carry out his duties and establishing his remuneration structure in accordance with the Company's remuneration policies, as well as approving the internal audit guidelines<sup>112</sup>. The Head of Internal Audit Department reports hierarchically to the Board and, on its behalf, to the Chairman, without prejudice to its functional dependence on the Control and Risk Committee and on the Chief Executive Officer, in his capacity as Director in charge of the internal control and risk management system;
- 18) appoints, acting upon a proposal of the Chief Executive Officer, in agreement with the Chairman and following consultation with the Nomination Committee, and having received the opinion of the Board of Statutory Auditors, the members of Eni Watch Structure (pursuant to Italian Legislative Decree No. 231/2001) determining its composition;
- 19) ensures the designation of a manager responsible for shareholders relations;

(112) The guidelines for Internal Audit activities "the Internal Audit Charter" are approved by the Board of Directors, on a proposal of the Chairman of the Board of Directors, in agreement with the Director in charge of the internal control and risk management system (the Chief Executive Officer) and having consulted the Control and Risk Committee.

- 20) examines and approves, acting upon the proposal of the Remuneration Committee, the Remuneration Report and, in particular, the remuneration policy for Directors and key management personnel to be presented to the Shareholders' Meeting called to approve the financial statements. After examining the proposals of the Remuneration Committee, it also establishes the criteria for the remuneration for the senior executives of the Company and of the Group and implements the share-based or financial instrument-based remuneration plans approved by the Shareholders' Meeting;
- 21) decides – acting upon a proposal of the Chief Executive Officer – on the exercise of voting rights and, in consultation with the Nomination Committee, on the appointment of members of corporate bodies of the strategically important subsidiaries. In the case of listed companies, the Board must guarantee compliance with the provisions of the Corporate Governance Code that fall under the competence of the Shareholders' Meeting;
- 22) formulates proposals to present to the Shareholders' Meeting;
- 23) examines and decides on other issues that Directors with delegated powers believe should be presented to the Board due to their particular importance or sensitivity.

In accordance with Art. 23.2 of the By-laws, the Board also decides upon: mergers and proportional spin-offs of companies in which the Company's shareholding is at least 90%; the establishment and closing of secondary offices; and the amendment of the By-laws to comply with regulatory provisions. For the purpose of the resolution referred to above and the application of the recommendations of the Corporate Governance Code that Eni has adopted, the term "strategically important subsidiaries" at the date of the resolution refers to Eni International BV and Versalis SpA<sup>113</sup>.

Pursuant to Art. 27 of the By-laws, the Chairman of the Board presides over the Shareholders' Meeting, convenes and chairs meetings of the Board of Directors and verifies that resolutions passed by the Board are implemented.

With regard to the recommendations in Art. 1 of the Corporate Governance Code, in addition to the general provisions referred to in the resolution on reserved powers, the Board:

- on January 16, 2020 evaluated the organisational, administrative and accounting structure of the Company, its strategically important subsidiaries and the Group as prepared by the Chief Executive Officer, finding it adequate;
- on February 27, 2020 approved the 2020-2023 Strategic Plan;
- for the purpose of assessing developments in operations, on the occasion of its examination of the financial reports and, most recently, on February 27, 2020, on the occasion of the approval of the 4th Quarter 2019 results, compared the results achieved with the budget (first year of the 2019-2022 Strategic Plan);
- on February 27, 2020, having considered the Reports of the Financial Reporting Officer (FRO) and CFO, including the Report on administrative and accounting structure, the Reports of the Control and Risk Committee, the Report on the organizational structure as regards the part on the Internal Control and Risk Management System (ICRMS) organizational structure, the Report on risks, the Report on the respect of the financial risk limits and the Integrated Compliance Report, and having consulted with the Committee, evaluated as positive: (i) the adequacy and effectiveness of the ICRMS in relation to the nature of the Company and its risk profile, as well as the consistency with the corporate objectives; (ii) the adequacy of the powers and resources available to the FRO as well as compliance with the administrative and accounting procedures prepared by the same<sup>114</sup>.

During the year the Board also decided on transactions of significant strategic or financial importance for the Company, as identified in the resolution on reserved powers.

The primary internal regulations approved by the Board of Directors, particularly those on compliance and governance, are described in the "Internal Control and Risk Management System" section of this Report.

[113] Among the strategic subsidiaries was also identified Saipem SpA. Since January 22, 2016, however, Eni no longer exercises sole control over Saipem, pursuant to art. 93 of the Consolidated Law on Financial Intermediation. However, the Board of Directors confirmed its competence to resolve on the exercise of voting rights and on the appointments of the members of the corporate bodies of Saipem SpA. For more information, please refer to the section "Material agreements that would become effective, be modified or extinguished in the event of a change of control of Eni" of this Report.

[114] For more information, please refer to the section "Internal Control and Risk Management System" of this Report.

#### Evaluations and decisions of the Board

## Meetings and running of meetings

### Board Rules

At the meeting held on April 13, 2017, the Board of Directors approved the rules on its operation and organisation, including the procedures for calling and running its meetings.

In particular, Board meetings are called by the Chairman who, having examined the proposal of the CEO, determines the agenda and usually sends it five days prior to the scheduled date of the meeting to the Directors, standing Statutory Auditors and the Magistrate of the Court of Auditors appointed to monitor the financial management of Eni and his replacement.

Normally, at the same time the notice calling the meeting is sent and, in any case, no more than three days prior to the date of the meeting, any documentation relating to the items on the agenda is made available, with the assistance of the Board Secretary, to the Directors, standing Statutory Auditors and the Magistrate of the Court of Auditors.

When necessary and urgent, the notice calling the meeting may be sent at least 12 hours in advance of the scheduled meeting time.

During the year, the time requirements in the Rules for the notice calling the meeting and the documentation relating to items on the agenda, apart from rare exceptions, have been respected.

### Information to Directors: the role of the Chairman

The Chairman, with the assistance of the Secretary, ensures the adequacy, completeness and clarity of the information, including those not in connection with a Board meeting, submitted or forwarded to the Board and may request to this end, from the Chief Executive Officer, the appropriate changes or additions.

Where it was not possible to provide the necessary information sufficiently in advance, the Chairman made sure that adequate and precise explanations were provided during Board meetings.

The Board Review for 2019 found general appreciation of the timeliness of information flows. In particular, it recognised the alignment of Eni with the recommendation of the Corporate Governance Committee with regard to an adequate management of information flows to the Board of Directors, ensuring an effective compliance with the requirements of confidentiality without compromising the completeness and timeliness of the information.

Special attention is devoted to ensuring the confidentiality of information, with the creation of a secure section of the Eni website with access reserved to the Directors, the Statutory Auditors and the Magistrate of the Court of Auditors, where they can review documentation concerning Board and Committees activities. The By-laws allow Board meetings to be held via videoconferencing and teleconferencing, and these procedures are specifically governed in the rules.

Managers of the Company and of its subsidiaries normally attended Board meetings to provide information on matters on the agenda<sup>115</sup>. Specific information is also provided on individual sectors in which the Company and the Group operate.

In accordance with the provisions of Art. 2391 of the Italian Civil Code and the internal regulations governing "Transactions involving interests of Directors and Statutory Auditors and transactions with related parties"<sup>116</sup>, before each item on the Board meeting's agenda is discussed, each Director is required to disclose whether he holds any personal interest or interest on behalf of third-parties in relation to the matters or issues to be discussed, clarifying their nature, terms, origin and extent.

[115] In accordance with the recommendations of Criterion 1.C.6 of the Corporate Governance Code.

[116] For more information, please refer to the relevant section of this Report.

In 2019, the Board of Directors met 13 times, each meeting lasting an average of 4 hours and 35 minutes, and with an average participation rate of 100% of the Directors<sup>117</sup>.

The tables accompanying this Report show the participation rate for each Director at Board meetings and at the meetings of those Committees of which he is a member.

In 2020, there have been 2 meetings held as of February 27, 2020. A further 11 meetings are scheduled to be held before the end of the year.

Pursuant to the Stock Exchange Rules, a public announcement is made within 30 days of the close of the previous financial year of the annual calendar of events (the “financial calendar”), specifying, among other things, the dates of the Board of Directors meetings called to examine the draft annual financial statements and interim financial reports required by applicable regulations, any preliminary financial statements and any other additional periodic financial disclosures<sup>118</sup>, as well as the date of the Shareholders’ Meeting to approve the financial statements for the year. The announcement also includes the dates of Board meetings called to determine the interim dividend payable for the year and to submit a proposal to the Shareholders’ Meeting for the balance of the dividend, accompanied by the associated distribution and ex-dividend dates. The financial calendar is available on Eni’s website, in the “Investors” section.

In 2019, in view of the frequency of Board meetings, the independent Directors had occasions to meet informally, to exchange views and hold discussions. The issues dealt with in this section were examined very closely during the annual Board self-assessment, which are addressed in a specific section of this Report. Following the Board Review, the independent Directors expressed appreciation for these opportunities for informal discussion and exchange of information.

## Board Secretary and Corporate Governance Counsel

With the approval of the Rules for Board operations referred to in the previous section and in line with the recommendations of the Corporate Governance Code, the Board specified the requirements for and duties of the Secretary, who also serves as Corporate Governance Counsel, providing advice to the Board and the Directors.

Since May 2014, the Board Secretary has also served as Corporate Governance Counsel

Specifically, under the rules governing the Board’s operation, the Secretary must meet the necessary requirements of professionalism, experience, independence of judgment, and must not have any conflicts of interest.

The Secretary reports directly and functionally to the Board and, on its behalf, to the Chairman.

The duties of the Secretary are set out in the relevant Charter annexed to the aforementioned Rules.

More specifically, he assists the Chairman in the preparation for Board meetings and Shareholders’ Meetings, in the drafting of their resolutions, in ensuring the adequacy, completeness and clarity of the information flows directed to the Board, in communication with the Directors, in the organisation of the Board Induction and Board Review, coordinates the secretaries of the Board Committees and handles the minutes of the Board meetings. He also assists the Chief Executive Officer in his dealings with the Board.

The Charter and duties

[117] With reference to the composition of the Board and Committees, it should be noted that following Consob provision of June 26, 2019, for facts relating to another issuer, Director Gemma was temporarily barred from the office and therefore also from Board Committees. On July 25, 2019, the Board resolved not to replace Director Gemma on the Committees and to assign the position of Interim Chairman of the Remuneration Committee to Director Lorenzi. On November 4, 2019, the Court of Appeal of Rome suspended the interdiction measure and, therefore, effective from that date, Director Gemma was reinstated in the office of member of the Board and of the Committees. On November 21, 2019, the Board of Directors resolved to reinstate the Director Gemma also in the office of Chairman of the Remuneration Committee. Thus the average percentage of attendance at Board meetings does not take into account the absence of Director Gemma at the Board meetings during the period of temporary interdiction from office.

[118] For more details, refer to the note on this matter in the section above on Board “Powers and Responsibilities”.

He also lends assistance and independent legal advice (regarding management) to the Board and the Directors in matters of corporate governance and on their powers, rights, duties and obligations, to ensure the proper exercise of their powers, protect them from any liability and ensure that the interests of all shareholders and other stakeholders considered by the system of corporate governance of the Company are taken into account.

The Secretary may carry out other functions within the Company provided they do not impair his independence of judgment towards the Board or the regular performance of his duties. In particular, on behalf of the CEO, he may carry out or supervise the functions of the aforementioned Corporate Affairs and Governance Department and assume its helm.

#### Powers and resources

The Chairman ensures that the Secretary has adequate authority, tools, organisational structure and staff to exercise his functions, monitors the independence of the Secretary and determines his salary, in line with the Company's policies for senior management.

The Board, following the proposal of the Chairman, establishes the annual budget allocated to the Secretary, separate from that relating to any other duties, over which the Secretary has autonomous spending power.

The Secretary reports annually to the Board on the use of the budget. He also reports periodically to the Board on the functioning of Eni's corporate governance system. This report allows the Board to regularly monitor the Company's corporate governance model by comparing it with the primary sector studies, choices made by peers and corporate governance innovations found in foreign codes and the standards issued by institutional bodies, noting any areas needing further improvement in the Eni system.

In order to regulate in detail the functions of the Board Secretary and Corporate Governance Counsel, described in general terms in the Board Rules and in the Secretary Charter, Eni adopted a procedure, approved by the Chairman in agreement with the Chief Executive Officer.

## Board Review and advice for shareholders on the composition of the Board of Directors

### Board and Peer Review for 2019

With regard to 2019, in accordance with international best practices and the provisions of the Corporate Governance Code, the Board of Directors launched, for the fourteenth straight year, a board review for the Board of Directors and its Committees.

#### The external advisor

As usual, and in line with the governance solutions adopted by Eni, the Board Review was conducted with the support of an external advisor to ensure objectivity in the process. In line with the duties assigned to it by the Board and with the Corporate Governance Code recommendations, the Nomination Committee played a supervisory role during the Board Review process.

The engagement was granted – for a term of three years – to Egon Zehnder, an advisor that also provides Eni and its subsidiaries with “executive assessment” and “executive search” services. The Board Review was performed in full methodological consistency with 2018, also taking into account the recommendations of the Corporate Governance Committee in the letter of the Chairman of the Committee in December 2019<sup>119</sup>, and benefitting from the usual comparison with best practices ensured by the advisor.

With the support of the same consultant, Eni's Board of Directors also decided to add a peer review to the Board Review, thus confirming a best practice already implemented in previous years.

#### The Board Review process

The Board Review began in December 2019 and was completed in February 2020. As established in the Corporate Governance Code, the Board Review examined the size, level of operation and composition

[119] For more information, please refer to “Observations on the letter of December 2019 of the Chairman of the Corporate Governance Committee” in the section “Compliance with the Corporate Governance Code for Listed Companies” of this Report.

of the Board and the Committees, taking into account the professional skills, experience, particularly management experience, diversity, including gender diversity, of the Directors and their seniority.

The Board Review process is carried out in the following phases:

- compilation by all the members of the Board of Directors of a self-assessment questionnaire specifically structured on Eni peculiarities and on the outcomes of the previous Board Review, in order to allow a comparison of trends and developments. For each topic, the questionnaire left adequate space for comments and suggestions, in order to enhance the individual contribution of each Director also by reporting any issues worthy of further study;
- in-depth individual discussions with all Directors, and the Chairman of the Board of Statutory Auditors;
- analysis by the advisor of the information that came out of the answers to the questionnaires and the interviews;
- preparation of a final report on the results that had emerged, including in the light of comparison with best practices and with specific focus on the recent recommendations of the Corporate Governance Committee;
- presentation of the results and discussion in the Board meeting of February 27, 2020.

In the peer review, the consultant collected the opinions of individual Directors on each of the other members of the Board, with relation to the main skills and attitudes that all Directors must possess, i.e.:

- strategic contribution and attention to the Board results;
- collaboration with other Directors;
- integrity and independence.

#### The peer review

In addition to these skills and attitudes, Directors have expressed their opinion on:

- further relevant skills for the positions of Chairman of the Board and of Committees;
- specific skills for the position of Chief Executive Officer.

The peer review outcomes were presented at the Board meeting of February 27, 2020.

#### The outcomes of the board review

The outcomes of the board review confirmed, in substantial continuity, all the areas of strength and the positive elements that emerged from the previous assessments during the term. That is:

- (i) adequate size and qualitative profile of the Board of Directors well balanced in terms of mix of skills and professional experience as well as diversity in the different meanings set out in the Corporate Governance Code;
- (ii) constant attention to all the aspects pertaining to the concept of independence, with a balance between Independent and Non-independent Directors, effective management by the Board of situations of potential conflict of interest, substantial – as opposed to only formal – independence; moreover, alignment with the recommendation of the Corporate Governance Committee [December 2019] regarding the assessment of the independence of Directors;
- (iii) continuing training also through visits to operating sites;
- (iv) operating mechanisms of the Board with positive developments of decision-making processes; full support of Eni structures and effective and timely contribution of the Secretary of the Board;
- (v) balance between the requirements of confidentiality, content and timeliness of the information flows to the Board, in compliance with the recommendation of the Corporate Governance Committee; clarity and effectiveness of the presentations and quality of the information provided by the Chief Executive Officer to the Board;
- (vi) effective leadership on the part of the Chairman of the Board and the Chairmen of the Committees, as well as a well-balanced and constructive relationship between the Chairman of the Board and the Chief Executive Officer;
- (vii) full correspondence of the CEO with the ideal profile for the office, in terms of business know-how, authority and international standing and awareness on sustainability and circular economy issues; moreover, ability to inspire management and to involve and guide all Eni people through the energy transition, as well as to manage highly complex listed companies and complex stakeholder relationships, including international ones;
- (viii) involvement of the Board in the development of strategy, also on the long-term;
- (ix) adequacy, effectiveness and efficiency of the risk management and the internal control system;

- (x) alignment with the Recommendations of the Corporate Governance Committee on executive Directors remuneration and remuneration policies aimed at pursuing the objective of the sustainability of the Company's activities in the medium/long-term;
- (xi) commitment and sense of belonging expressed by all the Directors, and strong motivation which contributed over the years to creating a growing reciprocal trust;
- (xii) optimal organization of the Committees, with a strong commitment on their part and substantial and proactive contribution to the work of the Board.

On the basis of the elements gathered and the relevant analyses conducted, Egon Zehnder decided to confirm Eni as a benchmark of excellence among its Peer Group also considering the timely adoption of international best practices and the recommendations of the Corporate Governance Code.

#### The Board advice and the opinion of the Nomination Committee

#### Advice to shareholders on the composition of the Board of Directors

In accordance with the recommendations of the Italian Corporate Governance Code, prior to the appointment of Eni's corporate bodies, Eni's Board of Directors, having received the opinion of the Nomination Committee and having considered the results of the Board Review, has developed this advice on the future size and composition of the Board to be submitted to shareholders prior to the Shareholders' Meeting called for May 13, 2020.

The advice was published on the Company's website on March 2, 2020.

#### Size of the Board of Directors

With reference to corporate governance best practices, the number of members of the Board must be adequate both to the size and complexity of a company and to the number and composition of Board committees.

In light of this premise, the Board considers the current number of directors, equal to nine, to be appropriate. It is the maximum established by the By-laws.

#### Composition of the Board of Directors

The composition of the Board needs take account of Eni's current and future needs, as well as the necessity of maintaining a substantial presence of independent Directors, with a level of diversity that takes account of regulatory requirements and the recommendations of the Corporate Governance Code.

#### The mix of skills

The mix of skills on the Board should be well balanced and reinforced by an understanding of Eni's business and the experience gained in the current term, given the complexity of the business and the need to complete the transformation process started by the current Board.

More specifically, in its 2020-2023 Strategic Plan Eni laid out its transformation path and announced challenging energy transition goals. Consequently, we deem it appropriate that the new Board should be made up of professionals with adequate know-how and experience to fully support the decarbonisation process as well as to support and implement, with the speed required by the market, industrial and technological transformations and the associated strategic drivers, in order to protect and safeguard value for all stakeholders.

Eni's Board appreciates the current skill profile. In view of the appointment of the new Board, considering Eni's future challenges and evaluating the possibility of further enhancing the skills and experience represented on the Board, the Board suggests the following elements should be taken into consideration:

- sector-specific experiences and skills;
- technological skills;
- strategic orientation.

With specific reference to the issue of the energy transition and its centrality in Eni's strategic plan, the Board underlines the importance that the new body should be made up of professionals with experience in environments undergoing strategic change of similar complexity on a global scale. With regard to diversity, also in relation to the criteria referred to in Article 2 of the Corporate Governance Code, the Board believes that diversification in terms of age, training and professional experience and geographical diversity are important for the future Board.



The topic of “soft skills” was also the subject of a specific reflection, prompting the Board to recommend considering the characteristics indicated below:

- independence of thought and integrity;
- adequate availability of time and energy consistent with other commitments;
- ability to integrate sustainability issues into the business vision;
- ability to strike a balance with the views of other directors and manage conflicts constructively;
- agreement with the energy transition path outlined in Eni’s strategic plan, and supporting the CEO in its implementation;
- ability to work in a team.

#### The “soft skills”

With regards to the availability of adequate time and energy, the Board refers to the guidance approved on April 13, 2017 (published on the Company website) on the maximum number of other positions compatible with the effective performance of the office of Director.

### Main officers

#### Chairman

In addition to the qualifications applying to all Directors, the Chairman should also possess:

- authority in independently representing all shareholders;
- previous experience on chairing Boards of complex listed companies;
- specific knowledge of corporate governance issues;
- international standing and in-depth knowledge of investors, including foreign investors;
- general knowledge of Eni’s current business;
- leadership and balance to ensure the proper functioning of the Board, fostering internal dialogue;
- ability to maintain a constructive relationship with the CEO;
- listening, mediation, synthesis and communication skills;
- ability to involve and motivate the Board to support the CEO in Eni’s energy transition path.

#### Chairman

#### Chief Executive Officer

In addition to the qualifications applying to all Directors, the CEO should possess:

- strong knowledge and authority in Eni’s traditional business in order to ensure the continuation of the efficiency improvement effort and generate resources to invest in Eni’s strategic future;
- an ability to inspire management and to involve and guide all Eni people in the energy transition;
- consolidated top level network in key Countries for Eni;
- a strong propensity for technological innovation and change management to guide cultural change throughout Eni;
- previous experience in top positions of listed companies of comparable complexity;
- high standing on international markets and in the business sectors relevant for Eni;
- sensitivity to the issues connected with sustainability and the circular economy;
- a track record of success in managing an operating company with complex local and international stakeholders in key markets.

#### Chief Executive Officer

With reference to the relationship between the Chairman and the CEO, the Board underlines the need for them to have complementary relationship in order to ensure the effective functioning of the Board and, more generally, the governance of the Company.

### Board Committees

With reference to the committees, the Board considers it appropriate to retain the current framework and structure, including their duties and size.

#### Board Committees

### Board Induction

In accordance with the provisions of the Corporate Governance Code regarding the effective and informed performance of each Director, the Chairman of the Board of Eni, together with the CEO, prepared a training programme (the “Board Induction”) for the members of the Board as well as the Board of Statutory Auditors, immediately after their appointment on April 13, 2017<sup>120</sup>.

#### The Board Induction and the ongoing-training

[120] The Board calendar also provides for the Board to meet once a year at an operating facility abroad.

This programme, which entered its fourth edition in 2017, is intended to provide new Directors with in-depth knowledge of the Company's activities and organisation, the industry and the legislative and self-regulatory framework in which it operates, the principles of correct risk management, corporate dynamics and their development and the role to be performed in relation to Eni's specific characteristics.

For the current Board, almost all of whose members were reappointed from its predecessor, the induction programme began on June 19, 2017 and also involved Eni's Statutory Auditors, with a training session focused on business issues, taking account of the suggestions received from the Directors themselves.

On June 20, 2017 visits to operational facilities were organised (the Porto Marghera refinery and the Mantua petrochemical plant). On September 14, 2017 a session on Gas & Power issues was held. In addition, in order to conduct a specific examination of the issues of greatest interest to the Board of Statutory Auditors for the new members, an additional day of presentations by Eni's top management was held, with the participation of Directors involved, with a focus on the following themes: integrated risk management, internal audit, areas of competence of the Chief Financial Officer and integrated compliance.

During 2018, in continuity with initiatives already undertaken, ongoing training sessions were held through visits to the laboratories of the upstream and renewable operating areas and to the Zohr plant in Egypt, the latter on the occasion of the Board meeting held abroad. In 2019 a visit to the Ruwais refinery was carried out on the occasion of a Board of Directors' meeting held in Abu Dhabi on September 19, 2019.

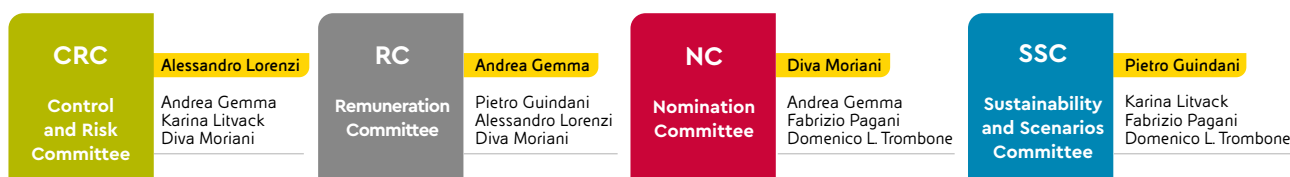
Moreover, regarding ESG issues please refer to the sections "Responsible and sustainable approach" and "Sustainability and Scenarios Committee" of this Report.

In order to regulate in detail the activities of the Board Induction process, Eni has adopted an internal procedure, approved by the Chairman in agreement with the Chief Executive Officer, regarding the functions of the Secretary of the Board of Directors and Corporate Governance Counsel, with particular reference to the organization of the programme and the involvement of Company's functions, as well as the definition of supporting tools.

## Report on remuneration policy and remuneration paid

For information on the 2020 Remuneration Policy and the remuneration paid in 2019 to the Directors, the Statutory Auditors, the Chief Operating Officers of the Divisions and other key personnel, please refer to the Report on remuneration policy and remuneration paid published on the Company's website.

## Board Committees<sup>121</sup>



[121] Information provided pursuant to Art. 123-bis, second paragraph, letter d) of the Consolidated Law on Financial Intermediation.

At its meeting of April 13, 2017, the Board formed four internal Committees (three of which are envisaged under the Corporate Governance Code) to provide advice and offer proposals: a) the Control and Risk Committee; b) the Remuneration Committee (already Compensation Committee); c) the Nomination Committee and d) the Sustainability and Scenarios Committee. In doing so, they formed all the committees recommended by the Corporate Governance Code, as well as the Sustainability and Scenarios Committee.

Moreover, on July 27, 2017 the Board of Directors of Eni appointed an Advisory Board, chaired by Director Pagani and composed of international experts charged with analysing, on behalf of the Board and the CEO of Eni, the main geopolitical, technology and economic trends, including issues associated with decarbonisation.

#### The Advisory Board

The composition, duties and operational procedures of Board Committees are governed by their own rules, which are approved by the Board, in compliance with the criteria outlined in the Corporate Governance Code<sup>122</sup>. The Committees' rules are available on Eni's website in the "Governance" section.

The Committees required by the Code (Control and Risk Committee, Remuneration Committee and Nomination Committee) are composed of no fewer than three members and, in any case, fewer than the number representing a majority of the Board, as indicated by the Board upon adopting the Corporate Governance Code, so as to avoid altering the Board's decision-making process. More specifically, the rules of:

#### The composition of the Committees

- the Control and Risk Committee indicate that it is made up of three to four non-executive Directors, all independent. The Committee may be made up of non-executive Directors, a majority of whom are independent. In the latter case, the Chairman of the Committee shall be chosen from among the independent Directors;
- the Remuneration Committee indicate that it is made up of three to four non-executive Directors, all independent. The Committee may be made up of non-executive Directors of whom a majority shall be independent. In the latter case, the Chairman of the Committee shall be chosen from among the independent Directors;
- the Nomination Committee indicate that it is made up of three to four Directors, a majority of whom are independent;
- the Sustainability and Scenarios Committee indicate that it is made up of four or five non-executive Directors, the majority of whom are independent.

The Nomination Committee and the Sustainability and Scenarios Committee are presently composed of non-executive Directors, a majority of whom are independent; in the case of the Control and Risk Committee and the Remuneration Committee, all members are independent Directors<sup>123</sup>. The Chairmen of all Committees are independent.

The current composition of the Committees as approved by the Board on April 13, 2017 is as follows:

- the Control and Risk Committee: Alessandro Lorenzi (Chairman), Andrea Gemma, Karina Litvack and Diva Moriani. Directors Lorenzi, Litvack and Moriani possess experience in accounting and financial or risk management matters, as required by the Corporate Governance Code, assessed by the Board at the time of appointment;
- Remuneration Committee: Andrea Gemma (Chairman), Pietro A. Guindani, Alessandro Lorenzi and Diva Moriani. Directors Guindani, Lorenzi and Moriani have expertise and experience in financial or remuneration policy matters, as required by the Corporate Governance Code, assessed by the Board at the time of appointment;
- the Nomination Committee: Diva Moriani (Chairman), Andrea Gemma, Fabrizio Pagani and Domenico Livio Trombone;
- the Sustainability and Scenarios Committee: Pietro A. Guindani (Chairman), Karina Litvack, Fabrizio Pagani and Domenico Livio Trombone.

[122] In its meeting on April 13, 2017, the Board of Directors established the Committees and appointed their members for the new term. At that time, the duties assigned to the previous Committees were confirmed and the Committees were asked to draft their rules and submit them to the Board (that dates of approval of the rules are reported in the subsequent sections devoted to the individual Committees).

[123] The Control and Risk Committee and the Sustainability and Scenarios Committee are chaired by Directors drawn from the minority lists.

## Participation in Committee meetings

With regard to participation in Committee meetings:

- the Chairman of the Board of Statutory Auditors, or a Statutory Auditor designated by her, participates in Control and Risk Committee meetings. The Chairman of the Board of Directors and the CEO (except when it is addressing matters regarding them), the other standing Statutory Auditors and the Magistrate of the Court of Auditors may also attend the meetings. Furthermore, the Chairman of the Committee, on behalf of the Committee itself, may invite other persons, including other members of the Board of Directors or the Company structure, to attend the meetings in relation to individual items on the agenda;
- the Chairman of the Board of Statutory Auditors, or a standing Statutory Auditor designated by her, participates in Remuneration Committee meetings. Other Statutory Auditors may also attend meetings. The Chairman of the Board of Directors and the CEO may attend at the invitation of the Chairman of the Committee, on behalf of the Committee itself. The Chairman of the Committee, on behalf of the Committee itself, may also invite Company managers or other persons, including other members of the Board of Directors, to attend the meeting to provide information and opinions based on their expertise on specific items on the agenda. No Director and, more specifically, no Director with delegated powers may take part in meetings of the Committee during which Board proposals regarding his remuneration are being discussed, unless the proposals regard all members of the Board Committees. They also remain subject to the rules on the composition of the Committee where the Committee is called upon to perform the tasks required under the procedure for transactions with related parties adopted by the Company;
- the Chairman of the Board of Statutory Auditors, or a Statutory Auditor designated by the former, for matters within the competence of the Board of Statutory Auditors, may participate in Nomination Committee meetings. The Chairman of the Board of Directors and the CEO may attend the meetings as well as other persons, including other Directors or members of the Company structure, who, at the invitation of the Chairman of the Committee, on behalf of the Committee itself, are called to provide information and opinions based on their expertise on specific items in the agenda;
- the Chairman of the Board of Directors and the CEO may attend Sustainability and Scenarios Committee meetings; the Chairman of Board of Statutory Auditors – or a Statutory Auditor designated by the former – may also attend the meetings. Other persons, including other Directors or members of the Company structure, at the invitation of the Chairman on behalf of the Committee, may also attend Sustainability and Scenarios Committee meetings with regard to the specific items in the agenda.

The Committee secretaries shall usually keep the minutes of their respective meetings. For specific and justified reasons, the chairman of a Committee may ask that the minutes be kept by a member of the Committee, the Board Secretary or one of their subordinates.

In the exercise of their functions, the Committees have the right to access any information and Company functions necessary to perform their duties, are provided with adequate financial resources in accordance with the terms established by the Board of Directors, and can avail themselves of external advisers. With regard to this, at the start of the year the Board allocates to the Committees the resources they request, apart from changes that may be required during the year.

## The role of the Board Secretary

The Board Secretary coordinates the meetings of the Committees with those of the Board and, in order to do this, is notified in advance of the calendar of meetings and any changes, the agendas for their meetings, and receives the notice calling the meetings and the signed minutes.

In addition, even before the recommendation of the Corporate Governance Code (Criterion 4.C.1 letter d), amended in July 2015), at each Board meeting the Chairmen of the Board Committees report to the Board on the most important issues examined by the Committees in their most recent meetings. On at least a semi-annual basis, the Eni Board of Directors receives a report from the Committees on the activities they have performed.

A detailed description of each Committee and its activities in 2018 is provided below. More information can be found in the table attached to this Report.

## Control and Risk Committee

The composition, appointment and operational procedures, duties, powers, and resources of the Committee are governed by its Rules, the current version of which was approved by the Board of Directors on May 9, 2017.

For more detailed information on the Committee's duties, please refer to the section "Internal Control and Risk Management System" of this Report.

In 2019 the Committee met 16 times, with an average participation rate of 100%<sup>124</sup>. The average duration of the meetings was 3 hours and 50 minutes. So far in 2020, the Committee has met 3 times as of February 27, 2020, and is scheduled to meet another 11 times before the end of the year.

The following provides a summary of the main issues tackled during 2019.

### Activities carried out

- 1) In assisting the Board of Directors, in order to oversee the activities of the Internal Audit Department, monitoring its independence and ensuring that its activities are performed with the required level of objectivity, competence and professional diligence, in accordance with the Eni Code of Ethics and international standards for the professional practice of internal auditing, among other things, the Committee reviewed:
  - the Integrated Audit Plan and the Budget for Eni's Internal Audit Department for 2020, expressing its opinion thereon to the Board of Directors;
  - the results of scheduled and non-scheduled internal audits, the monitoring operations on the status of corrective actions planned by the operational units to tackle issues emerging during the audits, audits carried out by Eni's Internal Audit Department in response to specific requests from the control and supervisory bodies, as well as the other activities conducted by the Internal Audit Department (such as reports of problems, independent monitoring in accordance with the provisions of the Eni MSG Control system over financial reporting, supervisory activities envisaged by the 231 Models of the Italian subsidiaries and by the Compliance model regarding corporate responsibility for the foreign subsidiaries of Eni SpA);
  - the Internal Audit Reports of December 31, 2018 and June 30, 2019 on the primary results of internal audits performed and on the assessment of the suitability of the Internal Control and Risk Management System for achieving an acceptable overall risk profile, as well as the satisfaction of independence requirement of the Head of the Internal Audit Department;
  - following the update of the "General Principles of the 231 Model of Eni SpA, the proposed amendments to the Management System Guideline "Internal Audit" as well as the changes made to the Internal Audit Charter, and with reference to this last document, the Committee expressed a favorable opinion on the approval by the Board of Directors;
  - the results of the Internal Quality Review carried out by the Internal Audit Department in 2019;
  - the contents of the new "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad".
- 2) In performing its duties with respect to the internal control system as applied to the financial reporting model, during periodic meetings with the Chief Financial Officer (CFO), also in his capacity as the officer in charge of preparing financial reports (the "Financial Reporting Officer" or "FRO") and the Company's administrative structures, and the audit firm in attendance, the Committee reviewed:
  - the reports of the CFO/FRO on: (i) Eni's administrative and accounting structure at December 31, 2018 and at June 30, 2019; (ii) on the internal control system as applied to financial reporting at December 31, 2018 and June 30, 2019, on the basis of which it expressed its favourable opinion to the Board on the appropriateness of the powers and resources assigned to the FRO and on the actual compliance with administrative and accounting procedures for the purposes of the Board's supervisory function;
  - the key aspects of the individual and consolidated financial statements at December 31, 2018 of Eni and Eni's half-year consolidated financial report at June 30, 2019. Before the topic was

[124] The average attendance at Board meetings does not take into account the absence of Director Gemma at the Committee meetings during the period of temporary interdiction from office (see note 117). For information on the participation of the Board of Statutory Auditors in the meeting of the Control and Risk Committee and other board committees please refer to the section "Meetings and operational procedures" of the Board of Statutory Auditors of this Report.

submitted to the Board of Directors, it examined impairment test methodology and findings as well as the major issues related to the application of the accounting principles in preparation for the drafting of the 2019 Annual Report;

- the main aspects of the 2018 Annual Report on Form 20-F and the main contents of the draft Report on the 2019 interim dividend;
- the content of the 2018 management letter of the audit firm, giving its favourable opinion prior to subsequent examination by the Board and the statement on the status of the audit pursuant to SOA 404 and the planning of 2019 auditing activities;
- the main contents of the Report of the Board of Statutory Auditors on the results of the audit of the 2018 Annual Financial Report and on the contents of the Auditor's Additional Report.

Moreover, the Committee examined: (i) the contents of Eni Consolidated Non-Financial Information 2018, included in the Management Report; (ii) the "Consolidated Report on Payments to Governments" for 2018 by Eni SpA, its consolidated subsidiaries and companies consolidated proportionately (EU Accounting Directive 2013); (iii) the Annual Report on the Tax Strategy 2018; (iv) the "Country by Country report" for 2018.

- 3) In supporting the Board of Directors in conducting the assessments and making decisions concerning risk management, including with regard to potentially prejudicial situations, the Committee conducted an in-depth analysis of specific situations at the request of the Board. Among other things, in the context of its periodic meetings with the Legal Affairs Department, the Committee closely examined the main legal issues and received updates on developments in the major pending legal proceedings, particularly as concerns the possible accounting repercussions, for the purpose of performing its duties as they pertain to the process of preparing the annual and half-year financial reports. Furthermore, with reference to the details requested by the Control Bodies to the Internal Audit Department, the Committee was informed of the spot audits launched also following certain investigations.
- 4) The Committee held several meetings with the Integrated Compliance Department during which it (i) examined the periodic Reports of Integrated Compliance, aimed at providing an integrated view of the status of Eni's compliance activities as well as the periodic reports of Anti-Corruption Compliance, considering in particular the training and support provided to Eni units and subsidiaries in the areas for which it is responsible; (ii) studied the compliance model aimed at preventing the risk of economic and financial sanctions.
- 5) The Committee was periodically informed on the updating process of the New Regulatory System and, meeting with the corporate units responsible for the project, examined the following new Management System Guidelines (MSG) expressing a favorable opinion on the Board approval: "Economic Financial Sanctions" and "Market conducts and financial regulation"; after the update of the "General Principles" of Eni's 231 Model, the Committee examined the proposed revisions to the MSG "Compliance model regarding corporate responsibilities for Italian Subsidiaries of Eni – WS Composition" and expressed a favourable opinion.
- 6) With regard to "Transactions involving the interests of Directors and Statutory Auditors and transactions with related parties" the Committee:
  - issued in January 2019 a favourable opinion on the guidance not to propose modifications to the MSG "Transactions involving interests of Directors and Statutory Auditors and transactions with related parties"<sup>125</sup>;
  - examined a number of transactions of lesser importance on which it expressed a favorable opinion on the interest of the Company in the transactions and the appropriateness of the associated terms and conditions.
- 7) The Committee thoroughly examined specific internal control and risk management issues, including during special meetings with members of Eni's top management. Specifically, the Committee:

[125] For more information please refer to the section on MSG "Transactions involving the interests of Directors and Statutory Auditors and transactions with related parties" in this Report.

- examined the extract from the Eni Organizational Structure Report with focus on the Eni Regulatory System and the ICRMS;
- met on several occasions with the Integrated Risk Management unit, focusing among other things on the evolution of the assessments of Eni's main risks and the related treatment actions;
- met with the Finance Department to examine the periodic reports on the management and control of financial risks; it also examined the insurance process;
- met competent corporate functions for in-depth analysis on HSE issues;
- reviewed the reports on disciplinary action taken against employees for illegal conduct.

8) As envisaged in Eni's Model 231, the Committee met with the members of Eni SpA Watch Structure to review the Watch Structure's semi-annual report on its activities, including in its role as Guarantor of the Code of Ethics, and to take a closer look at certain issues of common interest with regard to the activities performed.

## Remuneration Committee

Established by the Board of Directors for the first time in 1996, the Committee provides recommendations and advice to the Board on remuneration issues and specifically it:

### Committee duties

- submits to the Board of Directors for its approval the Remuneration Report and, in particular, the remuneration policy for Directors and key management personnel to be presented to the Shareholders' Meeting called to approve the financial statements, as provided for by applicable law;
- periodically evaluates the adequacy, overall consistency and actual implementation of the adopted policy, formulating proposals on the topic for the Board of Directors;
- presents proposals for the remuneration of the Chairman of the Board and the Chief Executive Officer, covering the various forms of remuneration and benefits awarded;
- presents proposals for the remuneration of members of the Board's internal committees;
- examines the CEO's recommendations and presents proposals for the general criteria for the remuneration for key management personnel; for annual and long-term incentive plans, including equity-based plans; for establishing performance targets and assessing results for performance plans in connection with the determination of the variable portion of the remuneration for Directors with delegated powers and with the implementation of incentive plans;
- monitors the execution of Board resolutions;
- reports to the Board of Directors, during the first available meeting, through the Committee Chairman, on the most significant matters examined by the Committee during its meetings; it also reports to the Board, at least one every six months and no later than the deadline for approval of the annual and semi-annual financial reports at the Board meeting designated by the Chairman of the Board.

In the course of performing its duties, the Committee also issues the opinions required under the procedure for related party transactions in the manner specified therein<sup>126</sup>.

The Committee performs its duties pursuant to an annual plan. In carrying out its duties, the Committee may access the information and Company functions necessary to perform its duties and can avail itself of external advisors who are not in positions that might compromise their independence of judgement, within the terms and budget limits established by the Board of Directors. The Committee reports on the procedures it adopts in performing its functions to the Shareholders' Meeting called to approve the financial statements through its Chairman or another Committee member designated by the Chairman, in accordance with the recommendations in the Corporate Governance Code and with the goal of establishing an appropriate channel for dialogue with shareholders and investors.

In 2019, the Remuneration Committee met 10 times, with an average participation rate of 100%<sup>127</sup> and an average duration of 2 hours and 10 minutes. At least one member of the Board of Statutory Auditors participated in each meeting, with constant participation of the Chairman of the Board of Statutory

[126] For more information, please refer to the relevant section of this Report.

[127] Average attendance at Board meetings does not take into account the absence of Director Gemma at the Committee meetings during the period of temporary interdiction from office (see note 117).

Auditors. At the invitation of the Chairman of the Committee, Company Executives and advisors also took part in specific meetings to provide information and clarifications considered necessary by the Committee to perform its enquiries.

#### Activities carried out

The following were issues addressed in the first half of 2019:

- the periodic review of the remuneration policy implemented in 2018 in order to prepare the proposed policy guidelines for 2019, providing for keeping the structure and criteria of remuneration of the Directors and Executives with strategic responsibilities defined in 2017 for the entire term, as regards in particular the simplified variable incentive system, as discussed in greater detail in the 2017 Remuneration Report;
- the review of Eni's results for 2018 in order to implement the short-term and long-term incentive plans using a method for the analysis of deviations specified and approved by the Committee in order to neutralize the effects, either positive or negative, of exogenous factors and to make it possible to objectively assess performance;
- the definition of 2019 Eni's performance targets relevant to the variable incentive plans;
- the finalisation of proposals for the implementation of the Short Term Incentive Plan with deferral for the CEO and General Manager;
- the examination of the 2019 Eni Remuneration Report;
- the examination of the outcome of engagement activities held with leading institutional investors and proxy advisors in view of the general meeting, in order to maximise shareholder consensus on the 2019 Remuneration Policy; the Chairman of the Committee also took part in the aforementioned meetings, bearing witness to the importance given by the Committee to dialogue with shareholders;
- risk assessment and scenario analysis, examination of the composition of the shareholders, also with reference to the characteristics of the retail shareholder segment and in-depth analysis of voting recommendations issued by leading proxy advisors with elaboration of related voting projections with the assistance of primary consulting firm;
- start of a further intense engagement activity with a large number of investors in view of the annual meeting, to promote participation in and support for Eni's remuneration policy.

During the second part of the year, the Committee first examined the results of the 2019 shareholders' meetings, with regard to the Eni Remuneration Report, of the major Italian and European listed companies as well as Eni's Peer Group.

With regard to other main activities, the Committee:

- finalised the proposal concerning the fulfilment ("2019 attribution") of the 2017-2019 Long-Term Equity-based Incentive Plan for the CEO and General Manager and critical management personnel for business;
- finalised the proposal concerning the exercise of the right of option on the non-compete agreement entered into with the Chief Executive Officer and Managing Director, as outlined in the 2019 Remuneration Report;
- started defining the proposal concerning the new 2020-2022 Long-Term Equity-base Incentive Plan for Managers with strategic responsibilities;
- examined the update of remuneration benchmark studies and started the exam of the Remuneration Policy Guidelines for Directors for the 2020-2023 term;
- examined the general criteria for defining the 2020 Engagement Plan, through the performance of preliminary analysis and segmentation activities of institutional investors at the 2019 Shareholders' Meeting;
- carried out a periodic monitoring of developments in the legislative and regulatory environment and in market standards for the representation of information on remuneration issues, with a specific focus on the regulatory changes introduced by the Legislative Decree No. 49/2019, transposing the EU Directive 828/2017 ["SHRD II Directive"], i.e. a binding vote of the Shareholders' Meeting on the remuneration policy described in the first section of the Remuneration Report, and an advisory vote on the second section of the Report, the remuneration paid in the reporting period.

#### Foreseen activities in 2020

The Committee scheduled 4 meetings for the first four months of 2020, 2 of which have already been held as of February 27, 2020 date of approval of this Report.



## Nomination Committee

The Nomination Committee was first formed on July 28, 2011.

### Committee duties

The Committee Rules, as approved by the Board of Directors on May 9, 2017, provide in accordance with the recommendations of the Corporate Governance Code that the Nomination Committee:

- assists the Board of Directors in formulating any criteria for the appointment of executives and members of the boards and bodies of the Company and of its subsidiaries, whose appointment fall under the Board's responsibilities, and of the members of the other boards and bodies of Eni Associated companies;
- provides evaluations to the Board of Directors on the appointment of executives and members of the Boards and bodies of the Company and of its subsidiaries, proposed by the Chief Executive Officer and/or the Chairman of the Board of Directors, whose appointments fall under the Board's responsibilities and oversees the associated succession plans. Where possible and appropriate, the Committee proposes, with due regard to the shareholding structure, the succession plan for the Chief Executive Officer to the Board of Directors;
- acting upon a proposal of the Chief Executive Officer, examines and evaluates criteria governing the succession plan for the Company's key management personnel;
- proposes candidates to serve as Directors in the event one or more positions need to be filled during the course of the year [Art. 2386, first paragraph, of the Italian Civil Code], ensuring compliance with the requirements on the minimum number of independent Directors and the percentage reserved for the less-represented gender;
- proposes to the Board candidates for the position of Director to be submitted to the Shareholders' Meeting of the Company, taking account of any recommendations received from shareholders, in the event it is not possible to draw the required number of Directors from the slates presented by shareholders;
- oversees the annual self-assessment programme on the performance of the Board of Directors and its Committees, pursuant to the Corporate Governance Code, doing the necessary preparations for engaging an external advisor; and, on the basis of the results of the self-assessment, provides its opinions to the Board of Directors regarding the size and composition of the Board or its Committees as well as the skills and managerial and professional qualifications it feels should be represented on the same, so that the Board itself is able to explain its position to the shareholders prior to the appointment of the new Board;
- proposes to the Board of Directors the slate of candidates for the position of Director to be submitted to the Shareholders' Meeting if the Board decides to opt for the process envisaged in Art. 17.3, first phrase, of the By-laws;
- proposes to the Board of Directors guidelines regarding the maximum number of positions as director or statutory auditor that a Company Director may hold according to the Corporate Governance Code and performs the preliminary activities for the associated periodic checks and evaluations for submission to the Board;
- periodically verifies that the Directors satisfy the independence and integrity requirements, and ascertains the absence of circumstances that would render them incompatible or ineligible;
- provides its opinion to the Board of Directors on any activities carried out by the Directors in competition with the Company;
- reports at the first subsequent Board of Directors meeting, through its Chairman, on the most significant matters examined by the Committee during its meetings. It also reports to the Board of Directors, at least once every six months and no later than the deadline for the approval of the annual and semi-annual financial report, on the activity carried out, as well as on the adequacy of the appointment system, at the Board meeting indicated by the Chairman of the Board of Directors.

In 2019, the Nomination Committee met 10 times, with an average participation rate of 100%<sup>128</sup>; the average duration of the meetings was about 1 hour. In 2020, as of February 27, 2020, the Committee met 1 time and it is expected to have 2 more meetings by the end of the term of the Board of Directors.

[128] Average attendance at Board meetings does not take into account the absence of Director Gemma at the Committee meetings during the period of temporary interdiction from office (see note 117).

## Activities carried out

More specifically, in 2019, the Committee:

- conducted on behalf of the Board the enquiry into whether Directors satisfy the independence and integrity requirements and the absence of circumstances that would make them ineligible, incompatible or at risk of forfeiture, as well as the respect of the Board's policy on the maximum number of positions that can be held by Directors;
- expressed its assessment of the conduct of the Board Review for 2019, of the final peer review and on the preparation of the advice to Shareholders on the composition of the future Board of Directors;
- examined the issue of the adoption of the Corporate Governance Code and in that respect expressed its recommendation on gender balance within corporate bodies of Eni SpA;
- examined the issue of the appointment of members in the Corporate bodies of Eni and in the boards of strategically important subsidiaries on which the Board has competence, providing the Board with its assessment on the appointment of a member of the Watch Structure of Eni SpA, as well as members of the Board of Directors and Board of Statutory Auditors of Versalis SpA;
- examined: (i) the criteria underlying succession plans and the related risk assessment of several positions reporting directly to the Chief Executive Officer. Concluding activities started in 2018, the Committee presented the Board of Directors with a summary document of the Succession Plan of the first reporting line of the CEO; (ii) new entries occurred in strategic and key positions in the period June 2018-July 2019 with reference to their consistency with the succession plans;
- examined and expressed its own assessments on the revision of the MSG Corporate Governance of Eni's companies, with reference to the matters pertaining to the Committee;
- shared a summary document on the evolution of skills envisaged in Eni markets and businesses and examined the related action plan put in place by Eni for the acquisition and development of strategic skills;
- examined the results of the 2019 climate analysis.

## Sustainability and Scenarios Committee

## Committee duties

The Board of Directors of Eni established the Sustainability and Scenarios Committee (SSC) on May 9, 2014. The Rules of the Committee were approved by the Board of Directors most recently on September 19, 2019.

The Committee provides recommendations and advice to the Board of Directors on scenarios and sustainability issues, meaning the processes, initiatives and activities surrounding the Company's commitment to sustainable development along the entire value chain, with specific reference to the following issues: the health, well-being and safety of people and communities; respect for and protection of rights, especially human rights; local development, access to energy, energy sustainability and climate change; the environment and efficiency in the use of resources; integrity and transparency; innovation.

As part of its functions of offering recommendations and advice to the Board of Directors, the Committee:

- a) examines scenarios for the preparation of the strategic plan giving its opinion to the Board of Directors;
- b) examines and evaluates the sustainability policy aimed at ensuring the creation of value over time for shareholders and all the other stakeholders in accordance with the principles of sustainable development, as well as sustainability strategies and objectives and the Sustainability Report submitted annually to the Board of Directors;
- c) examines how the sustainability policy is implemented in business initiatives on the basis of indications provided by the Board of Directors;
- d) monitors the Company's position in terms of sustainability with regard to financial markets, particularly with regard to the Company's inclusion in the leading sustainability indexes;
- e) monitors international sustainability projects as part of global governance processes and the Company's participation in such projects, designed to strengthen the Company's international reputation;
- f) examines and assesses sustainability initiatives, including in relation to individual projects, provided for in agreements with producer Countries, submitted by the CEO for presentation to the Board;

- g) examines the Company's non-profit strategy and its implementation, including in relation to individual projects, through the non-profit plan submitted each year to the Board, as well as nonprofit initiatives submitted to the Board;
- h) at the request of the Board, gives its opinion on other sustainability issues;
- i) reports at the first subsequent Board of Directors meeting, through its Chairman, on the most significant matters examined by the Committee during its meetings. It also reports to the Board, at least one every six months and no later than the deadline for approval of the annual and semi-annual financial reports, on its activities at the Board meeting designated by the Chairman of the Board.

In 2019, the Committee met 10 times. The meetings lasted an average of 3 hours and 12 minutes, with an average participation rate of 95%. In 2020, as of February 27, 2020, the Committee met 2 times and is expected to hold 9 more meetings by the end of the year.

#### Activities carried out

During these meetings, the Committee discussed the following issues: United Nations Climate Change Conference 2018 (COP 24); scenario analysis of the International Energy Agency (IEA); European utilities (trends and strategies); main topics of the HSE 2018 review document; 2018 consolidated non-financial statement; 2018 Eni For; 2019-2022 Sustainability plan; LNG market; analysis of strategic presentations of the Majors; Statement on the Modern Slavery Act; price scenario for the second 2019 forecast, 2020-2023 and Long-Term; climate resolutions and disclosure on meetings; digital technology of Oil & Gas; impact assessment methodology of projects on social, environmental and economic dimension at local, national and global level (Eni Impact Tools); public-private partnership and update of the memorandum of understanding with UNDP and FAO Nigeria; updates on the Task Force on Climate-related Financial Disclosures (TCFD); energy and climate policies in the EU; carbon neutrality targets - fugitive emissions, flaring down and forestry projects; reference scenario for the third 2019 forecast and 2020-2023 Plan; energy transition status and emissions; 1.5° scenario of the Intergovernmental Panel on Climate Change (IPCC); analysis of decarbonisation strategies of peers, update on Oil and Gas Climate Initiative (OGCI); low carbon sensitivity analysis Eni portfolio; update on human rights; circular economy; technologies on "low carbon" research and development; renewable energies and energy storage; indices, ratings and relevant sustainability issues; first elements of medium/long-term plan, definition of SSC agenda for 2020.

## Advisory Board

Eni's Advisory Board was established on July 27, 2017 and is chaired by the Director Fabrizio Pagani.

The analysis and debate within the Eni Advisory Board, which represents a first for Italian corporations, ensures that Eni's Board of Directors can benefit from the contribution of four world-leading experts and opinion leaders specialised in different areas:

- Ian Bremmer, Chairman and Founder of the Eurasia think tank, one of the world's most important centres for geopolitical analysis;
- Christiana Figueres, former Executive Secretary of UNFCCC and responsible for the negotiations that led, within the framework of the Cop21 in Paris, to the most important climate agreement. She now chairs the Global Optimism think tank and is an opinion leader in the energy transition debate;
- Philip Lambert, CEO and Founder of Lambert Energy, a strategy and M&A consultancy specialising on energy issues. He is one of the leading advisors in the industry, in particular with regard to gas advocacy and the replacement of coal with natural gas;
- Davide Tabarelli, Chairman and Founder of Nomisma Energia, is among the leading Italian experts in the energy sector.

In the period from 2017 to 2020, the Advisory Board met 7 times, focusing its attention on issues with the greatest impact on Eni's business and the energy sector. It also provided insight that helped refine Eni's strategic focus. All the members of the Boards of Directors and Statutory Auditors attended the meetings.

During the meetings, the Board discussed the geopolitical problems impacting the market in recent years, from growing tensions in the Middle East with attacks on oil tankers and Saudi plants to the

confrontation between the US and Iran. The effects of the trade war between the US and China and other important issues such as cybersecurity and the development of new artificial intelligence technologies were also discussed.

With regard to the energy transition, the Advisory Board discussed the opportunities and challenges arising from the transformation of the current energy mix and the concomitant need to deliver more energy to meet the demand of Countries pursuing their development.

The Board analysed the technological levers available for activation, giving due consideration to their rapid and efficient application and the great role that CO<sub>2</sub> capture can play in a variety of ways, including through the development of projects for forest conservation.

The contribution of the Advisors, which is intended to identify a pragmatic approach to the transition, helped to define the corporate decarbonisation strategy unveiled at the Strategy Presentation in February 2020. The growing role of gas at the expense of coal, the increase in the efficiency of operations and flaring down actions, and the development of renewables are the key activities to be combined with carbon capture and sequestration and forestry in the coming decade for a rapid reduction of carbon impact.

Eni's strategy was also compared with that of our peers, in terms of both industrial levers and communication.

Other topics of discussion concerned the trends in the oil and gas markets, the evolution of the supply of tight oil and the risks presented by a lack of investment. Finally, the characteristics of the Italian and European energy markets and the evolution of policies, with a particular focus on electricity, renewables and gas markets, were also addressed.

## Chief Operating Officers

Pursuant to Art. 24.1 of the By-laws, the Board of Directors may appoint one or more Chief Operating Officers, defining their powers, upon the proposal of the CEO, in agreement with the Chairman, subject to fulfilment of the integrity requirements specified by law. The Board periodically assesses the integrity of the Chief Operating Officers. Failure to satisfy these requirements will result in dismissal. The Chief Operating Officers are also required to comply with the rules established by the Board of Directors regarding the maximum number of offices they may hold, in accordance with the rules that apply to the CEO<sup>129</sup>.

With the resolution of May 28, 2014 (with effect from July 1, 2014), the Board of Directors established the new organisational model for Eni SpA to replace the division-based model in which Chief Operating Officers headed Eni's operational divisions. As a result of this change no Chief Operating Officers have been appointed<sup>130</sup>.

## Board of Statutory Auditors<sup>131</sup>

### Duties

The Board of Statutory Auditors, pursuant to the Consolidated Law on Financial Intermediation, monitors:

- compliance with the law and the Company's By-laws;
- observance of the principles of sound administration;

(129) With the exception of the prohibition on cross-directorships.

(130) CEO maintains the position of General Manager.

(131) Information provided pursuant to Art. 123-bis, second paragraph, letter d) of the Consolidated Law on Financial Intermediation.

- the appropriateness of the Company's organisational structure for matters within the scope of the Board's authority, the adequacy of the internal control system and the administrative and accounting system and the reliability of the latter in accurately representing operations;
- the procedures for implementing the corporate governance rules provided for in the Corporate Governance Code, with which the Company complies;
- the adequacy of the instructions imparted by the Company to its subsidiaries in order to guarantee full compliance with legal reporting requirements.

In addition, pursuant to Art. 19<sup>132</sup> of Legislative Decree No. 39/2010, the Board of Statutory Auditors, in its role as the "Internal Control and Financial Auditing Committee"<sup>133</sup>, (hereinafter also ICFAC) is responsible for:

- informing the Board of Directors of the outcome of the statutory audit and provide it with the report prepared by the audit firm (the so-called additional report)<sup>134</sup>, along with its own comments;
- monitoring the financial reporting process and submit recommendations or proposals to ensure its integrity;
- monitoring the effectiveness of the Company's internal quality control and risk management systems and its internal audit, regarding Eni's financial reporting, without breaching its independence;
- monitoring the statutory audit of the annual and consolidated financial statements, taking into account any findings and conclusions by Consob;
- reviewing and monitoring the independence of the audit firm, in particular the appropriateness of the provision of non-audit services<sup>135</sup>;
- being responsible for the procedure for the selection of auditors or of the audit firm and recommend to the Shareholders' Meeting the auditors or the audit firms to be appointed<sup>136</sup>.

The Board of Statutory Auditors in its role as the "Internal Control and Financial Auditing Committee"

In accordance with Art. 153 of the Consolidated Law on Financial Intermediation, the Board of Statutory Auditors presents the results of its supervisory activity to the Shareholders' Meeting in a report that accompanies the financial statements.

In the report, the Board of Statutory Auditors also discusses its monitoring of Eni's procedures for compliance with the principles set out by Consob concerning related parties<sup>137</sup>, as well as their respect based upon information received.

On March 22, 2005, the Board of Directors, electing the exemption granted by the Securities and Exchange Commission (SEC) to foreign issuers of securities listed on regulated US markets, designated the Board of Statutory Auditors as the body that, as from June 1, 2005, performs, to the extent permitted under Italian regulations, the functions attributed to the "Audit Committee" of foreign issuers by the Sarbanes-Oxley Act and SEC rules.

To this end, the Board of Statutory Auditors supervises the work of the audit firm charged with performing the statutory audit and providing advisory services, other audits or certifications. In this area, the activities of the Board of Statutory Auditors in its capacity as the Audit Committee are consistent with the duties assigned under the new legislation governing statutory audit cited above. In particular, the Board of Statutory Auditors:

- assesses the offers of audit firms for the award of the engagement for the statutory audit of the accounts and formulates a reasoned proposal for the Shareholders' meeting concerning the appointment or termination of the audit firm;

The activities of the Board of Statutory Auditors in its capacity as the Audit Committee pursuant to US law

[132] As amended by Legislative Decree No. 135/2016, which transposed Directive 2014/56/EU on statutory audits.

[133] The responsibilities assigned under the decree to the "Internal Control and Financial Auditing Committee" are consistent and substantively in line with the duties already assigned to the Board of Statutory Auditors of Eni, with specific consideration of its role as the "Audit Committee" under the US Sarbanes - Oxley Act (discussed in further detail below).

[134] See Art. 11 of Regulation (EU) No. 537/2014 concerning statutory audit (hereinafter also "European regulation on statutory audit").

[135] See Arts. 10, 10-bis, 10-ter, 10-quater and 17 of Legislative Decree No. 39/2010 and Arts. 5 and 6 of the European regulation on statutory audit.

[136] See Art. 16 of the European regulation on statutory audit. The Board of Statutory Auditors in its capacity as the ICFAC submits a reasoned recommendation containing at least two alternatives for granting the engagement and expresses an appropriately justified preference for one of the two.

[137] The oversight function of the Board of Statutory Auditors is governed by Art. 2391-bis of the Italian Civil Code, Art. 4, paragraph 6 of the Consob regulation on related parties transactions, as well as the relevant internal regulations, to which a chapter of the "Internal Control and Risk Management System" section of this Report is dedicated.

- approves the procedures for the prior authorisation of permitted non-audit services and assesses requests to use the audit firm for permitted non-audit services<sup>138</sup>;
- examines the periodic reports from the external auditor relating to: (a) all critical accounting policies and practices to be used; (b) all alternative treatments of financial information within generally accepted accounting principles that have been discussed with management of the Company, ramifications of the use of such alternative disclosures and treatments, and the treatments preferred by the external auditor; (c) other material written communication between the external auditor and management;
- formulates recommendations to the Board of Directors concerning the resolution of disputes between management and the audit firm concerning financial reporting.

In addition, the Board of Statutory Auditors in its capacity as the Audit Committee:

- examines reports from the Chief Executive Officer and the Chief Financial Officer (CFO) concerning (i) any significant deficiency in the design or operation of internal controls which are reasonably likely to adversely affect the Company's ability to record, process, summarise and report financial information and any material weakness in internal controls; and (ii) any fraud that involves management or other employees who have a significant role in the internal controls;
- approves procedures concerning: (a) the receipt, filing and processing of reports received by the Company regarding accounting issues, the internal accounting control system or the statutory audit; (b) the confidential or anonymous submission by any person, including Company employees of reports concerning questionable accounting or audit issues (so-called whistleblowing).

The Board of Statutory Auditors, in its capacity as the Audit Committee, approved the "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad"<sup>139</sup> (most recently on April 4, 2019). The procedure, the conformity of which to best practices was checked by independent external advisors in the past, is one of the Eni Anti-corruption Regulations referred to in the Anti-Corruption Management System Guideline (MSG), and meets the requirements of the Sarbanes-Oxley Act of 2002, the organization, management and control Model pursuant to Italian Legislative Decree No. 231/2001 and the Anti-Corruption MSG itself.

Finally, the Board of Statutory Auditors is also assigned specific duties relating to nominations and compensation, among other things. These duties are described in the specific sections on those topics in this Report or in the Remuneration Report.

For more information on the role of the Board of Statutory Auditors and the coordination with the other bodies and functions, please refer to the section "Internal Control and Risk Management System" of this Report.

On June 15, 2005, the Board of Statutory Auditors approved internal rules governing its performance of the duties assigned to it under that US legislation. The text of the rules is available on Eni's website<sup>140</sup>.

## Composition and appointment

The Board of Statutory Auditors is composed of 5 standing members and 2 alternates

Under the provisions of the Consolidated Law on Financial Intermediation, the Board of Statutory Auditors shall consist of at least three standing Statutory Auditors and at least two alternate Statutory Auditors. The Company's By-laws establish that the Board of Statutory Auditors shall consist of five standing members and two alternate members, appointed by the Shareholders' Meeting for a term of three years. They may be reappointed at the end of their term.

(138) In accordance with the European regulation on statutory audit, non-audit services permitted under the applicable regulations may be awarded subject to approval of the ICFAC.

(139) For more information, please see the section of this Report that specifically addresses this issue.

(140) The Rules were subsequently updated following regulatory and organizational innovations and they are available at the address: <https://eni.com/en-IT/about-us/governance/board-of-statutory-auditors.html>.

As with the Board of Directors and in accordance with applicable regulations, the By-laws establish that the Statutory Auditors shall be elected on the basis of slates in which the candidates are listed in numerical order. Two standing Statutory Auditors and one alternate Statutory Auditor are appointed from among the candidates of the slates submitted by non-controlling shareholders.

Two standing members, including the Chairman, are designated by non-controlling shareholders

Pursuant to Art. 28.2 of the By-laws, in accordance with the provisions of the Consolidated Law on Financial Intermediation, the Shareholders' Meeting appoints the Chairman of the Board of Statutory Auditors from among the candidates elected from the slates other than that which received a majority of votes.

Under the provisions of the By-laws, the submission, filing and publication of slates are governed by the procedures established for the Board of Directors<sup>141</sup> and the provisions of Consob regulations.

Slates shall be divided into two sections: the first containing candidates for appointment as standing Statutory Auditors and the second containing candidates for appointment as alternate Statutory Auditors. At least the first candidate in each section must be entered in the register of auditors and have carried out statutory audit activities for no less than three years. The slates are accompanied by:

(i) information identifying the shareholder or shareholders who have submitted the slate, indicating the overall percentage of shareholding; (ii) statements from shareholders other than those who hold a controlling or plurality equity interest certifying that they are not related to the latter; (iii) a personal and professional curriculum vitae; (iv) statements from each candidate certifying that they meet the requirements established under applicable regulations; (v) statements from each candidate accepting the candidacy; (vi) a list of positions held in other companies.

The election is carried out in accordance with the procedures already described for the Board of Directors, including with regard to the criteria for selecting the candidate chosen in the event of a tie vote between the slates and the proportional allocation of seats (respectively, Art. 144-sexies, paragraphs 9 and 10 of the Consob Issuers' Regulation).

Nomination procedure

The slate voting procedure only applies for the election of the entire Board of Statutory Auditors.

In the event of the replacement of a Statutory Auditor elected from the slate that received a majority of votes, the alternate Statutory Auditor from the same slate shall be appointed. In the event of the replacement of a Statutory Auditor elected from another slate, the alternate Statutory Auditor from that slate shall be appointed.

As regards the composition and appointment of the Board of Statutory Auditors, as in the case of the Board of Directors, the Extraordinary Shareholders' Meeting of May 8, 2012 amended the By-laws of the Company so as to ensure gender balance in the management and control bodies of listed companies upon their initial appointment and in the case of replacement of members during the term.

These provisions are applicable to the first three appointments of these bodies subsequent to August 12, 2012.

Eni By-Laws<sup>142</sup> were modified with a resolution of the Board of Directors on February 27, 2020 to specify, with reference to the appointment of the Board of Statutory Auditors, the new quota to be reserved for the less-represented gender (equal to two standing Auditors) and eliminate statutory provisions no longer in line with the law and, in particular, the provision according to which the number of representatives of the less represented gender in the Board of Statutory Auditors must at least be equal to one (Art. 28.2).

[141] See the section "Appointment" in the chapter on the "Board of Directors" in this Report.

[142] See Articles 28 and 34 of the Company By-laws. The provisions aimed at ensuring compliance with current legislation on gender balance shall apply to six consecutive terms of the Board of Statutory Auditors from the first appointment after January 1, 2020.

### Statutory Auditors appointed by 2017 Shareholders' Meeting

With specific reference to the replacement of Auditors, the By-laws establish that if replacement results in non-compliance with gender-balance rules, the Shareholders' Meeting must be called as soon as possible to approve the necessary resolutions to ensure compliance<sup>143</sup>.

On April 13, 2017 the Shareholders' Meeting appointed the Board of Auditors for a term of three years until the date of the Shareholders' Meeting called to approve the financial statements for 2019: Rosalba Casiraghi (Chairman), Enrico Maria Bignami, Paola Camagni, Andrea Parolini and Marco Seracini, standing Statutory Auditors; Stefania Bettoni and Claudia Mezzabotta, alternate Statutory Auditors. Paola Camagni, Andrea Parolini, Marco Seracini (standing Statutory Auditors) and Stefania Bettoni (alternate Statutory Auditor) were appointed on the basis of the slate submitted by the Ministry of the Economy and Finance<sup>144</sup>, which at the time held 4.34% of the share capital and voted by the majority of the shareholders participating in the Shareholders' Meeting (i.e., about 85.64% of voting capital), equal to 53.88% of share capital (around 62.92% of the share capital was present at the vote).

Rosalba Casiraghi, Enrico Maria Bignami (standing Statutory Auditors) and Claudia Mezzabotta (alternate Statutory Auditor) were elected on the basis of the slate submitted by a group of Italian and foreign institutional investors<sup>145</sup>, which at the time held about 1.7% of the share capital and voted by the minority of the shareholders participating in the Shareholders' Meeting (i.e. about 14.25%), equal to 8.97% of share capital (around 62.92% of the share capital was present at the vote).

Rosalba Casiraghi, the first candidate for standing Statutory Auditor listed on the slate submitted by minority shareholders, was appointed as Chairman of the Board of Statutory Auditors, with the favourable vote of 32.74% of the entire share capital of the Company, equal to about 99.47% of the voting capital. Around 32.92% of the share capital took part in the vote (composed of shareholders other than the Ministry of the Economy and Finance and Cassa Depositi e Prestiti SpA).

The Shareholders' Meeting also established the annual remuneration payable to the Chairman of the Board of Statutory Auditors and to each standing Statutory Auditor, in the amount of €80,000 and €70,000, respectively, in addition to reimbursement of any necessary expenses incurred while performing their duties.



#### ROSALBA CASIRAGHI

Year of birth: 1950

Position: Chairman

In office since: April 2017

Slate elected on: minority (Italian and foreign institutional investors)

She is certified public auditor. She is currently standing Statutory Auditor of Whirlpool EMEA, Whirlpool Italia Holding Srl and Società per azioni Esercizi Aeroportuali S.E.A. She is Chairman of Illimity Bank and Director of Luisa Spagnoli, SPA.PI SpA and S.PA.I.M Srl. She is Auditor of Fondazione Telecom and Fondazione Istituto Sacra Famiglia ONLUS.

#### Experience

She started her career as cost accountant in a subsidiary of a US corporation and then she became Chief Financial Officer of the company distributor in Italy of Yamaha Motors co. After these work experiences, she has undertaken business and professional activities, also as Director and Statutory Auditor in companies operating in industrial and financial sector, listed and unlisted. From 1986 to 2000, she was Director of Gpf&Associati, an institute for market research. From 1994 to 2001 she was member of the Italian Commission on Privatization at the Italian Ministry of Economy and Finance. From 1999 to 2003 she was standing Statutory Auditor of Pirelli. From 2001 to 2003 she was Director of Banca Primavera (Banca Generali). From 2003 to 2006 she was standing Statutory Auditor of Telecom Italia. From 2005 to 2006 she was standing Statutory Auditor of Banca Intesa.

[143] For more information, please see the "Policy for diversity and gender balance on corporate Boards" section of this Report.

[144] The slate submitted by the Ministry of the Economy and Finance was as follows: Paola Camagni, Andrea Parolini and Marco Seracini, candidated as standing Statutory Auditors; Stefania Bettoni and Stefano Sarubbi, candidated as alternate Statutory Auditors.

[145] The slate submitted by the institutional investors was as follows: Rosalba Casiraghi and Enrico Maria Bignami, candidated as standing Statutory Auditors; Claudia Mezzabotta, candidated as alternate Statutory Auditor.



From 2007 to 2013 she was Chairman of Nedcommunity (the Italian association of Independent Directors). From 2007 to 2016 she was member of Supervisory Board of Banca Intesa San Paolo. From 2008 to 2012 she was standing Statutory Auditor of Industrie De Nora. From 2008 to 2013 she was Chairman of the Board of Statutory Auditors of Banca Cr Firenze. From 2009 to 2012 she was Director of Alto Partners Sgr. From 2009 to 2014 she was Director of NH Hotels SA. From 2012 to 2016 she was Member of the Board of Università degli Studi di Milano. From 2012 to 2015 she was Chairman of the Board of Statutory Auditors of NPL Non Performing Loans. From 2013 to 2015 she was Chairman of the Board of Statutory Auditors of Telecom Media. From 2014 to 2017 she was standing Statutory Auditors of Fabbrica Italiana Lapis F.I.L.A. From 2014 to 2017 she was standing Statutory Auditors of Persidera (TIM group). From 2016 to 2017 she was Chairman of the Board of Statutory Auditors of Banca popolare di Vicenza (Fondo Atlante). She was Chairman of Statutory Auditors of Nuovo Trasporto Viaggiatori (Italo) from 2014 to 2018. She was Director of FSI SGR from 2016 to 2019.

She contributes to business press, in particular for many years she had been technical advisor on economic and financial issues for *Il Corriere della Sera*, *Il Mondo* and *L'Espresso*. In recent years, she contributed to the publication of several books on control systems and on corporate governance. She graduated in Business Administration, faculty of Economics, from the Luigi Bocconi University in Milan.



#### ENRICO MARIA BIGNAMI

Year of birth: 1957

Position: Standing Auditor

In office since: April 2017

Slate elected on: minority (Italian and foreign institutional investors)

He is a certified chartered accountant and a certified public auditor. He is a founder and managing partner of "Bignami Associati – Consulenza Aziendale Societaria Tributaria". Currently, among others, he is Lead Independent Director, member of the Strategic Committee and member of the Nomination and Compensation Committee of Inwit SpA, member of the Watch Structure of Luxottica Group SpA, non-executives and independent Director of Masi Agricola SpA. Chairman of the Board of Statutory Auditors of Luisa Spagnoli SpA, Aon Benfield Italia SpA, Carcano Antonio SpA; standing Statutory Auditor of Butangas SpA (and other Group companies). Chairman of Watch Structure of FSI SGR SpA and member of the Watch Structure of Bocconi University. He is in the Board of Directors of LILT – Lega per la lotta contro i tumori – provincial section of Milan. He is member of the Board of Directors of Nedcommunity a non-executives and independent administrator's association, in that context he coordinates the Reflection Group which adopted the "Principles of corporate governance for unlisted SMEs" and he is member of another Reflection Group that published "Risk governance and corporate strategic objectives: points of emphasis for the Control and Risk Committee and support to the Board of Directors".

#### Experience

He has a consolidated experience in advising, particularly on corporate governance, strategic analysis and support to companies in development and turnaround operations; he held positions in Board of Directors and in Board of Statutory Auditors of various companies, including listed and multinational companies; he has experience in management and winding up of companies and in tax laws. He has been, among others, Chairman of the Board of Statutory Auditors of Telecom Italia SpA, Exor SpA, Inwit SpA, Biancamano SpA, RCS Sport SpA, Brandt Italia SpA; liquidator of HDC SpA and of Dynamis Equity Partners SpA; standing Statutory Auditor of So.Ge.Mi SpA. He was also member of the Watch Structure of Telecom Italia and Inwit. He contributed to the drafting of the Italian Code of Conduct for Listed Companies of 2011. He is speaker for induction courses for independent Directors and Statutory Auditors of listed company, organized by Assogestioni and Assonime; he is also speaker in TEB (The Effective Board) of Nedcommunity on topics such as architecture and functioning of the internal control system, control governance and on Board of Statutory Auditors. Moreover he is speaker in conferences and workshops on various topics, including: "built to last" companies, corporate governance and the system of controls in listed and unlisted companies, governance

and organization in the restructuring, internal audit and risks, the strategic role, functions and responsibilities of the Board of Statutory Auditors, the functions of the Watch Structure. He wrote papers on governance and interventions among others on “La Rivista dei Dottori Commercialisti”, “L’Impresa” and HBR Harvard Business Review. He graduated with honours in Business Economy – specialization in profession of chartered accountant – from the L. Bocconi University in Milan.



#### **PAOLA CAMAGNI**

Date of birth: 1970

Position: Standing Auditor

In office since: May 2014

Slate elected on: majority (Ministry of the Economy and Finance)

She is a certified chartered accountant registered in Milan and is also a certified public auditor. She founded and is a Managing Partner of “Camagni e Associati” Tax Advisors in Milan, established in 2013. She is Chairman of the Board of Statutory Auditors of Agenzia Giornalistica Italia SpA of the Eni group, Mozambique Rovuma Venture SpA – a joint operation with Eni – and Capitolventidue SpA; she is also a standing statutory auditor for Eni Rewind SpA of the Eni group, Eni Angola SpA of the Eni group, CNP Unicredit Vita SpA, Oracle Italia Srl. She is Independent Director of Cellularline SpA. She is member of the Watch Structure of CNP Unicredit Vita SpA. She writes for the newspaper “Sole 24 ore” – Part “Norme e tributi” – on tax issues.

#### **Experience**

She has gained twenty years of experience as a Statutory Auditor and Director in listed and multinational companies. She was an external professor at the Luigi Bocconi University in Milan for “Tax law – corporate taxation”. In 2015 and 2016 she cooperated with the Prime Minister’s technical team as an expert on fiscal and economic policies. She was a Partner in the Tax Firm in conjunction with the Deloitte network where she worked from 2000 to 2013; she was fiscal advisor at the Tax Firm Deiore and at the Tax and Law Firm Ernst & Young in Milan. She has been the advisor of the “Master in Real Estate” in SDA Bocconi in Milan – 2011/2012 and 2012/2013 editions. She graduated with honours in Economics from the L. Bocconi University in Milan and has a Masters in International Tax Law from the same University.



#### **ANDREA PAROLINI**

Date of birth: 1967

Position: Standing Auditor

In office since: April 2017

Slate elected on: majority (Ministry of the Economy and Finance)

He is a certified chartered accountant and certified public auditor. He has been partner of Maisto e Associati since 2007. He is special Professor in tax law at Cattolica University – faculty of economics (Piacenza) – in Tax Law Firm and European Economic Law. Since 2012 he has been member of VAT Expert Group formed by the European Commission. He is member of VAT Club and of the EU Tax Law Group.

#### **Experience**

From 2014 to 2016 he was legal and economic adviser within the Office of direct collaboration of the Italian Prime Minister. From 2015 to 2016 he was coordinator of the “Taxation Group” in the work coordinated by the Deputy Secretariat of the Italian Prime Minister on digital economy. He wrote numerous papers on tax law and he is speaker at conferences on VAT, national, international and European taxation. He contributes for Il Sole 24 Ore on VAT issues. He graduated in Economics and Banking from Università Cattolica del Sacro Cuore, in Milan and he has a Master on International Tax Law from Leiden University.

**MARCO SERACINI**

Date of birth: 1957

Position: Standing Auditor

In office since: May 2014

Slate elected on: majority (Ministry of the Economy and Finance)

He is a certified chartered accountant, registered in the register of Florence, and a certified public auditor. He graduated summa cum laude in Economics from the University of Florence. He was external professor at the University of Florence for the Department of Business Sciences. He was a member of National Study Commission of National Council of Certified Chartered Accountants about "Statutory audit of municipalities and public bodies". Professor for the Master Degree Course on fiscal discipline in 2015 and 2016 at the Università Cattolica del Sacro Cuore of Milan and lecturer in Corporate Governance at the University of Florence and at the Università Cattolica del Sacro Cuore of Milan. He is a member of the scientific committee of Centro Studi Economia Applicata (CSEA) of the Università Cattolica del Sacro Cuore in Milan. He is currently a member of the Committee for the Review of the Rules of Conduct of the Board of Statutory Auditors of Listed Companies, established by the National Council of Certified Chartered Accountants. From 2014, he is a member of the Research Group – Corporate Law Area – of the National Council of Certified Chartered Accountants. He is Technical Advisor of the Court of Florence and certified Judicial Administrator. He is a founding member and member of the scientific committee of Assobenefit (National Association for the benefit companies), founding member and member of the steering committee of "AICAS – Italian association of Directors and Statutory Auditors", member of Nedcommunity (a non-executives and independent administrator's Italian association). He is currently, among others, Chairman of the Board of Statutory Auditors of Ing. Luigi Conti Vecchi SpA – Eni Group, and Eni Angola SpA – Eni Group. Statutory auditor in Trans Tunisian Pipeline Company SpA – Eni Group, Eni Fuel SpA – Eni Group, Immobiliare Novoli SpA, Sandonato Srl and Fondazione Stensen; Chairman of the Board of Statutory Auditors of Fondazione Giovanni Paolo II and of Progetto Agata Smeralda, Statutory auditor in Associazione Polimoda. He is and was member of various Watch Structure.

**Experience**

He is and was Chairman of the Board of Statutory Auditors or Standing Auditor of many leading companies, including listed companies, as well as director and auditor of companies, Public Entities and Foundations. He carries out and carried out professional activities, is the author of many publications and holds conferences mainly on matters of regulated markets, companies, corporate governance, tax law, contracts, Watch Structure, company crises, bankruptcy legislation and judicial administration, public companies, non-profit and voluntary work.

## Professional, integrity and independence requirements: causes for ineligibility, incompatibility and forfeiture

Pursuant to the Consolidated Law on Financial Intermediation, the Statutory Auditors must meet specific independence requirements, as well as experience and integrity requirements, as established in the regulations issued by the Minister of Justice in agreement with the Minister of the Economy and Finance<sup>[146]</sup>. In addition, the Corporate Governance Code recommends that the Statutory Auditors should be selected from among persons who would also qualify as independent under the criteria established by the Code<sup>[147]</sup>. Compliance with those criteria is verified by the Board of Statutory Auditors.

Requirements pursuant to law  
and Corporate Governance Code

With reference to professional requirements, Art. 28 of the By-laws states that – as established in the above ministerial regulations – the requirements may also be met through professional or teaching experience (of at least three years) in the commercial law, business economics and corporate finance fields, or through the exercise of management functions (for at least three years) in the engineering and geology fields.

[146] "Regulation containing the guidelines for establishing the professional and integrity requirements for members of the Board of Statutory Auditors of listed companies, issued in accordance with Art. 148 of Legislative Decree No. 58 of February 24, 1998" set forth in Decree No. 162 of March 30, 2000.

[147] The independence requirements for Directors contained in the Corporate Governance Code are described in the sections of the Report specifically on the Code recommendations, the governance choices made by Eni's Board of Directors and the requirements for Directors. As regards Eni's governance decisions in this area the Board of Statutory Auditors feels that the limit of 30% established by the Board for additional remuneration that could compromise independence (see Criterion 3.C.1, letter d) of the Corporate Governance Code) does not include any remuneration received by the Statutory Auditors for positions held on the control bodies of subsidiaries of Eni, taking due account of the 1997 Consob recommendation on the "group statutory auditor". That choice is highlighted in the text of the Corporate Governance Code published on the Company's website.

### Periodical verification of requirements

In addition, all of the Statutory Auditors currently in office are entered in the register of certified auditors.

Upon their appointment, the Statutory Auditors in office declared for the first time that they fulfilled the independence, integrity and professional requirements set forth in the applicable regulations. After its appointment, the Board of Statutory Auditors verified that the above requirements have been satisfied, including those regarding independence as indicated in the Corporate Governance Code for Directors. The Board of Directors made its own verifications at the meeting held on April 13, 2017.

Most recently on February 17, 2020, the Board of Statutory Auditors confirmed that the independence requirements above continued to be satisfied based upon the criteria set out in the Corporate Governance Code for Directors, as well as the integrity requirements demanded of all its members. At its meeting on February 27, 2020 the Board of Directors made its own verification.

Meeting on April 13, 2017, and then on January 19, 2018, February 13, 2019, and February 17, 2020, the Board of Statutory Auditors, in its role as "Internal Control and Financial Auditing Committee", also evaluated its satisfaction of the requirements imposed by the provisions of Art. 19 of Legislative Decree No. 39/2010, as amended by Legislative Decree No. 135/2016 providing that "the members of the internal control and financial auditing committee, as a body, are competent in the sector in which the company being audited operates" and verified compliance with the requirements for members of the Board of Statutory Auditors in their capacity as "Audit Committee financial experts", for the purpose of US law.

Pursuant to applicable regulations, persons may not hold office in a control body of an issuer if they hold the same office in five other listed companies. As long as they hold office in the control body of just one issuer, persons may hold other management and control positions in Italian companies, within the limits specified in the Consob regulations.

The Statutory Auditors are required to report the offices they hold or have relinquished, in the manner and within the time limits established in the applicable regulations, to Consob, which shall then publish the information, making it available on its website.

## Meetings and operational procedures

### Reporting and documentation to the Board of Statutory Auditors

The Statutory Auditors, simultaneously with the Directors, are provided with documentation of the issues on the agenda to be discussed at the Board of Directors meetings, and according to the By-laws the Board of Directors and CEO shall report, on at least a quarterly basis or, in any case, during the Board of Directors meetings on the activities performed and on transactions with the greatest impact on the performance and financial position carried out by the Company and its subsidiaries, in addition to providing a comprehensive bimonthly statement on transactions carried out with related parties and in particular on transactions in which Directors or Statutory Auditors have an interest, in compliance with the corporate procedure governing transactions with related parties<sup>148</sup>.

Under that procedure, the Statutory Auditors must inform the Board of Directors and the other Statutory Auditors of any personal or third-party interests they hold in relation to any given transaction of the Company.

The Rules of the Board of Auditors, in its capacity as the Audit Committee for the purposes of the Sarbanes-Oxley Act, are published on the website of the Company.

The Board of Statutory Auditors may also meet via videoconferencing or teleconferencing systems.

The Board of Statutory Auditors met 23 times in 2019. The average duration of the meetings was 4 hours and 8 minutes. In 2019: (i) on average 99% of the Statutory Auditors attended the meetings of the Board of Statutory Auditors; (ii) 100% of the Statutory Auditors attended the meetings of the Board of Directors<sup>149</sup>.

[148] For more details, please see the relevant section of this Report.

[149] In 2019 the Statutory Auditor Marco Seracini also conducted four individual controls in the course of examining the quarterly reports prepared in accordance with internal rules governing the process of receiving analysis and handling whistleblowing reports sent or transmitted to Eni, including confidentially or anonymously, concerning problems relating to internal control and risk management, financial reporting, the Company's administrative liability, fraud and other matters (whistleblowing).

In addition, in 2019, the Chairman of the Board or an Auditor designated by her, or with regard to certain issues, the entire Board of Statutory Auditors attended all of the Control and Risk Committee meetings and the meetings of the other Committees of the Board of Directors.

During the current year, at February 27, 2020, the Board of Statutory Auditors held 4 meetings. Another 14 meetings are scheduled before the end of the year.

As to the Board Induction, the Chairman of the Board of Directors extended an invitation to the Statutory Auditors to attend the training sessions for the Board, which the Board of Statutory Auditors accepted. For more information on the Board Induction, please refer to the section "Board Induction".

The tables attached to this Report show the participation of each Statutory Auditor in the meetings of the Board of Statutory Auditors and the Board of Directors.

## Review and advice for shareholders on the composition of the Board of the Statutory Auditors

### Review for 2019

As was the case in the previous years, complying the provisions of the Rules of Conduct of the Board of Statutory Auditors issued by the National Council of Chartered Accountants and Accounting Experts, the Board of Statutory Auditors performed an assessment of its own composition and operation.

#### Board of Statutory Auditors Review

This process, carried out with the support of an external advisor (Egon Zehnder) to strengthen its objectivity, confirmed the findings of the review carried out the previous year about the efficacy and efficiency of Board action, thanks to the fluid interaction with the Board of Directors, internal board committees, Boards of Statutory Auditors of the subsidiaries. The information initiatives on the individual businesses initiated by the Company have also contributed to the effectiveness of the Board's action.

The Board also performed the tasks that it is responsible for as the Internal Control and Financial Auditing Committee and in particular the specific control and monitoring functions in terms of financial disclosure and statutory audit envisaged starting from 2017 by the art. 19 of Legislative Decree January 27, 2010 No. 39, as amended by Legislative Decree July 17, 2016 No. 135. As part of the self-assessment process, the activities carried out in this role were also positively reviewed and evaluated.

### Advice for shareholders on the composition of the Board of Statutory Auditors

The Shareholders' Meeting called for May 13, 2020 will appoint the new Boards of Directors and Statutory Auditors. Therefore the Board of Statutory Auditors, having reached the end of its term and drawing on its experience and the results of a self-assessment, provides the Shareholders with an outline of the skills and professional experience that, in addition to statutory requirements, most contributed to its efficient and effective operation.

#### Advice for shareholders

The advice, described below, was published on the Company's website on March 2, 2020.

It is important to underline that, since Eni is listed on the New York Stock Exchange, the Board of Statutory Auditors (hereafter also "Board") also performs the role and duties of an Audit Committee pursuant to SEC rules and the Sarbanes-Oxley Act, i.e. it carries out functions additional those envisaged by applicable legislation for issuers listed on the Italian market.

Over the three-year term, the Board of Statutory Auditors functions were expanded pursuant to the reform of the statutory audit discipline implemented at European level, which assigned additional disclosure and monitoring activities to this body.

Likewise, the introduction of the rules on non-financial reporting included additional supervisory activities on the compliance with the relevant provisions.

Finally, it should be remembered that, in the next term, the Board will have to continue the onerous task of monitoring the proceedings started by Italian and foreign authorities involving the Company and some of its managers.

Based on the Board's past experience, it is essential that prospective Auditors have sufficient time to devote to Eni in order to be able to perform their role effectively. In addition to the reasons clarified above, this requirement is mainly related to the complexity of the Group, both in terms of its geographical scope and areas of business.

To be able to monitor the effective functioning of the internal control and risk management system, besides ensuring robust scheduling of the Board activities, it is essential to provide intense induction support as well as ensuring participation in the meetings of the various Board of Directors committees. This allows Auditors to gain a deeper understanding of the issues and decisions presented in more concise form during the Board of Directors meetings.

The supervision of financial and non-financial reporting, required of the Board also in its capacity as the Audit Committee, requires appropriate experience in large listed multinational companies with complex governance arrangements, and attention to the issues related to the current energy transition.

The Board of Statutory Auditors also acknowledges the value of diversity in its composition, both in terms of gender and professional background, and underscores the importance recognised in the Company By-laws of economics and company law. Furthermore, in order to comply with the regulatory requirement for the Board as a whole to have industry-specific competence, it is necessary to ensure the continuity of the skills acquired.

Finally, an additional requirement for the efficient and effective functioning of the Board has been identified in the ability to work in a team and manage complexities in a constructive and balanced way. Decisive in this regard is the role of the Chairman, whose authority is essential both for creating cohesion and collaboration between Board members, and in the interaction with other corporate bodies, structures and people in general, and those responsible for the internal control and risk management system in particular.

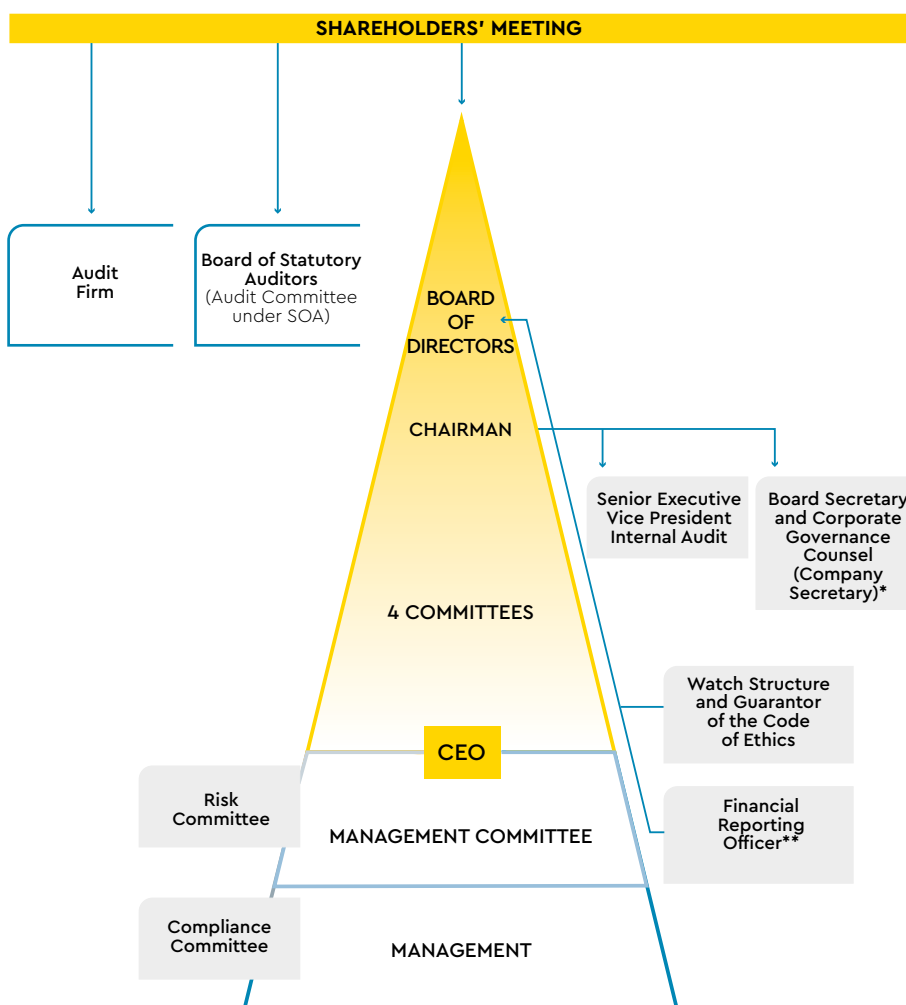
As required by the rules of conduct for the boards of statutory auditors of listed companies issued by the National Council of the Italian accounting profession, the Board of Statutory Auditors also deems it appropriate to provide guidelines to enable shareholders and candidates to assess the adequacy of the proposed remuneration package for the office of Statutory Auditor of Eni SpA, also in relation to the amount of work necessary to perform the job.

During the 2017-2019 term, meetings of the Board of Statutory Auditors, the Board of Directors and Shareholders Meetings totalled one hundred and ten. The Board also participated, in its entirety or in the person of its Chairman or a delegate, in all the meetings of the Control and Risk Committee, the other Board of Directors committees, and met periodically with the Watch Structure, for a further one hundred and thirty-eight meetings. This must be added to the time dedicated to the preparation of meetings, including the prior analysis of large documentation, the subsequent revision of the voluminous minutes, and frequent informal meetings.

In line with best practices, the remuneration of non-executive directors, including remuneration for participation in the Board of Directors committees, can provide a useful indication for assessing the adequacy of the overall remuneration of Board members.

Finally, the adequacy of the remuneration of the members of the Board of Statutory Auditors should be examined also in consideration of recent regulations which significantly expanded the duties and responsibilities of the Board, its role as Audit Committee pursuant to SEC regulations and the taxing work entrusted to Eni's control body.

## Internal Control and Risk Management System<sup>150</sup>



\* Also Senior Executive Vice President Corporate Affairs and Governance.

\*\* Also Chief Financial Officer.

In order to promote and maintain an adequate Internal Control and Risk Management System (ICRMS), Eni utilises organisational, informational and regulatory tools, aimed at making it possible to identify, measure, manage and monitor the main risks that Eni faces.

This system is integrated into the organisational, administrative and accounting structure, and more generally into Eni's Corporate Governance framework, and is based upon the recommendations of the Corporate Governance Code, taking into consideration national and international reference models and best practices, aimed at strengthening their overall effectiveness and efficiency, taking account of the international nature of the Company.

Focus on compliance

In this context, particular attention is paid to compliance, which for Eni is a key factor in protecting the Company from risks, safeguarding its assets and contributing to the effectiveness and efficiency of all business activities. To this end, Eni's rules in the individual areas of compliance are conceived from a "risk driven" perspective and filtered through international best practices.

[150] This chapter was approved by the Board of Directors, having received the opinion of the Control and Risk Committee; the section "Main features of the Risk Management and Internal Control Systems applied to the financial reporting process (MSG "Eni's Internal Control System over Financial Reporting")" and the section "Officer in charge of preparing financial reports (Financial Reporting Officer)" were also reviewed by the audit firm pursuant to Art. 123-bis, fourth paragraph, of the Consolidated Law on Financial Intermediation.

The Internal Control and Risk Management System Guidelines approved by the Board

### ICRMS guidelines and rules of implementation

The “Internal Control and Risk Management System Guidelines” approved by the Board of Directors, acting on a proposal from the Control and Risk Committee and having received the opinion of the Chairman for Internal audit-related issues, implement the Corporate Governance Code and define the architecture of the ICRMS, including with respect to information flows and procedures for implementation, which are mandatory for Eni SpA and all of its subsidiaries.

The Guidelines set forth the primary roles and responsibilities relating to the ICRMS, setting out the modes of interaction and coordination<sup>151</sup> between the various actors involved, in order to maximise effectiveness and efficiency and reduce any duplication<sup>152</sup>.

The Guidelines were modified on October 25, 2018<sup>153</sup> to reflect the changes in roles, responsibilities and information flows for the new Integrated Compliance process.

These regulations, issued by the Chief Executive Officer and also modified on October 26, 2018 to take into account the amendments of the Guidelines, along with those on Integrated Risk Management and Integrated Compliance:

- represent, develop and implement a model integrating the various existing elements of Eni’s ICRMS;
- provide all Eni management with a suitable framework for implementing this system;
- ensure that the Board receives every six months for the ICRMS and every three months for risks<sup>154</sup> a comprehensive representation of the various elements of the system on which to base its decisions.

The evaluation of the Board on ICRMS

Most recently at its meeting of February 27, 2020 the Board of Directors, having considered the Reports of the Financial Reporting Officer and CFO of Eni and of the Control and Risk Committee, the part of the Report on organisational structure concerning the organisational arrangements of the ICRMS, the Report on compliance with financial risk limits, the Integrated Compliance Report and the Risk Report, and having consulted with the Committee, evaluated as positive: (i) the adequacy and effectiveness of the Internal Control and Risk Management System in relation to the nature of the Company and its risk profile; and (ii) the adequacy of the powers and resources available to the Financial Reporting Officer as well as compliance with the administrative and accounting procedures prepared by the same.

The following is a detailed description of the roles and duties of the actors in Eni’s Internal Control and Risk Management System, the benchmark models, reporting flows and the assessments performed.

## Actors and duties

### Board of Directors

The Board’s role in the governance of the ICRMS

The Eni SpA Board of Directors, having examined the proposals and having received the opinion of the Control and Risk Committee and having received the opinion of the Chairman on the part addressing Internal Audit issues, sets the guidelines for the ICRMS so as to ensure that the main risks to the Company and its subsidiaries are properly identified, measured, managed and monitored, as well as to determine the degree of compatibility of such risks with managing the business consistent with its strategic objectives. More specifically, the Board sets restrictions on the Company’s financial risk.

For that purpose, the Board:

- has formed a Control and Risk Committee to provide it with support in making evaluations and decisions pertaining to the ICRMS, as well as in relation to approving periodic financial reports;

(151) The information contained throughout this section of the Report is provided for the purposes of the disclosure required by Criterion (7.C.1.d) of the Corporate Governance Code.

(152) Criterion 7.P.3 of the Corporate Governance Code.

(153) The ICRMS guidelines, approved on March 14, 2013, incorporate the previous risk guidelines that the Board approved on December 13, 2012 after having received the opinion of the Control and Risk Committee.

(154) With its resolution of May 9, 2014, the Board of Directors increased the frequency of reports to it on risks from every six months to every three months.



- has charged the CEO, who is the Director in charge of the Internal Control and Risk Management System, with the duty of implementing the guidelines and overseeing the system;
- on the proposal of the Chairman in agreement with the CEO, having first received the favourable opinion of the Control and Risk Committee and in consultation with the Board of Statutory Auditors: (i) appoints the Head of the Internal Audit Department, also received the opinion of the Nomination Committee (ii) ensures that he has the necessary resources to perform his duties; and (iii) establishes the remuneration framework in line with corporate policies.

### Activities of the Board of Directors

In order to perform its management and strategic oversight duties, the Board, having received the prior opinion of the Control and Risk Committee:

- examines the main business risks, identified by taking into account the nature of the activities of the Company and its subsidiaries, submitted by the CEO at least once every three months;
- evaluates at least once every six months the adequacy and effectiveness of the Internal Control and Risk Management System, with regard to the characteristics of the business and its risk profile compatible with the business objectives, unless unforeseen events occur requiring special in-depth attention;
- monitors whether the Financial Reporting Officer has adequate powers and means to carry out his duties and monitors compliance with the administrative and accounting procedures;
- approves, at least once a year, and most recently on January 16, 2020, the Audit Plan prepared by the Head of the Internal Audit Department, in consultation with the Chairman of the Board of Directors, the CEO and the Board of Statutory Auditors, including in its capacity as the "Audit Committee" under US law. It also approves, most recently on January 16, 2020, the Internal Audit budget, acting on a proposal of the Chairman of the Board of Directors, in agreement with the CEO and in consultation with the Board of Statutory Auditors<sup>155</sup>;
- evaluates, in consultation with the Board of Statutory Auditors, the findings contained in the suggestion letter, if any, of the firm that performed the statutory audit and in its report on the fundamental issues that arose during the statutory audit. At its meeting of May 30, 2019 the Board, having received the opinions of the Control and Risk Committee and of the Board of Statutory Auditors, shared the findings contained in the suggestion letter of the firm for 2018.

The evaluations and decisions of the Board of Directors

### Chairman of the Board of Directors

Subject to the other powers granted by the law, the By-laws and the corporate governance system, within the context of the Board the Chairman plays an important role with regard to:

- the proposals for appointing and removing the main officers and bodies of the Company, in particular those involved in control activities (Watch Structure, FRO, the Head of Integrated Risk Management, the Head of Integrated Compliance, and the Head of Internal Audit). More specifically, she manages the reporting between the Board of Directors and the Head of the Internal Audit Department<sup>156</sup>, and submits to the Board<sup>157</sup>, in agreement with the CEO, the proposals on the appointment, removal and compensation structure for the Head of Internal Audit and the budget proposal to ensure that he has adequate resources to perform his duties;
- the main rules governing the activities of the Internal Audit Department (i) proposing the guidelines to the Board of Directors, in agreement with the CEO and in consultation with the Control and Risk Committee and (ii) approving the Management System Guidelines for Internal Audit activities, in consultation with the CEO and the Control and Risk Committee. The Chairman is also consulted on the approval of the ICRMS guidelines with regard to Internal Audit activities;

The role of the Chairman of the Board of Directors in the internal controls

[155] In exceptional and urgent circumstances that require resources in excess of those provided for in the budget, the Head of the Internal Audit Department notifies the Chairman of the Board of Directors who proposes to the Board that it approves the extra budget, in agreement with the CEO, having received the favourable opinion of the Control and Risk Committee and in consultation with the Board of Statutory Auditors.

[156] Without prejudice to the Head being functionally subject to the authority of the Control and Risk Committee and the CEO, as director in charge of the Internal Control and Risk Management System.

[157] The Control and Risk Committee issues its (favourable) opinion on proposals submitted to the Board. The Board makes a decision in consultation with the Board of Statutory Auditors. The Nomination Committee's opinion is also sought on the proposals concerning appointment and removal.

- flows of information on the activities of the Internal Audit Department, receiving along with the CEO, the Control and Risk Committee and the Board of Statutory Auditors of Eni SpA, the results of the audit performed, as well as the periodic reports on the activities of Eni's Internal Audit Department, on the procedure it follows in managing risks and on how well it is following the plan for their containment, in addition to specific reports prepared with regard to significant events. The Chairman is also informed, along with the Chairman of the Control and Risk Committee of Eni SpA and the Chairman of the Board of Statutory Auditors of Eni SpA, whenever the CEO of Eni SpA asks the Eni's Internal Audit Department to audit specific areas of operations and to verify compliance with internal rules and procedures in operations;
- the request to perform audits of specific areas of operations and to verify compliance with internal rules and procedures in operations, having the option of asking the Head of the Internal Audit Department, while simultaneously notifying the CEO, the Chairman of the Control and Risk Committee and the Chairman of the Board of Statutory Auditors;
- the activities of the Eni Watch Structure: Model 231 requires the Watch Structure to submit a Report every six months to the Chairman, the CEO, the Control and Risk Committee and the Board of Statutory Auditors. The Chairman also receives from the Watch Structure, along with the CEO, the Control and Risk Committee and the Board of Statutory Auditors, immediate notice if the particularly material or significant facts are uncovered;
- the activities of the Guarantor of the Code of Ethics: the Code of Ethics provides that the Guarantor, the functions of which have been assigned to Eni SpA Watch Structure, submit a report every six months on the implementation and possible need for updates to the Code to the Chairman, the CEO (who report to the Board), to the Control and Risk Committee and to the Board of Statutory Auditors;
- participation of Executives and Heads of structures at Board Meetings: the Chairman may ask the CEO of Eni SpA, also at the request of one or more Directors, that the Executives of Eni SpA and of the Group companies, the Heads of the relevant Departments (based upon the issues being addressed), attend Board meetings to provide information on items on the agenda.

## Board of Statutory Auditors

### Monitoring activities of the Board of Statutory Auditors on risks

In addition to the functions provided for by law, and in particular by Art. 149 of the Consolidated Law on Financial Intermediation, the Board of Statutory Auditors monitors the financial reporting process and the effectiveness of the Internal Control and Risk Management System, in accordance with the Corporate Governance Code, acting also as "Internal Control and Financial Auditing Committee" (ICFAC), pursuant to Legislative Decree No. 39/2010 and "Audit Committee" under US law. The duties of the Board of Statutory Auditors are described in the section on the "Board of Statutory Auditors" in this Report.

The monitoring of the general process of managing Company risks is performed through meetings with the Heads of the main business and functional areas, including the Head of Integrated Risk Management Unit and the Financial Reporting Officer, participation in meetings of the Board of Directors and the other Board Committees and the exchange of information with the audit firm. The Board of Statutory Auditors also meets periodically with the Watch Structure.

### Information flows and coordination with other control bodies and functions

In this respect, the Board of Statutory Auditors receives the information required to perform its duties as well as the reports submitted and opinions expressed by the Company risk management bodies and functions.

The procedures for coordinating the functions of the Board of Statutory Auditors with those of the Internal Audit Department and the Control and Risk Committee are described in the sections on these latter.

In the performance of its functions the Board of Statutory Auditors may avail itself of Company units, in particular the Internal Audit Department and the Administration and Financial Reporting unit. For more information on the activities of the Board of Statutory Auditors, please refer to the report to the Shareholders' Meeting prepared in accordance with Art. 153 of the Consolidated Law on Financial Intermediation.

## Control and Risk Committee

The Control and Risk Committee, formed in Eni in 1994<sup>158</sup>, supports, on the basis of an adequate control process, the Board in evaluating and making decisions concerning the ICRMS and in approving the periodic financial reports<sup>159</sup>.

The Committee periodic reports to the Board of Directors are drafted taking account of information provided by the FRO, the Head of the Internal Audit Department and Eni's Watch Structure, the Head of Integrated Risk Management in their respective reports, and, more generally, on information obtained in performing its duties.

The Committee advises the Board of Directors. Specifically, it:

- issues a prior opinion: a) on and drafts recommendations and updates concerning the guidelines for the ICRMS to be approved by the Board of Directors<sup>160</sup>; b) on the half-yearly evaluation of the overall adequacy and effectiveness of the ICRMS, with regard to the characteristics of the business and its risk profile; to this end, at least once every six months the Committee reports to the Board of Directors, on the occasion of the approval of the annual and semi-annual financial reports, on its activities and on the adequacy of the ICRMS; c) on the approval, at least once a year, of the Audit Plan; d) and on the evaluation of the findings reported in the suggestion letter, if any, of the audit firm and in its report on the fundamental issues that arose during the Statutory Audit;
- issues its favourable opinion on the proposals formulated by the Chairman of the Board of Directors, in agreement with the CEO, concerning the appointment, the removal and the definition of the structure of the remuneration of the Head of the Internal Audit Department, as well as the adequacy of the resources provided to the latter to perform his duties;
- examines the main risks presented to the Board of Directors of Eni SpA and issues opinions on specific aspects concerning the identification of the main corporate risks;
- examines and issues an opinion on the adoption and amendment of the rules on the transparency and the substantive and procedural fairness of transactions with related parties and those in which a Director or Statutory Auditor holds a personal interest or an interest on behalf of a third party, while performing the additional duties assigned it by the Board of Directors, including examining and issuing an evaluation on specific types of transactions, except for those relating to compensation<sup>161</sup>;
- issues an opinion on the key guidelines of the Regulatory System and regulatory instruments to be approved by the Board of Directors, on their amendment or updating and, at the request of the CEO, on specific aspects concerning the instruments implementing the foundations.

Advisory role of the Committee to the Board

In addition, the Committee, in assisting the Board of Directors:

- monitors the independence, adequacy, efficiency and effectiveness of the Internal Audit Department and oversees its activities, with respect to the duties in this area of the Board of Directors, and the Chairman of the Board on its behalf, ensuring that they are performed with the necessary independence and required level of objectivity, competence and professional diligence, in accordance with the Code of Ethics of Eni SpA and the international standards of the internal auditing profession.

The Committee and the Internal Audit

In particular, the Committee assesses whether the Head of Internal Audit satisfies the integrity, professionalism, expertise and experience requirements at the time of appointment and annually thereafter to verify that they continue to be met.

In addition, the Committee examines: a) the results of the audit activities performed by the Internal Audit Department; b) the periodic reports prepared by the Internal Audit Department containing

The examination of reports and communications of other bodies and control functions

[158] The Internal Control Committee, first established within the Board of Directors on February 9, 1994, changed its name to "Control and Risk Committee" by resolution of the Board of Directors on July 31, 2012, in accordance with the recommendations of the 2011 Corporate Governance Code.

[159] For more information on the composition of the Committee, see the section on the "Control and Risk Committee" of the Board of Directors in this Report.

[160] The proposals of the Control and Risk Committee regard the policy indications for the ICRMS included in the Management System Guideline "Internal Control and Risk Management System", which is addressed in a specific section of this Report. The Committee gives opinions to the Board concerning the approval of certain regulatory instruments (e.g. the Management System Guideline on Compliance).

[161] For more information, please see the section "Management System Guideline Transactions involving the interests of Directors and Statutory Auditors and transactions with related parties" in this Report.

adequate information on the activities carried out, on the manner in which risk management activities are conducted and on compliance with risk containment plans, as well as reports on significant events, and the assessment of the appropriateness of the ICRMS. The Committee may ask the Internal Audit Department to audit specific areas of operations, simultaneously notifying the Chairman of the Board of Statutory Auditors of the assignment:

- examines, together with the Financial Reporting Officer, and having consulted the firm that conducts the Statutory Audit and the Board of Statutory Auditors, the proper application of the accounting standards (IFRS) and their consistent use in preparing the consolidated financial statements, prior to being approved by the Board;
- examines and assesses (i) the Report prepared by the CFO/FRO on the basis of which it provides an opinion to the Board of Directors on the adequacy of the powers and resources assigned to the FRO and the state of compliance with administrative and accounting procedures, reporting on them to the Board in order for the Board to perform its supervisory functions as provided for by applicable law; (ii) communications and information received from the Board of Statutory Auditors and its members regarding the ICRMS; (iii) the periodic reports issued by Eni's Watch Structure, including in its capacity as Guarantor of the Code of Ethics; (iv) information on the ICRMS, including that provided in the course of periodic meetings with the competent Company structures, enquiries and reviews carried out by non-Eni Group parties;
- examines the periodic reports prepared by the Integrated Compliance Department on the results of Eni compliance activities.

#### Assistance to the Board in management of risks coming from potentially prejudicial situations

In addition, the Committee, at the request of the Board, provides assistance, performing appropriate enquiries, to the Board of Directors in making assessments and decisions concerning risk management as it regards potentially prejudicial situations of which the Board of Directors is aware.

#### The Committee and the Legal Affairs Department

Finally, the Committee oversees the activities of the Legal Affairs Department in case of judicial inquiries and proceedings, carried out in Italy and/or abroad, concerning the CEO and/or the Chairman of Eni SpA and/or a member of the Board of Directors and/or an Executive reporting directly to the CEO, even if no longer in office for crimes against the Public Administration and/or corporate crimes and/or environmental crimes, related to their mandate and their scope of responsibility.

#### Information flows with the Board of Statutory Auditors

In any event, the Committee shall establish an information exchange procedure with the Board of Statutory Auditors for the purposes of promptly sharing information necessary for them to complete their respective tasks and to coordinate their respective activities in areas for which they are jointly competent so as to ensure the orderly performance of Company business.

Please refer to the relevant section on this Report for more detailed information on the Committee's activities in 2019.

### The Chief Executive Officer, acting as the Director in charge of the Internal Control and Risk Management System

#### The CEO is charged by the Board of Directors with establishing and maintaining an effective ICRMS

The Chief Executive Officer of Eni SpA is charged by the Board of Directors with establishing and maintaining an effective ICRMS. For this purpose, the CEO:

- identifies the main risks faced by the Company, taking account of the characteristics of the activities of Eni SpA and its subsidiaries, and reports on them to the Board of Directors at least once every three months;
- implements the policy guidelines for the ICRMS defined by the Board and is responsible for their planning, execution and management;
- constantly monitors the overall adequacy and effectiveness of the ICRMS, ensuring that it is updated in response to changes in the operational and regulatory framework.

As regards the internal control system over financial reporting, these duties are performed without prejudice to the role assigned by law to the Financial Reporting Officer<sup>162</sup>.

[162] For more information, please see the section "Officer in charge of preparing financial reports (Financial Reporting Officer)" of this Report.

The CEO may ask the Internal Audit Department to perform an audit on specific areas of operations and on compliance with internal rules and procedures in executing business transactions.

**The CEO and the Internal Audit Department**

In this case, the CEO provides simultaneous notice to the Chairmen of the Board of Directors, of the Control and Risk Committee and of the Board of Statutory Auditors.

The CEO shall promptly notify the Control and Risk Committee (or the Board of Directors) of problems or critical issues that arise in performing his duties or that he has discovered so that the Committee (or the Board) can take appropriate action.

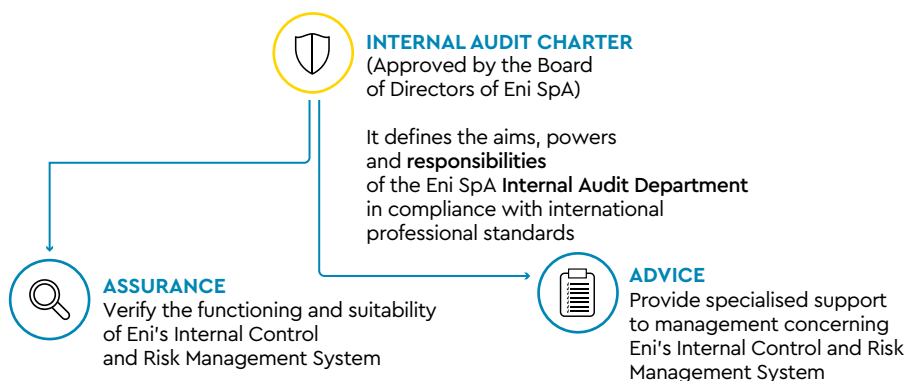
## Internal Audit

The Internal Audit Department plays a leading role in verifying and assessing the ICRMS. It is primarily responsible for:

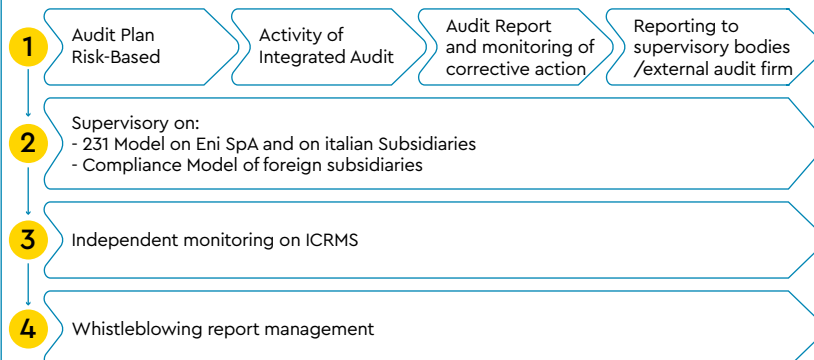
- verifying the overall operation and suitability of Eni's ICRMS, both on-going and in relation to special needs, providing its assessments and recommendations in order to enhance its efficiency and effectiveness;
- providing specialised support to Company top management concerning the ICRMS; to improve its effectiveness, efficiency and integration within corporate processes.

In keeping with best international internal auditing practices, in accordance with the guidelines for the Internal Control and Risk Management System approved by the Board, on December 11, 2014, and more recently on May 24, 2018, the Board approves the Internal Audit Charter<sup>163</sup>, which sets out the objectives, power and duties of the Internal Audit Department.

**Internal Audit Charter**



### ACTIVITIES OF THE ENI SPA INTERNAL AUDIT DEPARTMENT



### HIGHLIGHTS (2019 DATA)

- 124 resources, 69% certified
- 74 Audit Reports issued
- 25 corrective actions around foreign subsidiaries and 3 around Italian subsidiaries
- Independent monitoring executed on about 400 process controls
- 67 whistleblowing reports concerning the ICRMS closed and 4 on Other Issues
- around 1,100 corrective actions monitored

[ 163 ] The Internal Audit Charter contains the internal audit guidelines approved by the Board of Directors (for the first time in 2008), the contents of which have been integrated into the Internal Audit Management System Guideline. For more information, please refer to the section on Eni's Regulatory System.

#### Head of Internal Audit reporting and nomination process

The Board of Directors, in accordance with relevant best practices, decided that the Head of the Internal Audit Department would report directly to the Board, and to the Chairman on its behalf, without prejudice to his functional reporting to the Control and Risk Committee and the CEO<sup>164</sup>.

The governance rules pertaining to the appointment and removal of the Head of the Internal Audit Department are designed to ensure his maximum independence.

In fact, in going beyond the Corporate Governance Code recommendation, the Head of the Internal Audit Department is appointed by the Board of Directors upon proposal of the Chairman of the Board, in agreement with the Chief Executive Officer, subject to the favourable opinion of the Control and Risk Committee, as well as after hearing the Board of Statutory Auditors.

The proposal is also subject to the favourable opinion of the Nomination Committee. The Head of the Internal Audit Department is removed in the same way he is appointed.

The Head of the Internal Audit Department also reports to the Board of Statutory Auditors of Eni in its capacity as the "Audit Committee" under US laws.

#### The role of the Control and Risk Committee

In preparation for the appointment, the Control and Risk Committee evaluates the candidate to determine whether he satisfies the integrity, professionalism, expertise and experience requirements required to perform his duties, as well as determining the absence of any circumstances rendering him incompatible for the position, including conflicts of interest, with respect to previous business or positions held with the Company and/or its subsidiaries, and with regard to relationships<sup>165</sup> with persons holding operational responsibilities with Eni. The Control and Risk Committee is tasked with annually evaluating whether these requirements are met.

The Control and Risk Committee oversees the activities of the Internal Audit Department, monitoring its autonomy, adequacy, effectiveness and efficiency, with respect to the related duties of the Board of Directors, and on its behalf the Chairman of the Board.

The Head of the Internal Audit Department, as well as all the other members of the unit, are not responsible for any operational area and have direct access to any information which may be pertinent to the performance of his duties.

#### Remuneration and budget

The Board of Directors, having received the prior favourable opinion of the Control and Risk Committee and in consultation with the Board of Statutory Auditors of Eni SpA, acting upon the proposal of the Chairman of the Board of Directors in agreement with the CEO, also approves the fixed and variable remuneration for the Head of the Internal Audit Department, in keeping with Company remuneration policies.

The Board of Directors of Eni SpA, having received the prior favourable opinion of the Control and Risk Committee and in consultation with the Statutory Auditors, acting upon the proposal of the Chairman of the Board of Directors in agreement with the CEO, approves the budget of the Internal Audit Department, ensuring that its head has adequate resources to perform his duties.

Following the election of the Board of Directors, on May 9, 2017, the Board of Directors confirmed Marco Petracchini as the Head of the Internal Audit Department, upon a proposal of the Chairman of the Board of Directors, in agreement with the CEO, having first received the favourable opinion of the Control and Risk Committee, and in consultation with the Board of Statutory Auditors and the Nomination Committee.

The scope, activities and duties of the Internal Audit Department, as governed by the Internal Audit Charter, are described below.

(164) The CEO takes part in the appointment of the Head of the Internal Audit unit and in the other activities described in this section, in his capacity as Director in charge of establishing and maintaining the Internal Control and Risk Management System.

(165) Such relationships include (i) personal relationships (partners, fiancées), (ii) family relationships (parents, children, husband/wife, other relatives within the second degree and in-laws), (iii) financial relationships with employees of the Eni Group, even as consultants/providers of professional services.

### Scope and activity of the Internal Audit Department

The Internal Audit Department of Eni SpA performs its assigned duties for:

- Eni SpA;
- subsidiaries directly or indirectly controlled by Eni, excluding listed subsidiaries with their own internal audit systems;
- investees, under specific agreements;
- non-Group companies considered to be high risk, pursuant to the relevant agreements with Eni.

#### Scope

Companies that, under applicable law, are required to have their own Internal Audit units, will, when possible and to exploit any operating synergies, entrust such internal audit activity to the Eni SpA Internal Audit Department, under specific agreements.

All the departments, units, processes and/or sub-processes, IT systems (including accounting systems) of such companies are subject to Internal Audit, without exception, with regard to the risks and resulting objectives of:

- efficient and effective processes;
- reliable reporting to the corporate bodies and the market;
- compliance with the law, regulations, the By-laws and applicable rules, particularly with regard to Model 231 and to the Compliance Models for corporate responsibility for the foreign subsidiaries of Eni SpA, the Anti-Corruption MSG and related regulatory instruments, as well as other compliance models and systems adopted to ensure the compliance of corporate activities with the law;
- protection of corporate assets (as a combined effect of the preceding types of internal audit activities).

#### Activities

Furthermore, the Internal Audit Department:

- performs supervisory activities on behalf of the Eni Watch Structure and supports, as requested, the Watch Structures of Italian subsidiaries and the Compliance Supervisory Body (CSB)/Local Compliance Committee (LCC) of foreign subsidiaries, as provided for by the subsidiaries' Model 231, when required, and the Compliance Models for corporate responsibility of foreign subsidiaries;
- conducts independent monitoring as provided for by the Internal Control System with regard to financial reporting and/or similar duties based upon the internal control models applicable and that are approved by the Board of Directors;
- on the basis of the principles and criteria established, organises and monitors the systematic gathering of the data, information and evaluations need to formulate and update the Audit Plan proposal;
- ensures the necessary flows of information on audits performed and the related periodic reporting to the Chairman of the Board, the CEO, the supervisory and control bodies of Eni and, where applicable, the subsidiaries;
- manages preliminary activities in support of assessments by the competent control bodies, including the Board of Statutory Auditors of Eni SpA also in its capacity as the "Audit Committee" under US law, of reports concerning non-compliance with external laws and regulations as well as the rules of Eni's internal regulatory system including (i) allegations of fraud involving corporate assets and/or financial reporting, (ii) events that could, in theory, give rise to administrative responsibility for the Company pursuant to Legislative Decree No. 231/2001 or similar legislation governing corporate responsibility as well as (iii) instances of active or passive corruption or the violation of anti-corruption regulations<sup>166</sup>;
- manages preliminary activities in support of assessments by the Eni SpA Watch Structure, in its capacity as the guarantor for the Code of Ethics for all companies of the Group, of reports of violations of the standards and principles defined in the Code of Ethics<sup>167</sup>;
- handles the necessary flows of information on the investigations on whistleblowing reports performed and the related periodic reporting to the Chairman of the Board of Directors, the CEO, the control and oversight bodies of Eni SpA, its subsidiaries, and other competent parties, in line with the relevant Eni regulatory instruments;

[166] For more information, please refer to the section "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad" of this Report.

[167] On November 23, 2017, the Eni SpA Board of Directors approved a revision of the Code of Ethics, which establishes that the Eni SpA Watch Structure is responsible for overseeing compliance with the Code of Ethics for all companies of the Group. As a result, beginning in 2018, all reports of violations of the standards and principles defined in the Code of Ethics that are not reports related to the ICRMS concerning reports, anonymous or otherwise, received by Eni SpA and its subsidiaries in Italy and abroad (see the dedicated section of this report below) are to be verified by the Eni SpA Watch Structure as the Guarantor of the Eni Code of Ethics.

- carries out the necessary preparations required for the engagement of the firm that performs the statutory audit, with the support of other competent departments pursuant to applicable law, as well as verifies that the firm continues to satisfy the independence requirements throughout its appointment, reporting on such to the Board of Statutory Auditors of Eni SpA, also in its capacity as the Internal Control and Financial Auditing Committee;
- provides advisory services aimed at providing specialist support to Company management in the creation of value added and improving Eni's governance processes and risk management and control by participating in dedicated, inter-functional working groups established within Eni's organisation, while also overseeing training on ICRMS issues, contextualised within the scope of the various businesses.

### Audit Plan

#### Duties of the Internal Audit Department

Internal Audit activities are scheduled based on an annual Audit Plan prepared by the Head of the Internal Audit Department following a defined method, taking a "top-down" and "risk-based" approach to assessing the main risks.

The Audit Plan is approved at least annually<sup>168</sup> by the Board of Directors, subject to the prior opinion of the Control and Risk Committee, in consultation with the Chairman of the Board of Directors, the CEO and the Board of Statutory Auditors of Eni SpA (including in its capacity as the "Audit Committee" under US law).

The Eni SpA supervisory plan, approved by Eni's Watch Structure, pursuant to Eni's Model 231, forms an integral part of the Audit Plan.

The approved Audit Plan may be updated/amended during the year in response to developments in the Eni Strategic Plan, the risk profile, the ownership structure of the Group and other emerging issues of special importance on the occasion of the presentation of the half-year report by the Head of Internal Audit.

### Spot audits

The Head of the Internal Audit Department may also order spot audits not provided for under the Plan based on:

- a) requests submitted by:
  - the Board of Directors;
  - the Control and Risk Committee, which simultaneously notifies the Chairman of the Board of Statutory Auditors;
  - the Chairman of the Board of Directors, who simultaneously notifies the CEO, the Chairman of the Control and Risk Committee and the Chairman of the Board of Statutory Auditors;
  - the CEO, who simultaneously notifies the Chairman of the Board of Directors, the Chairman of the Control and Risk Committee and the Chairman of the Board of Statutory Auditors;
  - executives reporting directly to the CEO, with respect to their areas of responsibility, who also evaluate any requests from their respective structures;
  - the CEOs of the strategically important subsidiaries, as identified by the Board of Directors;
  - the Board of Statutory Auditors of Eni SpA;
  - the Eni Watch Structure;
- b) his own specific assessment.

The Internal Audit Department – in coordination with Integrated Compliance for the issues within the scope of this unit's responsibilities and with the assistance of other relevant units – also provides operational support in independent, outside audits conducted directly by the Eni SpA oversight and control bodies, including by coordinating the contributions requested of the other Eni functions involved.

### Audit Reports and other reporting

The findings of each internal audit performed, whether scheduled or spot audits, are reported in Internal Audit Reports, which are sent by the Head of the Internal Audit Department simultaneously to the structures audited, the Chairman of the Board of Directors of Eni SpA, the CEO of Eni SpA, as well as the Chief Financial Officer, the Control and Risk Committee and to the Board of Statutory Auditors of Eni SpA.

[168] The Board of Directors most recently approved the Audit Plan on January 16, 2020.



The Internal Audit Reports are also sent to the Eni Watch Structure, to the extent such falls within the scope of its duties, and to the control and supervisory bodies of the subsidiaries, with regard to internal audits involving them.

The Internal Audit Reports contain brief evaluations of the ICRMS for the areas and processes audited, the description of the findings made and the limitations encountered, as well as recommendations. In response, the Heads of the activities and areas audited are required to draw up corrective action plans, the implementation of which is monitored by the Internal Audit Department.

The Head of the Internal Audit Department reports (i) every six months providing adequate information on his activities, on the risk management process and on compliance with the plans developed to mitigate risk, as well as on the suitability of the ICRMS and (ii) as needed on significant events.

The reports are submitted simultaneously by the Head of the Internal Audit Department to the Chairman of the Board of Directors, to the CEO, to the Control and Risk Committee and to the Board of Statutory Auditors of Eni SpA and, for those issues handled by Eni SpA, to its Watch Structure.

On July 17, 2019, the Head of the Internal Audit Department issued his Half-Year Report (covering the period from January 1 to June 30, 2019, updated as of the date the Report was issued), in which he reported that no situations or significant problems were found that called into question the adequacy of the Eni Internal Control and Risk Management System as a whole.

Semi-annual and annual report  
on ICRMS

On February 25, 2020, the Head of the Internal Audit Department issued his Annual Report (covering the period from January 1 to December 31, 2019, updated as of the date the report was issued) in which he reported that, as required by the "Internal Control and Risk Management System" MSG and on the basis of the findings with regard to each component of Eni's ICRMS, no situations or significant problems were found that called into question the adequacy of the Eni Internal Control and Risk Management System as a whole.

In accordance with the quality assurance and continuous improvement programme developed and launched within the unit, the Head of the Internal Audit Department also reports to the Chairman of the Board of Directors, the CEO, the Control and Risk Committee and the Board of Statutory Auditors on the final results, any plan for corrective actions and the periodic updates on their implementation status relating to Internal (IQR) and External Quality Review assessments performed. The Head of the Internal Audit Department also communicates the results of such assessments to the Watch Structure of Eni SpA.

Quality assurance & continuous  
improvement

In this regard, in 2019 the Internal Audit Department conducted an Internal Quality Review (IQR), with a view to: (i) verifying compliance with international internal audit standards and with the provisions of the Internal Audit Charter; and (ii) finding opportunities to improve the effectiveness, efficiency and quality of the Department activities. The IQR was conducted with a risk-based approach, through interviews up to the reperforming of the activities on the basis of their relevance/risk. The overall assessments of Department activities confirmed the evaluation of the last External Quality Review, carried out in 2017, of "overall compliance" with all the international internal audit standards and the provisions of the Internal Audit Charter.

## Officer in charge of preparing financial reports (Financial Reporting Officer)

Pursuant to Art. 24 of the By-laws, in compliance with the provisions of Art. 154-bis of the Consolidated Law on Financial Intermediation, the Officer in charge of preparing financial reports ("Financial Reporting Officer" or "FRO") is appointed by the Board of Directors, acting upon a proposal by the Chief Executive Officer, in agreement with the Chairman and subject to a favourable opinion of the Board of Statutory Auditors. The proposal is also examined by the Nomination Committee.

The appointment process and  
requirements of the Financial  
Reporting Officer

In accordance with the By-laws, the FRO must be selected from among candidates who have performed the following activities for at least three years:

- administration, control or senior management activities in companies listed on regulated stock exchanges in Italy or other European Union Countries or other OECD Countries with a share capital of no less than €2 million or;
- statutory audit activities in companies indicated in the preceding point or;
- professional activities or university lecturing activities in the financial or accounting sectors or;
- senior management positions in public or private entities with financial, accounting or control expertise.

On May 9, 2017, the Board of Directors, upon the proposal of the CEO, in agreement with the Chairman, having received the favourable opinion of the Board of Statutory Auditors and in consultation with the Nomination Committee, confirmed the appointment of the Chief Financial Officer (CFO) of Eni SpA, Massimo Mondazzi as the FRO<sup>169</sup>. Most recently on February 27, 2020 the Board of Directors performed the periodic assessment of compliance with the requirements for the position of FRO.

#### Responsibility for the internal control system over financial reporting

#### Duties, powers and resources of the Financial Reporting Officer

In accordance with the law, the FRO is responsible for the internal control system as it relates to financial reporting. For this purpose, he establishes the necessary administrative and accounting procedures for drafting the periodic accounting documentation and any other financial notification; moreover he certifies – together with the CEO – their adequacy and actual implementation during the period to which the aforementioned accounting documents refer through an appropriate report on the annual, semi-annual and consolidated financial statements.

#### Board oversight

Pursuant to the aforementioned Art. 154-bis of the Consolidated Law on Financial Intermediation, the Board of Directors monitors the adequacy of the powers and resources available to the FRO, as well as the observance of these procedures.

On February 27, 2020, the Board of Directors confirmed the adequacy of the powers and resources available to the Officer in charge of preparing financial reports as well as compliance with the administrative and accounting procedures prepared by the same<sup>170</sup>.

### Watch Structure

#### Members of the Watch Structure

#### Composition

Consistent with the provision of Model 231, on May 25, 2017, the Board, having received the favourable opinion of the Board of Statutory Auditors and in consultation with the Nomination Committee, confirmed the previous composition of Eni SpA Watch Structure and, in its meeting on January 17, 2019, adjusted its composition in response to the organisational changes introduced: accordingly, as of the date of approval of this Report, the Watch Structure of Eni SpA is now composed of: Attilio Befera (acting as Chairman), Ugo Draetta and Claudio Varrone, as external members, and by Stefano Speroni<sup>171</sup> (Head of Legal Affairs), Luca Franceschini (Head of Integrated Compliance), Marco Petracchini (Head of Internal Audit), Domenico Noviello (Executive Vice President Labour Law and Disputes, manager directly reporting to the Head of the Human Resources and Organization Department), as internal members.

#### Quorums for holding meetings and for voting

Given the composition of the Watch Structure, which is composed of 4 internal and 3 external members, based on the provisions of the Model 231 the Watch Structure's operating rules must indicate quorums for holding meetings and for voting such that, in order for Watch Structure decisions to be valid, it must always be supported by a majority of the external members. This provision is meant to make explicit in the Model as well the predominance of the independent members, enhancing their contribution and balancing their influence on decision making despite the larger number of internal members in the Watch Structure.

[169] Massimo Mondazzi first appointed CFO and FRO on December 5, 2012.

[170] For further information, please see the section on the assessments of the Board of Directors of this Report.

[171] In line with the provision of Model 231, on January 17, 2019 the Board of Directors of Eni SpA appointed Stefano Speroni.

The external members are selected from among academics and professionals with proven skill and experience in economic and company organisation matters and in the administrative liability of corporations.

#### Requirements

Model 231, also sets out conditions for eligibility/integrity and forfeiture, which include, inter alia, the issue of a judgment of conviction, even if not final, against the person, and being subject to bankruptcy proceedings.

More specifically, the following persons are prohibited from becoming external members of the Watch Structure and, if appointed, forfeit the position: those with ties to Eni SpA or a subsidiary, or with Directors of Eni SpA or a subsidiary (such as spouses, relatives or in-laws within the fourth degree of kinship of Directors of Eni SpA or a subsidiary); employees or independent contractors or parties to any other financial or professional relationship that would compromise their independence, without prejudice to holding any position on a control body of a Group company.

At present, the Company has not elected to attribute the Watch Structure functions to its Board of Statutory Auditors, pursuant to Art. 6, paragraph 4-bis, of Legislative Decree No. 231 of June 8, 2001 [hereinafter "Legislative Decree No. 231/2001"]<sup>172</sup>.

### Duties of the Eni Watch Structure

The Eni Watch Structure performs the following main functions:

#### Main functions

- monitoring the effectiveness of Eni's Model 231, as well as its implementation and updating;
- assessing the adequacy of Model 231 and guaranteeing its sound and efficient functioning over time by proposing any necessary updates;
- monitoring the progress of its implementation by the Italian subsidiaries and promoting the circulation and understanding of the procedures and tools for implementing the Model within such subsidiaries;
- approving the annual programme of supervisory activities for Eni, coordinating its implementation and analysing the results;
- managing the flow of relevant information with the Company units and with the Watch Structures of the Italian subsidiaries.

The budget of the Eni Watch Structure is approved by the Board of Directors on the basis of the requests of the Watch Structure itself.

The Eni Watch Structure periodically reports on its activities to the Control and Risk Committee and the Board of Statutory Auditors, as well as to the Chairman and the CEO, who then informs the Board of Directors when reporting on the exercise of his delegated powers.

#### Reporting

The Internal Audit Department is also responsible for conducting audits on behalf of the Eni Watch Structure, following a schedule set annually by the Watch Structure, which is an integral part of the Audit Plan. It also provides support to oversight activities, as requested, of the Watch Structures of Italian subsidiaries as provided for by their Model 231, when required.

#### The Watch Structure and the Internal Audit Department

With regard to the regulatory and organisational models of the subsidiaries, please refer to the following section "Model 231" in this Report.

### Risk Committee

The Risk Committee of Eni SpA, presided over by the CEO of Eni SpA and comprised of Eni's top management, including the Head of the Internal Audit Department, provides advice to the CEO on the major risks facing the Company and, specifically, reviews and offers its opinion, at the CEO's request, on the main results of the integrated risk management process. The Chairman of the Board of Directors is invited to attend the Committee's meetings.

[172] As amended by Art. 14, paragraph 12, of Law No. 183 of November 12, 2011.

## Compliance Committee

The Compliance Committee of Eni SpA, comprised of the heads of Corporate Affairs and Governance, Internal Audit, Accounting and Financial Statements, Integrated Compliance and Human Resources and Organization Departments, has been assigned a variety of duties, including reporting to the CEO of Eni SpA on the need to develop a new compliance and/or governance issue, suggesting the owner and, if necessary, the workgroup.

The Committee also approves the compliance areas and identifies the related area managers, submits proposals to the Chief Executive Officer for the appointment new compliance process owners in accordance with the Management System Guideline “Regulatory System”, validates the compliance and governance models, and receives the Integrated Compliance Report and related updates for the committee’s information.

## Integrated Compliance Department and other compliance units

On July 28, 2016, the Eni Board of Directors approved a number of changes to the Company’s organisational macro-structure in the area of the internal control and risk management system, forming the Integrated Compliance Department, which reports directly to Eni’s CEO, effective since September 12, 2016.

The Head of the Integrated Compliance Department, who reports directly to the CEO of Eni SpA<sup>173</sup>, is appointed by the CEO in consultation with the Chairman of the Board.

The Integrated Compliance Department (DICOMP) is responsible for overseeing legal compliance issues (including corporate administrative liability, the Code of Ethics, anti-bribery practices, antitrust, privacy, consumer protection, market conduct, financial regulation and financial penalties) as well as supervising the model for integrated compliance designed to strengthen a culture and the effective pursuit of compliance in Eni, exploiting the operational synergies in the processes and controls provided for in the various models. Furthermore, for the compliance issues for which there are mechanisms external to DICOMP<sup>174</sup>, this unit, following discussion with the individual heads of the compliance area, establishes appropriate flows of information or coordination mechanisms.

In 2019, the Integrated Compliance process was implemented, and, in March, the first Integrated Compliance Report was presented to the Board of Directors, the Control and Risk Committee, and the Board of Statutory Auditors.

The head of DICOMP facilitates the dissemination of a culture of compliance among all who work at Eni, which includes determining specific initiatives of communication and training to increase awareness of exposure to risks and the ability to manage them and, in coordination with Eni’s lines of business and various support functions, establishing measures to update existing systems of managing the primary risks.

For more information on the regulatory mechanisms with regard to compliance, including the Integrated Compliance process, see the chapter “Eni’s Regulatory System” below.

## Head of Integrated Risk Management

The Head of Integrated Risk Management (RMI) of Eni SpA, who reports directly to the CEO of Eni SpA<sup>175</sup>, is appointed by the CEO in consultation with the Chairman of the Board.

[173] Since September 2016.

[174] The compliance areas with mechanisms external to DICOMP include those that concern related party transactions and the abuse of market information (issuers), which are entrusted to the Corporate Affairs and Governance unit.

[175] Since July 2016.

The Head of RMI ensures the conduct of RMI processes. He presents the results on a quarterly basis to the Risk Committee of Eni SpA, as well as, where requested, to the Control and Risk Committee, the Board of Statutory Auditors and Eni Watch Structure. On at least a quarterly basis, the CEO submits the report on Eni's risks to the examination of the Board of Directors.

The Head of RMI promotes the spreading of a risk management culture towards all Eni's personnel, which also involves identifying specific communication and training initiatives that raise awareness of exposure to risk and how to handle it, in coordination with Eni business lines and support functions, initiatives for the updating of existing management systems for the primary risks.

## Eni Personnel and Management

As set forth in the Code of Ethics, the responsibility for implementing an effective internal control system is shared by all levels of Eni's organisational structure; consequently, all of Eni's personnel, consistent with their positions and duties, are called upon to define and actively participate in the proper implementation of the internal control system. More specifically:

- the CEO and/or Chief Operating Officers, if any, are responsible for ensuring the development, implementation and maintenance of an effective and efficient internal control system and assign to the management for the operational areas the duties, responsibilities and powers for pursuing this aim in the performance of their respective activities and in achieving the related objectives;
- in addition to the management Committees described above and the Head of Integrated Risk Management<sup>176</sup>, other units actively contribute to the ICRMS within the scope of their responsibilities. These include, for example, the Risk Owners who identify, assess, manage and monitor risks under their sphere of competence, as well as the adequacy and function of the controls put in place to oversee them.

Many training programmes and in-depth information sessions for Eni personnel and its boards focus on ICRMS and, especially, on compliance.

## Eni Regulatory System

To ensure the integrity, transparency, propriety and effectiveness of its processes, Eni adopts rules for the performance of business activities and the exercise of powers, guaranteeing observance of the general principles of traceability and segregation.

Principles and objectives  
of the Regulatory System

Each component of that system is supplemented by the Company's Code of Ethics, which identifies the fundamental values, among others, of the formal and substantive legitimacy of the conduct of the members of corporate bodies and all employees, and transparency, also in term of accounting, and the dissemination of a mentality directed at the exercise of control.

Eni is fully aware that investors rely on the full compliance of the corporate bodies, management and employees with the set of rules making up the corporate internal control system.

## The key features of the Eni Regulatory System

On July 28, 2010, Eni's Board of Directors approved the basic guidelines for the New Eni Regulatory System, with the goal of rationalising, supplementing and simplifying Eni's regulatory system.

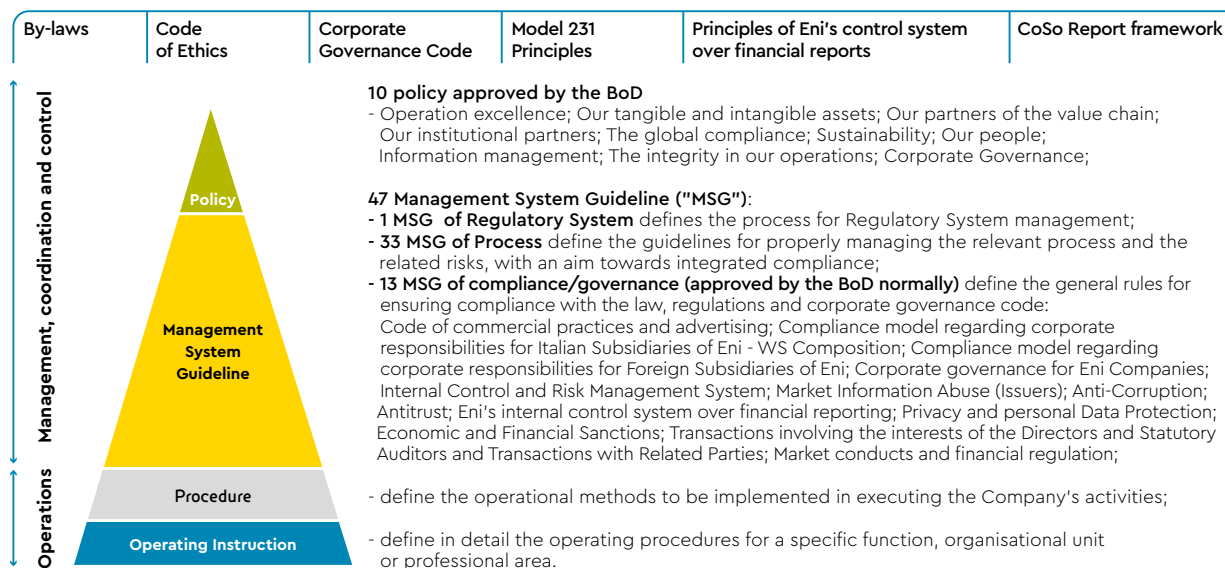
Guidelines for the Eni Regulatory  
System

[176] For more information, please refer to the "Management System Guideline for Integrated Risk Management" section of this Report.

The Guidelines were updated on June 23, 2016 to bring the Regulatory System into line with Eni's new organisational structure, better integrating it with corporate processes and making it easier for the subsidiaries to use.

All of Eni's operational activities can be grouped into a map of processes instrumental to Company activities and integrated with control requirements and principles set out in the compliance and governance models, based upon the By-laws, the Code of Ethics, the Corporate Governance Code, Model 231 Principles, SOA Principles and the CoSO Report.

#### GENERAL OVERVIEW OF THE REGULATORY SYSTEM



#### Policies

The types of instruments that comprise the regulatory system are:

- Policies, approved by the Board of Directors, are mandatory documents that define the principles and general rules of conduct on which all activities carried out by Eni must be based in order to guarantee the achievement of the company's objectives, taking into account risks and opportunities. Policies cut across processes and each focuses on a key element of Company management. Eni Policies apply to Eni SpA and, subject to an adoption process all Eni subsidiaries;
- Management System Guidelines (MSG) define the guidelines common to all Eni units and may regard either processes or compliance/governance (the latter usually approved by the Board of Directors). The individual MSGs issued by Eni SpA apply to subsidiaries, which take steps to ensure their adoption to their organisation, except in cases where there is a need for an exemption<sup>177</sup>. Subsidiaries listed on regulated markets are guaranteed operational independence, which has already been granted by the Board of Directors;
- Procedures define the operational methods to be implemented in executing the activities of the individual companies or functional areas;
- Operating Instructions are an additional level of detail for representing the operating procedures for a specific function, organisational unit or professional area.

#### Management System Guidelines

#### Procedures

#### Operating Instructions

The regulatory instruments are published on the corporate intranet and, in some cases, on the Company's website. The Policies and MSGs have been disseminated to the subsidiaries, including listed subsidiaries, for the subsequent phases for which they are responsible, in particular formal adoption and adjustment of their existing regulatory systems.

[177] Exemptions are allowed only in exceptional circumstances. There are no exemptions allowed for MSGs in compliance areas. At its meeting of March 15, 2018, the Board of Directors approved, having obtained the favourable opinion of the Control and Risk Committee, an extension of the scope of application of the Eni Regulatory System to also include Italian companies controlled in accordance with the provisions of the Civil Code but which are not classified in the financial statements as subsidiaries, unless that is ruled out by the provisions of by-laws or agreements with third-party shareholders that regard the regulatory system or other specific issues.

## Management System Guideline "Corporate Governance for Eni companies"

On October 26, 2017, the Board of Directors of Eni SpA, acting upon the proposal of the CEO, having first been examined by the Nomination Committee with regard to those matters in which it has expertise, and by the Board of Statutory Auditors with regard to the matters concerning Boards of Statutory Auditors, and having received the opinion of the Control and Risk Committee, updated the Management System Guideline ("MSG") "Corporate Governance for Eni companies" approved on May 30, 2013<sup>178</sup> to bring it into line with, among other things, legislative changes, developments in the organisation, equity investments and regulations of Eni and the results of its application and best practice in this field.

Governance system and rules for Eni companies

More specifically, the MSG "Corporate Governance for Eni companies":

- governs the legal form and management and control system of Eni subsidiaries<sup>179</sup>, indicating the size, composition and operating principles for the relative bodies. Specific assessments relating to the risk profile of the Company are used in identifying and composing the control body;
- defines strict requirements that the members of the management and control bodies of Eni investees that Eni appoints must meet in order to be given and retain such position<sup>180</sup>. Requirements are verified or evaluated and monitored, including through the submission of statements by the candidates, in order to ensure that the choices made are traceable and transparent. With regard to the members of the control bodies, in addition to the requirements provided for by the law and the By-laws, the MSG also introduces new requirements concerning integrity and independence or the absence of any conflict of interest, thereby confirming and expanding the provisions and recommendations of the Corporate Governance Code applicable to the statutory auditors of listed companies;
- defines roles and responsibilities in the process of designating the members of the administrative and control bodies. With regard to the appointment of members of the control bodies, the MSG calls for the creation of a database containing the names of potential candidates who meet the requirements, which are verified by the competent units;
- in order to ensure appropriate flexibility, it establishes: (i) the general causes of exemptions from the MSG, and the associated reporting flows, in the case of impediments caused by the presence of third-party shareholders, local or sectorial regulations or operational factors connected with the system of delegated powers; (ii) that any exceptions to the application of the MSG shall be authorised by the Chief Executive Officer of Eni SpA, who shall obtain the opinion of the Heads of the competent functions or, in specific cases, directly by the heads of the competent functions.

Legal form of Eni subsidiaries

Requirements

Roles and responsibilities in the designation process and database

General causes of exemptions and exceptions. Information flows and authorisation

## Management System Guideline "Internal Control and Risk Management System"

Most recently on October 25, 2018, the Board of Directors of Eni SpA, at the proposal and subject to the prior opinion of the Control and Risk Committee, and having received the opinion of the Chairman on Internal Audit-related matters, approved the "Guidelines for the Internal Control and Risk Management System" (ICRMS), entrusting the CEO with their implementation.

Board guidelines

These guidelines, which are mandatory for the subsidiaries, are designed to ensure that the main risks to which Eni is exposed are correctly identified, measured, managed and monitored and set out reference principles, roles and responsibilities for the key players in the system, as well as the criteria that the CEO must follow in implementing those guidelines.

The Management System Guideline for the internal control and risk management system (ICRMS MSG) represent the regulatory instrument with which the CEO, on most recently October 26, 2018, implemented the Board guidelines. These rules, in incorporating the principles (i) consolidate and structure within a single document the various elements of the Eni ICRMS, (ii) define the model of relations between Eni SpA and the subsidiaries in this area, and (iii) exploit the opportunities for the rationalisation of reporting flows and the integration of controls and monitoring activities.

Internal implementation rules

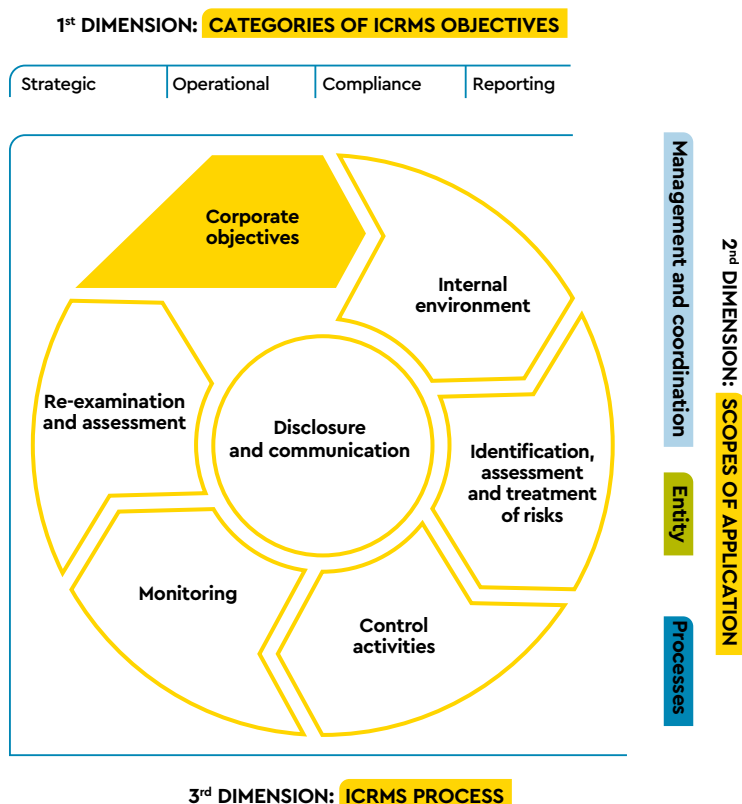
[178] The MSG of May 30, 2013 replaced the previous rules in this field (Circular No. 351 and Circular No. 352 of April 24, 2009).

[179] The rules also apply to subsidiary consortiums, where applicable.

[180] Contract-based joint ventures other than consortiums are subject to specific rules provided for in internal anti-corruption regulations.

The ICRMS MSG is used alongside the instruments issued on December 18, 2012 and most recently updated on July 4, 2016, with which Eni developed and implemented a model for the integrated management of corporate risks and a model for integrated compliance, issued on October 29, 2018.

Eni's reference framework for implementation and maintenance of an adequate and working ICRMS provides for a structure of three dimensions, as shown in the following diagrams:



#### Objectives

#### Scope of application

#### ICRMS Process

- 1) Objectives - The first dimension represents the view of the ICRMS in relation to the objectives and associated risks that the ICRMS is intended to pursue and manage: Strategic, Operational, Compliance and Reporting.
- 2) Scope of application - The second dimension regards the scope of application on the basis of which the ICRMS is structured:
  - the management and coordination exercised by Eni SpA over the subsidiaries;
  - entity: Eni SpA and the individual subsidiaries, on the basis of their legal and operational independence, establish an appropriate, functional ICRMS under their own responsibility;
  - processes adopted by Eni, on the basis of which the ICRMS is structured.
- 3) ICRMS Process - The third dimension represents the ICRMS process and its individual phases:
  - definition and implementation of the "internal environment";
  - identification, assessment and treatment of risks;
  - definition and implementation of control activities;
  - monitoring;
  - re-examination and assessment of the entire system;
  - disclosure and communication.

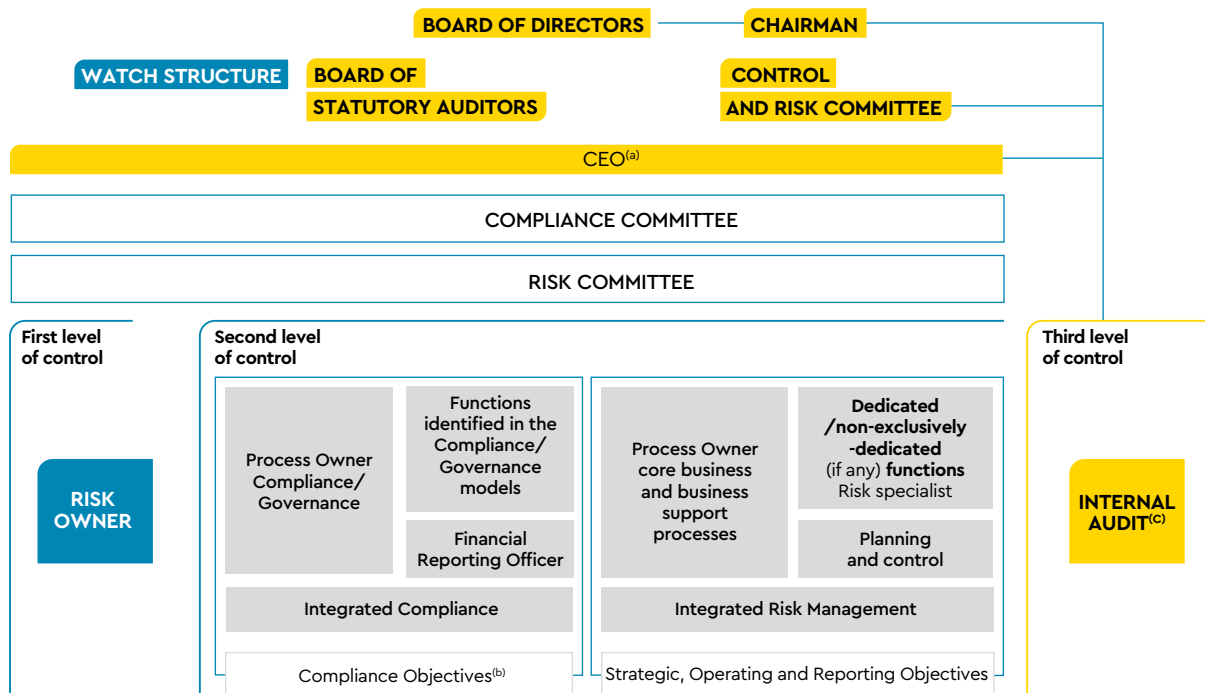
This ICRMS process is:

- continuous, focusing on improving the overall ICRMS, influencing the definition and achievement of corporate objectives;
- integrated into corporate operations, as well as organisational and governance arrangements;



- interactive, as the individual phases, while organised into a logical sequence, can receive feedback from the development of each of the other phases so that the value generated by the process is not merely the sum of the value generated by the individual phases;
- performed by people, through the activities (and the associated reporting) carried out in pursuing corporate objectives;
- evaluated every six months, unless unforeseen events occur that may require that a special investigation be performed, to ensure that it is adequate and functions overall.

The Eni ICRMS is structured along the following three levels of internal control:



(a) Director in charge of the internal control and risk management system.

(b) Including objectives on the reliability of financial reporting.

(c) The Senior Executive Vice President Internal Audit reports hierarchically to the Board of Directors, and on its behalf, to the Chairman, without prejudice to his functional reporting to the Control and Risk Committee and to the CEO, as Director in charge of the internal control and risk management system.

- 1) First level of control: identifies, assesses, manages and monitors the risks for which it is responsible, for which it identifies and implements specific management actions.
- 2) Second level of control: monitors the main risks in order to ensure the effectiveness and efficiency of their management; also responsible for monitoring the appropriateness and operation of controls implemented for the main risks. It also provides support to the first level in defining and implementing adequate systems for managing the main risks and the associated controls.
- 3) Third level of control: provides independent, objective assurance on the appropriateness and effective operation of the first and second control levels and, more generally, on the Eni ICRMS as a whole.

#### The three levels of control

The structure of the first and second control levels is consistent with the size, complexity, specific risk profile and with the regulatory environment in which each company operates.

The third level of control is exercised by the Internal Audit unit of Eni SpA, which, on the basis of a centralised model (described in the "Internal Audit" section), performs its controls using a risk-based approach to the overall Eni ICRMS, monitoring Eni SpA and the subsidiaries. To enable management and the management and control bodies to perform their roles within the ICRMS, specific reporting flows have been established between the control levels and the management and control bodies. The flows are coordinated and appropriate in terms of content and timing.

## Reporting to the Board

All flows supporting the assessment of the ICRMS by the Board of Directors are channeled through the Control and Risk Committee of Eni SpA, whose analysis is reported directly to the Board in its periodic reports or through the release of specific opinions. These flows are also transmitted to the Board of Statutory Auditors of Eni SpA to enable it to perform its statutory duties in the field of ICRMS.

### Implementation at subsidiaries

It is the responsibility of the board of directors or equivalent body of each Eni subsidiary to establish, manage and maintain its own ICRMS.

Eni SpA, as part of its management and coordination of the subsidiaries, issues and disseminates the guidelines (which are mandatory) and associated implementation model, which is contained in the ICRMS MSG, with which the subsidiaries must comply, establishing an adequate process for monitoring its implementation in the manner envisaged in the Eni Regulatory System.

Without prejudice to the principles regarding the Eni ICRMS, the subsidiaries may adopt the most appropriate procedures for implementing the ICRMS in a manner consistent with their size, complexity, specific risk profile and the regulatory environment in which they operate, with the independence that characterises the operation of the subsidiaries and their bodies and functions, including with regard to statutory requirements.

### The role of the Board of Directors of Eni SpA in the subsidiaries

As envisaged in the ICRMS MSG and consistent with the recommendations of the Corporate Governance Code and in accordance with the powers reserved to itself, the Board of Directors of Eni SpA, having first received the opinion and the proposal of the Control and Risk Committee, establishes the ICRMS guidelines for Eni SpA, its major subsidiaries and the Eni Group.

The Board, having first received the opinion of the Control and Risk Committee, also examines the main risks facing the Company, identified by taking into account the nature of the business of the Company and its subsidiaries, as reported by the CEO on at least a quarterly basis. Having first received the opinion of the Control and Risk Committee, it also evaluates every six months (except in extraordinary circumstances) the adequacy of the internal control and risk management system of Eni SpA, its major subsidiaries and the Eni Group with regard to the nature of the business, its risk profile and its degree of compatibility with corporate objectives, as well as its effectiveness.

Most recently on its meeting of February 27, 2020, having consulted with the Control and Risk Committee, the Board of Directors judged as positive: (i) the adequacy and effectiveness of the Internal Control and Risk Management System in relation to the nature of the Company and its risk profile, as well as the consistency with the corporate objectives; and (ii) the adequacy of the powers and resources available to the FR0, as well as compliance with administrative and accounting procedures he has established<sup>181</sup>.

## Management System Guideline "Internal Audit"

The Management System Guideline "Internal Audit" ("Internal Audit MSG"), prepared by the Head of the Internal Audit Department and approved by the Chairman of the Board of Directors, in consultation with the CEO and the Control and Risk Committee, was updated on September 30, 2019.

## Guidelines for the internal audit process

The Internal Audit MSG includes the guidelines for audit activity ("Internal Audit Charter") approved by the Board on September 19, 2019, consistent with the contents of the ICRMS MSG.

The Internal Audit MSG, which is based upon the Internal Audit Charter, seeks to identify and govern the phases and activities of the Internal Audit process, to indicate the roles and duties of the major

<sup>(181)</sup> For more information, please see the first part of the section "Internal Control and Risk Management System" concerning assessment by the Board of Directors of this Report.

participants and to establish the rules of behaviour and principles to be observed in performing such activity.

More specifically, the MSG regulates:

- 1) the definition of the Audit Plan, prepared by the Head of the Internal Audit Department and approved by the Board<sup>182</sup>, using a “top-down, risk-based” approach which makes it possible to identify audits to which priority should be given based upon, among other things, the objectives incorporated in the business and functional area programmes, as indicated in the Strategic Plan, and the size and coverage of the major business risks connected with it and based upon the results of the integrated risk management process;
- 2) the performance of audits, both scheduled and non-scheduled (i.e. spot audits), by carrying out:
  - preliminary activities to define the objectives and the scope of the audit over the areas potentially at highest risk (“risk-based” approach) and the resources deemed necessary and sufficient to achieve the objectives;
  - verification activities, for the purpose of assessing the adequacy and effectiveness of controls on the risks relating to audited processes, to identify any issues and to formulate recommendations for improving the effectiveness and efficiency of the audited processes. Verification activities are carried out, whenever possible, having direct access to information systems and massive analysis of transactions with specific KPIs (Key Performance Indicators) related to specified business processes (i.e. continuous auditing);
  - formalisation and communication of the results in order to confirm, with the structures involved in the audits, any issues that emerged, the recommendations proposed for their elimination, and the timing and content of corrective actions to be taken by the structure that was audited. For each audit a summary assessment is made of the actual design and operation of the ICRMS for the structure being audited (the so-called audit rating), based upon the knowledge gained and evidence acquired during the conduct of the audit and in the professional opinion of the Internal Audit Department. In the event of a spot audit, the rating is assigned based upon the finding of enough factors to support the opinion of the ICRMS;
- 3) the monitoring of corrective actions crafted on the basis of the audits, which is carried out in different ways based upon the problems encompassed in the rating of the ICRMS audited, such as:
  - monitoring of all actions through a periodic statement by the structure that was audited (so-called “follow-up by documentation”);
  - operational check of the effective implementation of the corrective action through a dedicated follow-up (i.e. “on-site follow-up”) for all actions connected with audit reports with more critical summary assessments of the ICRMS and those concerning higher priority issues not included in those above onsite follow up;
- 4) flows of information on the ICRMS, consisting of the periodic reports prepared by the Internal Audit Department in order to provide information on its activities, the results and correlated suggestions, the procedures for managing risks and the relative containment plans. These reports can be classified into three categories based upon their purpose, frequency of preparation and recipient:
  - semi-annual reports on the main results of the activities carried out by the Internal Audit Department, submitted simultaneously by the Head of the Internal Audit Department to the Chairman of the Board of Directors, the CEO, the Control and Risk Committee and the Board of Statutory Auditors of Eni SpA;
  - specific reports, usually annual, for the areas most heavily subject to auditing during the reporting period, prepared, with the goal of explaining the primary recurring internal control issues that cut across several areas and/or are of the greatest importance for the specific area, and the recommendations of common, coordinated actions to be taken. These reports are sent, to the extent the audit involves the area for which each is responsible, to the executives that report directly to the CEO of Eni SpA;
  - annual reports for the process owners of the Management System Guidelines containing a summary of the findings of the audit reports, as well as the outcome of reports received, and the correlated suggestions, so that the process owners can evaluate the need to make any adjustments to the outline of the MSGs for which they are responsible.

#### Definition of the Audit Plan

#### Performance of audits

#### Monitoring of corrective actions

#### Information flows

[182] For more information, please see the section on “Internal Audit” of this Report.

### Other activities

The Internal Audit MSG also governs other activities for which the Internal Audit Department is responsible, such as the (i) handling of whistleblowing reports (including anonymous ones) received by Eni, pursuant to the relative regulations<sup>183</sup>, (ii) oversight activities on behalf of Eni Watch Structure and support requested by the subsidiaries' Watch structures<sup>184</sup>; independent monitoring as required by the Internal Control System with regard to financial reporting, relations with the control and oversight bodies and with the audit firm, as well as the "quality assurance and continuous improvement" programme for activities performed by the Internal Audit Department, which provides for the performance of an internal quality review at least every three years and an external quality review at least every five years.

## Management System Guideline "Integrated Compliance"

The Management System Guideline "Integrated Compliance" establishes the phases and activities of this process and the roles and responsibilities of the primary parties involved.

The Integrated Compliance MSG is consistent with the ICRMS guidelines concerning integrated compliance defined in the ICRMS MSG.

### The goals of the Integrated Compliance process

The goal of the Integrated Compliance process is to promote compliance with laws and regulations applicable to Eni using an integrated, risk-based approach and to develop and disseminate a corporate culture founded on ethical values, proper conduct, and respect for laws and regulations, including by way of specific initiatives of training and awareness.

The compliance areas of relevance to Eni are determined based on the nature of the potential risks of non-compliance. This includes issues for which the Company could be held liable for violations of laws or regulations that entail criminal or administrative sanctions or other penalties imposed by the courts or administrative authorities.

More specifically, the integrated compliance process includes compliance risk assessment aimed at assessing the related risk profile, the effectiveness of mitigation activities and the residual risk profile of the relevant compliance areas, in order to recommend a prioritisation of risks and determine potential actions to better mitigate risk and to optimise the risk-based system of controls.

The process also includes control activities aimed at defining (in the MSGs and other regulatory instruments) and implement risk treatment and monitoring actions, with a view to verifying the adequacy and proper functioning of controls for compliance risks.

The activities within the Integrated Compliance process are aimed at ensuring transparency and accountability in the process and uniformity in the adoption of approaches and mechanisms to support these activities. The process seeks to provide an integrated vision of compliance risks in line with Company operations and to ensure the efficient management of compliance risk in observance of the principle of general compliance with applicable laws and regulations.

The Integrated Compliance unit provides adequate information and an integrated view of the status of Eni's compliance efforts to management and to the Company's governing bodies in order to enable them to assess the efficacy and continuing adequacy of the system of managing compliance risk, while supporting informed decision making.

### The Integrated Compliance Report

This includes preparation of an annual Integrated Compliance Report, which includes an assessment by the head of Integrated Compliance concerning the adequacy of the Management System Guideline concerning the compliance areas covered therein.

[183] For more information, please see the section "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad" of this Report.

[184] This refers to the Watch Structures of Italian subsidiaries and Compliance Supervisory Bodies (CSB)/Local Compliance Committees (LCC) of foreign subsidiaries, pursuant to Model 231 of subsidiaries, where required, and the Compliance Models for corporate liability for foreign subsidiaries. For more information, please see the section "Model 231" of this Report.

This report is submitted to the Compliance Committee, the Risk Committee, the CEO, the Control and Risk Committee, the Board of Statutory Auditors, and the Watch Structure. The CEO submits this Integrated Compliance Report to Eni's Board of Directors.

The head of Integrated Compliance also provides the CEO, the Control and Risk Committee, the Board of Statutory Auditors, the Watch Structure, the Risk Committee, and the Compliance Committee with a semi-annual update to the report (unless extraordinary events make other updates necessary) based on the results of Integrated Compliance process for the period and any relevant events occurring during the period.

## Management System Guideline "Integrated Risk Management"

The Management System Guideline "Integrated Risk Management"<sup>185</sup> regulates the various phases and activities of the Integrated Risk Management (RMI) process, the roles and responsibilities of the main subjects involved.

### Rules of the integrated risk

The RMI process, which is based on a structured, systematic approach, is designed to ensure that all main Eni risks, including medium- and long-term risks, are identified, consolidated and analysed in order to support the Board of Directors in making sure they are compatible with strategic goals and support the management in the decision-making process, reinforcing awareness of Eni risk profile and related mitigation activities. The process begins with the contribution to the definition of the medium- and long-term plans and of Eni's Strategic Plan and continues with the support to their implementation through periodic risk assessment and monitoring cycles and integrated risk reporting, operational risk management and aggregated risk analysis to enhance understanding of the Company exposure.

This model for the integrated management of corporate risks is included in the Internal Control and Risk Management System (ICRMS) and is consistent with international principles and best practices<sup>186</sup>.

The model comprises the following elements:

### The elements of the integrated risk management model

- 1) Risk Governance: represents the basic system for the management of the Company's main risks. The model establishes roles and responsibilities for three distinct control levels, consistent with the indications of the ICRMS and defines information flows;
- 2) Risk strategy and Integrated Risk Management: includes, among other things, periodic risk assessment and monitoring cycles, analysis and management of contractual and industrial risks, integrated analysis of existing risks in the Countries of operation or of potential interest (ICR) and support to the decision-making process for the authorization of investment and other main projects;
- 3) Knowledge, training and communication on risks: includes professional development of Eni personnel operating in risk management with a dedicated knowledge management system.

With regard to Risk Governance, the following have been established:

### Risk Governance

- a) the Risk Committee, chaired by the CEO and composed by Eni's top management, including the Head of Internal Audit. It advises the CEO on the main risks to which Eni is exposed. In particular, it examines and expresses opinions, at the request of the latter, concerning the main results of the Integrated Risk Management process. The Risk Committee invites the Chairman of the Board of Directors to attend its meetings;
- b) the Integrated Risk Management Department, which reports directly to the CEO, whose Director is appointed by the latter after hearing the President of the Board of Directors. Among other duties, it:
  - defines tools/methods for the Integrated Risk Management process, including the identification, in cooperation with the business areas and functions of Eni, of proposals for updating the risk management systems;
  - performs Integrated Risk Management sub-processes (risk strategy and integrated risk management processes);

[185] This refers to the provisions of the new MSG approved on February, 2020.

[186] This refers, among others, to the CoSO – Committee of Sponsoring Organisations of the Treadway Commission (2013), Internal Control, Integrated Framework ISO 31000:2009 – Principles and Guidelines on Implementation.

- presents RMI activity results quarterly to the Risk Committee and, if requested, to the Control and Risk Committee/Board of Statutory Auditors and to the Board of Directors as well as to the Watch Structure;
- promotes Risk knowledge, training and communication in order to develop and spread a risk management-oriented culture in Eni.

The Board of Directors examines the major risks, identified by taking account the specific activities conducted by the Company and its subsidiaries, reported on by the CEO on a quarterly basis.

## INTEGRATED RISK MANAGEMENT PROCESS



### The RMI process

Specifically, the RMI process includes four sub-processes:

- (i) Risk Governance, Methods and Tools:** it refers to the definition by the Eni SpA Board of Directors of the nature and level of risk compatible with the strategic objectives, as well as the policy on risk management so that the main risks are correctly identified and appropriately measured, managed and monitored, thus determining the degree of their compatibility with a company management consistent with the strategic objectives identified. This sub-process also defines criteria for the analysis, evaluation, measurement and communication of risks;
- (ii) Risk Strategy:** its purpose is to contribute to the preparation of medium and long-term plans, the Strategic Plan and the management performance plans by developing proposals for risk reduction targets and strategic treatment actions, as well as analysing the risk profile underlying the 4YPlan and business opportunities. This sub-process, integrating the RMI process with Strategic Planning, assists the Eni Board in assessing the acceptability of risks underlying the plans that are brought to their attentions;
- (iii) Integrated Risk Management, including:**
  - "periodic assessment activities" to ensure a systematic, integrated analysis of the risk profile associated with the strategic objectives approved by the Eni Board of Directors by identifying, assessing and prioritising the main business risks monitoring the associated treatment measures and by reporting them; industrial risk assessment for the economic evaluation of asset exposure to accidents and classification and assessment of the complexity of wells, as well as analysis of emerging risks;
  - "contract risk management" to manage contractual risks before and after the award in order to support the decision-making process in procurement and contract management;
  - Integrated Country Risk (ICR) activities to define and measure the integrated risk profile of Countries of interest and support the periodic and project assessment activities;
  - Integrated Project Management and M&A activities for the integrated risk evaluation of specific initiatives/activities and, if relevant, the consequent impact on the Company's overall risk profile;
- (iv) Risk knowledge training and communication** seeks to promote the skills development of all Eni resources involved in risk management, to develop a common language and spread, at

all organizational levels, an adequate risk management culture also through the creation of a “knowledge management system”.

### Integrated Risk Management Reporting

In 2019, the quarterly Integrated Risk Management reporting (RMI) submitted by the CEO to the Board of Directors, prior examination by the Risk Committee and the Control and Risk Committee, was carried out through the following phases:

- monitoring of primary corporate risks – presented on March 14, 2019. On that same date results of the “what if” analysis on the objectives of the 2019-2022 Strategic Plan were presented;
- results of the Annual Risk Assessment – presented on July 25, 2019, along with a summary of the monitoring indicators for Eni’s top risks, on the basis of a process that involved 95 subsidiaries in 37 Countries; on that same date an update was given on other ongoing activities (Digitalization, Circular Economy and Integrated Country Risk);
- monitoring of top risk – presented on October 24, 2019; on that same date the Board was provided with a focus on main risks (top risk and tier 3) and on the Integrated Country Risk;
- Interim Top Risk Assessment – presented on December 12, 2019, with an update on top risk that emerged from the 2019 Annual Risk Assessment and the main business risks. On the same date a focus on specific issues/projects (Blow Out, Digital Transformation and Cyber Risk) was provided.

The quarterly Integrated Risk Management reporting

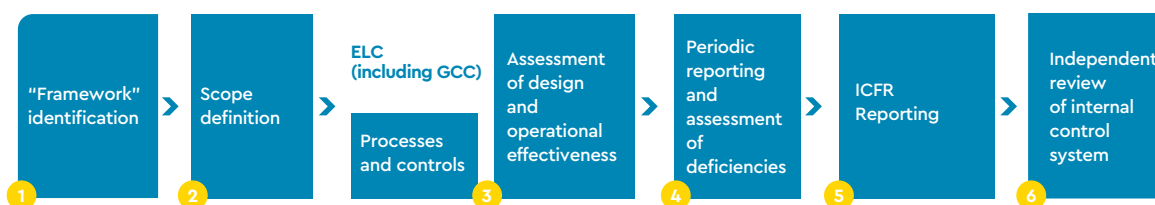
### Main features of the Risk Management and Internal Control Systems applied to the financial reporting process (MSG “Eni’s Internal Control System over Financial Reporting”)<sup>187</sup>

The internal control system applied to financial reporting aims to provide reasonable certainty about the reliability<sup>188</sup> of financial reporting and of the capability of the financial report drafting process to yield financial reporting that complies with the generally accepted international accounting principles.

The rules and methods for the design, implementation and maintenance of Eni’s internal control system applied to financial reporting for external purposes and the assessment of its effectiveness are set out in the Management System Guideline “Eni’s Internal Control System over Financial Reporting”<sup>189</sup> (hereinafter in this section also “ICSFR MSG”) approved by the Board of Directors of Eni on December 11, 2014.

Eni Internal Control System over Financial Reporting

As presented below, the design, implementation and maintenance of the control system over financial reporting are conducted through a structured process that provides for a risk assessment phase, the development of controls for those risks, the assessment of the controls and the reporting process:



The contents of the ICSFR MSG were defined in accordance with the provisions of Art. 154-bis of the Consolidated Law on Financial Intermediation and with the US Sarbanes-Oxley Act of 2002 (SOA), to which Eni is subject as an issuer listed on the New York Stock Exchange (NYSE) and were analysed

[187] This section is also provided in accordance with Art. 123-bis, paragraph 2, letter b), of the Consolidated Law on Financial Intermediation.

[188] Reliability (of reporting): reporting that is accurate and complies with generally accepted accounting principles and meets the requirements of applicable law and regulations.

[189] This MSG updates and replaces the previous Management System Guideline in this area adopted by the Board of Directors on May 30, 2012. The new version of the ICSFR MSG has only been amended to align it with the changes in the organizational structure and ensure consistency with information flows, explicating the role of the Control and Risk Committee in examining the report of the Chief Financial Officer/Financial Reporting Officer (CFO/FRO) to the Board of Directors on the status of the internal control system over financial reporting.

in the light of the framework issued by the Committee of Sponsoring Organisations of the Treadway Commission (CoSO) in May 2013, which, while 5 components of the internal control system remained unchanged<sup>190</sup>, developed 17 principles whose correct implementation is essential to ensure its effectiveness.

#### Legal framework and CoSO Report

The 17 principles of the CoSO Report regard in particular: (i) structural elements of the internal control system established with the ICSFR MSG; (ii) control activities contained in other Eni regulatory instruments (such as for example, Policies, the Compliance and Process MSG, and Procedures) and refer to best practices already adopted by Eni.

#### Applicability to the subsidiaries

The MSG applies to Eni SpA and its direct or indirect subsidiaries, including listed companies, in compliance with international accounting standards, consistent with their materiality to Eni's financial reporting.

All subsidiaries, regardless of their materiality for the purposes of the Eni's Internal Control System over financial Reporting, adopt the MSG as a reference framework for planning and implementing their own Internal Control System over financial Reporting, tailoring it to their size and the complexity of the activities carried out.

#### Risk Assessment

The risk assessment process, which is conducted using a top-down approach, seeks to identify the companies, processes and specific activities that may generate risk of unintentional errors or fraud that may have a significant impact on the financial statements.

In particular:

- the companies that fall within the scope of the control system applied to the financial reporting process are identified both on the basis of the contribution of the various entities to certain aggregates of the consolidated financial statements (total assets, total financial debt, net revenues, income before tax), and considering the existence of processes that contain specific risks that – if they were to materialise – could jeopardise the reliability and accuracy of financial reporting (such as fraud-related risks)<sup>191</sup>;
- for companies falling within the scope of the control system applied to the financial reporting process, material processes are subsequently identified, analysing the quantitative factors (processes that contribute to items of the financial statements in amounts exceeding a given percentage of income before tax) and qualitative factors (e.g., the complexity of the accounting treatment of the account; measurement and estimation processes; new or significant changes in business conditions);
- the risks associated with material processes and activities, i.e. potential events that – if they were to materialise – could jeopardise attainment of the control objectives with regard to financial reporting (e.g., financial statement assertions) are identified;
- the identified risks are assessed in terms of their potential impact and probability of occurrence, on the basis of quantitative and qualitative parameters and assuming the absence of a control system (inherent risk). In particular, with reference to fraud risks<sup>192</sup> at Eni, a dedicated risk assessment is conducted using a specific methodology for “anti-fraud programmes and controls” referred to in the MSG.

#### Control system

A control system has been defined for material companies, processes and the associated risks that is based on two fundamental principles, namely: (i) the application of controls at all levels of the organisational structure, in accordance with their operating responsibilities and (ii) the sustainability of controls over time, so as to ensure that their implementation is integrated and compatible with operational requirements.

The structure of the control system applied to the financial reporting process includes controls implemented at the entity level and at the process level:

[190] Represented by the control environment, risk assessment, control activities, information and communication and monitoring.

[191] The companies considered within the scope of the internal control system include companies formed and regulated in accordance with the laws of Countries that do not belong to the European Union, to which the provisions of Article 15 (formerly Article 36) of the Consob Markets Regulation apply.

[192] Fraud: within the control system, any intentional act or omission leading to deceptive disclosures.



- the controls implemented at the entity level are organised into a checklist developed in accordance with the model adopted in the CoSO Report, which is based on five components [the control environment, risk assessment, control activities, information and communication, monitoring]. Of particular importance are the controls relating to the specification of the timetable for preparing and disseminating financial results ("semi-annual and annual financial statements circular" and the associated calendars); the existence of appropriate organisational structures and a regulatory framework adequately designed to ensure the achievement of financial reporting objectives [these controls include, for example, the review and updating by specialised Company units of the Group's regulations concerning financial reporting and the Group's chart of accounts]; training in accounting standards and the internal control system applied to financial reporting; and, finally, activities concerning the information system for managing the consolidation process (Mastro);
- the controls implemented at the process level are grouped as follows: (i) specific controls intended as a set of manual or automated activities aimed at preventing, identifying or correcting errors or irregularities that occur during the course of operational activities; (ii) and pervasive controls intended as structural elements of the control system applied to financial reporting and aimed at defining a general context that promotes the correct execution and control of operational activities [such as, for example, the segregation of incompatible tasks and general computer controls, which include all controls designed to ensure the correct operation of IT systems]. In particular, among the specific controls, the Company procedures identify the so-called "key controls", the absence or non-functioning of which can give rise to the risk of errors/fraud that impact the financial statements and that cannot be identified by other controls.

## Controls at entity level

## Controls at process level

Both the controls implemented at the entity level and the controls implemented at the process level are subject to evaluation [monitoring] to verify the effectiveness of their design and actual functioning over time.

Evaluation of controls  
(monitoring)

For this purpose, the following activities have been defined: on-going monitoring activities – carried out by the management responsible for the relevant processes/activities – and separate evaluations – performed by the Internal Audit Department, which uses agreed audit procedures on the basis of a plan transmitted by the Chief Financial Officer/Financial Reporting Officer (CFO/FRO) – aimed at defining the scope and objectives of the interventions through agreed audit procedures. In addition to its independent monitoring activities, the Internal Audit Department, on the basis of the annual Audit Plan approved by the Board of Directors and prepared using a "top-down, risk-based" approach, carries out compliance, financial and operational audits.

The findings of the independent monitoring conducted by Internal Audit and the periodic reports containing an assessment of the appropriateness of the ICRMS emerging from the audit activities performed are transmitted to the CFO/FRO, as well as top management and the control and supervisory bodies for the purpose of conducting the evaluations for which they are responsible.

The monitoring activities allow identification of any deficiencies in the control system applied to financial reporting that are subject to evaluation in terms of probability and impact on Eni's financial reporting. On the basis of their importance, they are classified as "deficiencies", "significant weaknesses", or "serious deficiencies".

The results of the monitoring activities are included in a periodic report on the state of the control system applied to financial reporting. This reporting is conducted using computerised tools that enable the traceability of information on the adequacy of the design and functioning of the controls.

## Reporting

On the basis of this reporting activity, the CFO/FRO drafts a report on the adequacy and actual implementation of the control system applied to financial reporting.

## FRO/CFO's report

This report – following approval by the CEO – is submitted to the Board of Directors, after review by the Control and Risk Committee, during the approval of the draft annual and semi-annual financial statements, in order to ensure the execution of the aforementioned supervisory activities and evaluations regarding the internal control system applied to financial reporting. Furthermore, the above-mentioned report is also transmitted to the Board of Statutory Auditors, in its role as the "Audit Committee" pursuant to US law.

### Assessment by the Board of Directors

Most recently in its meeting of February 27, 2020, the Board of Directors having consulted with the Control and Risk Committee, judged as positive: (i) the adequacy and effectiveness of the Internal Control and Risk Management System in relation to the nature of the Company and its risk profile, as well as the consistency with the corporate objectives; and (ii) the adequacy of the powers and resources available to the FRO, as well as compliance with administrative and accounting procedures he has established<sup>193</sup>.

Finally, the activities of the CFO/FRO are supported in Eni by various persons whose duties and responsibilities are defined in the MSG referred to earlier.

### Line monitoring

In particular, the control activities involve all levels of Eni's organisational structure, from the operational business managers and unit managers to the administrative managers and the CEO. In this organisational context, a particularly important role in the internal control system is carried out by the person who performs line monitoring (the so-called "tester"), who assesses the design and operation of the specific and pervasive controls, providing information for reports on monitoring activities and any deficiencies encountered, in order to ensure the timely identification of any necessary corrective actions.

## Model 231

### Italian Legislative Decree No. 231/2001

In accordance with the Italian regulations concerning the "administrative liability of legal entities deriving from criminal offences" contained in Legislative Decree No. 231 of June 8, 2001 (henceforth, "Legislative Decree No. 231/2001")<sup>194</sup>, legal entities, including corporations, may be held liable – and consequently fined or subject to prohibitions – in relation to certain crimes committed or attempted in Italy or abroad in the interest or for the benefit of the Company. Companies may nonetheless adopt an appropriate organisational, management and control model (the compliance model or, hereinafter, Model 231) to prevent such offences.

### Eni Model 231

Eni SpA's Model 231 establishes the control arrangements (general transparency standards for activities and specific control standards) for the purpose of preventing the offenses envisaged under Legislative Decree No. 231/2001 that have been incorporated into the relevant Company procedures.

### Responsibility for updating

The CEO, who is already in charge of implementing Model 231, is also responsible for updating it. The CEO is supported in performing this duty by the Technical Committee 231<sup>195</sup>.

Following approval by the CEO:

- any amendments and/or additions that do not regard the general principles of Model 231 or that regard solely the document "Sensitive Activities and Specific Control Standards of Model 231" take effect immediately and are submitted to the Board of Directors for ratification at the first subsequent meeting, subject to notification of the Board of Statutory Auditors. In any event, the Board of Directors retains the power to propose additional amendments or additions;
- updates of Model 231 that regard the general principles are approved with a resolution of the Board of Directors, subject to notification of the Board of Statutory Auditors.

The Technical Committee 231, subject to notification of the Watch Structure, may make merely formal amendments of Model 231 and the document "Sensitive Activities and Specific Control Standards of Model 231" independently.

[193] For more information, please see the first part of the section "Internal Control and Risk Management System" concerning assessment by the Board of Directors of this Report.

[194] The current scope of application of Legislative Decree No. 231/2001 comprises: (i) offenses against the public administration and the public faith; (ii) corporate offences; (iii) crimes associated with the subversion of the democratic order and terrorist financing; (iv) offenses against individual personhood; (v) market abuse ("abuse of inside information" and "market manipulation"); (vi) crimes against the person; (vii) transnational crimes; (viii) manslaughter and serious negligent personal injury in violation of workplace health and safety regulations; (ix) the handling of stolen goods, money laundering or the use of money, goods or benefits of illegal origin as well as self-laundering; (x) computer crimes and the illegal processing of data; (xi) organised crime; (xii) crimes against industry and commerce; (xiii) copyright violation; (xiv) inducement to withhold statements or to make false statements to judicial authorities; (xv) environmental crimes; (xvi) bribery between private parties; (xvii) undeclared labour; (xviii) illicit brokering and exploitation of labour; (xix) illicit influence peddling; (xx) cybersecurity; (xxi) tax offenses.

[195] The Technical Committee 231 is composed of units from the Legal Affairs, Human Resources and Organization, Internal Audit and Integrated Compliance Departments.

The so-called “general part” of Model 231 (i.e. the section setting out the architecture and governance principles of the compliance model)<sup>196</sup> was updated most recently with a resolution of the Board of Directors at its meeting of September 19, 2019, taking account of the experience acquired, developments in case law and legal interpretation as well as the evolution of Legislative Decree No. 231/2001 and organisational changes at Eni. The most recently approved changes to the general part are intended to (i) to implement the regulatory changes relating to whistleblowing (Law 179/17), (ii) to allow the Watch Structures of Italian subsidiaries to call on the support of the Internal Audit Department, in addition to professionals and external companies, in the performance of their supervisory activities and (iii) to clarify that the obligation to adopt Model 231, and subsequently to appoint a Watch Structure regards not only the Italian subsidiaries but also foreign subsidiaries with branches operating in Italy. With regard to the so-called “special part”, the most recently approved on July 20, 2018 by the CEO of Eni SpA version of the document “Sensitive Activities and Specific Control Standards of Model 231”, which specifies sensitive activities for the purposes of Legislative Decree No. 231/2001 and sets out the associated control measures, still applies. The version reflects the regulatory innovations introduced by EU Regulation No. 596/2014 of April 16, 2014 and the associated implementing regulations concerning “market abuse”.

Eni’s Code of Ethics, which is covered in a specific section of this Report, is an integral part and essential general principle of Model 231.

### Regulatory and organisational models for subsidiaries

Eni SpA promotes the adoption and effective implementation by all subsidiaries of appropriate system to prevent the risk of corporate liability arising in connection with criminal offences.

The MSG on the “Compliance model concerning corporate responsibility for the Italian subsidiaries of Eni – WS composition”, adopted by the Board of Directors of Eni, defines, without prejudice to the subsidiaries’ autonomous powers of initiative and control: (i) the criteria for determining the composition of the Watch Structures of the Italian subsidiaries and for selecting their members; (ii) the guidelines to be followed by each Watch Structure in performing its duties.

The model for the Italian subsidiaries of Eni

The Management System Guideline (MSG) “Compliance model concerning corporate responsibility for the foreign subsidiaries of Eni” defines the compliance model for dealing with the corporate responsibility of the foreign subsidiaries of Eni SpA, structured as a function of the risk exposure of the companies. In order to monitor corporate liability for high-risk foreign subsidiaries, with the support of the Integrated Compliance Department of Eni SpA, a Compliance Supervisory Body was appointed in the place of the Watch Structure. Analogously, to address high- and medium-risk foreign subsidiaries, with the support of the Integrated Compliance Department of Eni SpA, the Local Compliance Committees, composed of members of the foreign subsidiary’s management, were established and began their work.

The model for the foreign subsidiaries of Eni

Unlike the previous model, this new compliance structure enables a more effective risk-based focus on the categories of criminal offenses provided for under Italian Legislative Decree No. 231/2001 that are theoretically relevant in the context of the operations of the foreign subsidiaries and addresses the most significant risks of corporate liability deriving from applicable legislation in the various Countries in which the companies operate.

The representatives designated by Eni on the corporate bodies of associates, consortia and joint ventures promote the adoption of systems to prevent the risk of corporate liability arising in connection with criminal offenses that are consistent with the measures adopted by the Eni Group companies, within their respective spheres of responsibility.

[196] At its meetings of December 15, 2003, and January 28, 2004, the Board of Directors of Eni approved an organisational, management and control model pursuant to Italian Legislative Decree No. 231/2001 (hereinafter “Model 231”) and established the associated Eni Watch Structure.

#### The role of Eni's Board

#### Commitment, awareness, dissemination of the compliance culture and training

The Board of Directors plays a fundamental role with regard to Model 231 issues since it has reserved to itself the power to approve the general part of the Model 231 and the above-mentioned MSG on the Compliance model concerning corporate liability for the Italian subsidiaries, and to establish and appoint the members of the Watch Structure of Eni SpA, on whose activities it receives periodic reporting through the CEO. The CEO is responsible for implementing and updating Model 231, in compliance with the powers conferred to him by the Model itself.

#### The role of the Watch Structure

The Eni Watch Structure ensures the preservation and facilitates the distribution, which may be done using internal regulatory instruments, to the relevant Company units of information on sensitive activities and control standards approved by the CEO during Model 231 updates.

#### The disciplinary system

Furthermore, in accordance with provisions of the law, a disciplinary system for punishing any violations of Model 231 and failure to comply with corporate procedures for implementing control system were incorporated into the Model.

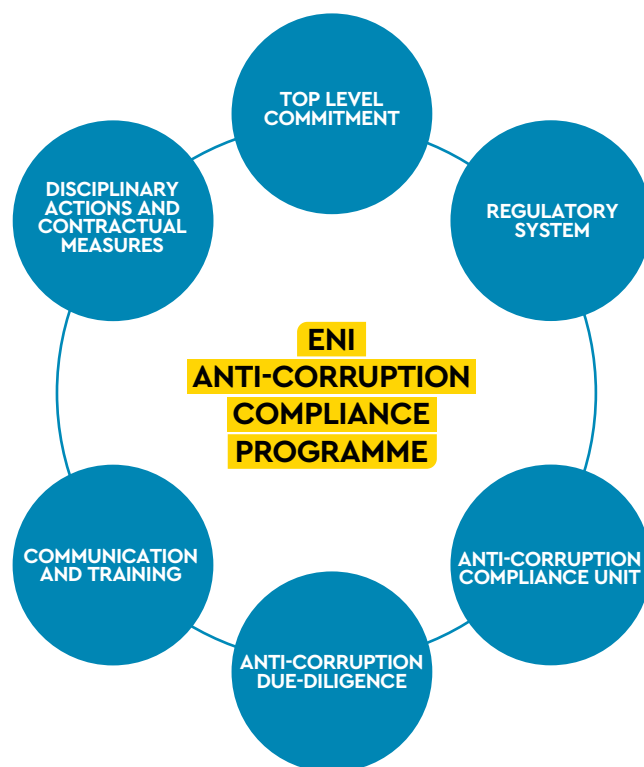
#### Training on 231

In 2019, Eni continued to provide e-learning training on aspects of the Code of Ethics and on Model 231 issues, for low-level employees-newly hired employees, young graduates, managers and top managers, with the degree of further training diversified by roles and positions.

#### Rules and controls for preventing corruption

### Anti-Corruption Compliance Programme

In accordance with the "zero tolerance" principle - expressed in the Code of Ethics, Eni has decided to respond to the high risks that the company faces in carrying out its business activities, by implementing a comprehensive system of rules and controls aimed to prevent corruption-related crimes (the Anti- Corruption Compliance Programme).



The Eni Anti-Corruption Compliance Programme, characterised by its dynamism and constant attention to the evolving national and international legislation and best practices, was developed in accordance with the applicable anti-corruption legislation and with international conventions, including the United Nations Convention Against Corruption, the US Foreign Corrupt Practices Act and the UK Bribery Act.

The primary internal rules are currently represented by the Anti-Corruption MSG and additional detailed regulatory instruments that constitute the reference framework for identifying the risk areas and control instruments that the Company provides personnel to prevent and counteract the risk of corruption. All Eni's subsidiaries, in Italy and abroad adopt, by resolution of their the Board of Directors, both the Anti-Corruption MSG and all the other anti-corruption regulatory instruments.

Internal rules and mandatory adoption for subsidiaries

Eni does its utmost to ensure that both the Company and the entities in which Eni has a non-controlling interest comply with the standards laid down in its internal anti-corruption rules, adopting and maintaining an adequate internal control system that complies with the requirements of anti-corruption legislation.

To ensure the effectiveness of the Anti-Corruption Compliance Programme, in 2010 Eni established a dedicated organisational unit providing specialist anti-corruption assistance to Eni and its subsidiaries in Italy and abroad. The unit is within the "Integrated Compliance" Department, reporting directly to the Chief Executive Officer.

Anti-Corruption Compliance unit

The anti-corruption unit provides specialised anti-corruption assistance in relation to the activities of Eni SpA and its subsidiaries, with particular reference to the assessment of the reliability of partners ("anti-corruption due diligence"), the management of any critical issues/red flags that may have emerged and the preparation of the related contractual safeguards in areas at risk of corruption. In particular, the Anti-Corruption MSG establishes that the results of the due diligence process, including any observations of the anti-corruption unit, shall be brought to the attention of the person or body authorising the related transaction, including the Board of Directors.

Anti-corruption due diligence

Furthermore, the anti-corruption unit is responsible for maintaining an adequate flow of information to Eni's supervisory bodies, drafting a semi-annual report on its activities for submission to the Watch Structure, the Board of Statutory Auditors, the Control and Risk Committee and the Chief Financial Officer of Eni SpA.

Reporting to control bodies

The anti-corruption training programme for Eni personnel includes both online courses (e-learning) and training events in the classroom (workshops). The target audience for the training programme is also identified on the basis of a methodology of systematic segmentation of Eni employees in accordance with the level of corruption risk to which they are exposed. As to the subjects of training, the workshops offer a general overview of the anti-corruption laws applicable to Eni, the risks that could derive from their violation by individuals and entities and the Anti-Corruption Compliance Programme that Eni has adopted and implemented to deal with these risks, using an interactive and engaging format based on case studies, with multiple choice questions to test the level of understanding of the topics covered. In order to increase the involvement of the participants in the training initiatives and to reduce the distance with the trainer, some training events intended for professional areas at specific risk of corruption (so-called job specific training) have a "gaming" format, which provides for the application of game mechanisms and dynamics in the simulation of practical cases.

Training

#### NUMBER OF PERSONNEL TRAINED IN 2019

Specialistic E-learning	13,886
Basic E-learning	9,461
Workshop generale	1,237
Job Specific Training	1,108

In additio, in 2019, the anti-corruption unit continued the anti-corruption training programme for Eni business associates both on-line and in the classroom, targeting specific categories of such associates.

The anti-corruption unit also continued its work of providing regular information and updating on anti-corruption issues, through the anti-corruption newsletter, the organisation of anti-corruption round tables for compliance officers, which accompany the Compliance Flashes<sup>197</sup> of the Integrated Compliance Department, periodically addressed to the Company's top management.

#### Participation in conferences and working groups

Eni's experience in anti-corruption matters is also gained through continued participation in international conferences and working groups that represent, for Eni, an instrument for growth and promotion and diffusion of its values. In this connection, in 2019 Eni participated in the following international working groups: PACI, and O&G ABC Compliance Attorney Group (a discussion group addressing anti-corruption issues in the Oil & Gas industry).

#### The global assessment by independent legal expert

With regard to external assessments of Eni's Anti-Corruption Compliance Programme:

- in 2013 a global assessment was performed by an independent legal expert to assess the effectiveness of the Anti-Corruption Compliance Programme, both in terms of the adequacy of its procedural design and the effective application of such design. The assessment found that both the design and application of the Compliance Programme were sound overall, in line with the appropriate benchmarks and international best practices;
- on January 2017 Eni SpA successfully completed the verification process carried out by a leading certification company in Italy of its Anti-Corruption Compliance Programme to evaluate whether the programme meets the requirements of ISO 37001:2016 "Antibribery Management Systems", the first international standard for anti-corruption management systems;
- in December 2017 and December 2018, the certifying entity conducted two surveillance audits involving interviews with the functions involved and an examination of a sampling of documentation. Both surveillance audits had positive outcomes;
- in December 2019, Eni successfully completed the Anti-Corruption Compliance Program in accordance with the requirements of ISO 37001:2016 "Antibribery Management Systems".

#### Certification ISO 37001:2016

## Antitrust Compliance Programme

In order to ensure compliance with antitrust legislation, which falls within the scope of legislation to safeguard fair competition as expressly referenced in the Code of Ethics, Eni has adopted specific rules aimed at disseminating awareness of antitrust legislation within Eni and its Italian and foreign subsidiaries and at ensuring adequate oversight in order to prevent any violations.

#### The Management System Guideline Antitrust

With a view to continuous improvement, these rules have been subsequently updated and most recently transformed, in April 2017, into the Antitrust Compliance Programme, as formalised in the Management System Guideline Antitrust (Antitrust MSG), which applies to Eni and its subsidiaries. Eni further undertakes to exert influence over the various enterprises in which the Company does not hold a controlling interest such that they will adopt guidelines similar to those of the Antitrust MSG.

In implementation of the Antitrust Compliance Programme, a specific Company function is responsible for conducting assessments of how business initiatives comply with antitrust legislation, including identification of related risks and specifying controls to mitigate those risks, as well as for conducting periodic analyses of the adequacy of the Antitrust Compliance Programme, taking account of the risks encountered and related guidelines and best practices, also with a view to proposing potential updates, and for overseeing related training programmes.

## Privacy and Consumer Protection

#### The Privacy and Data Protection Management System Guideline

Eni has established guiding principles concerning data protection in its Code of Ethics and has long been committed to implementing policies to protect the personal data of its employees, customers, suppliers, shareholders, partners, stakeholders, and all other persons with which the organisation comes into contact. To this end, Eni long ago adopted a specific Management System Guideline (MSG),

[197] These are information briefs drawn from freely accessible sources concerning integrity and, more generally, compliance issues (including any anti-corruption issues) that may be of interest to Eni in view of the themes addressed or geographical areas to which they refer.

and this MSG has recently been updated to comply with Regulation (EU) No. 2016/679 (i.e. the General Data Protection Regulation, or “GDPR”). This Privacy and Data Protection MSG represents the heart of the Privacy Compliance Model of Eni and its subsidiaries in Italy and abroad and establishes a system for protecting the rights and personal data of data subjects.

Eni has appointed a central Data Protection Officer (DPO) for the Group, a position required by law, who is responsible for providing information and advice on data protection issues and for overseeing the application of related laws and regulations. A specific Company function is also responsible for overseeing coordination with the subsidiaries and ensuring the flow of information between the DPO and the Company functions or third parties involved, while also providing specialist support to Eni and its subsidiaries and helping to design initiatives with an impact on privacy and data protection (“privacy by design”), supporting Eni and its subsidiaries in adopting an organisational structure and processes that comply with applicable laws and regulations, including the guidelines and other recommendations of regulators, and overseeing training programmes.

The Data Protection Officer and the coordination with the subsidiaries

Eni has also adopted a specific MSG entitled “Code of Commercial Practice and Advertising”, which was updated in 2017 in response to the gradual establishment of a code of European consumer rights and which includes both rules concerning unfair commercial practices towards consumers and small businesses and the rights of consumers in agreements entered into remotely, as well as other applicable regulations (e.g. e-commerce, non-discrimination, etc.).

The MSG Code of Commercial Practice and Advertising

A specific Company function is also responsible for providing specialist support concerning laws and regulations protecting consumers and small businesses, assisting Eni and its subsidiaries in Italy and abroad in adopting marketing and other commercial practices in line with best practices and with the principles of professional integrity as well as internal processes that comply with applicable laws and regulations and with guidelines provided by competent local authorities.

This function is also responsible for overseeing related training programmes.

## Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad

The Board of Statutory Auditors of Eni SpA, in its capacity as the “Audit Committee” provided for under US legislation in application of the Sarbanes-Oxley Act of 2002 approved, most recently on April 4, 2019, internal rules governing the receipt (with the creation of easily accessible information channels and published on the Company’s website), analysis and processing of reports, including those transmitted in confidential or anonymous form to Eni, concerning internal control and risk management issues, financial reporting, the Company’s administrative liability, fraud or violations of rules set forth in Eni’s Code of Ethics (so-called whistleblowing reports).

This internal rule was updated in line with Law 179 of 2017 (concerning the safeguarding of whistleblowers who report crimes or other irregularities of which they become aware in the course of their employment in the public or private sector) and is consistent with regulations concerning non-financial reporting (Directive No. 95/2014/EU on the disclosure of non-financial information, transposed in Italy with Legislative Decree 254/2016).

The whistleblowing reports governed by these rules may be submitted by anyone, stakeholder<sup>198</sup>, Eni people (Eni employees, as well as any party operating in Italy or abroad in the pursuit of Eni’s goals, within the limits of their respective functions and responsibilities<sup>199</sup>) and other third parties.

Whistleblowing reports

The whistleblowing reports may regard non-compliance with laws and external regulations, rules included in Eni’s internal regulatory system, including allegations of fraud involving corporate assets or financial reporting; events under investigation may include illegitimate behaviour pursuant to Italian Legislative Decree No. 231/2001 and/or violations of an intentional and/or

[198] All legitimate stakeholders in the Company’s business.

[199] For example: third parties, customers, suppliers of products or services, Eni’s auditing firm, consultants, agents, parties acting on behalf of the organization, associates, interns, etc.

fraudulent nature of Model 231 or of the Compliance Model for the foreign subsidiaries, including instances of active or passive corruption or the violation of anti-corruption regulations or of the Code of Ethics.

#### Appropriate checks

Eni carries out all possible checks of the verifiable reported facts, investigating the reports as quickly as possible while ensuring confidentiality, anonymity and the protection of the whistleblower.

The Internal Audit Department manages the process for the Eni Group.

Specifically, the investigative process requires that all whistleblowing reports received through reception channels be examined in order to identify those admissible as verifiable detailed reports.

Assessments involving whistleblowing reports are maintained in "whistleblowing files", which can be judged "founded", "unfounded", "unfounded with action" or "not applicable"<sup>200</sup>. The proposed classification is submitted to the approval of the Board of Statutory Auditors, in its capacity as the Audit Committee under US law and, if relevant, to the examination of the Eni Watch Structure.

#### The Board of Statutory Auditors/ Audit Committee SOA and the Control and Risk Committee

The Internal Audit Department also reports on its investigations and provides periodic reporting to the Chairman of the Board of Directors, the CEO, the Board of Statutory Auditors, the audit firm, the members of the Whistleblowing Committee and Team (as internal interfunctional bodies), and for whistleblowing reports within their area of responsibility to the top manager of the relevant functions, including the subsidiaries that report to them, their Boards of Statutory Auditors, the Watch Structures of each Italian subsidiaries and the Control and Compliance Supervisory Bodies/ Local Compliance Committees bodies of the foreign subsidiaries.

The Eni Board of Statutory Auditors also reports to the Control and Risk Committee on whistleblowing files reported to Consob pursuant to Art. 149(3) of the Consolidated Law on Financial Intermediation and on well-founded whistleblowing files concerning Relevant Facts or in any case considered significant for the purposes of their impact on the internal control and risk management system.

## Litigation Management Regulations

#### Purpose of regulations and TeamPEG

The "Litigation Management" regulations were last updated on November 18, 2013. They govern the process of the communication and internal dissemination of news concerning developments in significant litigation or administrative proceedings<sup>201</sup> involving Eni SpA and/or its subsidiaries and requires that a team of Eni top managers ("TeamPEG"<sup>202</sup>), each in his area of expertise, oversee the coordination of the necessary actions – while observing the legal and operational autonomy of the subsidiaries and their control and supervisory bodies – including for the purposes of a proper exercise of management and coordination functions by Eni SpA, where applicable.

Subsidiaries also promptly notify the team of significant legal events and any whistleblowing reports, including anonymous reports, which, regardless of whether or not action has been brought by law enforcement authorities, relate to certain legal circumstances indicated in the procedure.

The measures governed by the regulation contribute to the effectiveness of the internal control and risk management system, in part to ensure consistency in the action of Eni SpA and its subsidiaries in response to significant legal events.

[200] This outcome normally refers to whistleblowing reports that do not qualify as verifiable and to reports relating to pre-litigation, litigation and ongoing investigations by public authorities.

[201] Specifically, notices, news and requests received by Eni SpA and/or its subsidiaries or that, in any case, it is made aware of concerning judicial or administrative proceedings, of particular significance to Eni, during the preliminary or trial stage or in the course of investigation or expressly indicated as possible by the authority that has the power to initiate it once the investigations in course have been completed.

[202] The Team is composed of the Senior Executive Vice President Legal Affairs, the Chief Services & Stakeholder Relations Officer, the Executive Vice President External Communication, the Senior Executive Vice President Corporate Affairs and Governance and the Senior Executive Vice President Internal Audit.



## Management System Guideline “Transactions involving the interests of Directors and Statutory Auditors and transactions with related parties”<sup>203</sup>

On April 4, 2017, the Board of Directors, having received a favourable and unanimous opinion of the Control and Risk Committee, approved a few changes in the Management System Guideline (MSG) “Transactions involving the interests of Directors and Statutory Auditors and transactions with related parties”, first adopted in implementation of Consob regulations on November 18, 2010<sup>204</sup>.

### Eni's procedure

At its meeting of January 16, 2020<sup>205</sup>, the Board of Directors, taking account of the information gathered on the issue and obtaining a favourable opinion from the Control and Risk Committee, the Board judged as positive the adequacy of the design of the MSG, without prejudice to any necessary amendments to the provisions of Legislative Decree No. 49/2019 that will be made after the issuance of the Consob implementing rules.

### Consob regulation and Eni's choices

The current MSG, while being largely based on the definitions and provisions of the Consob Regulation, extends the rules for transactions carried out directly by Eni to all transactions undertaken by subsidiaries with related parties of Eni SpA, with a view to enhancing safeguards and improving functionality.

In addition, the definition of “related party” has been extended and defined in greater detail.

### Types of transactions: transactions of greater importance, transactions of lesser importance, exempt transactions

Transactions with related parties are divided into transactions of lesser importance, of greater importance and exempt transactions, with procedural arrangements and transparency requirements that vary based on the type and importance of the transaction.

In general, the independent Directors on the Control and Risk Committee or the Remuneration Committee – in the case of certain remuneration issues – play a central role in all significant transactions with related parties. Specifically, for transactions of lesser importance, the procedures require that the relevant committee express a reasoned, non-binding opinion on the Company's interest in completing the transaction and the economic benefits and substantive fairness of the underlying terms.

### Independent Directors

Exempt transactions comprise low-value transactions as well as ordinary transactions carried out under standard conditions, intercompany transactions and those regarding remuneration as specified in the MSG.

### Exempt transactions

In order to strengthen the anti-avoidance mechanisms of the rules, improving the system beyond the requirements set out in the Consob Regulation, the MSG governs multiple low-value transactions with the same related party, establishing that all transactions whose cumulative value, however small the value of the individual operations, exceeds the specified threshold shall be subject to the procedures established for transactions of lesser importance (regardless of whether they were carried out for a single purpose), without prejudice to the possible application of other exemptions provided for in the MSG<sup>206</sup>.

### Multiple low-value transactions

[203] The MSG “Transactions involving the interests of Directors and Statutory Auditors and transactions with related parties” is available in the Governance section of the Company's website.

[204] The first version of the MSG of November 18, 2010 had repealed and replaced the previous Company rules in this area, which had been approved on February 12, 2009.

[205] At its meeting of January 19, 2012, the Board of Directors conducted the first annual review of the MSG, as required by the document itself, in advance of the three-year deadline set by Consob. The Board consequently modified the first version of the MSG procedure in a number of areas with a view to facilitate application of the procedures. The MSG and the subsequent amendments received the unanimous, favourable opinion of the former Internal Control Committee of Eni, composed entirely of independent Directors under the provisions of the Corporate Governance Code and in accordance with the Consob Regulation. At its meetings of January 17, 2013, January 16, 2014, January 20, 2015, January 19, 2016, March 17, 2017, January 18, 2018 and January 17, 2019 the Board of Directors, subject to obtaining a favourable opinion from the Control and Risk Committee, conducted an annual review of the MSG and, taking account of the information received, decided no amendments of the MSG were necessary, although during the most recent review of 2017 it did note the advisability of certain updates of the MSG and the associated annexes. These updates were implemented with a resolution of the Board of Directors on April 4, 2017, after first obtaining a unanimous favourable opinion of the Control and Risk Committee.

[206] The rules governing multiple low-value transactions will be applied as from the date the information systems for the monitoring are implemented.

### Transactions of greater importance

For transactions of greater importance, without prejudice to the decision-making powers reserved to Eni Board of Directors, the relevant committee is involved starting from the preparatory phase of the transaction and expresses a binding opinion on the Company's interest in the completion of the transaction and the economic benefits and substantive fairness of the underlying terms.

### Disclosures to the public

With regard to the disclosures to be provided to the public, the relevant provisions of the Consob Regulation have been fully incorporated in the MSG.

### Internal processes

The MSG also sets out the timing, responsibilities and verification tools to be used by Eni employees involved and the reporting requirements that must be complied with for the correct application of the rules.

### Transactions subjects of interest of Directors and Statutory Auditors

Finally, consistent with the choice made with the previous system, the MSG includes specific rules for transactions in which a Director or a Statutory Auditor holds an interest, whether directly or on behalf of third parties. More specifically, the MSG contains specific monitoring, evaluation and motivation requirements related to the preliminary phase and to the completion of a transaction with a party of interest to a Director or a Statutory Auditor.

In this regard, both in the preliminary and approval phase, a detailed and documented examination of the reason for the transaction is required, showing the interest of the Company in its completion and the economic benefits and fairness of the underlying terms. In any case, if the transaction is under the responsibility of the Eni Board of Directors, a non-binding opinion from the Control and Risk Committee is required.

In order to ensure prompt and effective verification of the implementation of the MSG, a database had been created listing related parties and Eni subjects of interest, together with a search application that the agents of Eni and the subsidiaries responsible for preparing transactions can use to access the database in order to determine the nature of the transaction counterparty. As noted earlier, the database is currently being updated in order to permit controls of multiple low-value transactions and further improve monitoring and reporting of the transactions to the corporate bodies.

### Periodic reporting

To ensure an effective system of control over transactions, every two months the CEO must report to the Board of Directors and to the Board of Statutory Auditors on the execution of individual transactions with related parties and subjects of interest to Directors and Statutory Auditors, who are not exempt from the provisions of the MSG, and prepare a semi-annual aggregate report on all transactions with related parties and parties of interest (exempt and non-exempt) carried out during the reporting period. The MSG also establishes that the semi-annual reporting to the Board of Directors and Board of Statutory Auditors shall be transmitted in advance to the Control and Risk Committee as well.

### Monitoring role of the Board of Statutory Auditors

The Board of Statutory Auditors monitors the compliance of Eni's procedures with the principles set out by Consob concerning related parties<sup>207</sup>, as well as whether their conformity based upon information received and reports to the Shareholders' Meetings on its activities.

### Training

Numerous training and information meetings have been held since 2015, coordinated by Corporate Affairs and Governance, involving all the departments of Eni and its unlisted subsidiaries most affected by the relevant legislation. These activities were accompanied by a session of ongoing training for the Board of Directors and the Board of Statutory Auditors, which reviewed the main aspects of the applicable regulations and the associated responsibilities of the corporate bodies and their members.

(207) The oversight function of the Board of Statutory Auditors is governed by Art. 2391-bis of the Italian Civil Code, Art. 4, paragraph 6 of the Consob regulation on related-party transactions, as well as the relevant internal regulations, to which a chapter of the "Internal Control and Risk Management System" section of this Report is dedicated.

## Management System Guideline "Market Information Abuse (Issuers)"

### Managing of corporate information and inside information in particular

Eni recognises that information is a strategic corporate asset and as such must be managed so as to safeguard the interests of the Company. Moreover, the correct disclosure of information is the basis for the orderly functioning of financial markets and their development, contributes to Company's reputation, and reinforces investor trust in the Company.

On October 25, 2018, as proposed by the CEO and having heard the opinion of the Control and Risk Committee, the Board of Directors approved the MSG "Market Information Abuse (Issuers)" and related annexes, an update to the previous internal regulation for aspects related mainly to issuers<sup>208</sup>, to new European and Italian legislation, and to the latest guidance of competent authorities<sup>209</sup>.

Internal rules approved  
by the Board

The MSG governs the proper management and disclosure of Company information, and of inside information in particular, and related principles of conduct and implements the specific obligations and prohibitions established by law in order to provide Eni and all Eni personnel with a clear, unified and comprehensive framework of applicable laws, regulations and other obligations safeguarding both the markets and Eni.

Therefore, the MSG is intended to make Eni personnel aware of the value of information and the consequences that may derive from poor management of that information.

In particular, as described in greater detail below, the MSG and the associated annexes lay down principles of conduct for the internal management and external communication of corporate information in general and govern: (i) prohibitions on the insider dealing and the unlawful disclosure of inside information; (ii) the internal management and the external disclosure of Eni inside information; (iii) the rules of conduct concerning transactions in Eni financial instruments carried out by persons who perform administration, control or management functions in Eni Issuers (i.e. "Relevant Persons"), as well as persons closely associated with them (i.e. "Managers' Transactions", formerly known as "Internal Dealing").

The rules of conduct established by this MSG and the associated annexes have been adopted to ensure compliance with the legal, regulatory and self-disciplinary measures governing this field in order to protect shareholders, investors, the market, and Eni, also in order to prevent unlawful conduct that could give rise to liability.

Purposes of the regulation

In order to facilitate the application of the rules concerning the identification of Eni Inside Information, a mapping of the Eni Relevant Information is provided, along with supporting examples.

The new rules further strengthen measures for preserving the confidentiality of corporate information in general, as required by Criterion 1.C.1 letter j) of the Corporate Governance Code and inside information in particular, ensuring that information is used by employees and members of the corporate bodies in accordance with the principles of sound management of information within the context of the duties assigned to them in the pursuit of the Company business and in compliance with the principles set out in Eni's Code of Ethics and with corporate security measures. Directors and Statutory Auditors shall ensure the confidentiality of documents and information acquired in the performance of their duties and shall ensure compliance with the MSG.

[208] The Abuse of Market Information (Issuers) MSG does not include provisions related to market manipulation, to obligations of participants on the emission allowances market, and to financial instruments other than listed bonds and shares. It also does not include the provisions of Regulation (EU) No. 1227/2011 ("REMIT").

[209] Primary Italian legislation (the Consolidated Law on Financial Intermediation) has been adapted to European legislation (Market Abuse Regulation No. 596/2014/EU and related delegated acts) by way of Legislative Decree No. 107 of August 10, 2018, which came into effect on September 29, 2018. With regard to Italian regulations, the amendments to the Rules for Issuers and the Markets with Consob Resolution No. 19925 of March 22, 2017, in order to adapt them to the European Market Abuse Regulation, came into effect on April 29, 2017. Furthermore, in October 2017 Consob issued its guidelines concerning the handling of inside information. Furthermore, in 2019 ESMA started the process to revise the "MAR Regulation" with a consultation that ended on November 29, 2019. Publication of the Final Report is expected in spring 2020. On December 11, 2019 EU Regulation No. 2019/2115 on the "promotion of the use of SME growth markets" was published in the Official Journal of the European Union, amending, among other things, the MAR Regulation. These amendments will apply from January 1, 2021. Finally, on July 17, 2019, Consob began a consultation on the "Guidelines on transactions on own shares in an intact market context" with the aim of providing issuers with indications on the methods of implementation of transactions in own shares, reducing the risk of committing market abuse offences. The consultation ended on September 19, 2019, but as of the date of approval of this Report, the final document has not been published.

### The process of internal management and external disclosure of inside information

#### Internal management and external disclosure of Eni inside information

The provisions of the MSG provide a detailed description of the process of internal management and external disclosure of Eni inside information, which had been implemented in July 2016 when the MAR came into effect while awaiting completion of the legislative framework and related interpretations and the consequent adaptation of the new MSG.

In particular, the MSG confirms, supplements and reinforces the roles and responsibilities of the functions involved in the process, which has been structured so as to allow for the rapid analysis of information and decisions regarding public disclosures, including any use of procedures for the delay of public disclosure.

### Monitoring of the shift from "potentially inside information" for Eni to "inside information"

More generally, in accordance with Consob recommendations, the MSG governs monitoring of the shift from "potentially inside information" concerning Eni ("Eni Specific Relevant Information" in Consob terms) to "inside information" after a mapping of the "Types of Eni Relevant Information", while identifying related mechanisms to ensure segregation and confidentiality (i.e. the "Relevant Information List" and "Insider List of persons with access to Eni Inside Information").

### Training

During the year, the competent Company functions intensified its work on awareness and training – within Eni SpA and the subsidiaries – with regard to market abuse and with a particular emphasis on the accountability of all Eni personnel concerning conduct to ensure the confidentiality of Company information, and of inside information in particular, and concerning prohibitions (against the abuse of inside information and unlawful disclosure) and related sanctions.

### Insider List

#### Insider List of persons with access to inside information

In line with the provisions of applicable legislation, the MSG governs the rules for maintaining and updating the Insider List of persons with access to Eni inside information (the "Insider List").

Specifically, in accordance with legislative recommendations, the Insider List has been prepared in digital form, and the information systems used allow for the tracking of those who have access to inside information.

In line with the interpretations of European and Italian supervisory authorities, Eni has also opted to include a "permanent" section, in line with Consob recommendations, that lists the Eni persons regularly involved in the assessment of inside information. In this regard, the MSG expressly states that those who are listed in this permanent section are required to take special precautions, given the nature of the information in their possession.

### The price-sensitive press releases

#### Market disclosure of documents and inside information

As specifically concerns disclosure to the public of inside information as soon as possible, the MSG confirms that such public disclosure is to take place by way of price-sensitive press releases.

The MSG states that inside information disclosed by way of price-sensitive press releases: (i) is to be disclosed using procedures that allow for rapid access and thorough, accurate and timely evaluation and that ensure impartiality in access to the information using the mechanisms of dissemination and storage specified by applicable laws and regulations; as such, this dissemination must be done without discrimination, free of charge, and simultaneously to the broadest possible audience; (ii) must not be accompanied by marketing of the Company's business; and (iii) is to be stored on the Eni website for a period of no less than five years.

As such, the MSG confirms the rules that Eni has always followed for the public disclosure of inside information (i.e. transparency, no hidden agenda, materiality, clarity, completeness, traceability, homogeneity of information, equal access to information, symmetry of information, consistency, and timeliness). It also maintains the rules for acquiring news and information from the subsidiaries as necessary in order to provide adequate and timely reporting to the Board of Directors and to the markets regarding events and circumstances that could result in inside information.

### Managers' Transactions (formerly Internal Dealing)

The MSG governs disclosure obligations concerning transactions in Eni financial instruments by persons who perform administration, control or management functions for Eni SpA ("Relevant Persons") and by persons closely associated with them (i.e. the provisions concerning "Managers' Transactions", formerly known as "Internal Dealing") and the prohibition for Relevant Persons to execute transactions during certain periods of the year (i.e. Blocking Period).

Eni SpA Relevant Persons are the Directors, Statutory Auditors, the Magistrate of the Court of Auditors, Executives who report directly to the CEO and to the Chairman, and members of the Management Committee. The MSG specifies the obligations for the disclosure of transactions allowed by law and conducted by Relevant Persons and persons closely associated with them, as well as Eni's obligations of public disclosure.

#### Eni SpA Relevant Persons

Disclosures related to transactions that fall within the scope of application of the provisions for Managers' Transactions are also published on the Eni SpA website in the section of the same name.

In line with applicable laws and regulations, the MSG governs Blocking Periods during which Relevant Persons are prohibited from executing transactions in Eni financial instruments, either on their own behalf or for others, either directly or indirectly, for 30 calendar days prior to the announcement of an interim or annual financial report.

#### Blocking period

In addition to the requirements of applicable law, Eni has extended application of the blocking period to 30 days prior to the publication of quarterly reports.

Relevant Persons are constantly reminded of the calendar of Blocking Periods.

These rules were voluntarily extended by Eni to certain other parties for the significant activities performed in connection with the preparation of financial reports and strategic plans in those periods.

### Management System Guideline "Market conducts and financial regulation"

On June 27, 2019, acting on a proposal of the Chief Executive Officer and after consulting the Control and Risk Committee, the Board of Directors approved the Management System Guideline "Market Conduct and Financial Regulation" with the aim of comprehensively regulating<sup>210</sup> corporate controls concerning the protection, integrity and transparency of the financial and energy markets in which Eni companies operate, taking account of the interaction among the abundant external regulations protecting the integrity and transparency of these markets.

#### Target of Management System Guideline "Market Conduct and Financial Regulation"

The MSG and its annexes govern the conduct to be adopted to ensure compliance with the provisions of law and regulations in operating in the financial and energy markets, thus preventing illegal conduct giving rise to liability.

### Management System Guideline "Economic and Financial Sanctions"

On April 9, 2019, acting on a proposal of the Chief Executive Officer and after consulting the Control and Risk Committee, Eni's Board of Directors adopted a new Management System Guideline concerning restrictive measures relating to economic, financial and commercial transactions with certain parties or Countries contained in provisions adopted by national, European and international institutions ("economic and financial sanctions"). The new regulatory instrument, which was designed using the risk-based rationale adopted in the new compliance process, defines a comprehensive body of rules and internal controls aimed at mitigating the risk of non-compliance with the provisions of national and international sanction programmes, establishing the roles and responsibilities of the parties involved in activities at risk and in the related mitigation measures.

#### Economic and Financial Sanctions

[210] Excluding matters under the Management System Guideline "Abuse of Market Information (Issuers)". For further information, please refer to the relevant section in this Report.

## Audit firm<sup>211</sup>

### Engagement and terms of office

The statutory auditing of Eni's financial statements is entrusted, pursuant to law, to PricewaterhouseCoopers SpA ("PwC"), whose engagement for the financial years 2019-2027 was approved by the Shareholders' Meeting held on May 10, 2018, acting on a reasoned proposal of the Board of Statutory Auditors.

In addition to the obligations set forth in national audit regulations, Eni's listing on the New York Stock Exchange requires that the audit firm issues a report on the Annual Report on Form 20-F, in compliance with the auditing principles generally accepted in the United States, as well as an assessment of the effectiveness of the internal control system applied to financial reporting, which governs the preparation of the consolidated financial statements.

For the most part, the financial statements of the subsidiaries are audited by Eni's audit firm.

In carrying out its work, the audit firm has access to the information, data (both documentation and digital information), archives and property of the Company and its subsidiaries.

In its meeting of January 16, 2020, the Board of Statutory Auditors approved the document on the "Managing auditing engagements" setting general principles pertaining to the granting and revocation of the engagement, the independence of the audit firm and causes for incompatibility, reporting responsibilities and obligations of the audit firm, and the regulation of the flow of information to the Company and the SEC.

In order to preserve the independence of the audit firms, a monitoring system for "non-audit" work has been created where, in general, the audit firm and its network are not awarded engagements unrelated to the performance of statutory audit activities, except in rare circumstances pertaining to activities that are not prohibited by Italian legislation or the Sarbanes-Oxley Act.

## Control of the Court of Auditors

The financial management of Eni is subject to the control of the Court of Auditors ("Corte dei Conti")<sup>212</sup> in order to preserve the integrity of the public finances. This work has been performed by the Magistrate of the Court of Auditors Adolfo Teobaldo De Girolamo, on the basis of the resolution approved on December 22, 2014 by the President's Council of the Court of Auditors until February 28, 2019. As from March 1, 2019 the work is performed by the Magistrate of the Court of Auditors Manuela Arrigucci, on the basis of the resolution approved on December 18-19, 2018 by the President's Council of the Court of Auditors. The Magistrate of the Court of Auditors attends the meetings of the Board of Directors, the Board of Statutory Auditors and the Control and Risk Committee.

## Relations with shareholders and the market

### Relations with shareholders and the market

In compliance with its Code of Ethics and the adopted Corporate Governance Code, Eni has maintained an open and on-going dialogue with institutional investors, retail shareholders and the market, so as to ensure the dissemination of complete, accurate and timely information on its activities, without prejudice to the need to preserve the confidentiality that certain information may require.

[211] The audit firm expresses its opinion on this Report pursuant to Art. 123-bis, paragraph 4, of the Consolidated Law on Financial Intermediation.

[212] Pursuant to Art. 12 of Law No. 259 of March 21, 1958.

Disclosures concerning periodic reports, the four-year strategic plan, major events and transactions are disseminated through press releases, meetings and conference calls with institutional investors, financial analysts and the press, and are promptly made available to the general public, including by way of publication on the Company's website.

In particular, presentations by top management to the financial markets concerning the quarterly and annual results and the four-year strategic plan are transmitted live on the Company's website, informing retail shareholders, enabling them to participate in the most significant market events in real time.

Recordings of these events, press releases and the associated presentations and transcripts are permanently available on the Company's website.

In response to the need to extend the dialogue with investors beyond the traditional strategic presentation of the 2019-2022 Plan (March 15, 2019), the Chief Executive Officer discussed Eni's expansion strategy in the Arabian Peninsula in a field-trip, with investors and financial analysts (Abu-Dhabi, September 19, 2019).

The "Investors" section of Eni's website [www.eni.com](http://www.eni.com) is constantly updated with information on dividends, share price and the major stock market indexes.

The website also contains, among other things, documents relating to the Shareholders' Meeting, including the minutes of meetings and to the corporate governance system of Eni. The Shareholders' Meeting documentation is provided free of charge to anyone who may request it, including through the Company's website.

A section of the website is dedicated to Eni's Corporate Governance, and the governance model is illustrated with a summary graphic as well as with additional detailed pages. The website also provides easy access to a considerable amount of other documentation, including this Report, previous reports and the documents referred to in the reports.

Again in 2019, Eni was confirmed at the top of Webranking Europe 500 and Italy rankings, dedicated to digital corporate communication, compiled by Comprend in collaboration with Lundquist, which respectively assess the quality of online corporate communication of the European companies included in the FT Europe 500 index and of Italian companies, standing out for the transparency and completeness of their information.

Thanks to a growing commitment to transparency and its own decarbonisation strategy, Eni came out with an A- score both in the CDP<sup>213</sup> climate change 2019 questionnaire and in the water security questionnaire, within the Leadership group. In addition, the Transition Pathway Initiative (TPI<sup>214</sup>), another initiative to enhance transparency on climate actions on financial markets, confirmed Eni as best practice in the Oil & Gas industry for the third year in a row, due to the quality of governance, strategy and risk management in climate-related matters. In 2019, Eni also improved its rating in the main sustainability ratings by receiving the A score in the MSCI ESG rating and gaining a position in the Sustainalytics rating within the Outperformer group. Eni has been reconfirmed for the thirteenth year in a row in the FTSE4Good, based on the half-yearly review of December 2019.

A section on the Company's website is dedicated to shareholders. This section includes a Shareholder's Guide and a simple and short interactive video of the Shareholders' Meeting approving the financial statements.

(213) CDP is the leading independent rating agency assessing actions and strategies of listed companies in response to climate change and emerging environmental issues.

(214) Initiative born at the beginning of 2017 driven by asset owners and supported by asset managers, aimed at assessing the preparation of companies for the energy transition in each industrial sector.

Responding to the need to keep its ongoing dialogue with the market on ESG matters, also in 2019 Eni organised a “Corporate Governance Roadshow” led by the Chairman of the Board with some leading institutional investors<sup>215</sup> and participated in the third annual meeting with SRI investors organised by the Milan Stock Exchange (Milan, July 2019). In recent years, Eni also intensified dialogue with proxy advisors and investors on its remuneration policy, also with meetings with the Chairman of the Remuneration Committee.

Specific Eni units handle relations with institutional investors, shareholders and the media.

Specific Eni units handle relations with institutional investors, shareholders and the media

As provided for in the Corporate Governance Code, relations with institutional investors and financial analysts are managed by the Head of the Investor Relations function; the relevant information is available on the Eni website in the “Investors” section and may also be requested by e-mail at [investor.relations@eni.com](mailto:investor.relations@eni.com).

Relations with other shareholders are managed by the Corporate Secretariat. The relevant information is available on the Eni website in “Governance” section and may also be requested by e-mail at [segreteria.societaria.azionisti@eni.com](mailto:segreteria.societaria.azionisti@eni.com), or by calling the toll-free number 800940924 (from abroad: 80011223456).

Relations with the media are managed by the Head of the External Communication Department; the relevant information is available on the Eni website in the “Media” section and may also be requested by e-mail at [ufficio.stampa@eni.com](mailto:ufficio.stampa@eni.com).

The following tables show the structure and meetings of the Board of Directors, the Committees and the Board of Statutory Auditors.

[215] For more information, please refer to the section “Eni’s Corporate Governance initiatives” in this Report.



## Board of Directors and Board Committees

(in charge since April 13, 2017)

Members*	Board of Directors						Control and Risk Committee	Remuneration Committee**	Nomination Committee	Sustainability and Scenarios Committee			
	Year of first appointment	Slate <sup>1</sup>	Executive / Non-Executive	Independence <sup>2</sup>	No. of other positions held <sup>3</sup>	Meetings attendance	Position <sup>4</sup>	Meetings attendance	Position <sup>4</sup>	Meetings attendance	Position <sup>4</sup>	Meetings attendance	
Chairman													
Emma Marcegaglia	2014	M	Non-Executive	CLFI	1	13/13	-		-		-		-
Chief Executive Officer													
Claudio Descalzi	2014	M	Executive	-	-	13/13	-		-		-		-
Directors													
Andrea Gemma***	2014	M	Non-Executive	CLFI-CGC	-	10/10	M	12/12	C	9/9	M	7/7	-
Pietro Guindani	2014	m	Non-Executive	CLFI-CGC	-	13/13	-		M	10/10	-		C 10/10
Karina Litvack	2014	m	Non-Executive	CLFI-CGC	-	13/13	M	16/16	-		-		M 10/10
Alessandro Lorenzi	2011	m	Non-Executive	CLFI-CGC	2	13/13	C	16/16	M	10/10	-		-
Diva Moriani	2014	M	Non-Executive	CLFI-CGC	3	13/13	M	16/16	M	10/10	C	9/9	-
Fabrizio Pagani	2014	M	Non-Executive	-	1	13/13	-		-		M	9/9	M 9/10
Domenico Livio Trombone	2017	M	Non-Executive	CLFI-CGC	4	13/13	-		-		M	9/9	M 9/10
No. of meetings in 2019						13	16		10		9		10
Average length of meetings						4h 35m	3h 50m		2h 10m		1h 1m		3h 12m
Average attendance rate						100 %	100%		100%		100%		95%

[\*] Appointed by the Shareholders' Meeting of April 13, 2017 for a three-year term, ending on the date of the Shareholders' Meeting called to approve the 2019 financial statements.

[\*\*] Compensation Committee until March 15, 2018.

[\*\*\*] With reference to the composition of the Board and Committees, it should be noted that following Consob provision of June 26, 2019, for facts relating to another issuer, Director Gemma was temporarily barred from the office and therefore also from Board Committees. On July 25, 2019, the Board resolved not to replace Director Gemma on the Committees and to assign the position of Interim Chairman of the Remuneration Committee to Director Lorenzi. On November 4, 2019, the Court of Appeal of Rome suspended the interdiction measure and, therefore, effective from that date, Director Gemma was reinstated in the office of member of the Board and of the Committees. On November 21, 2019, the Board of Directors resolved to reinstate the Director Gemma also in the office of Chairman of the Remuneration Committee.

(1) For definitions of "majority" (M) and "minority" (m) slates, please refer to the sections "Composition" and "Appointment" in the chapter "Board of Directors" of this Report. The minimum holding required to submit a slate for the election of the Board of Directors was equal (in 2017) to 0.5% of the share capital.

(2) Satisfies the independence requirements under the Consolidated Law on Financial Intermediation (Legislative Decree No. 58/1998 or CLFI) and/or the Corporate Governance Code (CGC).

(3) Positions as director and statutory auditor held in other companies listed in regulated markets, including foreign companies, as well as financial, banking and insurance firms and large companies for the purposes of the Board policy on the maximum number of positions that may be held in other companies of April 13, 2017. The major positions held by the Directors are reported in the section "Composition" of the chapter "Board of Directors" of this Report, in the context of the information on the personal and professional qualifications of the Directors, as well as on the Eni website (www.eni.com).

(4) "C": Committee Chairman; "M": Committee member.

**Board of Statutory Auditors**

(in charge since April 13, 2017)

Members*	Year of first appointment	Independence pursuant to Corporate Governance Code	Slate <sup>1</sup>	Attendance at BoSa meetings	Attendance at BoD meetings	No. of positions held in listed companies <sup>2</sup>
<b>Chairman</b>						
Rosalba Casiraghi	2017	X	Minority	23/23	13/13	2
<b>Standing Statutory Auditors</b>						
Enrico Maria Bignami	2017	X	Minority	22/23	13/13	3
Paola Camagni	2014	X	Majority	23/23	13/13	2
Andrea Parolini	2017	X	Majority	23/23	13/13	1
Marco Seracini	2014	X	Majority	23/23	13/13	1
<b>No. of meetings in 2019</b>				<b>23</b>	<b>13</b>	
<b>Average length of meetings</b>				<b>4h 8m</b>	<b>4h 35m</b>	
<b>Average attendance rate</b>				<b>99%</b>	<b>100%</b>	

[\*] Appointed by the Shareholders' Meeting on April 13, 2017 for a three-year term ending on the date of the Shareholders' Meeting called to approve the 2019 financial statements. On April 13, 2017, the Shareholders' Meeting appointed the alternate Statutory Auditors Stefania Bettoni and Claudia Mezzabotta.

[1] For definitions of "Minority" and "Majority" slates, please refer to the section on the "Composition and appointment" of the Board of Statutory Auditors in this Report. The minimum holding required to submit a slate for the election of the Statutory Auditors was equal (in 2017) to 0.5% of share capital.

[2] The list is current as of the date of approval of this Report. The main positions held by Statutory Auditors are listed in the section "Composition and appointment" of the chapter "Board of Statutory Auditors" in this Report, in the context of the information on the personal and professional qualifications of the standing Statutory Auditors, as well as in the Governance section of the Eni website ([www.eni.com](http://www.eni.com)); the complete list of significant management and control positions held pursuant to Art. 148-bis of the Consolidated Law on Financial Intermediation and the related implementing provisions set out in the Consob Issuers' Regulations is published on Consob website, pursuant to Art. 144-quinquiesdecies of the Issuers' Regulations, where applicable.



Eni SpA

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Capital Stock as of December 31, 2019: € 4,005,358,876.00 fully paid

Tax identification number 00484960588

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