

Eni

Corporate Governance
and Shareholding Structure Report
2022



Mission

We are an energy company.

- 13 15** We concretely support a just energy transition, with the objective of preserving our planet
- 7 12** and promoting an efficient and sustainable access to energy for all.
- 9** Our work is based on passion and innovation, on our unique strengths and skills,
- 5 10** 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.
- 17** We believe in the value of long-term partnerships with the Countries and communities where we operate, bringing long-lasting prosperity for all.

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.





Corporate Governance
and Shareholding
Structure Report
2022*

Approved by the Board of Directors of March 16, 2023

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

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CORPORATE GOVERNANCE AND SHAREHOLDING STRUCTURE REPORT 2022

This Report, approved by the Board of Directors of Eni SpA (hereinafter also “the Board” or “BoD”) on March 16, 2023, provides a broad and comprehensive overview of the Corporate Governance system adopted by Eni SpA (hereinafter “Eni” or the “Company”).

In compliance with the applicable legal¹ 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, 2020² edition (“Corporate Governance Code” or the “Code”), explaining the choices made in implementing the corporate governance principles, including application modalities, including improvements, approved by the Board of Directors, as well as the corporate governance practices actually implemented.

The Corporate Governance Code is available to the public on the Italian Corporate Governance Committee’s website³ as well as in the “Governance” section of Eni’s website (www.eni.com).

Furthermore, the Management Report, which is a part of the 2022 Annual Report⁴, 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, also for the purposes of the “comply or explain” governance recommendation of the Code the Company adopted, please refer to the Report on remuneration policy and remuneration paid⁵, published simultaneously with this Report.

The information contained in this Report refers to 2022 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, 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 recommendations of 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 Corporate Governance Code was approved on January 31, 2020 by the Italian Corporate Governance Committee promoted by Abi, Ania, Assonime, Assogestioni, Borsa Italiana, Confindustria. Further information on the editions of the Code and on the composition of the Committee are available on the Borsa Italiana website.

(3) The text of the Corporate Governance Code is available to the public on the website of Borsa Italiana and the Italian Corporate Governance Committee at: <https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020eng.en.pdf>.

(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”).

1 Eni: profile, structure and values

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.

1.1 PROFILE AND STRUCTURE

Eni is a company that issues shares listed on Euronext Milan 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 62 Countries and a workforce of 32,188 (11,310 abroad)⁶, operating in oil, natural gas, and energy in general, with a particular focus on renewable energies, and is active in the development of circular economy projects, forest conservation and CO₂ capture and storage.

In June 2020, the Board redefined the Company's organisational structure, launching a new arrangement consistent with the corporate mission and the new long-term strategy, aimed at transforming the company into a leader in the production and sale of decarbonised energy products. More specifically, Eni operates through the following Business Groups:

Natural Resources

- for the management of exploration portfolio, strategic exploration studies, exploration and delineation projects and geological and geophysical studies and specialist services;
- for carrying out industrial asset development projects of the Business Group and operations technical support;
- for business development activities, management of operated upstream activities and oversight of not operated activities;
- for promoting and managing CO₂ capture, sequestration and utilisation projects, Natural Climate Solutions among which forest conservation initiatives (REDD+) and other emissions reductions projects and for the development of agricultural feedstock production;
- for managing the Gas and LNG & Power portfolio, commercial development of gas and LNG equity projects, sale of Gas and LNG to large customers, management of commodity price risk, trading, gas transport also through pipelines.

Energy Evolution

- for the supply, traditional refining and primary logistics, licensing out, procurement for industrial activities and logistics in the downstream sector;
- for energy generation, portfolio management and development and sales to "large" power customers;
- for carrying out industrial asset development projects of the Business Group and operations technical support;
- for bio-refining, production of biomethane, distribution and sale of new and traditional products and for the development of sustainable mobility (through the company Eni Sustainable Mobility⁷);
- for sales of gas, electricity and services to retail and business customers in Italy and Europe, as well as the development of the renewable energy business and the electric mobility sector through the expansion of the network of recharging points (through the company Eni Plenitude SpA Società Benefit - hereinafter also "Eni Plenitude");
- for the production and sale of petrochemical products also from renewable resources and sale of licenses on technologies and know-how (acting through the Versalis);
- for environmental remediation and waste management activities (through the company Eni Rewind).

(6) Figures at December 31, 2022.

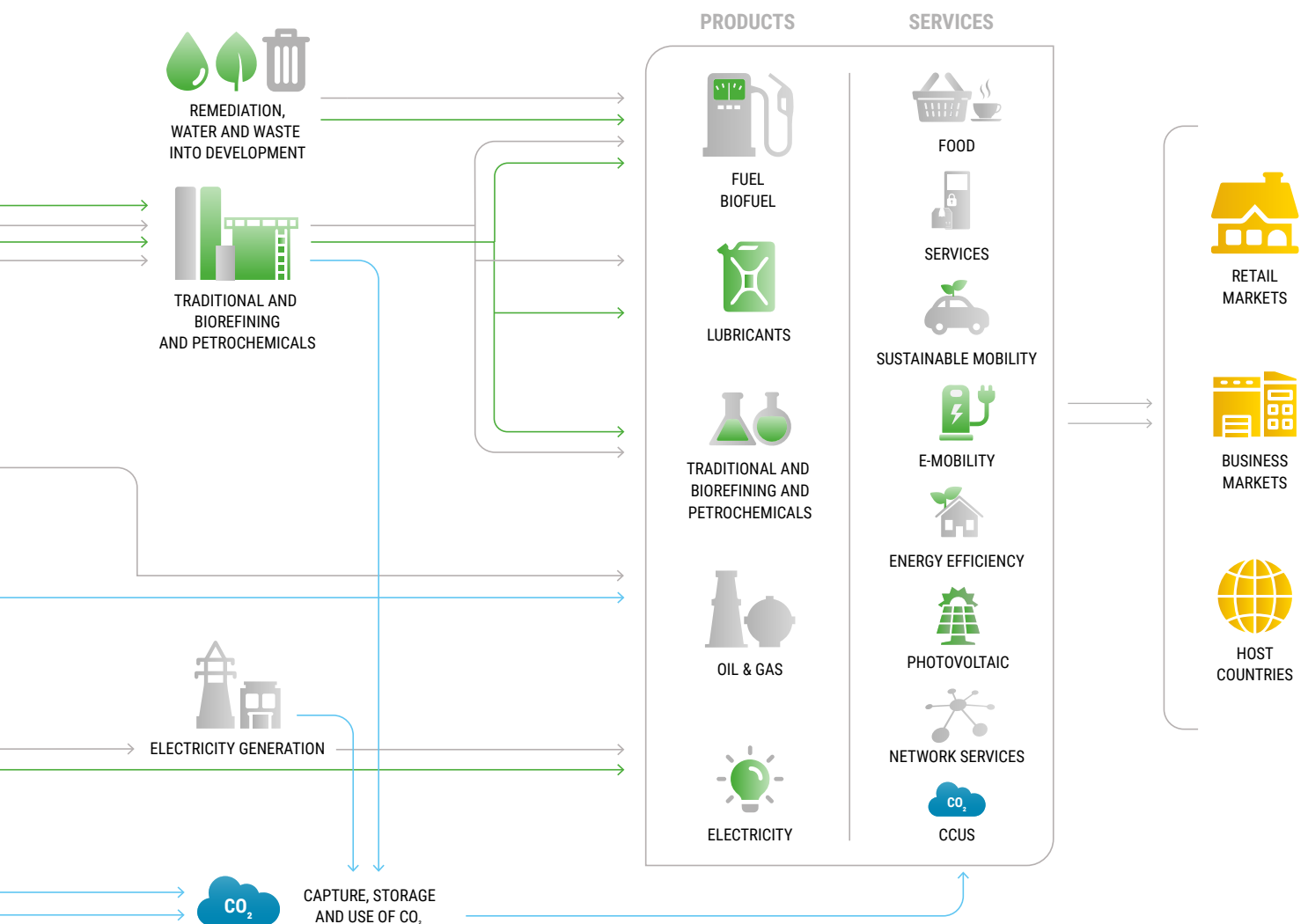
(7) Company operative since January 1, 2023.

to the challenges of the energy trilemma (environmental sustainability, energy security and accessibility). In particular, Eni is committed to become a leading company in the production and sale of decarbonised energy products and services, increasingly customer-oriented. The Eni Carbon Neutrality by 2050 strategy is based on an industrial transformation plan that envisages the use of technological solutions that are already available and economically sustainable, such as:

- Gradual growth of the gas component as an energy source that bridges the gap in the transition, flanked by investments to reduce emissions;
- Bioenergy through the development of biomethane and biofuels, with an increasing input of raw material from waste and from an integrated agri-feedstock production chain not in competition with the food chain;
- Renewables through increased capacity and integration with the retail business;
- Carbon Capture Storage (CCS) through the development of dedicated CO₂ storage hubs for hard-to-abate emissions from Eni and third-party industrial sites;
- Gradual increase in the production of new energy vectors, including hydrogen.

Using these solutions at scale will be joined by research on breakthrough technologies, such as magnetic confinement fusion, that can contribute to transforming the energy sector. Residual emissions, i.e. those that cannot be reduced due to technical and economic restrictions, will be offset through the use of high-quality carbon offsetting, mainly deriving from Natural Climate Solutions.

At December 31, 2022, Eni controlled 401 companies in Italy and abroad⁹.



(9) This refers to consolidated subsidiaries.

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

1.2 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.

These values and principles are set forth in the Eni Code of Ethics, as updated and approved by the Board of Directors on March 18, 2020, which replaces the previous Code approved by Eni's Board of Directors on November 23, 2017. The Code of Ethics is published on Eni website (<https://www.eni.com/en-IT/about-us/governance/code-of-ethics.html>).

The Code of Ethics addresses the members of the Corporate management and control bodies, all Eni's employees, as well as those who work with, on behalf or in the interest of Eni; all are required to uphold, in the context of their own functions and duties, the principles set out in the Code of Ethics.

The Code of Ethics is a document designed for easy use, providing clear indications on the rules of conduct to be adopted and practical examples. The Code is enriched with important elements of innovation, including the correlation of each principle with the United Nations Sustainable Development Goals (SDGs), to make the Code consistent and complementary to Eni's mission, of which the SDGs are a fundamental element.

In particular, Eni's values are expressed in the Code of Ethics in form of commitments that the company takes and which in turn are translated into standards of conduct for people, so that the principles contained therein form a practical guide for corporate operations.

For that purpose, the Code of Ethics is available in 12 languages. It has been distributed widely and is promoted through a range of initiatives, including special training courses.

The Code of Ethics contains unavoidable general principles and is a key element of the anti-corruption framework. Furthermore, despite having independent relevance, it is the fundamental reference principle of Model 231 – identifying the essential ethical values for the purposes of preventing predicate offenses – as well as part of the "General framework of the regulatory system", which inspires the provisions contained in company regulations.

The promotion and training activity on the Code of Ethics is the responsibility of the Integrated Compliance function, which also ensures implementation support by involving the competent functions, while reporting of potential violations is taken back in the whistleblowing procedure, governed by the specific regulations¹⁰.

The Code of Ethics and amendments are approved by the Board of Directors of Eni SpA, on the proposal of the Chief Executive Officer in agreement with the Chairman, having heard the opinion of the Board of Statutory Auditors and the Control and Risk Committee.

The Code of Ethics also applies to all direct or indirect subsidiaries, both in Italy and abroad.

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.

(10) For more information, please refer to the section on the "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad" of this Report.

1.3 PRINCIPLES OF CORPORATE GOVERNANCE

The Board of Directors defined the inalienable principles of Eni's Corporate Governance system, identifying integrity and transparency as the founding principles of its system and stating its commitment to:

- 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;
- 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 principles of sound corporate and entrepreneurial management, of the legal and managerial independence and thus the specific interests of the individual companies, in particular of those listed companies and/or subject to unbundling regulations, the interests of other shareholders, the confidentiality obligations that safeguard the commercial interests of the companies and that guarantee the correct application of market abuse regulations and the applicable regulations, including local regulations in the case of foreign companies.

More specifically, among the aims pursued, actions designed to ensure an adequate, effective and efficient Group Internal Control and Risk Management System are of fundamental importance, in addition to compliance with the rules the Company is subject to in its role as parent company.

1.4 RESPONSIBLE AND SUSTAINABLE APPROACH AND DIALOGUE WITH STAKEHOLDERS

A responsible and sustainable approach is part of every business aspect of Eni and represents its method of operating for value creation over the Medium and Long-Term for the Company and for all stakeholders. This distinctive approach allows operating in the complex current scenario while responding to the most crucial challenge of the energy sector: providing efficient and sustainable access to energy for all, while fighting the effects of climate change by reducing climate changing emissions related to business activities and the entire life cycle of the energy products sold. In this context, Eni is committed to promoting a just transition that prioritises people, that is effective and incisive, while contemplating the adoption of different solutions with varying gradualness, based on the specific nature of the contexts and internal restrictions, and that makes it possible to achieve the goal of zero net emissions by 2050. The distinctive approach is also based on sharing the social and economic benefits with workers, communities, suppliers and customers in an inclusive, transparent and socially equitable manner, with the awareness of the importance of the social dimension of the ambitious path taken. Eni is working to ensure that the process of decarbonisation will offer opportunities to convert existing activities and develop new production chains with significant employment and economic growth opportunities for the countries where Eni operates, including in consideration of their varying levels of development. In this respect, the new 2023-2026 Strategic Plan has defined specific actions to guide the transformation process of Eni's business, with initiatives aimed at developing professional experience for the internal needs for skills that support the energy transition. As part of the "transition out" activities or the transformation processes, Eni is committed to prioritising worker reskilling and upskilling programmes with the aim of doing its best to support their relocation into new or transformed activities (in the context of the Company or other companies). As regards local development initiatives, the new Plan seeks to strengthen communities with a particular focus on more complex and vulnerable contexts, particularly in the sectors of

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

Eni operates under a logic of value creation over the Medium and Long-Term for the Company and all the stakeholders

The Eni's mission and the contribution to achieving the SDGs

access to energy, economic diversification, education and professional training, improving people's quality of life and furthering their resilience mechanisms including with respect to the transformations that the energy transition entails¹¹.

The path is also confirmed in Eni's mission – approved by the Board of Directors in September 2019 – which organically integrates the 17 UN Sustainable Development Goals (SDGs) to which Eni intends to contribute¹² aware that business development can no longer be separated from them. In this sense, from the initial stages of definition and development, the business projects are measured against the SDGs in order to quantify their contribution in the respective country and to guide their project decisions. This measurement, launched in 2020 and applied to several case studies, will be systematically rolled out.

This cultural change already belongs to Eni's people, and provides a continuous innovation drive, leveraging diversity as a universal development driver, respect for and promotion of human rights integrity and transparency in managing its business, protection of the environment.

Achieving the SDGs requires unprecedented collaboration between the public and private sectors. Accordingly, Eni is committed to identifying and building alliances with committed partners (International Organisations, Italian and European institutions, development banks, private sector, cooperation bodies and agencies, civil society and religious organisations) with authoritative technical competence, prestige and reliability as well as presence and impact capacity in the Countries in which it operates. In this way, synergies and sharing know-how, expertise and assets can fuel the growth of the communities and Countries, within a framework of economic diversification, education and training, access to energy and water, health and hygiene promotion.

This action is testified to by collaborations launched by Eni with United Nations agencies such as UNDP, UNIDO, UNESCO and UNICEF, national cooperation agencies such as AICS, USAID and SETAB, financial institutions such as World Bank, CDP and Standard Bank, civil society organisations such as ADPP, AVSI, Banco Alimentare, CUAMM, GHACCO, Elsewedi Electric Foundation, Fondazione E4Impact, Istituto Superiore Don Bosco of Maputo, SACA, TechnoServe, and VIS¹³, and the private sector such as CNH Industrial and Iveco Group. In 2022, Eni's continued its participation in the UN Global Compact, the largest global initiative on corporate sustainability, confirming its constant commitment in favour of the United Nations principles for responsible business. After signing the Women's Empowerment Principles in 2021, in 2022 Eni participated in Target Gender Equality Accelerator, a programme dedicated to the private sector and coordinated by UN Global Compact with the support of UN Women.

The role of the Board of Directors

Eni has also joined the Extractive Industries Transparency Initiative (EITI), a multi-stakeholder initiative aimed at promoting the responsible management of natural resources and strengthening the governance of the extractive sector, also supporting its international activities in 2022 and contributing to the implementation of EITI standards at local level.

Eni Board of Directors plays a central role upon the proposal of the Chief Executive Officer, in the definition of the strategic guidelines and objectives of the Company and the Group, pursuing the sustainable success and monitoring their implementation. In this area, the Board of Directors, upon the proposal of the Chief Executive Officer, examines and/or approves strategic initiatives and targets, the portfolio of Eni top risks, including

(11) Furthermore, in 2022 the first institutional capacity building initiative took place, aimed at ministerial officers in Kenya and Rwanda, for the promotion of renewable energies and to accelerate the energy transition, in particular in countries that export fossil fuels, according to the three-year agreement signed by Eni and the International Renewable Energy Agency (IRENA).

(12) For more information on Eni's contribution to achieving the SDGs, please see the 2022 Consolidated Disclosure of Non-Financial Information.

(13) UNDP - United Nations Development Programme; UNIDO - United Nations Industrial Development Organization; UNESCO - United Nations Educational, Scientific and Cultural Organization; UNICEF - United Nations Children's Fund; AICS - Italian Agency for Development Cooperation; USAID - United States Agency for International Development; SETAB - Ministry of Education of Tabasco; CDP - Cassa Depositi e Prestiti; ADPP - Ajuda de Desenvolvimento de Povo para Povo, Help for Development from People to People; GHACCO - Ghana Alliance for Clean Cooking; SACA - Stakeholder Alliance for Corporate Accountability; VIS - International Volunteer Service for Development. AVSI and CUAMM are non-profit non-governmental organisations and are involved, respectively, in development cooperation and humanitarian aid projects around the world and the protection of the health of African populations.

climate change, the Short-Term and Long-Term Incentive Plan¹⁴, with targets linked to the decarbonisation strategy 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.

The sustainability of our business in the medium-to-long-term and the associated challenges, as connected with energy transition and possible decarbonisation scenarios, are the central themes of Eni's Long-Term and Strategic Plan. In March 2022, Eni relaunched its objectives to reduce GHG emissions, with new short- and medium-term targets that have accelerated its path towards carbon neutrality by 2050, confirming Eni's commitment to further align its reduction trajectory to low carbon scenarios. The new 2023-2026 Strategic Plan and medium/long-term Plan, approved by the Board of Directors on February 22, 2023, confirms the objectives to reduce emissions and the industrial transformation plan that will lead Eni to complete decarbonisation of its energy processes and products by 2050.

On sustainability issues, the Board of Directors is supported by a Board Committee, called the Sustainability and Scenarios Committee ("SSC"), which was established in 2014 by the Board. Among other tasks¹⁵, 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.

Thanks to a growing commitment to transparency and the business model Eni built over the last nine years to create sustainable value in the long-term, Eni share achieved or maintained leadership performance in the most popular ESG ratings and confirmed its presence in the main ESG indices¹⁶.

In 2022 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, reinforcing incentives related to performance on Human Rights within the targets assigned to the various managerial levels and implementing the management model aimed at ensuring the performance of the due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGP) and the OECD Guidelines for Multinational Enterprises. In December 2022, the Sustainability and Scenarios Committee examined the issue of respect for human rights as part of the just transition. With a view to constantly improving its approach and the accessibility of this information, Eni has published the fourth edition of the "Eni for Human Rights" report, which describes the management model adopted on the subject and reports on the activities carried out in recent years, using the UNGP Reporting Framework to report on commitments and results achieved. In 2022, the focus report "Eni and the people-centred transition" was also published, which presents Eni's commitment and describes key just transition initiatives for Eni's workers, suppliers, communities and customers, including with the support of dedicated case studies. Furthermore, as of November 2022, Eni is a "full member" of the Voluntary Principles Initiative, (VPI), having successfully completed the admission process. VPI is an initiative made up of governments, international organisations and companies, which promotes the implementation of the Voluntary Principles on Security and Human Rights, aimed at supporting and guiding companies in the management of risks of human rights violation in security activities.

Human rights impact studies were also carried out on the most relevant projects, identified using a risk-based approach, with particular reference to agribio-feedstock projects launched in Congo and Kenya in 2022. These projects were also subject to an analysis of their socio-economic impacts. In 2022, specific interfunctional working groups were also established to monitor regulatory changes in relation to human rights and to analyse their implications for Eni, with particular reference to the EU's proposed Corporate Sustainability Due Diligence Directive and the proposed Regulation that bans products obtained using forced labour on the EU market.

(14) For more information, please refer to the Remuneration Report, published on Eni website.

(15) For more information on activities carried out by the Committee in 2022, please refer to the "Sustainability and Scenarios Committee" section in this Report.

(16) Please refer to the section "Relations with shareholders and the market" of this document and the page "Investor" of the website for timely updates on ESG indices and ratings relevant for financial markets.

Eni commitment on
respect and promotion
of Human Rights

Other activities in the field of human rights include several projects, previously launched in 2021, associated with the corporate regulatory instrument, attached to the Management System Guideline "Internal Control and Risk Management System", called "Eni against violence and harassment at work". In particular, training and information activities were carried out, with the assignment of specific managerial objectives to all Eni managers. Lastly, planning of the training course aimed at all Eni personnel was completed and is expected to be delivered in 2023. Furthermore, note that the regulatory instrument adopted by Eni against violence and harassment at work received an award at the LC Sustainability Awards 2022 as an expression of Eni's forward-looking and ambitious approach to ethics and compliance. Lastly, the responsible contracting activity continued as part of Human Rights Compliance.

Sustainability reporting

Continuing the process of integrating financial and non-financial disclosure, started in 2010 by Eni, 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. 254/2016¹⁷. 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 assurance 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 to the NFI, Eni continues to publish a report on corporate sustainability, prepared on voluntary basis, called "Eni for", which has been prepared and presented at the Shareholders' Meeting since 2006, after approval by the Board of Directors. This document reinforces Eni's commitment to the energy transition and Eni's contribution to the SDGs. It illustrates Eni's commitment to achieving Carbon Neutrality by 2050 on the basis of the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) of the Financial Stability Board.

Since 2019, Eni has been included among the 10 Top Performers in the world for its sustainability reporting in the document "Reporting Matters 2022" published by the World Business Council for Sustainable Development (WBCSD), which evaluated over 150 world leading companies in various sectors.

The dialogue with stakeholders

Eni considers stakeholder engagement to be a fundamental lever for the creation of long-term value¹⁸. Operating in 62 countries with different socio-economic contexts, an understanding of the expectations of all stakeholders and the sharing of decisions are strategic factors for maintaining relations based on mutual trust, transparency and integrity.

This attitude responds to the Recommendation of the Corporate Governance Code, according to which the Board of Directors must also promote, in the most appropriate forms, dialogue with the stakeholders relevant to the Company and is based on the principles and guidelines expressed by the Board itself in Eni's Code of Ethics¹⁹.

The company application "Stakeholder Management System" (SMS), operational since 2018, is dedicated to "mapping" stakeholders by activities and new projects of all Eni business lines. Stakeholders are analysed on the basis of their relevance and vulnerability in the context and their disposition towards the company's activities. SMS also collects all the documentation relating to the relationship with individual stakeholders in the territories where Eni operates, including requests and grievances, and the related response actions undertaken. The system supports the knowledge of contexts, including thanks to the mapping of the areas surveyed by UNESCO as sites of particular cultural and/or natural interest (World Heritage Sites, WHS).

With these tools, SMS makes it possible to understand the main issues of interest of stakeholders and the potential impacts on Human Rights. This all contributes to the definition of the stakeholder engagement strategies in the territories of operation, the evaluations of

(17) For more information, please refer to the Annual Report published on Eni's website www.eni.com.

(18) This section refers to dialogue with stakeholders other than shareholders. Dialogue with the latter is described in the section "Relations with shareholders and the market" of this Report, to which the reader should refer.

(19) For more information on dialogue with stakeholders, please refer to the section "Stakeholder Engagement Activities" in the 2022 Annual Report.

company reputation with the various categories of stakeholders and the assessment and monitoring of "Relations with Local Stakeholders" operational risk; this risk is rated as Eni's Top Risk and is therefore subject to periodic reporting to the Board of Directors as part of Eni's Integrated Risk Management Model.

In 2022, updated versions were issued of the corporate regulatory instruments attached to the Management System Guideline "Responsible and Sustainable Business" regarding Stakeholder Engagement and the Grievance Mechanism respectively.

1.5 ENI'S CORPORATE GOVERNANCE INITIATIVES

Eni is committed to building a corporate governance system founded on excellence in our 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 and 2019 the competent corporate functions, also with the support of an external consultant, carried out some in-depth analysis and engaged in dialogue with the market on aspects of possible interest with a view to the continuous improvement of Eni's governance model, to seize opportunities arising from studies and experience gained in the international context.

In particular, possible future evolutions of the Company's governance system were investigated by means of a survey and meetings of the Chairman of the Board of Directors 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.

During 2020, Eni participated in initiatives promoted by national and international bodies and associations, including the Enacting Purpose Initiative, promoted by the Said Business School of the University of Oxford, to explore the issue of the Company's purpose in terms of sustainability.

Furthermore, on December 23, 2020, Eni's Board of Directors resolved to adopt the Corporate Governance Code, which applies from January 1, 2021.

In 2021 Eni participated in working groups for the in-depth study of issues related to the application of the new Code, including that of the Observatory on engagement policies with shareholders, established by Assonime (the Association of Italian joint stock companies) to offer a permanent forum for discussion between listed companies called upon to define a policy of dialogue with shareholders, as required by the Corporate Governance Code. The in-depth study of the issue, also through the analysis of engagement policies adopted by institutional investors and asset managers as well as by representative trade associations, led to the development of a policy for dialogue with shareholders, approved on March 8, 2022 by Eni's Board of Directors, upon the proposal of the Chairman, in agreement with the Chief Executive Officer²⁰.

(20) For more information, please see the "Policy for managing dialogue with investors" section in this Report.

Dialogue with the market
on governance issues

In 2022, Eni participated in working groups for in-depth analysis of topics subject to European legislation such as corporate sustainability reporting and sustainability due diligence, as well as in-depth studies on Say on Climate. In particular, in the occasion of the Shareholders' Meeting on May 11, 2022, in continuity with the previous year, a message was published by the Chairman and the Chief Executive Officer about the climate transition, which asked shareholders to express, through the designated representative, their opinions on the climate strategy outlined in the document. This message received positive feedback from the Climate Action 100+ coalition.

Lastly, consideration was given to possible changes to the corporate model and, including on the basis of dialogue held with shareholders, it was agreed to maintain the current model.

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

1.6 CORPORATE GOVERNANCE MODEL

1.6.1 The Corporate Governance Model of Eni SpA

Eni adopts the traditional management and control model

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.

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 (hereinafter "CEO") 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. On June 4, 2020 (with effect from July 1, 2020), the Board also appointed, pursuant to the By-laws, two Chief Operating Officers responsible for the Natural Resources and Energy Evolution business groups.

The Board of Directors gave its Chairman a major role in internal controls²¹. 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 Chairman of the Board of Directors was also granted the powers, provided for by the By-laws, for the identification and promotion of integrated projects and international agreements of strategic importance, shared with the CEO.

The model therefore makes a clear separation between the functions of the Chairman of the Board of Directors 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 addressed²².

Other key players in the Eni Governance model include:

- the Officer in charge of preparing financial reports (Financial Reporting Officer), that the Board of Directors has identified, starting from August 1, 2020, in the Head of the Accounting and Financial Statements function of the Company;

(21) For more information, please refer to the section devoted to the Chairman in the chapter "Internal Control and Risk Management System" of this Report.

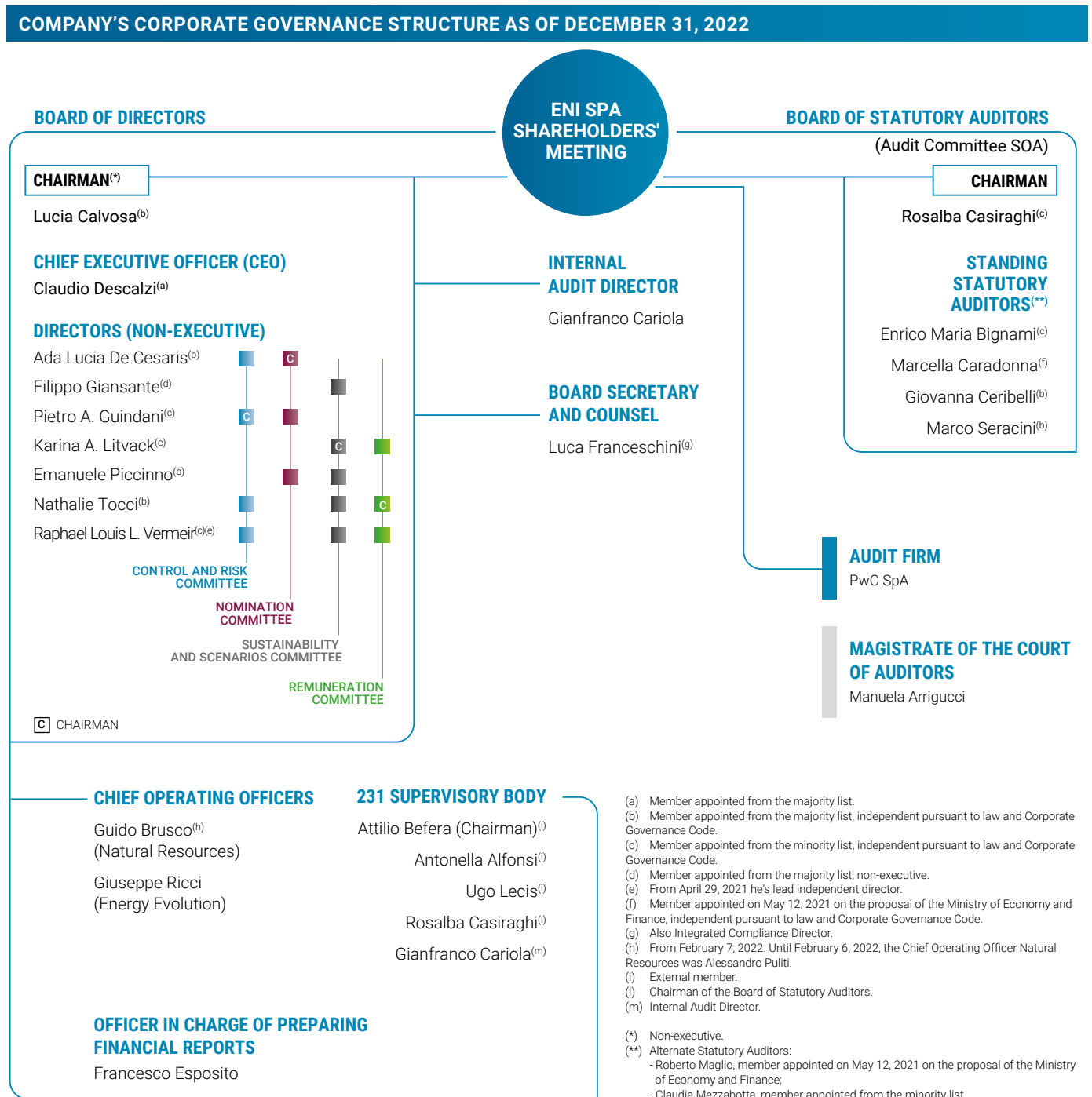
(22) For more information, please refer to section "Board Committees" of this Report.

- the 231 Supervisory Body, appointed by the Board and composed by one internal member (identified as the Head of Internal Audit), the Chairman of the Board of Statutory Auditors and 3 external members, including the Chairman.

For more information on the Financial Reporting Officer and the 231 Supervisory Body, 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, were made to achieve compliance with US regulations, to which the Company is subject as a NYSE-listed company²³.

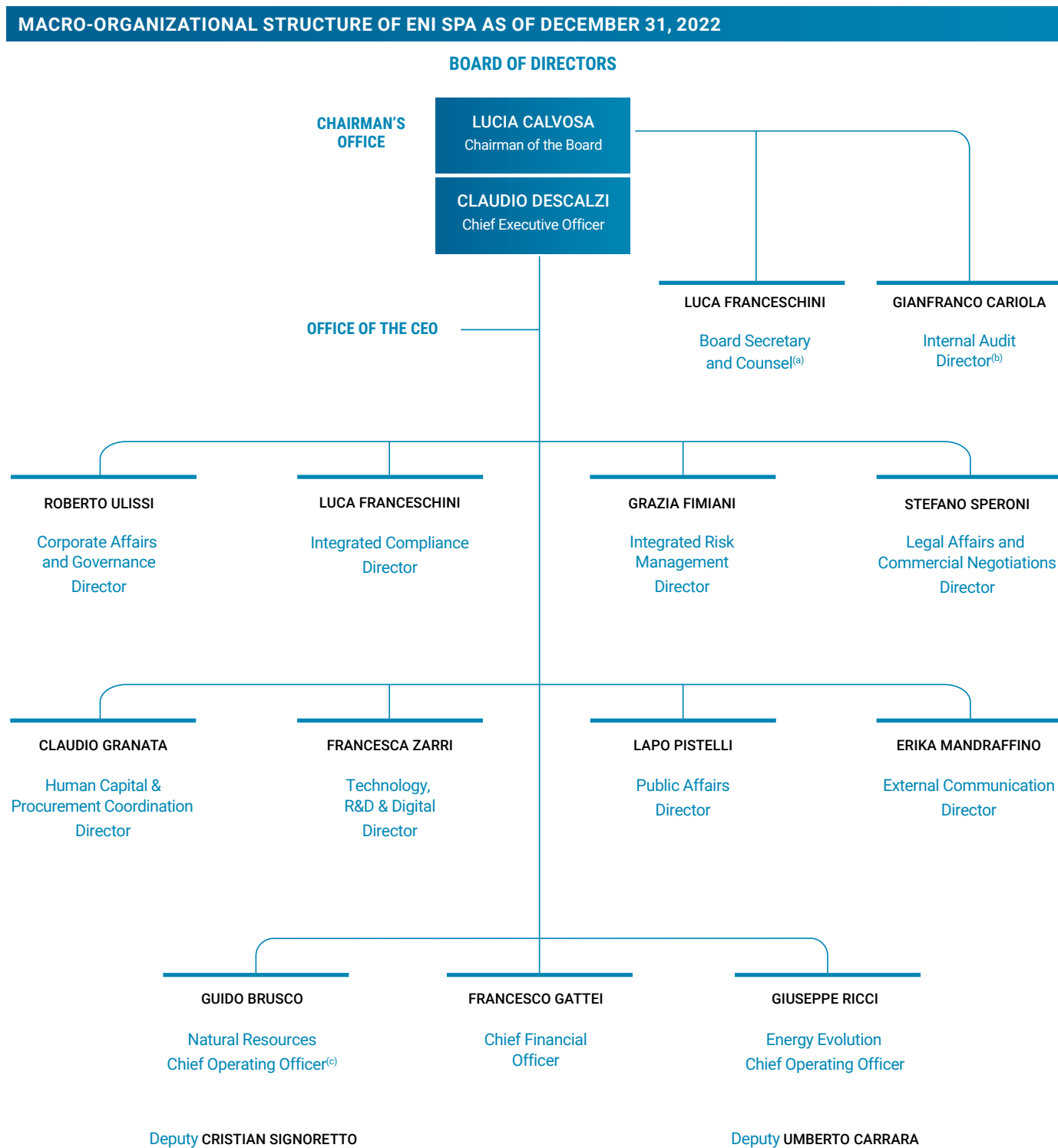
The following chart represents the Company's governance structure as of December 31, 2022:



(23) For more information, please refer to 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".

The following is a chart setting out the current macro-organizational structure of Eni SpA as of December 31, 2022:



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

(b) The Internal Audit Director reports hierarchically to the Board and, on its behalf, to the Chairman, without prejudice to its functional reporting to the Control and Risk Committee and to the CEO, and without prejudice to the provisions concerning the appointment, revocation, remuneration and allocation of resources.

(c) Since February 7, 2022. Until February 6, 2022 the Chief Operating Officer was Alessandro Puliti.

1.6.2 The Main Management Committees²⁴

Management Committee

The Management Committee, presided over by the CEO of Eni, is composed of: the Chief Operating Officer - Natural Resources, the Chief Operating Officer - Energy Evolution, the Chief Financial Officer, the Director Legal Affairs and Commercial Negotiations, the Director Corporate Affairs and Governance, the Director Integrated Compliance, the Director External Communication, the Director Human Capital & Procurement Coordination, the Director Internal Audit, the Director Public Affairs, the Director Integrated Risk Management, the Director Technology, R&D & Digital, the Deputies of the COOs, the Director Upstream, the Director Exploration, the Director Refining Evolution and Transformation, the Director CCUS, Forestry & Agri-Feedstock, the Director Power Generation & Marketing, the Chairman of Versalis, the CEO of Versalis, the CEO of Eni Plenitude, the CEO of Eni Rewind, the CEO of Eni Sustainable Mobility; the Head of Accounting and Financial Statements, the Head of Planning, Control and Insurance.

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 of Directors is invited to attend Management Committee's meetings. Other persons may also be invited to attend those meetings where their duties relate to items on the agenda.

The Head of Corporate Affairs and Governance shall act as the Management Committee's Secretary.

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 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 is invited to attend the Committee's meetings. Other persons may also be invited to attend those meetings where their duties relate to items on the agenda. The Head of Integrated Risk Management shall act as the Committee's Secretary.

The Compliance Committee²⁵ is composed of the Heads of Corporate Affairs and Governance, Internal Audit, Integrated Compliance, Accounting and Financial Statements, Human Resources and Organization.

(24) The composition of the Committees described in this paragraph is updated as of January 1, 2023.

(25) Following the update to the Fundamental Guidelines of the Regulatory System, the Compliance Committee changed its name to the Eni Regulatory System Committee and was integrated by participation of the Head of Integrated Risk Management. The duties of the Eni Regulatory System Committee are: (i) reporting to the CEO of Eni SpA on the need to develop a new Ethics, Compliance and Governance (ECG) issue; (ii) identifying the Process Owner of the ECG Policies and suggesting the owner to the CEO of Eni SpA; (iii) assessing, in advance as the verifier, the ECG Policies, as well as the formal or substantial nature of the changes made for the purposes of the approval process of the regulatory instrument and subsequent adoption process by the subsidiaries; (iv) supporting the CEO, in his role as Process Owner of the Regulatory System, with the overall governance of the development and application of the Regulatory System. The Human Resources and Organisation function ensures the coordination of the activities of the Eni Regulatory System Committee. For more information about the new Regulatory System, please refer to the section on "The Key Features of the Eni Regulatory System" of this Report.

Management Committee

Risk Committee

Compliance Committee

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 of Eni SpA;
- approve the areas of compliance and identify the people in charge of them, validate the compliance and governance models;
- reporting to the CEO of Eni SpA 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 is presided over by the CEO of Eni and is composed of the members of the Management Committee with the addition of the Head of Strategy, Merger & Acquisition and Medium/Long-Term Plan and the Head of Scenarios, Strategic Options and Climate Change. Furthermore, other persons may also be invited to attend those meetings where their duties relate to items on the agenda. The Head of Strategy, Merger & Acquisition and Medium/Long-Term Plan shall act 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.

1.6.3 Corporate Governance Model for Eni companies

Through a specific internal regulatory instrument, 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, as well as the principles for the exercise by Eni SpA of management and coordination activities.

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

2 Information on the ownership structure²⁶

2.1 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, 2022 the Company's share capital amounted to €4,005,358,876 – fully paid-up – and comprises 3,571,487,977 ordinary shares without par value.

The Company's shares have been listed on Euronext Milan 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 Exchange²⁷.

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 4.41%) and indirectly through Cassa Depositi e Prestiti SpA (CDP SpA), a company controlled by the Ministry (with 26.21%).

But Eni is not subject to the management and coordination of the Ministry of the Economy and Finance²⁸ 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 March 16, 2023, 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.

(26) Information on the ownership 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. With reference to the equity-based incentive plans in place, please refer to the Eni's Report on remuneration policy and remuneration paid available at 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".

(27) For more information on the ADR program, please refer to the Investors section of Eni website.

(28) 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".

SHAREHOLDERS WITH SIGNIFICANT INVESTMENTS

Controlling shareholders	Number of shares	% of total ordinary shares
Ministry of the Economy and Finance	157,552,137	4.411
CDP SpA	936,179,478	26.213
Total	1,093,731,615	30.624

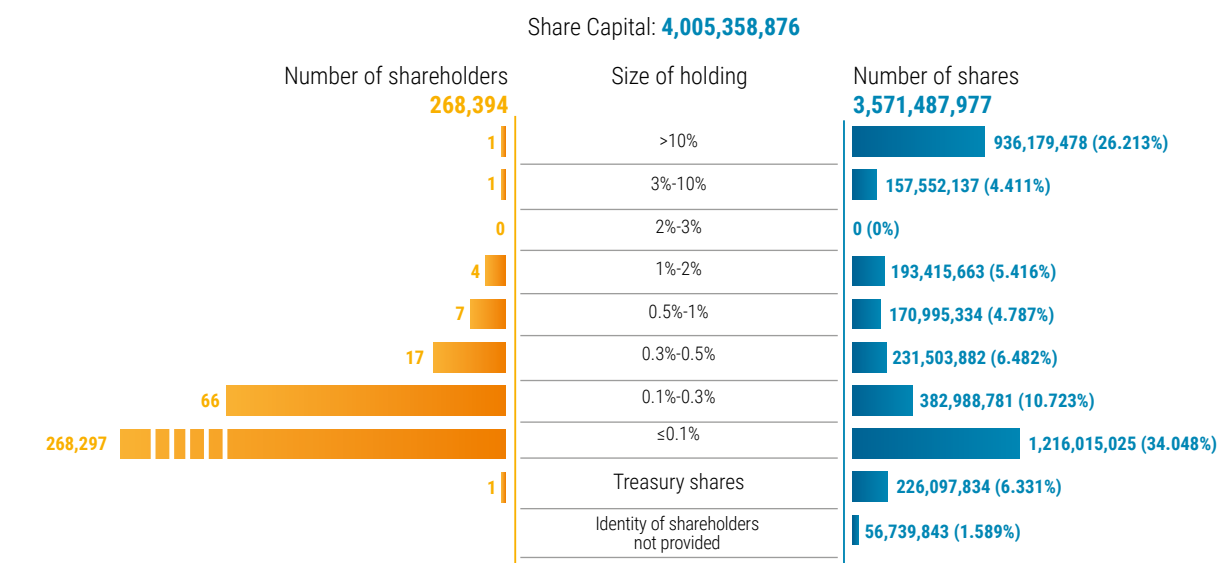
No changes had been reported at March 16, 2023.

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 second tranche of the payment instead of the dividend for 2022 made by intermediaries (ex-dividend date of November 21, 2022 - record date of November 22, 2022 - payment date of November 23, 2022)²⁹.

SHARE CAPITAL STRUCTURE AS A RESULT OF THE PAYMENT OF THE SECOND TRANCHE IN PLACE OF THE 2022 DIVIDEND



ENI SHAREHOLDING: BREAKDOWN BY NUMBER OF SHARES HELD^(a)

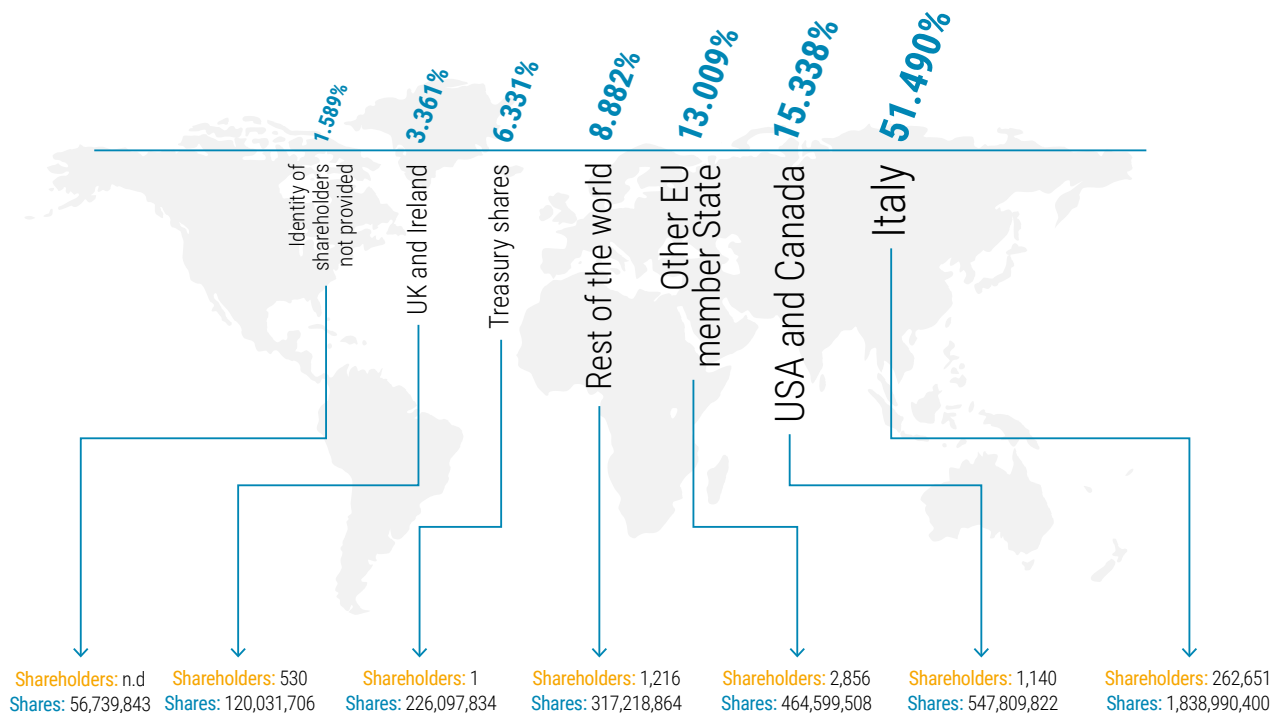


(a) Eni's share capital is equal to 4,005,358,876 euro represented by 3,571,487,977 ordinary nominative shares without par value.

(29) Following purchases made during the company's 2022 Share Buy-back programme, considering the Treasury shares already in the portfolio and the assignment of ordinary shares to Eni managers, after completion of the vesting period provided for in the "2017-2019 Long-Term Incentive Plan" approved by the Shareholders' Meeting on April 13, 2017, Eni held 226,097,834 treasury shares equal to 6.33% of share capital. The details of the Company's Share Buy-back programme are available at the link: <https://www.eni.com/en-IT/about-us/governance/shareholders.html>.

ENI SHAREHOLDINGS: GEOGRAPHICAL BREAKDOWN^(a)

Share Capital: **4,005,358,876** - Number of shares: **3,571,487,977** - Number of shareholders: **268,394**



(a) Eni's share capital is equal to 4,005,358,876 euro, represented by 3,571,487,977 ordinary nominative shares without par value.

2.2 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, ratified by Law No. 474 of 1994³⁰ (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.

(30) 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.

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 Directors³¹.

2.3 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.

2.4 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”) brought Italian laws on the special powers of the State in line with European Union (EU) rules.

The special powers apply to companies in the defence and national security sectors, broadband electronic telecommunications networks with 5G technology as well as companies that hold strategic assets in the energy, transport and communications sectors as defined by implementing measures.

With reference to the energy sector, also following the changes made by Decree Law No. 21/2022 (so called the “Ucraina-Ter/Tagliaprezzi” in Italian) ratified by Law No. 51/2022, the special powers include: a) veto power or the power of imposing conditions or requirements over certain transactions, resolutions or deeds involving strategic assets (as identified by the Prime Ministerial Decrees No. 179 and 180 of 2020); b) power of attaching conditions or opposing the acquisition of an equity interest in companies that hold strategic assets such as to give rise to the assumption of control of the Company and the acquisition, by a non-EU party, of equity interests that allocate a share of voting rights or capital equal to 10 percent, taking account of the shares or stakes already directly or indirectly held, when the overall value of the investment is equal to or greater than €1 million, or they nevertheless exceed the thresholds of 15%, 20%, 25% and 50% of the share capital.

Companies that hold strategic assets or those who intend to acquire equity investments in such companies are required to notify the Prime Minister’s Office with complete information on the resolution, deed or transaction on strategic assets or on the purchase of equity investments. The obligation of notification also extends to the establishment of an entity that carries out activities of strategic importance or holds strategic assets when one or more shareholders, outside the European Union, hold a share of voting rights or capital equal to at least 10 percent.

With specific regard to the power referred to in point b), until such notification and, subsequently, until the time period for any exercise of such 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.

(31) 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.

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.

2.5 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.

2.6 MATERIAL AGREEMENTS THAT WOULD BECOME EFFECTIVE, BE MODIFIED OR EXTINGUISHED IN THE EVENT OF A CHANGE OF CONTROL OF ENI³²

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.

It should be noted that on January 22, 2022 Eni SpA and CDP Equity SpA (previously CDP Industria SpA³³) renewed the shareholders' agreement (signed for the first time on October 27, 2015) to exercise joint control over Saipem SpA, pursuant to which the same agreement shall immediately cease to be effective if the parties cease to be subject, directly or indirectly, to the common control of the Ministry of the Economy and Finance. The agreement has a duration of three years, with automatic renewal upon expiry for an additional three years, unless cancelled with at least six months' notice.

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.

(32) 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.

(33) On December 31, 2022, the merger by incorporation of CDP Industria SpA into CDP Equity SpA was completed and, taking effect on the same date, CDP Equity SpA took over from CDP Industria SpA in the shareholders' agreement and in all rights and obligations previously pertaining to the latter pursuant to that agreement.

2.7 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, in the chapter on “Officers covered by the Policy” to which the reader should refer for more information.

2.8 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. The Board of Directors does not have the power to issue participatory debt financial instruments.

As of March 17, 2022 Eni held 65,838,173 treasury shares, equal to approximately 1.83% of the share capital.

The Extraordinary Shareholders’ Meeting held on May 11, 2022 approved the cancellation of 34,106,871 treasury shares with no nominal value, with no changes made to the amount of the share capital. Upon cancellation of the treasury shares, the Company held 31,731,302 treasury shares in the portfolio, equal to 0.89% of the share capital post-cancellation. Eni Shareholders’ Meeting on the same day also authorised the Board of Directors to approve a programme for the purchase of Company shares, in multiple instalments for a period until April 30, 2023, in the maximum number of 10% of ordinary shares (and 10% of share capital) making up the share capital of Eni SpA (without including the treasury shares already in portfolio, equal to 0.89% of the share capital), in the maximum amount of €2.5 billion.

Subsequently, the Board of Directors of Eni on May 26, 2022 resolved the start of the buy-back programme for 2022, for a minimum amount of €1.1 billion, potentially increasing to a maximum of €2.5 billion, and for a number of shares not exceeding 357 million, in compliance with the provisions of the 2022-2025 Strategic Plan and in execution of the authorisation granted by the Shareholders’ Meeting of May 11, 2022.

The Board of Directors of July 28, 2022 then resolved to increase the condition to purchase treasury shares for an amount of €1.3 billion to €2.4 billion following the review of the price scenario for the Brent benchmark, envisaged at \$ 105/barrel for the entire year of 2022, as well as the effects of the appreciation of the dollar and the Group’s more robust cash flows.

On December 7, 2022, the conclusion of the Company’s share buy-back programme for 2022 was announced to the market, launched on May 30, 2022 as announced to the market on May 26, 2022. As part of the programme, Eni purchased 195,550,084 treasury shares (equal to 5.48% of share capital) for a total value of €2,399,992,593. Following the purchases made until November 29, 2022, considering the treasury shares already in the portfolio and the assignment of ordinary shares to Eni managers, following the conclusion of the vesting period provided for by the “2017-2019 Long-Term Incentive Plan” approved by Eni

Shareholders' Meeting of April 13, 2017, Eni held 226,097,834 treasury shares equal to 6.33% of share capital. The share buy-back programme for 2022 was completed in 6 months from the start date, earlier than the indication of April 2023 communicated at the start of the programme.

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

3 Corporate governance information³⁴

Eni adopted the 2020 Corporate Governance Code, in force since January 1, 2021

3.1 COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

With resolution of the Board of December 23, 2020, Eni adopted³⁵ the 2020 Corporate Governance Code³⁶ (hereinafter the "Corporate Governance Code" or the "Code") whose recommendations are applicable starting from January 1, 2021, prepared by the Italian Corporate Governance Committee.

The adoption of the Corporate Governance Code is formally decided by the Board of Directors of Eni, with the support of the competent Committees where necessary. Following the adoption, on January 21, February 18 and April 1, 2021, the Board also approved some adaptation measures and application modalities, including improvements, to the new Code, while an "action plan" was defined to adapt the Company's governance system, including the identification of the changes to be made to corporate documents for the implementation of the new recommendations. Eni applies the recommendations of the Code intended for large companies, not with concentrated ownership, according to the definitions of the Code itself.

The adoption was 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 Corporate Governance Code, integrated with the application modalities, including improvements, adopted by Eni in relation to individual recommendations, accompanied by the related reasons, is published before publication of the annual Corporate Governance Report on Eni's website eni.com (under the Governance section)³⁷.

Therefore, starting from January 1, 2021, roles, responsibilities and regulatory instruments of the Company must take into account the new recommendations provided for by the Corporate Governance Code, as well as the decisions taken by the Board of Directors regarding the application modalities of the same recommendations.

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 System³⁸.

(34) 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.

(35) 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, February 25, 2016 and February 14, 2019.

(36) The text of the Corporate Governance Code is available to the public on the website of Borsa Italiana and the Italian Corporate Governance Committee at <https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020eng.en.pdf>.

(37) 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, 2018 and 2019.

(38) For more information, please refer to the section "Internal Control and Risk Management System" of this Report.

In addition, since 2006, the interests of stakeholders other than shareholders have been considered key variable that the Directors of Eni must assess in taking informed decisions and in creating value over the medium-to-long-term. In addition, in September 2019, Eni adopted a mission that integrates the 17 Sustainable Development Goals of the United Nations, which embrace every area of social, economic and environmental development, viewed in an integrated and organic way, to which Eni intends to provide an active contribution. The choices of the Board of Directors implement, also improving it, Principle I of the Code, which recommends that “the Board of Directors leads the Company by pursuing its sustainable success”³⁹.

In particular, a central role is reserved for the Board of Directors, upon the proposal of the CEO, in the definition of the strategic guidelines and objectives of the Company and the Group, pursuing the sustainable success and monitoring their implementation.

In particular, it reviews and approves the Four-Year Plan and the medium/long-term plans of Eni and the Group and the respective budgets, also on the basis of the matters that are relevant for the long-term value generation, and the support of the Sustainability and Scenarios Committee (Recommendation 1, letter a) of the Code), periodically monitors its implementation and assesses the general course of the business, comparing the results achieved with those planned (Recommendation 1, letter b) of the Code). Furthermore, the Board defines, with reference to the Four-Year Plan, the nature and level of risk compatible with the strategic objectives of the Company, on the basis of a risk probability and impact estimate prepared (and, if necessary, updated during the year) by the Integrated Risk Management function, including within its assessments all elements that could be relevant for the Company's sustainable success (Recommendation 1, letter c) of the Code).

The Board has engaged in establishing the general criteria for identifying significant transactions for the Company and its subsidiaries that have a significant impact on the company's strategies, profitability, assets and liabilities, or financial position, submitted for approval by the Board itself (Recommendation 1, letter e) of the Code), adopting conduct and procedural controls 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. The Board also takes care to ensure compliance with the principle of correct corporate and entrepreneurial management of subsidiaries, and that their managerial independence is not compromised, in particular in the cases of listed companies and companies for which legislative or regulatory provisions make it necessary. This is without prejudice to the compliance with confidentiality obligations relating to commercial relations between the subsidiary and Eni or third parties, for the protection of the interest of the subsidiary.

The Board has also specified the subsidiaries⁴⁰ that are of strategic importance (Versalis SpA, Eni Plenitude SpA Società Benefit and Eni International BV) also for the purposes of applying the relevant Recommendations of the Code and, in addition to the aforementioned principle of safeguarding, the managerial independence of listed subsidiaries, has undertaken to observe the provisions of the Code referring to the shareholders of the issuer.

Subsidiaries with strategic importance

The Board also has the task of defining the corporate governance system and rules of the Company, assessing and promoting the suitable changes, where necessary, and submitting them, where applicable, to the Shareholders' Meeting, as well as defining the structure of the Group. It defines the fundamental lines of the organisational, administrative and accounting structure, including the internal control and risk management system, of the Company, the subsidiaries with strategic importance and the Group, and to assess their adequacy, with particular reference to the Internal Control and Risk Management System (Recommendation 1, letter d). In particular, every six months, it has provided for the assessment of the adequacy

(39) The Code defines “sustainable success” as the objective that guides the action of the Board of Directors and that consists of creating long-term value for the benefit of shareholders, taking into account the interests of other stakeholders relevant to the Company.

(40) With reference to Saipem SpA, which since January 22, 2016 is no longer under the sole control of Eni in accordance with Art. 93 of the Consolidated Law on Financial Intermediation, the Board of Directors confirmed its competence to resolve on the exercise of voting rights and, after hearing the Nomination Committee, on the appointment of the members the corporate bodies of Saipem SpA.

and effectiveness of the Internal Control and Risk Management System and annually also the assessment of the adequacy and effectiveness of the organizational structure of this system, unless changes require a six-monthly update.

With respect to the correct management of corporate information (Recommendation 1, letter f), in October 2018 the Board, acting on a proposal of the CEO and after consultation with the Control and Risk Committee, approved the internal rules concerning Market Information Abuse (Issuers) which, updating the previous internal rules for aspects related to "issuers", complies with the modification 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 subject⁴¹.

On the occasion of the adoption and implementation of the Recommendations of the Code, with reference to Principle III and Recommendation 2, the Board did not deem it necessary to submit proposals for amendments to the Company's corporate governance system to the Shareholders' Meeting, including in light of the assessments made by the previous Board. An additional check was carried out in 2022 by the Board of Directors in office, following which it was not considered necessary to make changes to the current system.

Finally, the Board, upon the proposal of the Chairman, in agreement with the Chief Executive Officer, in the meeting of March 8, 2022 approved a policy for managing dialogue with the generality of shareholders⁴², also taking into account the engagement policies adopted by institutional investors and asset managers (Recommendation 3 of the Code). For more information, please refer to the dedicated paragraph of this report. The dialogue with other relevant stakeholders, promoted by the Board starting from the definition of the principles and guidelines set out in the Company's Code of Ethics, is governed by other Eni regulatory instruments⁴³.

Composition of the Corporate Bodies (Art. 2 of the Corporate Governance Code)

In line with the By-laws and the Corporate Governance Code (Recommendation 4), the Board of Directors has appointed a CEO, to whom it has entrusted the management of the Company, reserving the decision on certain matters to its sole competence. The CEO is therefore the person responsible in charge of managing the Company.

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, and skills, also with regard to the strategies of the Company, its transformation and the path of energy transition. The size and composition, also in terms of diversity, of the Board are subject to evaluation within the annual Board Review.

The number of independent Directors pursuant to the Code (7 out of 9) is already higher than that recommended by the Code for large companies with non-concentrated ownership, starting from the first renewal after December 31, 2020, at least half of the body (Recommendation 5).

Since 2006, when the previous versions of the Corporate Governance Code were in force, Eni's Board of Directors has provided specifications for the independence criteria of Directors.

Following the adoption of the Corporate Governance Code, before the annual assessment and taking into account the new Recommendations, the Board, with the support of the Nomination Committee, defined again the criteria for assessing the significance of the additional remuneration and relationships that may jeopardise the independence of a director, confirming

Eni specifications for independence criteria

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

(42) The complete policy for managing dialogue with the shareholders is published, also in English, in the "Governance" section of Eni website.

(43) For more information, please refer to the "Responsible and sustainable approach and dialogue with stakeholders" section of this Report.

certain past choices. It also adopted the criteria established by the Corporate Governance Code for the definition of close relatives, as listed in the related Q&A⁴⁴.

The periodic assessments on the continued compliance with independence requirements by the Directors are carried out by the Board of Directors with the support of the Nomination Committee, which carries out a preliminary investigation on the basis of the declarations issued by the Directors and the information available to the Company.

During the year, independent Directors, coordinated by the lead independent director appointed in April 2021, met on March 16, 2022 and on July 28, 2022 and, taking into account the frequency of the Board meetings, they had further informal opportunities to meet and exchange views, thoughts and comparisons, in compliance with the Recommendations of the Corporate Governance Code.

Since December 13, 2006, the Board of Statutory Auditors expressly complies with relevant governance provisions; with particular reference to independence, since January 2016 the Board of Statutory Auditors confirmed the criteria adopted by the Board to evaluate independence, with some specifications⁴⁵.

In terms of diversity, including gender diversity, the Board of Directors identified the guidelines to the shareholders by the outgoing Board as one of the tools to implement related recommendations of the Corporate Governance Code⁴⁶.

Moreover, on February 27, 2020, the Board approved an amendment to the By-laws regarding gender quotas in the composition of corporate bodies to adapt them to regulatory changes introduced with Law No. 160 of 2019 in view of the renewal of the corporate bodies, providing that, for six consecutive terms, the management and control bodies must be composed of at least 2/5 of the less represented gender.

The Code recommends that companies apply the quota of one third for the less represented gender in the administration and control bodies (Recommendation 8) starting from the first term following the cessation of the effects of legislative provisions that impose a quota equal to or greater than that recommended by the Code⁴⁷.

Functioning of the Board of Directors and the Role of the Chair (Art. 3 of the Corporate Governance Code)

In line with Principle IX and with Recommendation 11 of the Corporate Governance Code, the Board defined in its Rules, approved most recently on December 16, 2021, the Rules and procedures for its operation, in particular in order to ensure the effective management of Board information⁴⁸. It also approved, most recently in December 2021, the Rules of the individual Board Committees⁴⁹.

The Chairman, who plays a liaison role between executive and non-executive directors and is responsible for the effective functioning of the Board (Principle X of the Code), ensures, with the assistance of the Board Secretary, that pre-meeting information and complementary information provided during the meetings are suitable to allow the Directors to act in an informed manner⁵⁰ (Recommendation 12, letter a) of the Code); the Chairman also ensure the coordination of Committees activities with those of the Board (Recommendation 12, letter b) of the Code). The Chairman has also the task of ensuring, in agreement with the CEO and

(44) For more information, please refer to the "Independence requirements" section of this Report.

(45) For more information, please refer to the Board of Statutory Auditors section in this Report.

(46) For more information, please refer to the "Board Review and guidelines for shareholders on the composition of the Board" section in this Report.

(47) For more information, please refer to the "Policy for diversity and gender balance on corporate Boards" section in this Report.

(48) For more information, please refer to the section "Meetings and running of meetings" of the Board of Directors in this Report.

(49) For more information, please refer to the sections dedicated to the Board Committees in this Report.

(50) For more information, please refer to the sections "Board Secretary" and "Meetings and running of meetings" of the Board of Directors in this Report.

with the assistance of the Board Secretary, that the managers of the Company and those of the companies of the Group, who are competent on the issues concerned, participate in the relevant Board meetings, to provide appropriate insights on the items on the agenda, also at the request of individual directors (Recommendation 12, letter c) of the Code).

To ensure an effective and aware performance of their role by each Director, the Chairman ensures, with the assistance of the Board Secretary, that all the members of the Board of Directors and of the Board of Statutory Auditors can take part, after the appointment and during their term, in initiatives aimed at providing them with adequate knowledge of the industry in which the company operates, the company dynamics and their evolution, also in relation to the company's sustainable success, as well as the principles of correct risk management and the regulatory and self-regulatory framework (Recommendation 12, letter d) of the Code). To this end, a training plan for Eni's Board of Directors has been prepared and implemented since 2008 (the so-called "Board induction"⁵¹) – which the Statutory Auditors and the Magistrate of the Court of Auditors are also invited to attend – by the Chairman of the Board of Directors with the help of the Board Secretary and the active participation of the top management. Furthermore, according to international best practices, further efforts are carried out during the term (so-called "ongoing-training") and it is expected that at least once a year, where possible, the Board will meet at one of Eni's operating sites, also abroad. The Chairman also ensures, always with the assistance of the Secretary, the adequacy and transparency of the self-assessment process of the Board of Directors, with the support of the Nomination Committee (Recommendation 12, letter e) of the Code)⁵².

As regards the offices within the Board, in line with the By-laws and applicable best practices, the Eni model establishes a clear separation between the functions of Chairman and those of the Chief Executive Officer, conferring management powers only on the latter. The Board of Directors, on the other hand, has conferred on the independent Chairman a central role in the internal control system, not granting her operational powers and ensuring her the support, in the performance of her duties, of the Board Secretary, appointed by the Board.

Pursuant to Art. 24.1 of the By-laws, the Board of Directors has given the Chairman the powers for the identification and promotion of strategic integrated projects and international agreements, with the collaboration of the CEO. This is a proxy without executive or decision-making content, as it concerns only "identification" and "promotion" activities, which can only lead to proposals to those with decision-making powers (the Chief Executive Officer or the Board of Directors).

On April 29, 2021, the Board of Directors, upon the request of the independent directors, appointed Director Vermeir as lead independent director (Recommendation 13, letter c) of the Code). The lead independent director represents a point of reference and coordination of requests and contributions of non-executive directors and, in particular, independent ones, and coordinates the meetings of the independent directors only.

With reference to the advice on the maximum number of offices in corporate bodies of other listed companies that can be considered compatible with an effective performance of the office of director, the Board has adopted different criteria based on the role (executive or non-executive) and in relation to the nature and size of the company in which the offices are held (Recommendation 15 of the Code)⁵³.

The Eni Board has always had all of the committees provided for under the Corporate Governance Code⁵⁴; it also established, exceeding the Code provisions, 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 (Recommendation 16 of the Code).

(51) For more information, please refer to the "Board Induction" section of this Report.

(52) For more information, please refer to the section dedicated to the Board Review of this Report.

(53) 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.

(54) For more information, please refer to "Board Committees" section of this Report.

Furthermore, the Eni Board of Directors has established the Sustainability and Scenarios Committee⁵⁵, 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 2018 Corporate Governance Code).

With specific regard to the composition of the Committees, the Chairs of all Committees are independent Directors in accordance with the provisions of law and Corporate Governance Code; the Chairs of the Control and Risk Committee and the Sustainability and Scenarios Committee are also appointed from the minority slate. Moreover, the Remuneration Committee and the Control and Risk Committee also have more members meeting the knowledge and experience requirements than the minimum provided for in the Code (Recommendations 26 and 35 of the Code).

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 (Recommendation 17 of the Corporate Governance Code).

On the proposal of the Chairman, the Board appointed a Board Secretary, in possession of specific professional requirements, determining the relative powers. The Secretary supports the activities of the Chairman and provides impartial assistance and advice to the Board of Directors on every aspect relevant to the proper functioning of the corporate governance system as concerns the functioning, powers and attributions of the Board and the Committees (Recommendation 18 of the Code)⁵⁶.

Appointment of Directors and Board Evaluation (Art. 4 of the Corporate Governance Code)

Particular attention is always devoted to the Board's self-evaluation process, concerning the size, composition and functioning of the Board and its Committees, also in consideration of the role it plays in defining the strategies and monitoring the management of the company's business, as well as the appropriateness of the Internal Control and Risk Management System (Recommendation 21 of the Code). In particular, in line with the Recommendations of the Corporate Governance Code (Principle XIV), the Board of Directors annually carries out a "Board Review" program⁵⁷ on the Board and its Committees and, improving corporate governance provisions, always involves an external consultant in this exercise, in order to ensure greater objectivity to the proceedings (Recommendation 22 of the Code).

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

Following the Board Review, the Board may, if necessary, share an action plan to improve the operation of the Board and its committees.

In line with international best practices, in determining the procedures for performing the Board Review, the Eni Board also assesses whether to carry out a process of "peer review" of the Directors, consisting in the evaluation by each Director of the individual contribution of the other Directors to the Board's work. The peer review, which has been completed five times in the past nine years and was most recently completed in conjunction with the 2020 Board Review, is a best practice among Italian listed companies; Eni was among the first Italian companies to adopt it in 2012.

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

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

(57) For more information, please refer to the "Board Review and guidelines for shareholders on the composition of the Board" section in this Report.

Reporting

Board Review

Prior to the appointment of the new Board, as already happened in 2014, 2017 and 2020, following the Board Review completed in February 2023 the outgoing Board, with the help of the Nomination Committee, expressed its guidelines for shareholders on the quantitative and qualitative composition of the future Board, also in light of the industrial characteristics of the Company, taking into account the diversity criteria indicated by Principle VII and Recommendation 8 of the Code⁵⁸.

To regulate the aforementioned activities in detail, Eni has adopted an internal procedure⁵⁹, approved by the Chairman in agreement with the CEO, as part of the functions of the Secretary of the Board of Directors, with particular reference to assignment activities, the functions and bodies involved, as well as the definition of the tools to support the process.

The Board of Directors established a Nomination Committee, endowing it with the 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 Directors⁶⁰.

The contingency plan

With reference to the Recommendations relating to the succession plan of the CEO (Recommendation 24 of the Code), the Board of Directors has adopted a "contingency plan" which identifies the procedures to be followed in the event of early termination of the office of the Chief Executive Officer⁶¹. The Board also ascertained the existence of adequate procedures for the succession of top management.

Remuneration of Directors (Art. 5 of the Corporate Governance Code)

The Remuneration Committee, which assists the Board in drawing up the Remuneration Policy and carries out the other tasks provided for by the Code (Recommendation 25 of the Code), has a number of members meeting the requirements of knowledge and experience in excess of the minimum required by the Code: in fact, on May 14, 2020, the Board of Directors of Eni assessed, upon the appointment, that all the members of the Committee possess adequate knowledge and experience in financial matters or remuneration policies.

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. 6 of the Corporate Governance Code)⁶²

Eni's Internal Control and Risk Management System (ICRMS) is integrated into the organisational, administrative and accounting structure 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.

For further information and details on the application modalities, including improvements, of the Code, please refer to the section of this Report dedicated to the ICRMS.

(58) For more information, please refer to the "Board Review and guidelines for shareholders on the composition of the Board" section in this Report.

(59) The letter of the Chairman of the Italian Corporate Governance Committee in 2017 listed the main areas needing improvement, underlining the importance of introducing structured procedures for the Board Review activities. In this regard, it should be noted that Principle XIV of the new Code provides that "the Board of Directors periodically evaluates, through formalised procedures, its effectiveness and the contribution made by individual directors. The implementation of the Board evaluation procedures is supervised by the Board itself."

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

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

(62) For detailed information on the methods for implementing the criteria and the principles of the Corporate Governance Code as well as its Principles and recommendations relating to the Internal Control and Risk Management System, refer to the relevant section of this Report.

Observations on the letter of January 2023 of the Chairman of the Italian Corporate Governance Committee

At its meeting of February 22, 2023 the Chairman of the Eni Board of Directors notified the Board of a letter sent in her capacity as Chair of the Italian Corporate Governance Committee (since May 2021) to the Chairs of the Boards of Directors and of the control bodies and the Chief Executive Officers of listed companies indicating the main areas for improvement and related recommendations identified by the Committee to support the companies in the effective application of the 2020 Corporate Governance Code, also in light of the findings of the 2022 Report of the Committee, 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 following matters: (i) dialogue with shareholders and other relevant stakeholders; (ii) allocation of managerial powers to the chairman; (iii) pre-meeting information; (iv) participation of managers in Board meetings; (v) guidelines on the optimal composition of the Board; (vi) criteria for assessing the significance of the relationship that could influence the director's independence; (vii) transparency of remuneration policies on the weighting of variable components; (viii) long-term outlooks in the remuneration policies; (ix) ESG parameters for the remuneration of directors), the above-mentioned Board documentation underlined that Eni was broadly in line with the Committee's recommendations.

The Chairman of the Board of Directors also invited the Chairmen of Eni Board Committees to take into account the recommendations in the activities under their remit and to submit any further reflections or initiatives to the Board.

The advisor was asked to consider the recommendations in the letter in the Board Review.

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

3.2 POLICY FOR DIVERSITY AND GENDER BALANCE ON CORPORATE BODIES⁶³

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 SpA⁶⁴

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 guidelines 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 in force at the time⁶⁵ 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. Furthermore, as already mentioned, on February 27, 2020 the Board approved an amendment to the By-laws to adapt them to Law No. 160/2019 providing that, for six consecutive terms, the administrative and control bodies must be composed of at least 2/5 of the less represented gender.

Gender diversity in the corporate bodies of Eni SpA

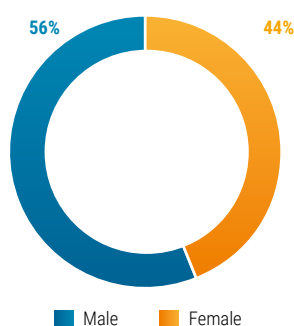
(63) Information provided also in accordance with Art. 123-bis, second paragraph, letter d-bis) of the Consolidated Law on Financial Intermediation.

(64) 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.

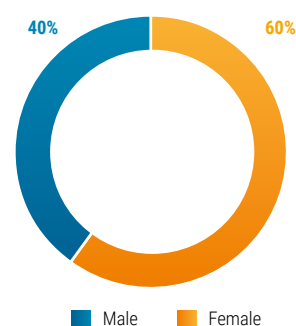
(65) Law No. 120/2011 and Consob Resolution No. 18098 of 2012. In particular, the law stated that in the first term, a quota of at least one fifth of the Directors and Standing Statutory Auditors elected and at least one third in the following two terms be reserved for the gender less represented.

The Shareholders' Meeting of Eni SpA, in appointing the new Board in 2020, ensured a balanced gender representation electing four female Directors out of nine, equal to more than two-fifths of the Directors: Chairman Lucia Calvosa and Directors Ada Lucia De Cesaris and Nathalie Tocci, drawn from the majority slate, and Director Karina Litvack, from the minority slate. The Shareholders' Meeting also chose two female Standing Statutory Auditors out of five (Rosalba Casiraghi, Chairman, from the minority slate, and Giovanna Ceribelli, from the majority slate). In addition, following the resignation of a Standing Statutory Auditor in September 2020, the Shareholders' Meeting of May 12, 2021 restored the composition of the Board of Statutory Auditors by appointing an additional female Standing Statutory Auditor (Marcella Caradonna). Therefore, three of five members of the Board of Statutory Auditors belong to the female gender.

COMPOSITION OF THE BOARD OF DIRECTORS OF ENI SPA



COMPOSITION OF THE BOARD OF STATUTORY AUDITORS OF ENI SPA



As regards other aspects of diversity in its composition, the Board of Directors, upon the implementation of the Recommendations of the Corporate Governance Code, has identified in the guidelines for shareholders of the outgoing Board one of the tools to implement the Recommendations on diversity (Recommendation 8 of the Code), and, in any case, the tool to implement other Principles and Recommendations of the Code regarding the composition and requirements applying to the corporate bodies, without prejudice to the responsibility of the shareholder and the provisions of the law and By-laws (in particular, Principles V, VI, VII and Recommendation 5).

Similarly, with reference to Principle VIII, providing that “the control body’s composition is appropriate for ensuring the independence and professionalism of its function”, upon the implementation it was specified that, without prejudice to the provisions of the law and the By-laws, the Recommendation applies more significantly to the shareholder and can be taken into consideration by the control body in the guidelines for shareholders on the composition of the body itself.

Guidelines of the Board of Directors

With reference to the Board of Directors, the guidelines were formulated in view of the Shareholders' Meetings called for the appointment of the Directors in 2014, 2017, 2020, and, most recently, in 2023⁶⁶.

In particular, on the occasion of the guidelines for shareholders approved by the outgoing Board of Directors, having received the opinion of the Nomination Committee, on February 27, 2020, the diversity issues listed in Art. 123-bis, paragraph 2, letter d-bis) of the Consolidated Law on Financial Intermediation and in the then 2018 Corporate Governance Code were taken into consideration, as were the outcomes of 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).

(66) For more information, please refer to the “Board Review and guidelines for shareholders on the composition of the Board” section in this Report.

Moreover, on the basis of the results of the Board Review, the Board underlined that its composition had to take into account, among other things, the need for diversity, including gender, and professional background, experience and skills, also considering the strategies of the Company, its transformation and the path of energy transition.

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

Including in view of the Shareholders' Meeting called for the appointment of the Directors in 2023, during the meeting of February 22, 2023, the Board Directors, with the assistance of the Nomination Committee, approved the guidelines for shareholders on the quantitative and qualitative composition considered to be optimal. For more information, please refer to the "Board Review and guidelines for shareholders on the composition of the Board" section in this Report.

Moreover, the aspects relating to diversity in the composition of the Board in office were the subject of specific in-depth analysis of the Board Review process, as described in the aforementioned section, to which the reader should refer.

The diversity issues regarding the composition of Eni's 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 Board issued, in light of the 2020 and 2023 renewals, its guidelines for shareholders on the future composition.

Guidelines of the Board of Statutory Auditors

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 in the composition of corporate bodies, thereby achieving in 2012 the goal that at least one third of the members on Boards of Directors and Boards of Statutory Auditors 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, for three consecutive terms, the compliance with the aforementioned compositions⁶⁷ (of the Boards of Directors and the Boards of Statutory Auditors) including in the case of replacement of a member. 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 in compliance with applicable legislation (Law No. 120/2011 and Presidential Decree No. 251/2012).

Art. 6 of the Law No. 162/2021, which entered into force on December 3rd, 2021, extended the rules on gender equality in the composition of the Boards of Directors of companies listed on regulated markets pursuant to Art. 147-ter of the Consolidated Law on Financial Intermediation to State-controlled companies incorporated in Italy, pursuant to art. 2359 of the Italian Civil Code not listed on regulated markets. On the basis of these provisions, for six consecutive terms, the less represented gender must obtain at least 2/5 of appointed Directors⁶⁸. The law puts off changes to be made to Presidential Decree No. 251/2012 to a subsequent regulation⁶⁹; Eni applies the new provisions to Italian subsidiaries that, in the meantime, are called to renew their management bodies after the expiry of the obligation under Presidential Decree No. 251/2012.

The following chart illustrates the representation of women on the corporate bodies of Eni subsidiaries at December 31, 2022.

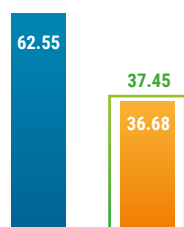
(67) Specified in Art. 2 of Presidential Decree No. 251 of November 30, 2012.

(68) The rules on Boards of Statutory Auditors remain unchanged for the purposes of the composition and duration of the regulatory obligation. In these respect Presidential Decree No. 251/2012 still applies.

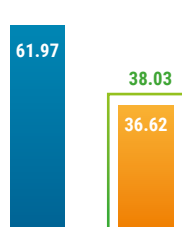
(69) At the date of approval of this Report, the regulations have not yet been adopted.

**BOARD OF DIRECTORS ENI SPA
ITALIAN SUBSIDIARIES^(a)**
31.12.2022 (%)

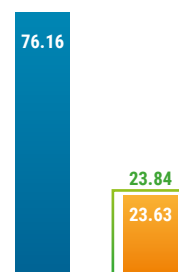
■ Male □ Female
■ Female appointed by Eni


**BOARD OF STATUTORY AUDITORS
ENI SPA ITALIAN SUBSIDIARIES^(a)**
31.12.2022 (%)

■ Male □ Female
■ Female appointed by Eni


**BOARD OF DIRECTORS ENI SPA ITALIAN
AND FOREIGN^(b) SUBSIDIARIES^(c)**
31.12.2022 (%)

■ Male □ Female
■ Female appointed by Eni



a) The companies considered are consolidated Eni subsidiaries with a full consolidation method (118 companies) for consistency with the representation of the "2022 Consolidated Non-Financial Information".
b) 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.
c) The companies considered are Eni's foreign and Italian consolidated subsidiaries with a full consolidation method (118 Italian companies and 240 foreign companies) for consistency with the representation of the "2022 Consolidated Non-Financial Information".

The Management System Guideline "Corporate Governance for Eni companies"⁷⁰ provides that, subject to legal requirements, in choosing the members of the management and control bodies of its foreign subsidiaries, Eni must also promote diversification where possible. In particular, with reference to gender diversity, in the absence of specific legal obligations: a) in the subsidiaries established in Italy, at least two fifths of the members of each corporate body must belong to the less represented gender; b) in the subsidiaries established abroad, where possible, at least one fifth of the members of each corporate body must belong to the less represented gender. In case of subsidiaries with a presence of minority third-party shareholders, unless agreed otherwise, compliance with the quota of the less represented gender is ensured by Eni as the parent company.

3.2.1 Diversity and inclusion⁷¹

Eni's approach to Diversity & Inclusion (D&I) is based on the fundamental principles of non-discrimination, equal opportunities and inclusion of all forms of diversity, as well as the integration and balance of work with the personal and family needs of Eni's people.

Eni's focus on an inclusive culture is stated in the corporate mission, in the regulatory framework and in many company documents (Code of Ethics, "Our People" Policy, Declaration on Respect for Human Rights, Framework Agreement on Industrial Relations, Report on Remuneration).

The company management ensures the carrying out of activities and achievement of objectives with an inclusive approach and operating methods aimed at creating a working environment in which different characteristics or personal and cultural beliefs are considered a resource and a source of mutual enrichment and an essential element of business sustainability.

Overall coordination is also ensured by the Diversity & Inclusion unit, reporting to the Director Human Capital & Procurement Coordination, who in turn reports directly to the Chief Executive Officer, with the aim of developing the corporate strategy on D&I and coordinating the portfolio of initiatives, also in collaboration with Eni's Human Resources and Sustainability functions.

(70) For more information, refer to the section "Management System Guideline Corporate Governance for Eni companies" of this Report.

(71) Information provided also in accordance with Recommendation 8 of the Corporate Governance Code, which provides that "Companies adopt measures to promote equal treatment and opportunities among genders within the entire organisation, monitoring their specific implementation".

Eni's D&I strategy sets out several main objectives:

- to promote innovation and competitive edge by combining business objectives and appreciating uniqueness;
- to promote the well-being and therefore the performance of all Eni personnel as individuals and as part of the corporate system;
- to create a sustainable inclusion process.

The varied application of the D&I strategy envisages:

- a focus on two strategic lines of action, namely an inclusive mindset and actions targeting priority clusters for Eni such as gender, international figures, age, disability and sexual orientation;
- definition, implementation and periodic monitoring with other corporate functions involved, of a plan of actions identified annually also as a follow-on to listening and communication initiatives;
- the involvement and engagement at all levels of the organisation to promote widespread individual accountability;
- the construction of a culture of listening that includes various perspectives and leads to a growth in awareness;
- stronger internal and external communication to create and showcase a culture of inclusion focused on appreciation for people's uniqueness.

As part of their direct responsibilities, the corporate functions ensures the implementation of inclusion initiatives with the support of a performance management system aimed at achieving improvements in the areas of human capital development, both in relation to specific indicators and with regard to personal behaviour.

In 2022, the following training and communication initiatives continued aimed at raising awareness and overcoming obstacles to diversity recognition and the risks of non-inclusion: (i) D&I Matters, a path focused on some typical areas of diversity, analysed through the lens of unconscious bias and actions aimed at overcoming the stereotypes; (ii) Eni for Inclusion, a month dedicated to spreading a diversity-enhancing culture; (iii) Creating a D&I Community, which has consolidated its position as a direct communication tool for D&I activities with high levels of engagement and interaction; (iv) launch of the direct listening project for personnel abroad (with 17 countries involved so far) to respond to D&I needs, new ideas and areas of improvement in the international context in which Eni operates⁷².

Gender equality

In line with the long-term objective to increase the presence of women by 3 percentage points (baseline 2020) by 2030, we have identified a set of qualitative-quantitative actions and metrics representing the main monitoring tool of the presence and empowerment of women in the company:

- attraction of female talent, through the organisation and promotion of initiatives to encourage students towards STEM subjects (Science, Technology, Engineering and Mathematics), with a focus on gender equality (InspirinGirls, Think About Tomorrow, Coding Girls) and the growing and effective testimony of role models and internal ambassadors specifically trained to represent equal opportunities for women employed in the energy sector;
- inclusion of women and female replacement rate, through constant verification and progressive improvement of the target for balancing female entries with a commitment to keep the turnover of female personnel higher than that of male personnel;
- enhancement of female presence, with particular focus on the main career milestones, the appointment in leadership positions and on the Boards of directors of Eni subsidiaries. In this context, specific projects were also launched in order to support women's development with the aim of consolidating good practices for managing internal equality;
- comparison with peers, both nationally and internationally, by joining associations and participating in inter-company surveys and benchmarks for sharing best practices and checking that the company requirements match the subject areas indicated by the reference

(72) For more information, please refer to the Consolidated Disclosure of Non-Financial Information and to the Eni website under the "Diversity & Inclusion" section.

standards. In this area, Eni has participated in self-assessments of the main national standards (Italian Practice for Gender Equality) and international ratings. This led Eni to be included in the Bloomberg Gender Equality Index and in the Equileap Top 100.

The first cycle of assessments envisaged as part of adopting the Women's Empowerment Principles (signed by the Eni CEO in December 2021) was also carried out, during which Eni was classified as an Achiever with a score of 51% (at global level, only 20% of companies that underwent the self-assessment exceeded the threshold of 50%);

- continuous training of management and personnel in order to consolidate an internal culture of respect for and inclusion of women following the adoption of a company rule against discrimination and harassment, which incorporates the indications of the ILO190 Convention;
- creation and adoption of communication campaigns intended to support women, such as #IoConLei - Orange the World by the United Nations to end violence against women;
- partnerships intended to strengthen female empowerment and entrepreneurship (e.g. Women X Impact).

In 2022, the percentage of female employees in the company increased again compared to 2021, to 26.86%. In terms of turnover, a higher replacement rate for women than for men was also guaranteed in 2022 (respectively 1 vs. 0.73). For more information, please refer to the Consolidated Disclosure of Non-Financial Information in the Annual Report.

3.3 SHAREHOLDERS' MEETING AND RIGHTS⁷³

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.

3.3.1 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 Directors⁷⁴, 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-laws⁷⁵; (viii) approves the Shareholders' Meeting Rules.

Extraordinary Shareholders' Meeting

The Extraordinary Shareholders' Meeting resolves on amendments to the By-laws and on extraordinary transactions such as, for example, capital increases, mergers and demergers, with the exception of topics within the remit of the Board of Directors as per the By-laws (pursuant to Art. 2365, paragraph 2 of the Italian Civil Code), namely: (i) merger by incorporation 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.

(73) 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.

(74) 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".

(75) More specifically, under Art. 16.1 of the Eni By-laws, the ordinary Shareholders' Meeting authorises the transfer of business.

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.

3.3.2 Methods of calling and participating in the Shareholders' Meeting

Calling the Shareholders' Meeting

The Shareholders' Meeting is usually called by the Board of Directors⁷⁶. 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 option⁷⁷.

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 call⁷⁸, 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).

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.

Minimum threshold for calling the Shareholders' Meeting

Notice publication

(76) 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.

(77) 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.

(78) 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, and to fifteen days for the Meetings provided for by Art. 104 of the Consolidated Law on Financial Intermediation (Defenses in the case of Public Tender Offers).

Report on 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 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.

Record date

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

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 means⁷⁹;
- 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.

Pursuant to Art. 106, paragraph 4, second sentence of Decree Law No. 18/2020 on "Measures to strengthen the National Health Service and to provide economic support for families, workers and businesses related to the epidemiological emergency from COVID-19", as well

(79) 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).

as Decree-Law No. 228/2021, ratified by Law No. 15/2022, which extended the effectiveness of the measures of the aforementioned Art. 106 to the Shareholders' Meetings held by July 31, 2022, the participation of Shareholders in the meeting of May 11, 2022 was carried out exclusively through a Designated Representative, pursuant to Article 135-undecies of the Consolidated Law on Financial Intermediation. In compliance with the provisions of the Decree-Law No. 18/2020, the Designated Representative could be also granted ordinary proxies or sub-delegations pursuant to Article 135-novies of the Consolidated Law on Financial Intermediation (in derogation from Art. 135-undecies, paragraph 4, of the Consolidated Law on Financial Intermediation). The Decree-Law No. 198/2022, ratified by Law No. 14/2023, extended the effectiveness of the aforementioned measures to the shareholders' meetings to be held by July 31, 2023.

Designated Representative and other initiatives for Shareholders

Furthermore, Eni's By-Laws state that 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.

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.

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 usually provides 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;

Additions to the agenda and proposed resolutions

- submit proposed resolutions on items already in the agenda in the manner and within the time period given for adding items to the agenda.

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.

Owing to the extraordinary regime applied to the meetings because of the epidemiological emergency from COVID-19, the notices calling the Shareholders' Meetings of May 12, 2021 and of May 11, 2022 provided that, through a specific proxy to the Designated Representative, and exclusively in this way, each person entitled to vote could individually present resolution proposals on the items on the agenda to the Shareholders' Meeting.

The notice also indicated the timing for informing the Company of the intention to present proposals at the Shareholders' Meeting and for the publication by the Company of these intentions on its website, to inform all Shareholders and allow them to give the Designated Representative instructions on how to vote. Shareholders retained the right to use the means of communication at their disposal to make other Shareholders aware of the proposals they intended to present at the Shareholders' Meeting.

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. The Shareholders' Meeting on May 11, 2022 approved an update to these Rules intended to acknowledge the evolution of legislation and application practice.

Questions prior to the Shareholders' Meeting

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 manner⁸⁰. Furthermore, those entitled to vote may submit questions on matters on the agenda even before the start of 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 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 also after the submission of questions as long as within the third day following the "record date".

Owing to the extraordinary regime applied to the meetings because of the epidemiological emergency from COVID-19, the notices calling the Shareholders' Meetings of May 12, 2021
















(80) For more information, please refer to the section on "Relations with shareholders and the market" of this Report.






and of May 11, 2022 provided that the deadline for asking questions on the items on the agenda before the Meeting should be set at the record date, with the Company publishing the reply in a specific section of the website with a longer deadline as set by law (3 days before the Meeting instead of 2), to allow the Shareholders to make a choice and give voting instructions to the Designated Representative. Shareholders retained the right to ask questions directly at the Shareholders' Meeting through the Designated Representative.

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 regular discussion and that shareholders have the right to comment and receive answers on each item on the agenda, on the basis of the provisions of the Shareholders' Meeting Rules.

3.4 BOARD OF DIRECTORS⁸¹

BOARD OF DIRECTORS IN CHARGE SINCE MAY 13, 2020

MEMBER	POSITION	M/m	CRC	RC	NC	SSC	YEAR OF FIRST APPOINTMENT	TERM
Lucia Calvosa	Independent Chairman ^(a)	M					May 2020	Shareholders' Meeting called to approve 2022 financial statements
Claudio Descalzi	Chief Executive Officer	M					May 2014	Shareholders' Meeting called to approve 2022 financial statements
Ada Lucia De Cesaris	Independent Director ^(b)	M					May 2020	Shareholders' Meeting called to approve 2022 financial statements
Filippo Giansante	Non-executive Director	M					May 2020	Shareholders' Meeting called to approve 2022 financial statements
Pietro Angelo Guindani	Independent Director ^(b)	m					May 2014	Shareholders' Meeting called to approve 2022 financial statements
Karina A. Litvack	Independent Director ^(b)	m					May 2014	Shareholders' Meeting called to approve 2022 financial statements
Emanuele Piccinno	Independent Director ^(c)	M					May 2020	Shareholders' Meeting called to approve 2022 financial statements
Nathalie Tocci	Independent Director ^(b)	M					May 2020	Shareholders' Meeting called to approve 2022 financial statements
Raphael Louis L. Vermeir	Independent Director ^(b)	m					May 2020	Shareholders' Meeting called to approve 2022 financial statements
Luca Franceschini	Board Secretary and Counsel							

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

(a) Meeting the independence requirements provided by the law, as cited in the By-Laws, and from April 1 2021, by Corporate Governance Code.

(b) Meeting the independence requirements provided by the law, as cited in the By-Laws, and by Corporate Governance Code.

(c) Meeting the independence requirements provided by the law, as cited in the By-Laws and, from February 17, 2022, by Corporate Governance Code.

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

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

3.4.1 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 Board⁸².

The Shareholders' Meeting of May 13, 2020:

- 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 2022 financial year;
- appointed the Board of Directors and Chair of the Board, in the persons of Lucia Calvosa (Chairman), Claudio Descalzi, Ada Lucia De Cesaris, Filippo Giansante, Pietro A. Guindani, Karina A. Litvack, Emanuele Piccinno, Nathalie Tocci and Raphael Louis L. Vermeir; specifically:
 - 1) Lucia Calvosa, Claudio Descalzi, Ada Lucia De Cesaris, Filippo Giansante, Emanuele Piccinno e Nathalie Tocci 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 57.04% of the share capital. The slate was elected by the majority of the shareholders that participated in the Shareholders' Meeting (about 84.15% of the voting capital), equal to 48% of the share capital;
 - 2) Pietro A. Guindani, Karina A. Litvack and Raphael Louis L. Vermeir were nominated from the slate of candidates submitted by a group of shareholders made up of asset managers and other investors, holding a total of 1.34% of the share capital. Present at the vote was 57.04% of the share capital. The slate was elected by the non-controlling shareholders that participated in the Shareholders' Meeting (about 14.41% of voting capital), equal to 8.22% of share capital.

The Shareholders' Meeting also appointed Lucia Calvosa 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 56.64% of the share capital took part in the voting, with 55.84% of the entire share capital voting in favour of her appointment (equal to around 98.6% of the shares present at the Meeting).

On May 14, 2020, the Board appointed Claudio Descalzi as Chief Executive Officer and General Manager of the Company.

On December 23, 2020 the Board of Directors appointed Luca Franceschini, Head of the Integrated Compliance function of the Company, as the new Secretary of the Board and Board Counsel, with effect from January 1, 2021.

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

⁽⁸²⁾ 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.

LUCIA CALVOSA

- Year of birth: 1961
- Role: Chairman
- Participation in Committees: -
- In office since: May 2020
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: 1
- Slate elected on: majority (Ministry of the Economy and Finance)

She was born in Rome and has been Chairman of Eni's Board since May 2020. She has an honours degree in Law from the University of Pisa and is Professor of Commercial Law at the same university. She has been registered with the Pisa Bar since 1987 and works as a lawyer dealing with specialised aspects of corporate or bankruptcy law. She is currently an independent director in the board of CDP Venture Capital Sgr SpA, Chairman of the board of directors of Agi SpA - Eni Group and of the Board of Directors of Fondazione Eni Enrico Mattei (FEEM). She is also a member of the General Council of the Giorgio Cini Foundation. She is Chairman of the Italian Corporate Governance Committee.



Experience

She was Chairman of Cassa di Risparmio di San Miniato SpA and in that capacity she was also member of the Banking Companies committee and Director of the Italian Banking Association (ABI).

She served as independent director and Chairman of the Control and Risk Committee of Telecom Italia SpA.

She also served as independent director of SEIF SpA, Banca Monte dei Paschi di Siena SpA and Banca Carige SpA.

She was a member of the Commission for the National Scientific Qualification for first and second-level university professors in sector 12/b1 - Commercial Law.

She was a member of the Bankruptcy Procedures and Corporate Crisis Commission of the National Bar Council.

She carried out studies and research for several years at the Institut für ausländisches und internationales Privat- und Wirtschaftsrecht of the University of Heidelberg and has participated with reports and speeches in numerous conferences.

In addition to many publications in leading legal journals and collective works, she has published three monographs on corporate and bankruptcy matters and has contributed to leading accredited manuals and commentaries on accounting issues.

She has received numerous awards. In 2005, she was awarded the Order of the Cherubino, by the University of Pisa, for her *"contribution to increasing the University's standing for its scientific and cultural achievements"* and for her contribution to the life and operation of the University. In 2010 she was awarded a UNESCO medal for having contributed to developing and disseminating the Italian artistic culture in the spirit of UNESCO.

In 2012 she was awarded the honour of *"Cavaliere dell'Ordine al merito della Repubblica Italiana"*. In 2015 she received the *"Ambrogio Lorenzetti"* award for good corporate governance, *"for having been able, as a Director, to introduce scientific rigour and the value of independence in highly complex and competitive business environments"*.



CLAUDIO DESCALZI

- Year of birth: 1955
- Role: Chief Executive Officer
- Participation in Committees: -
- In office since: May 2014
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: -
- 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 is one of the founding CEOs of the Oil and Gas Climate Initiative, and was awarded the Atlantic Council's *Distinguished Business Leadership Award* in 2022.

Experience

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 2014 he founded the Oil and Gas Climate Initiative together with other CEOs of major Oil & Gas companies to lead the industry's response to climate change.

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.

In May 2022 he was awarded by the Atlantic Council with the *Distinguished Business Leadership Award* for the extraordinary role he has played in the energy sector at an international level, for the technological transformation of the company aimed at complete decarbonisation by 2050 and for his contribution to the new challenge of Italian and European energy security.

He graduated in physics in 1979 from the University of Milan.

ADA LUCIA DE CESARIS

- Year of birth: 1959
- Role: Director
- Participation in Committees: Nomination Committee (Chairman); Control and Risk Committee (Member)
- In office since: May 2020
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: -
- Slate elected on: majority (Ministry of the Economy and Finance)

She was born in Milan in 1959 and has been a Director of Eni since May 2020. She is currently a partner at Studio Legale Amministrativisti Associati (Ammlex), where she advises clients on city planning, energy and environmental issues for private and publicly owned assets; supports investors and developers in proceedings with public authorities; engages in consulting, training and support activities on matters relating to energy sustainability and the management of environmental critical issues. In 1986 she contributed to research on the problems of energy governance, within the "Finalised Energy Programme". Since 2000 she has been a member of the Scientific Committee of the Rivista Giuridica dell'Ambiente.

Since February 2016 she has been a member of the Research Institute on Public Administration (IRPA).

Since May 2020 she has been a member of the Advisory Committee of the Back2Bonis Fund.

Experience

From 1985 to 1988 she worked with Massimo Annesi, vice president of Associazione per lo Sviluppo del Mezzogiorno (Southern Development Association), on a comprehensive survey of all legislation concerning Southern Italy from 1970; she participated in the realization of the project Rivista Giuridica del Mezzogiorno, published by il Mulino, heading the editorial support staff.

She also worked with the Rivista Giuridica dell'Ambiente (Legal Journal of the Environment).

From 1989 to 2003, on behalf of CIRIEC, she carried out a research on environment protection legislation in Japan.

From 2000 to 2011 as an independent consultant, she coordinated research activities of the legal department of the Environmental Institute (Istituto per l'Ambiente). She participated in research activities for the Lombardy Foundation for the Environment, in particular regarding waste, air and accident risks. She produced studies and papers on environmental impact assessment both with regard to waste and activities at risk. She was a Professor of Environmental Law at the Faculty of Environmental Sciences at the University of Insubria.

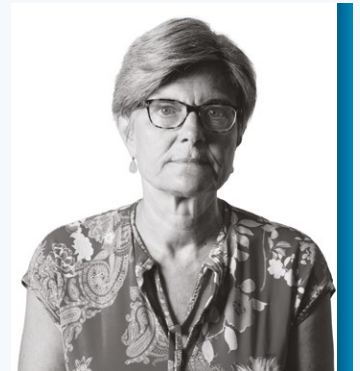
From 2011 to 2015 she was deputy mayor of the Municipality of Milan and Councillor with responsibility for town planning, private construction and agriculture.

From 2015 to 2017 she was partner at the law firm Studio NCTM.

From 2016 to 2019 she was member of the Board of Directors of Arexpo SpA.

From December 2019 to March 2022 she was member of the Board of Directors of CDP Immobiliare S.r.l. She has authored numerous publications on the environment, energy and waste management.

She graduated with honours in Law and received a scholarship and pursued an advanced course in "Economic development" with UNIONCAMERE.





FILIPPO GIANSANTE

- Year of birth: 1967
- Role: Director
- Participation in Committees: Sustainability and Scenarios Committee (Member)
- In office since: May 2020
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: 1
- Slate elected on: majority (Ministry of the Economy and Finance)

He was born in Avezzano (AQ) in 1967 and has been a Director of Eni since May 2020. He is currently Manager of the Italian Ministry of Economy and Finance. From May 2022 he is Chairman of the Board of Directors of SACE SpA.

Experience

From 1994 to 1996 he was Treasury Department Officer in International Affairs. In 1997 he was assistant to the Executive Director of the European Bank for Reconstruction and Investment; he was Director - International Financial Relations, Department of the Treasury, where he dealt with issues relating to the debt of developing countries as well as bilateral financial relations (2002-2011). With the same role he coordinated the G7/G8/G20, and supervised institutional relations with the International Monetary Fund (2011-2017).

He was a Director of Simest SpA (2003-2005) and SACE SpA (2004-2007 and 2020-2022).

He was Alternate Governor for Italy for the World Bank, the Asian Development Bank, the African Development Bank, the European Bank for Reconstruction and Development and the Caribbean Development Bank, as well as being a Board Member for Italy at the European Investment Bank (2015-2017).

He was a member of the Administrative Council for Italy at the Council of Europe Development Bank (2016-2017). Furthermore, he was Executive Director for Italy of the European Bank for Reconstruction and Development.

He graduated with honours in Political Science from the Sapienza University of Rome.



PIETRO GUINDANI

- Year of birth: 1958
- Role: Director
- Participation in Committees: Control and Risk Committee (Chairman); Nomination Committee (Member)
- In office since: May 2014
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: 1
- 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 Inwit S.p.A. He is a Member of the Executive Board of Assonime, Board Member of Confindustria, Member of the Executive Board of Assolombarda and Board Member of Asstel-Assotelecomunicazioni as Past President.

Experience

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), Salini-Impregilo SpA (2012-2018), Cefriel-Polytechnic of Milan (2015-2021) and the Italian Institute of Technology (2014-2022).

KARINA A. LITVACK

- Year of birth: 1962
- Role: Director
- Participation in 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 Board advice on the maximum number of offices: -
- 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 Chairman of the Governing Board of the Climate Governance Initiative, and a member of the Senior Advisory Panel of Critical Resource and of the International Advisory Council of Transparency International.

**Experience**

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 and from November 2014 to June 2021 she was a member of the Board of Business for Social Responsibility. From June 2019 to May 2021 she was executive member of the Board of Chapter Zero Limited, from June 2011 to December 2021 she was a member of the Advisory Council for Transparency International UK and, from July 2020 to February 2022 she was non-Executive Chairman of the Board Sustainability Committee of Viridor Waste Management Ltd. From May 2019 to September 2022, she was member of the Board of Governors of the CFA Institute.

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

EMANUELE PICCINNO

- Year of birth: 1973
- Role: Director
- Participation in Committees: Nomination Committee (Member); Sustainability and Scenarios Committee (Member)
- In office since: May 2020
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: -
- Slate elected on: majority (Ministry of the Economy and Finance)

He was born in Rome in 1973 and has been a Director of Eni since May 2020. Expert in the sustainability of energy systems, he has carried out consulting and training activities in the energy and environmental field since 2003. From July 2022, he is a member of the Steering Committee of the National Association of the Gas Industry (Proxigas).



Experience

Member of the Italian Chapter of the International Solar Energy Society, a non-profit association for the promotion of the use of Renewable Energy Sources from 2004 to 2008, and of the Research Unit "Innovation, Energy and Sustainability" in the Interuniversity Research Centre for Sustainable Development, Sapienza University of Rome from 2004 to 2013. He was also technical director of E-cube Srl, an energy and environmental services company in Rome from 2009 to 2013. From 2011 to 2013 he was Professor at the Università della Tuscia in Viterbo; from 2013 to 2017 he was a consultant-senior researcher at the University Consortium of Industrial and Managerial Economics (CUEIM) in Rome.

He also served as a legislative consultant for energy and transport to the Chamber of Deputies during the 17th Legislature. From July 2018 to September 2019 he was head of the support staff of the Undersecretary of State for Energy at the Ministry for Economic Development; from October 2019 to May 2020 he was Councillor for Energy Issues at the Ministry for Economic Development. From September 2021 until July 2022, he was a member of the Executive Board of the National Association of the Gas Industry (ANIGAS).

He graduated in Economics and Trade from the "Sapienza" University of Rome. He also obtained a PhD in "Sustainable development and international cooperation - energy and environmental technologies for development" from the same university, as well as having followed an advanced training course in "Environmental certification in the European Union".



NATHALIE TOCCI

- Year of birth: 1977
- Role: Director
- Participation in Committees: Remuneration Committee (Chairman); Control and Risk Committee (Member); Sustainability and Scenarios Committee (Member)
- In office since: May 2020
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: -
- Slate elected on: majority (Ministry of the Economy and Finance)

She was born in Rome in 1977 and has been a Director of Eni since May 2020. Since 2017 she has been Director of the Istituto Affari Internazionali. Since 2015 she has been Honorary Professor of the University of Tübingen. Since 2022 she is fellow at the Institut für die Wissenschaften vom Menschen in Vienna. Since 2023 she is Professor of the Transnational School of Government of the European University Institute in Florence.

She is a member of the Board of the "European Policy Center", the "Centre for European Reform", the "Jacques Delors Centre", the "Real Instituto Elcano" and the "Nuclear Threat Initiative"; a member of the scientific committee of the Fondation pour la Recherche Stratégique, the European Leadership Network; a member of the Advisory Board of Europe for Middle East Peace (EuMEP) and of European Council for Foreign Relations. She is a member of the advisory editorial board of the reviews Open Security/Open Democracy, International Politics, The Europe-Asia Journal, The Cyprus Review; a member of the Advisory Board of Mediterranean Politics and of The International Spectator.

Experience

From 1999 to 2003 she was Research Fellow within the Wider Europe Programme of the Centre for European Policy Studies in Brussels.

From 2003 to 2007 she was Jean Monnet Fellow and Marie Curie Fellow at the European University Institute.

In 2005 she was Analyst for Cyprus at the International Crisis Group.

From 2006 to 2010 she was Research Manager at the Istituto Affari Internazionali in Rome.

From 2007 to 2009 she was an Associate Fellow for EU foreign policy at the Centre for European Policy Studies in Brussels.

From 2009 to 2010 she was Senior Fellow for Turkey's relations with the United States, the European Union and the Middle East at the Transatlantic Academy in Washington.

From 2012 to 2014 she was member of the Board of Directors of the University of Trento. In 2014 she was Councillor for international strategies of the Minister of Foreign Affairs, Federica Mogherini (June-November 2014).

From 2013 to 2020 she was member of the Board of Directors of Edison SpA.

In 2014 she was member of the NATO Transatlantic Bond Experts Group.

She was Special Advisor to the High Representative of the European Union for Foreign and Security Policy and Vice President of the European Commission, Federica Mogherini (from 2015 to 2019), on whose behalf she drafted the EU's global strategy and worked on its implementation; and Joseph Borrell (from 2020 to February 2022).

In 2021 she was Pierre Keller visiting Professor of the Harvard Kennedy School.

She writes editorials for "Politico" and "La Stampa" magazines; frequently contributes to editorials, comments and interviews with various media, including the BBC, CNN, Euronews, Sky, Rai, New York Times, Financial Times, Wall Street Journal, Washington Post and El Pais.

She has received several awards from the European Commission and university institutes, besides obtaining various scholarships, including the University College of London scholarship for academic excellence. She graduated with honours from University College, Oxford in Politics, Philosophy and Economics.

RAPHAEL LOUIS L. VERMEIR

- Year of birth: 1955
- Role: Director and lead independent director⁽⁸³⁾
- Participation in Committees: Control and Risk Committee (Member); Remuneration Committee (Member); Sustainability and Scenarios Committee (Member)
- In office since: May 2020
- Number of positions held in other companies for the purposes of the Board advice on the maximum number of offices: -
- Slate elected on: minority (Italian and foreign institutional investors)

He was born in Merchtem (Belgium) in 1955 and has been a Director of Eni since May 2020. From April 2021 he is Lead Independent Director. He is currently an independent advisor for the mining and oil industry. He serves as Trustee of the Classical Opera Company in London, as well as board member of Malteser International. He is Fellow of the Energy Institute and the Royal Institute of Naval Architects.



Experience

He joined ConocoPhillips in 1979, initially working in marine transportation and production engineering services in Houston, Texas. He then handled upstream acquisitions in Europe and Africa and managed Conoco's exploration activities in continental Europe from the Paris headquarters. In 1991 Vermeir moved to London to lead the business development activities for refining and marketing in Europe. In 1996 he became managing director of Turcas in Istanbul (Turkey). He returned to London in 1999 to lead strategic initiatives in Russia and to complete major acquisition deals in the North Sea. He also headed an integration team during the Conoco-Phillips merger. In 2007 he became head of external affairs Europe and in 2011 was appointed as president of operations in Nigeria. Subsequently and until 2015, Vermeir was Vice President of Government Affairs International for ConocoPhillips.

Raphael Vermeir was a member of the Board of Directors of Oil Spill Response Ltd and until 2011 was Chairman of the International Association of Oil and Gas Producers for four years in a row. Since 2016 and until April 2021 was Senior Advisor for Energy Intelligence and Strategia Worldwide. From 2016 and until 2021 he was Chairman of IP week. Since 2016 until 2022 he was Senior Advisor for AngloAmerican. He served as Trustee of St Andrews Prize for the Environment. A Belgian national, he graduated in Electrical and Mechanical Engineering from the École Polytechnique in Brussels. He holds Masters of Science degrees in engineering and management from the Massachusetts Institute of Technology.

(83) Since April 29, 2021.

Directors are elected on the basis of slates

3.4.2 Appointment⁸⁴

Voting 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 shareholders⁸⁵ 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, 2023, 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 office⁸⁶ 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 and by Consob regulations at least twenty-one days prior to the Meeting date. Slates of candidates are also communicated to Borsa Italiana SpA.

Requirements for candidates

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

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

(85) Pursuant to Art. 17.3 of the By-laws, the Board of Directors may submit a slate of candidates.

(86) 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.

for such position, and that he satisfies the requirements of integrity and independence required by the law and the By-laws⁸⁷.

Furthermore, in line with legislative provisions, the By-laws of Eni⁸⁸ 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.

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 held⁸⁹.

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 votes⁹⁰; 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.

(87) It is also requested that the statements indicate whether the candidate satisfies the independence requirements pursuant to the Corporate Governance Code. The Legislative Decree No. 183/2021, in force since December 14, 2021, has supplemented Art. 2383 of the Italian Civil Code, providing that the appointment of a director shall follow the presentation of a declaration certifying the inexistence, for the candidate director, of the causes of ineligibility provided for by article 2382 of the Italian Civil Code and disqualifications from the office of Director adopted in a Member State of the European Union. Pursuant to Art. 2382 of the Italian Civil Code, the interdict, the disabled person, the bankrupt, or whoever has been sentenced to a penalty that implies the interdiction, even temporary, from public offices or the inability to exercise direct offices cannot be appointed director, and if appointed lapses from his office.

(88) 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 less 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 August 12, 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.

(89) 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.

(90) The criteria for connection are set out in Art. 144-quinquies of the Consob Issuers' Regulation.

Rules to ensure gender balance in the composition of the Board

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.

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

Pursuant to Art. 2386 of the Italian 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.

3.4.3 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 the task of supporting it in the preparation, updating and implementation of the succession plan for the CEO, identifying, as a minimum, the procedures to following the event of early termination.

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. On April 7, 2022, the Board of Directors reviewed the "contingency plan", based on the preparatory work done by the Nomination Committee, and updated it to take into account the new organisational structure of the Company.

In particular, the "contingency plan" provides for communication to the market of the event that determines its activation and the convening of the Board of Directors for the temporary reassignment of the managerial powers of the CEO to the two Chief Operating Officers⁹¹, as well as the activation of dialogue by Chairman of the Board of Directors with the shareholder of reference for any indications also in relation to co-option.

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 2022 the Nomination Committee addressed the issue of succession plans for key strategic positions and roles, reporting on their findings to the Board of Directors, considering the following:

(91) The Chief Operating Officers already hold powers nearly coinciding with those of the Chief Executive Officer for the relevant sector.

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

- analysis of the process and methodology used;
- KPI analysis first line CEO and other relevant positions, including second line;
- application of the succession planning methodology for positions and roles, falling within the competence of the Committee, which have been subject to appointment during the year.

3.4.4 Independence requirements

The 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.

The requirements established by law and By-laws

Corporate Governance Code recommendations

Principle VI of the Corporate Governance Code also recommends that a significant number of non-executive Directors should be independent, meaning that they do not maintain, nor have they recently maintained, directly or indirectly, any relationships with the Company or persons linked to the Company of such a significance as to influence the current autonomy of judgment (see definition of "independent directors" in the Code). The number and competences of independent Directors must be adequate to the Company's needs and to the operation of the Board, as well as the establishment of Board Committees (Recommendation 5 of the Code).

The Code recommends that in "large companies" other than those with concentrated ownership⁹², like Eni, independent directors account for at least half of the Board (Recommendation 5)⁹³.

Recommendation 7 of the Corporate Governance Code lists some circumstances that compromise, or appear to compromise, the independence of a director.

The general principle expressed in the introduction of the Code is also applicable to this Recommendation, according to which companies adopt the Code with prevalence of substance over form and apply its Recommendations according to the "comply or explain" criterion.

The requirements established by Corporate Governance Code

Eni specifications

Since 2006, when previous versions of the Corporate Governance Code were in force, Eni's Board of Directors has specified recommended independence criteria for Directors. In particular, for the purposes of the assessment of independence following the appointment of the Board, carried out in May 2020, in relation to the then-in-force 2018 Corporate Governance Code:

(92) The Code clarifies that a "large company" is a company whose capitalisation was greater than €1 billion on the last exchange business day of each of the previous three calendar years. "Companies with concentrated ownership" are companies in which a single shareholder (or a plurality of shareholders which participate in a shareholders' voting agreement) holds, directly or indirectly (through subsidiaries, trustees, or third parties), the majority of the votes that can be exercised in the ordinary shareholders' meeting.

(93) This Recommendation applies starting from the first renewal of the Board of Directors after December 31, 2020.

- “subsidiaries with strategic importance” were identified in Eni International BV and Versalis SpA;
- the amount of “additional remuneration” that could compromise the independence of a nonexecutive Director has been established in the amount of 30% of “fixed remuneration”⁹⁴;
- “close relative” was defined to include spouse, relatives and relatives-in-law within the second degree of kinship;
- the criterion that gives relevance to transactions with related parties as a criterion for assessing the significance of relationships that may compromise the independence of a director (excluding transactions of small amounts, as well as ordinary transactions carried out at market or standard conditions) was confirmed.

In the assessment of the independence requirements pursuant to the Corporate Governance Code, carried out on April 1, 2021, the Board pre-defined, in line with recommendations of the Code, the qualitative and quantitative criteria for assessing the significance of the relationships and additional remuneration which may compromise independence, indicated in Recommendation 7, letters c) and d), of the Code, confirming the procedures already in place, as well as the criterion identifying the “subsidiaries with strategic importance”, for the purposes of Recommendation 7, letter b), as those indicated in the resolution on reserved powers of the Board of May 14, 2020, namely Versalis SpA and Eni International BV. Following the Board resolution on May 26, 2022, the aforementioned companies were also joined by Eni Plenitude SpA Società Benefit. As for the definition of “close relatives”, referred to in Recommendation 7, letter h), it established to refer to the list contained in the related Q&A, which considers “close relatives” parents, children, spouses who are not legally separated and cohabitants.

Upon the assessment of the requirements, carried out on February 17, 2022, the Board, with the support of the Nomination Committee, approved the modification of the criteria applicable to the significance of relationships, pursuant to Recommendation 7, letter c) of the Corporate Code Governance. In particular, following the entry into force of the new MSG “Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties”, on July 1, 2021, to ensure compliance with new Consob regulations on the matter, certain subjects previously declared by Directors as “Related Parties”, whose relations with Eni underwent a specific assessment upon previous independence checks, are now classified as “subjects of interest” and therefore would no longer be subject to assessment for the purposes of their significance. The Board therefore established that in order to assess the significance of commercial, financial or professional relationships, reference should be made not only to transactions with related parties but also with subjects of interest or close relatives not included in related parties, but relevant for Corporate Governance Code, above the minimum threshold and excluding ordinary transactions carried out at market or standard conditions, as defined by the MSG “Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties”.

Furthermore, taking into account assessments made in the previous audits and the choices made by some listed companies for the purposes of evaluating relations with respect to their impact on the turnover of the parties concerned, the Board made it clear that the significance of these relations may be attenuated or excluded at the occurrence of at least two of the following circumstances: (i) the pre-existence of the relationship with respect to the appointment in Eni; (ii) incidence of the relationship with Eni lower than 5% of the annual turnover⁹⁵ of the company controlled by the director or of which the director (or a close relative) is an executive director or of the professional firm or consultancy company of which the director (or a close relative) is a partner; (iii) termination of the relationship before the beginning of the term or no later than six months from the beginning of the term.

(94) 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 (Art. 3.C.1 letter d) of the 2018 Corporate Governance Code).

(95) Or similarly 5% of the income of a Director or of his/her close relative.

Board assessments

The Board of Directors assesses the independence of Directors, after periodical 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.

Upon appointment, and annually thereafter, and where necessary owing to events that could affect 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 Nomination Committee is responsible for enquiries connected with the Board's verification that the Directors satisfy the independence requirements.

In particular, on May 14, 2020, 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 Calvosa and Directors De Cesaris, Guindani, Litvack, Piccinno, Tocci and Vermeir satisfy the independence requirements established by law, as referenced in Eni's By-laws. Furthermore, Directors De Cesaris, Guindani, Litvack, Tocci and Vermeir were deemed independent by the Board pursuant to the criteria and parameters then recommended by the 2018 Corporate Governance Code. Chairman Calvosa, in compliance with the 2018 Corporate Governance Code, could not be deemed independent as she is a key officer of the Company⁹⁶.

Following adoption of the Corporate Governance Code, on April 1, 2021, the Board of Directors, after preliminary assessment by the Nomination Committee:

- (a) confirmed the previous assessment that the Chairman and Directors De Cesaris, Guindani, Litvack, Piccinno, Tocci and Vermeir meet the independence requirements provided for by law;
- (b) confirmed the Board's previous assessment that the Directors De Cesaris, Guindani, Litvack, Tocci and Vermeir meet the independence requirements recommended by the Corporate Governance Code;
- (c) assessed the Chairman of the Board of Directors as independent, also pursuant to the new Code which, innovating with respect to the previous edition, provides that the Chair, who was presented as a candidate to such role by those presenting a list for the appointment of the majority of the body, can be assessed as independent if none of the circumstances indicated by Recommendation 7 occurs.

The Board of Directors of February 17, 2022, on the basis of the statements made by the Directors and the inquiry carried out by the Nomination Committee, confirmed:

- (a) that the Chairman and Directors De Cesaris, Guindani, Litvack, Piccinno, Tocci and Vermeir satisfy the independence requirements established by law;
- (b) that the Chairman and Directors De Cesaris, Guindani, Litvack, Tocci and Vermeir satisfy the independence requirements set forth by the Corporate Governance Code, considering in particular as non relevant, with reference to Recommendation 7, letter c) of the Code, based on predefined criteria of the Board, the relations between Eni and: (i) the law firm, of which a relative of Director De Cesaris is a partner, already subject to assessment by the Board on April 1, 2021 which had ruled out its significance⁹⁷; (ii) the Istituto Affari Internazionali (IAI), of which the Director Tocci is Director, a position considered similar to that of an executive director for the purposes of the Code, already subject to evaluation by the Board on April 1,

(96) Although the Chairman of the Board of Directors is a non-executive Director, the Code treated her as a significant representative of the Company (Application Criterion 3.C.2 of the 2018 Corporate Governance Code).

(97) On that occasion, the Board deemed to be non-relevant, even though they exceed the threshold of small amount referred to transactions with related parties, on the basis of a substantive assessment, the relationships between Eni and the law firm having regard to the pre-existence of the relationships with respect to the appointment of Director De Cesaris to the Board of Eni, to the low incidence of the same with respect to the annual turnover of the law firm and to the fact that, at the request of the Director, the Company's structure has been recommended not to enter into other professional relationships with the said law firm.

Board assessment

2021 which had ruled out its significance⁹⁸. Furthermore, it has assessed Director Piccinno as independent also pursuant to the Corporate Governance Code. To this end, by applying the criteria for assessing the relevance of relations pursuant to Recommendation 7, letter c), considered as non relevant the terminated collaboration between the Director and the Ministry of Economic Development, having regard to the preexistence of the relationship with respect to the office in Eni and the interruption of the same before the beginning of the term, as well as the circumstance of the change of political subjects with whom he collaborated.

The Board of Directors of February 22, 2023, on the basis of the statements made by the Directors and the inquiry carried out by the Nomination Committee, confirmed: that the Chairman of the Board of Directors and Directors De Cesaris, Guindani, Litvack, Piccinno, Tocci and Vermeir meet the independence requirements specified by the law and by the Corporate Governance Code. In particular, based on the criteria defined by the Board of Directors, the significance of the relations between Eni and the parties related to Directors De Cesaris and Tocci was ruled out, as already verified in previous assessments.

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.

3.4.5 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 Intermediation⁹⁹.

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.

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 forfeiture¹⁰⁰, and the Board verifies that the integrity requirements have been satisfied, in accordance with current regulations. The appointed Directors must notify the Company if

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

(98) On that occasion, the Board deemed to be non-relevant, even though they exceed the threshold of small amount referred to transactions with related parties, on the basis of a substantive assessment, the relationships between Eni and IAI having regard to the pre-existence of the relationships between Eni and the Institute with respect to the appointment of Director Tocci to the Board of Eni, to the low incidence of the same with respect to the annual turnover of IAI, as well as the low incidence in the bodies of the Institute, competent for the appointment of the Director, of the vote of the members who are also employees of Eni, it being understood that the appointment of Director Tocci as Director of the Institute preceded her appointment as member of the Board of Directors of Eni.

(99) Ministerial Decree No. 162 of March 30, 2000.

(100) On the occasion of the last check carried out on February 17, 2022, the Directors, taking into account the provisions of Legislative Decree No. 183/2021, in force since December 14, 2021, which amended Art. 2383 of the Italian Civil Code, declared the non-existence of causes of ineligibility provided for by article 2382 of the Italian Civil Code and disqualifications from the office of director adopted against them in a member state of the European Union.

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

At its meetings of May 14, 2020 shortly after its appointment and, after assessment by the Nomination Committee, during the meetings of April 1, 2021, February 17, 2022 and February 22, 2023 the Board of Directors 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.

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

With its resolution of May 14, 2020 (confirming the guidelines established on April 13, 2017), 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.

As resulting from the adoption of the Corporate Governance Code, last updated on February 22, 2023, the Board resolved that:

- an executive Director should not hold the office of: (i) executive Director in any other listed company¹⁰¹, or in a financial¹⁰², 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 Director¹⁰³
- 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 limit on multiple offices excludes offices held in Eni Group companies¹⁰⁴.

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, with the exception of the prohibitions on cross directorships.

On the basis of information provided, the Board of Directors following its appointment verified that the Directors have complied with the aforementioned limits on multiple offices. Furthermore, following previous verification of the Nomination Committee, during its meetings of April 1, 2021, February 17, 2022 and February 22, 2023 the Board of Directors verified that

(101) In accordance with Recommendation 15 of the Code, applicable starting from January 1, 2021, this no longer refers only to companies listed "on regulated markets", as indicated in the resolution of May 14, 2020 in line with the previous 2018 Corporate Governance Code.

(102) 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.

(103) Art. 2.C.6 of the 2018 Corporate Governance Code.

(104) As resolved by the Board of Directors of February 22, 2023, "offices held in Eni Group companies", excluded from the limit on multiple offices, also includes non-executive offices held upon Eni's appointment in affiliated or jointly controlled companies.

Executive Directors

Non-executive Directors

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

all Directors complied with the aforementioned limits on multiple offices, as resulting from the adoption of the new Code.

Information on the number of offices relevant for the purposes of the limits on multiple offices held by Board members is available in the chart attached with this Report.

In addition, the chart shows attendance of each Director at the meetings of the Committees they are member of.

3.4.7 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.

By resolution of May 14, 2020, the Board of Directors confirmed Claudio Descalzi as Chief Executive Officer and General Manager¹⁰⁵, granting him the broadest powers for the ordinary and extraordinary administration of the Company, excluding those that cannot be delegated by law and several specific assignments that the Board reserved solely to itself, which it recently amended on January 26, 2023 ("resolution on powers of Eni's Board of Director").

At that same meeting of May 14, 2020, the Board also confirmed, in accordance with the 2018 Corporate Governance Code for listed companies, in force at that time, that the Head of Internal Audit will report to the Board, and on its behalf, to Chairman Lucia Calvosa, without prejudice to his being functionally subject to the authority of the Control and Risk Committee and the CEO, in charge of establishing and maintaining the Internal Control and Risk Management System. These decisions were also confirmed on the occasion of the implementation of the Recommendations of the Corporate Governance Code. In addition, the Board also resolved that the Chairman shall perform her duties under the By-laws as legal representative managing institutional relationships in Italy, together with the CEO. The Chairman of the Board of Directors was also granted the powers, provided for by the By-laws, for the identification and promotion of integrated projects and international agreements of strategic importance, shared with the Chief Executive Officer.

As noted earlier, on January 26, 2023 the Board of Directors updated the resolution on powers reserved to itself exclusively, to complete the process launched with the adoption, on December 23, 2020, of the Corporate Governance Code bring the corporate governance system in line with the new rules on corporate governance and the national and international best practices. In addition to the adjustments to the Code, the chance was taken to bring the board powers in line with several application practices and to adjust the authorisation limits of transactions with significant strategic, economic, equity and financial impact, ensuring a structure of specific cases aligned with the evolution of the business.

Reserved powers of the Board

Pursuant to the aforesaid resolution on reserved powers, the Board leads the Company by pursuing its sustainable success, that consists of creating long-term value for the benefit of the shareholders, taking into account the interests of other stakeholders relevant for the Company. The Board, in addition to powers that may not be delegated by law and by By-laws, has the following exclusive powers:

- 1) Defines the system and rules of corporate governance for the Company, evaluating and promoting, where necessary, the appropriate amendments, submitting the same, when appropriate, to the Shareholders' meeting. Defines the structure of the group it leads. Approves the Report on corporate governance and ownership, with the support of the Control and Risk Committee with regard to the internal control and risk management system. Approves, having received the opinion of the Control and Risk Committee, the guidelines for the internal regulatory system and the policies on Ethics, Compliance & Governance. Having received the favourable opinion of the Control and Risk Committee, adopts rules ensuring the transparency and the substantive and procedural fairness of transactions with related parties and those in which a Director or a Statutory Auditor holds

(105) 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.

a personal interest or an interest on behalf of third parties, assessing on an annual basis whether any revision is needed. Upon proposal of the Chairman, in consultation with the CEO, it also adopts a procedure for the internal handling and the disclosure of Company documents and information, with particular reference to inside information.

- 2) Defines its operational rules and procedures, including the procedures for providing information to directors. Establishes the Board's internal Committees, with preliminary, propositional and consultative functions, defines their composition appointing and revoking their members and Chairmen, favouring the competence and experience of their members and avoiding an excessive concentration of offices. Determines their duties, and also upon proposal of the Remuneration Committee and following consultation with the Board of Statutory Auditors, the compensation of the relevant members; acting upon proposal of the same committees, approves their rules of procedures and annual budgets. Moreover, establishes in the rules of procedure of the committees the terms and conditions on which committees can use external consultants.
- 3) Upon their appointment and on annual basis, as well as at the occurrence of relevant circumstances, based on the information provided by the interested party or available to the Company and following the preliminary investigation of the Nomination Committee, assesses the independence and integrity of its members, as well as the non-existence of reasons for ineligibility and incompatibility. Defines ex ante the quantitative and qualitative criteria for assessing the significance of commercial, financial or professional relations, as well as of any remuneration other than the fixed remuneration that may compromise or appear to compromise independence.

Carries out the assessments vested in it by law in relation to the requirements applicable to Statutory Auditors.

Acting upon a 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 financial, banking or insurance companies or in companies of significant size that are compatible with the effective performance of their role as director, taking into account the time commitment required by the role, and periodically verifies their compliance, at least on an annual basis. Every year, carries out an assessment on the specific functioning of the Board itself and of its committees, as well as on their size and composition, using an external independent consultant, appointed upon proposal of the Nomination Committee, also considering the role it has played in defining strategies and monitoring management and the adequacy of the internal control and risk management system. The Chairman ensures, with the help of the Board Secretary, the adequacy and transparency of the self-assessment process of the administrative body, with the support of the Nomination Committee.

The Nomination Committee upon request of the Board, provides assistance in the self-assessment activities of the Board and its Committees.

Taking into account the outcomes of such assessment, with the support of the Nomination Committee, the Board defines the optimal composition of the Board itself and of its committees, issuing its advice for shareholders on the size and composition of the new Board before its appointment.

With the assistance of the Nomination Committee, identifies candidates for the office of Director in case of co-optation and, where possible and appropriate, prepares and submits its own slate for the renewal of the body.

Requires to whoever submits a slate with a number of candidates that is higher than half the number of members to be elected to provide adequate information, in the documentation presented for filing the slate, on the compliance of the slate with the advice expressed by the Board, and also with reference to diversity criteria envisaged by the law and by the Corporate Governance Code, and to indicate the candidate for the office of Chairman of the Board.

- 4) Where applicable, appoints and revokes an independent director as "lead independent director".
- 5) Delegates and revokes powers to/from the Chief Executive Officer and the Chairman, establishing the limits and methods for exercising these powers and, after examining the proposals of the Remuneration Committee and following consultation with the Board of Statutory Auditors, determining 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. Prepares, updates and implements, with the support of

the Nomination Committee, a succession plan for the Chief Executive Officer identifying at least the procedures to be followed in the event of early termination of office. It also ascertains the existence of adequate procedures for the succession of top management.

- 6) Taking into account the obligations established by current legislation on the matter: (i) establishes the basic guidelines for the organizational, administrative and accounting structure, including the internal control and risk management system, of the Company, of subsidiaries with strategic importance and of the Group; (ii) it evaluates the adequacy of the organizational, administrative and accounting structure of the Company, of the subsidiaries with strategic importance and of the Group, with particular reference to the internal control and risk management system, put in place by the Chief Executive Officer.

- 7) With the support of the Control and Risk Committee and following consultation with the Chairman in regard of the internal audit activities, establishes the general guidelines for the internal control and risk management system, in line with the Company's strategies. With reference to the four-year Plan, defines the nature and level of risk compatible with the strategic objectives of the company, on the basis of an estimate of the probability and impact of the risks issued (and, if necessary, updated during the year) by the Integrated Risk Management function, including in its assessments all the risks that may be relevant in terms of sustainable success of the Company.

Upon proposal of the Chief Executive Officer and with the support of the Control and Risk Committee, it annually defines, within the framework of the four-year Plan, the specific guidelines for the internal control and risk management system, in line with the Company's strategies, and evaluates their implementation annually, based on a report from the Chief Executive Officer, without prejudice to the general guidelines on the subject contained in internal regulations.

Upon proposal of the Chief Executive Officer and in agreement with the Control and Risk Committee and the Board of Statutory, defines the principles concerning the coordination and information flows between the various subjects involved in the internal control and risk management system. Approves the guidelines on the internal audit activity, upon proposal of the Chairman, in agreement with the Chief Executive Officer and having consulted the Control and Risk Committee.

Defines the guidelines for the management and control of financial risks, after having heard the opinion of the Control and Risk Committee, and defines the financial risk limits for the Company and its subsidiaries.

With the support of the Control and Risk Committee (i) examines the main Company risks, identified by the Chief Executive Officer, taking into account the nature of the business of the Company and of its subsidiaries, as reported by the Chief Executive Officer to the Board at least once every three months and (ii) every six months, based on the reports prepared by the Officer in charge of preparing financial reports of Eni SpA, as well as the reports by the Control and Risk Committee, the Risk Report and, annually, also on the basis of the Report on compliance with financial risk limits and the Integrated Compliance Report, 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. It also evaluates the adequacy of powers and means given to the Officer in charge of preparing financial reports, and the actual compliance with the administrative and accounting procedures prepared by said Officer; (iii) assesses on an annual basis the adequacy of the organizational structure of the internal control and risk management system with respect to the characteristics of the company and its risk profile as well as its effectiveness, except for amendments that could make a six-monthly revision necessary, taking this into account also for the purposes of the evaluation on the adequacy of the internal controls and risk management system under point (ii).

Approves the Management, Supervision and Control Model of the risks on Health, Safety and Environment, Security and Public Safety of the Company, and its substantial amendments.

- 8) At least annually, approves the Audit Plan prepared by the Head of the Internal Audit Department, with the support of the Control and Risk Committee and following consultation with the Chairman, the Chief Executive Officer and the Board of Statutory Auditors. Evaluates, with the support of the Control and Risk Committee and following consultation with the Board of Statutory Auditors, the findings contained in the recommendation letter, if any, of the audit firm and in its additional report, together with any comments of the Board of Statutory Auditors, informing the Board of Directors on the results of the auditing.

- 9) Defines, upon proposal of the Chief Executive Officer, the strategic guidelines and objectives of the Company and of the Group, pursuing its sustainable success and monitoring its implementation. Examines and approves the four-year Plan and the medium/long-term plans of the Company and of the group and related budgets, also on the basis of the analysis of the issues relevant to the generation of long-term value, periodically monitoring their implementation.
- 10) Examines and approves the plan for the Company's non-profit activities, after the assessment of the Sustainability and Scenarios Committee; it also approves operations not included in the non-profit plan whose cost exceeds €1 million, 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 11 below.
Examines and approves, with the support of the Board Committees to the extent applicable, the Annual Financial Report, which includes the draft of Eni Financial Statements, the Consolidated Financial Statements and the consolidated non-financial statement, the consolidated annual Sustainability Report not already contained within the non-financial statement and the half-year financial report. It also examines and approves any semi-annual and quarterly financial reports¹⁰⁶ and preliminary reports, the annual Report on Payments to Governments and any additional periodic statements or reports in accordance with applicable regulations.
- 11) Receives from Directors with delegated powers at the Board meetings, on at least a bi-monthly basis, reports 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.
It also receives prior information: (i) on the closure of significant industrial sites in the refining and chemical sector, when the closure does not follow the liquidation of a company and (ii) on exiting countries where the Company operates, when entry was authorized by the Board.
- 12) Receives periodic reports from the Chairman, on the implementation of Board resolutions. At each Board meeting, receives information from the Board's internal Committees on the most relevant issues examined during their meetings and, at least on a semi-annual basis, a report on their activities¹⁰⁷.
- 13) Assesses general trends in the operations of the Company and of the group on the basis of information received from Directors with delegated powers, paying particular attention to conflicts of interest and comparing, normally on a quarterly basis, results – as reported in the annual financial statements and interim financial reports – with budget forecasts.
- 14) Examines and approves, with the support of the competent board committees, transactions by the Company and by 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.
- 15) Evaluates and approves any transaction executed by the Company and by its subsidiaries (excluding the joint-control companies), that has a significant impact on the Company's strategy, performance or financial position.
The Board ensures compliance with the principles of good corporate governance and management of the subsidiaries, protecting their operational autonomy with specific regard to listed companies and companies for which law or regulations require it.
It also ensures the confidentiality of transactions between said subsidiaries and Eni or third parties for the protection of the subsidiaries' interests.

(106) Legislative Decree No. 25/2016, transposing the European Directive 2013/50/ EU, in force since March 18, 2016, eliminated the obligation to publish the interim management report. In compliance with the provisions of Art. 82-ter of the Consob Issuers Regulation, as most recently disclosed to the market with a press release of January 17, 2023 relating to the "Calendar of corporate events for the year 2023", Eni intends to continue to voluntarily communicate the consolidated quarterly results as approved by the Board of Directors and published with the timing set out in the financial calendar. The disclosure will take place in line with the corporate policy of regular disclosure on the financial and operational performance of the Company aimed at the market and investors, in line with the behaviour of the main peers who publish quarterly reports. The content will include at least: an interim measure of the performance of the group and business sectors, such as operating profit or equivalent measure (reported and adjusted); net profit (of the group); adjusted net profit (by group and by business sector); the net financial position (of the group) and the cash flow for the period; shareholders' equity (of the group); leverage (group).

(107) 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.

Without prejudice to the provisions of point 26, transactions with a significant impact include the following:

- a) acquisitions and disposals of equity investments, companies or business units, property rights, leases active and passive of companies or business units, transfers of assets, mergers, demergers and liquidations of companies exceeding €200 million in the upstream oil&gas sector and €150 million in other business sectors, without prejudice to art. 23.2 of the By-laws;
- b) acquisitions and disposals (also as part of "unification" agreements) of exploration mining rights exceeding €150 million and productive mining rights exceeding €200 million;
- c) capital increases (i) of subsidiaries: for amounts exceeding €1 billion, (ii) of associate companies: for amounts exceeding €500 million, if proportionate to the interest held, and of any amount, if not proportional to the interest held;
- d) investments in fixed assets exceeding €500 million in the upstream oil & gas sector, and €300 million in other sectors;
- e) transactions that imply: (i) entry into new countries, with a significant operational presence or with initiatives that present a particular risk and/or (ii) significant entry into new business sectors;
- f) real estate leases, purchase and sale of goods and contracts for the provision of work or services (other than those intended for investment and gas supplies), with the exclusion of contracts with and between subsidiaries, at a total price exceeding €1 billion or, if the total price exceeds €500 million, with a duration of more than 20 years;
- g) gas and LNG purchase and supply contracts, of at least 3 billion cubic meters per year and ten-year duration or changes to gas purchase and supply contracts involving increases in commitments of at least 3 billion cubic meters per year and increases in duration, inclusive of the residual duration of the contract, exceeding 10 years, with the exception of modifications made in execution of contractual clauses already included in the original agreement;
- h) loans to subjects other than subsidiaries: (i) if in favour of associate companies: for an amount exceeding €300 million, if in proportion to interest held; and for an amount exceeding €10 million if not proportional to interest held; (ii) if in favour of non-associate companies: of any amount; (iii) changes in the loans referred to in points (i) and (ii), which determine a worsening in the approved contractual terms.

The following transactions do not require the approval of the Board:

- a. financial commitments assumed in a non-proportional amount to interest held (so-called "carry agreement") within contracts relating to the exploration and development phase of hydrocarbons, provided that the following conditions are jointly warranted: (i) the obligations are assumed in favour of the host state or an oil company directly or indirectly wholly-owned by the host state; (ii) the obligations are distributed in proportion to the interest held in the reference asset by subjects other than the State or the State oil company (referred to in point i) at the time the financial commitment is made; (iii) with relation only to carry agreements for the development phase, the risk of repayment of the loan is guaranteed by any future financial or production flows of the underlying mining investment. The carry agreements, or amendments thereof, stipulated after the conclusion of the above contracts, are subject to the approval of the Board if they determine a non-proportional increase in the exposure and for amounts exceeding €200 million;
- b. the signing and application of default clauses contained in the contracts regulating the mining activity between partners of a joint venture;
- i) issuing of unsecured and secured guarantees (including in the form of indemnity) to entities other than subsidiaries: (i) for amounts exceeding €500 million, if in the interest of the Company or of Eni subsidiaries; (ii) for amounts exceeding €300 million, if in the interest of non-controlled associated companies; (iii) in any case, for amounts exceeding €10 million if the guarantee is not proportionate to the interest held in the obligations underlying the guarantee (with the exception of the case in which the non-proportionality is due to the presence of a carry agreement within the limits indicated in letter h) above); (iv) for any amount, if in the interest of third parties; (v) for an indeterminate amount, in the interest of any person; (vi) changes to the guarantees referred to in the previous points, which determine a worsening in guarantees already issued;

- j) waiver of rights with a value equal to the thresholds set out in the preceding letters for the acquisition or transfer of the same rights;
 - k) Eni SpA intermediation agreements, understood as contracts in which the Company, in relation to a specific business initiative, appoints an entity for the exclusive purpose of putting the Company in contact with third parties, promoting the interests of the Company with the aforementioned subjects and facilitating the stipulation/execution of contracts with them.
- 16) Appoints and revokes – acting upon proposal of the Chief Executive Officer in agreement with the Chairman and following consultation with the Nomination Committee – the Chief Operating Officers, defining the content and limits of their powers as well as the provisions for exercising them. In the case of appointment of the Chief Executive Officer as General Manager, the proposal is made by the Chairman. At the time of the appointment and periodically, the Board assesses compliance with the integrity requirements provided for by current legislation for General managers.
 - 17) Upon proposal of the Chairman, appoints and revokes the Board Secretary and Board Counsel, which reports hierarchically and operationally to the Board and by means of it to the Chairman, and determines the remuneration, the charter and the annual budget.
 - 18) After assessing his compliance with professional and integrity requirements, appoints and removes the Officer in charge of preparing financial reports – acting upon a proposal of the Chief Executive Officer and in agreement with the Chairman, following consultation with the Nomination Committee, and having received the favourable opinion of the Board of Statutory Auditors; also, following the opinion of the Control and Risk Committee, 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. The Board periodically assesses the possession of the integrity requirements provided for by current legislation for the Officer in charge of preparing financial reports.
 - 19) Acting upon proposal of the Chairman, in agreement with the Chief Executive Officer, with the support of the Control and Risk Committee, and following consultation with the Board of Statutory Auditors, it (i) appoints and removes the Head of Internal Audit Department, with the support of the Nomination Committee (ii) it approves the Internal Audit budget, ensuring that the Head of Internal Audit Department has adequate resources to carry out his duties: (iii) establishes his remuneration structure in accordance with the Company's remuneration policies. The Head of Internal Audit Department reports hierarchically to the Board and, on its behalf, to the Chairman, without prejudice to its operational dependence on the Control and Risk Committee and on the Chief Executive Officer.
 - 20) With the support of the Control and Risk Committee, determines the attribution of supervisory functions and the composition criteria of the supervisory body pursuant to Legislative Decree 231/2001 and, on the proposal of the Chief Executive Officer, in agreement with the Chairman: (i) having heard the Nomination Committee and, for external members, also the opinion of the Board of Statutory Auditors, it appoints and removes the members of the Supervisory Body referred to in Legislative Decree no. 231 of 2001, determining its composition and (ii) establishing the remuneration of its members. Upon proposal of the Supervisory Body, approves the related annual "budget".
 - 21) Evaluates, with the support of the Control and Risk Committee, the adoption of measures to guarantee the effectiveness and impartiality of judgment of the Integrated Risk Management and Integrated Compliance functions and of any other functions involved in controls, verifying that they are equipped with adequate skills and resources.
 - 22) Promotes, in the most appropriate way, dialogue with shareholders and other relevant stakeholders for the company. Upon the proposal of the Chairman, in agreement with the Chief Executive Officer, adopts and describes, in the corporate governance report, a policy for managing dialogue with the generality of shareholders. The Chairman ensures, within the terms established by said policy, that the Board receives, by the first useful meeting and in any case within the terms established by the policy, information on the development and significant contents of the dialogue taking place with all the shareholders.
 - 23) Defines, with the assistance of the Remuneration Committee, the policy for the remuneration of directors, managers with strategic responsibilities and, without prejudice to the provisions of Art. 2402 of the Italian Civil Code, of members of the control body; it approves, on the proposal of the same Committee, the Report on the remuneration policy and compensation paid to be presented to the Shareholders' Meeting called to approve the

financial statements. Furthermore, in implementing the Remuneration Policy, approved in the Shareholders' Meeting, following a proposal from the Remuneration Committee: (i) defines, having heard the opinion of the Board of Statutory Auditors, the remuneration of Directors with delegated powers and those with particular offices; (ii) establishes the objectives, and verifies their final achievement, connected to the variable remuneration of Directors with delegated powers and the incentive plans; (iii) implements the remuneration plans based on shares or financial instruments approved by the Shareholders' Meeting; (iv) ensures that the remuneration paid and accrued is consistent with the principles and criteria defined in the policy, in light of the results achieved and other relevant circumstances for its implementation.

Upon termination of office and/or of the relationship with the Chief Executive Officer or a Chief Operating Officer, based on the outcome of the internal processes leading to the attribution or recognition of any indemnity and/or other benefits, approves the press release to be disseminated to the market with the information required by the Corporate Governance Code and/or by any applicable regulations.

- 24) 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 subsidiaries with strategic importance and Saipem SpA. 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.
- 25) Formulates proposals to submit to the Shareholders' Meeting and, through the Chairman and the Chief Executive Officer, reports to the Shareholders' Meeting on the activities carried out and planned, working to ensure that shareholders receive adequate information about the elements they need to take the decisions pertaining to them, with knowledge of the facts.
- 26) 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 above-mentioned resolution and the Corporate Governance Code, the "subsidiaries with strategic importance" are the following companies: Eni International BV, Eni Plenitude SpA Società Benefit and Versalis SpA¹⁰⁸.

For the purpose of above-mentioned resolution, "basic guidelines for the organizational structure of the Company, and its subsidiaries with strategic importance and of the group" means: (i) material establishment/modification of organizational structures directly reporting to the Chief Executive Officer or the Chairman (among which the positions of General Manager, the organizational unit in charge of the internal control and risk management system, as well as corporate governance), including the first definition or substantial modification of the powers of the Board of Directors, the Chief Executive Officer and the Chairmen of companies with strategic importance; (ii) material establishment/modification of organizational structures for subsidiaries for matters related to the internal control and risk management system, as well as corporate governance.

"Fundamental features of the administrative and accounting structure of the Company, of companies having strategic importance and of the group" means the material establishment/modification of: (i) regulatory or organizational models pertaining to the internal control system on financial reporting; (ii) the administrative and accounting structures, as illustrated in the periodic reports of the Officer in charge of preparing financial reports.

The Chief Executive Officer is in charge of establishing and maintaining the internal control and risk management system.

(108) 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.

The Board authorizes the Chief Executive Officer to modify investment transactions previously approved by the Board, in ways that do not involve a substantial reconfiguration of the underlying industrial project. The Board receives annual information on these modifications in the event of: (i) an increase in the whole life cost of more than 30% compared to the authorized amount and/or (ii) a reduction in profitability below the hurdle rate or of the adjusted WACC, for projects authorized on the basis of these parameters.

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.

As of the date of approval of this Report, in compliance with the general provisions referred to in the resolution on reserved powers, the Board:

- on January 26, 2023 approved the review of the Internal Regulatory System;
- on February 22, 2023 approved the 2023-2026 Strategic Plan, as well as the specific annual guidelines of the ICRMS¹⁰⁹; at the same meeting, the Board evaluated the implementation of the specific annual guidelines of the ICRMS approved on March 17, 2022 on the basis of the report of the Chief Executive Officer;
- for the purpose of assessing developments in operations, on the occasion of its examination of the financial reports and, most recently, on February 22, 2023, on the occasion of the approval of the 4th Quarter 2022, results, compared the results achieved with the budget (first year of the 2023-2026 Strategic Plan);
- on March 16, 2023, the Board assessed the organisational, administrative and accounting structure of the Company its subsidiaries with strategic importance and the group as adequate as at 31 December 2022; at the same meeting – having examined all the Reports on record at the meeting (i.e. the Reports of the Financial Reporting Officer, the 2022 HSE Report with 2023 Plan, the Integrated Compliance Report, the Reports of the Control and Risk Committee, the Risk Reports and the Report on Compliance with Financial Risk Limits, as well as the Report on the Organisational Structure) – having heard the opinion of the Control and Risk Committee, positively assessed: (i) the adequacy and effectiveness of the ICRMS and its organisational structure with respect to the characteristics of the company and the risk profile assumed; (ii) the adequacy of the powers and resources available to the Financial Reporting Officer and the effective compliance with the administrative and accounting procedures prepared by the same¹¹⁰.

The Board of Directors, having also considered the observations of the Control and Risk Committee, assessed adequate the professionalism and resources of the Integrated Risk Management and Integrated Compliance functions, as well as the resources assigned to the Head of Internal Audit, on the basis of the documentation submitted, in accordance with the provisions of Recommendation 33, letters b) and d), of the Corporate Governance Code.

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

The primary internal rules 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.

3.4.8 Meetings and running of meetings

At the meeting held on May 14, 2020, the Board of Directors approved the Rules on its operation and organisation, including the procedures for calling and running its meetings. These Rules were most recently amended in the meeting of December 16, 2021, also for the purpose of adapting to the Corporate Governance Code.

Evaluations and decisions of the Board

Board Rules

(109) For more information, please refer to the section "Internal Control and Risk Management System" of this Report.

(110) For more information, please refer to the section "Internal Control and Risk Management System" of this Report.

In particular, the notice of the meeting, signed and prepared by the Chairman having examined the proposals of the Chief Executive Officer, contains the location of the meeting; the locations where it is possible to participate in the meeting by videoconference or any other forms of connection; date and time of the meeting; the items on the agenda, specifying which items will be subject to a resolution and which are simply meant to provide information.

The notice of the meeting is sent by the Board Secretary, normally at least five days prior to the date of the meeting or, when necessary and urgent, at least twelve hours in advance of the time set for the meeting, to the Directors, the Standing Statutory Auditors and to the Magistrate of the Court of Auditors ("Corte dei Conti") appointed to monitor the financial management of the Company and his or her substitute.

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, the Board Secretary makes available any documentation relating to the items on the agenda to the Directors, Standing Statutory Auditors and the Magistrate of the Court of Auditors on a digital Platform reserved for the Board of Directors. Access to the Platform is restricted by the use of personal credentials, assigned to each Director, Statutory Auditor and the Magistrate of the Court of Auditors (with a view to preserving the confidentiality and security of information). The documentation may be sent, upon request by the individual members of the Board and if there are justified reasons, to their e-mail addresses.

In accordance with the provisions of the Corporate Governance Code, a summary sheet of the items on the agenda is prepared for each meeting. When, in relation to individual topics, the documentation made available is particularly complex and voluminous, it shall be accompanied by a document summarizing the most significant and relevant points for the purposes of the decisions on the agenda.

If, in specific cases, it is not possible to provide the necessary information within three days before the date of the meeting, the Chairman ensures that adequate and detailed analyses are carried out during the Board sessions.

During the year, the deadline of three days before the date of the meeting, provided for by the Rules, for sending the documentation relating to items on the agenda subject to Board approval was substantially respected, except for the exceptions related to the need to submit accounting or planning documents updated on the date closest to that of the Board's meeting and approval, or supporting documentation relating to transactions whose negotiation continued until the date of the Board or to urgent topics that emerged subsequently. In such cases, the Chairman made sure that the necessary details were provided during the Board sessions, asking the company structures to specifically focus, during the presentation to the Board, on the documentation received after the aforementioned three-day deadline, in order to allow Directors to deliberate in an informed and aware manner.

Information to Directors: the role of the Chairman

The Chairman ensures the effective working of the Board and, in her role of liaison between executive and non-executive directors, ensures, with the assistance of the Secretary, the timeliness and adequacy of the pre-Board information submitted or transmitted to the Board, as well as the complementary information provided during the meetings, and that the same is suitable to enable the Directors to perform their duties in an informed manner. For this purpose, the Chairman can ask the CEO for appropriate changes or additions.

The By-laws allow Board meetings to be held via videoconferencing and teleconferencing, and these procedures are specifically governed in the Rules.

In agreement with the CEO and with the help of the Board Secretary, the Chairman ensures that the managers of the Company and of Group companies responsible for the relevant corporate functions connected with the items to be discussed attend the Board meetings, also at the request of individual directors, to provide appropriate in-depth information on the items on the agenda¹¹¹.

(111) In line with Recommendation 12, letter c) of the Corporate Governance Code.

In accordance with the provisions of Art. 2391 of the Italian Civil Code, the Rules of the Board of Directors and the internal regulations governing "Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties"¹¹², 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. During Board resolutions, Directors holding an interest in issues to be deliberated upon do not normally take part in the discussion and resolution, leaving the meeting room.

In 2022, the Board of Directors met 16 times, each meeting lasting an average of 3 hours and 38 minutes and with an average participation of 97.9% of the Directors. During the year, the meetings were, as a rule, always held at the registered office or at other offices of the company, with the possibility of connecting in audio and video conferencing via office equipment.

The table accompanying this Report shows the number of Board meetings attended by each Director.

In 2023, as of March 16, 2023 included, there have been 4 meetings. Another 10 meetings are expected to be held before the end of the year.

During the year, independent Directors, coordinated by the lead independent director appointed in April 2021, met on March 16, 2022 and on July 28, 2022 and, taking into account the frequency of the Board meetings, they had further informal opportunities to meet and exchange views, thoughts and ideas, in compliance with the Recommendations of the Corporate Governance Code.

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 disclosures¹¹³, 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 dividend distribution, accompanied by the associated distribution and ex-dividend dates. The financial calendar is available on Eni's website, in the "Investors" section.

3.4.9 Board Secretary

With the approval of the Rules of the Board 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.

Specifically, under the Rules, 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, and most recently amended on December 16, 2021.

More specifically, in accordance with the updated Charter, the Secretary assists the Chairman in her tasks, and in particular, in the preparation for Board meetings and Shareholders' Meetings, in the drafting of resolutions, in ensuring the timeliness and adequacy of the reporting flows directed to the Board, in communication with Directors, in ensuring, according

The Charter and duties

(112) For more information, please refer to the relevant section of this Report.

(113) For more details, refer to the note on this matter in the section above on Board "Powers and Responsibilities".

to the shared direction of the Chairman and the CEO, the participation in the Board meetings of the heads of the competent corporate functions, in the organisation of the Board Induction, in the organisation, adequacy and transparency of the Board Review process, 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.

As regards minutes of the meetings, the Rules of the Board of Directors provides that, except in cases where the law provides for the minutes to be drawn up by a notary, the minutes of the meetings are prepared by the Secretary of the Board, who may be assisted, for this purpose, by persons appointed by the same.

The minutes shall include all the main interventions, summarized by the Secretary of the Board and, in particular, the parts of the proceedings providing essential additional information to the documentation made available, questions and answers necessary to clarify such documentation, relevant comments on merit or to be included in the minutes upon express request of the commenter and the declaration of vote of the Directors.

The minutes include, as a transcription or as an annex, all the documentation made available to the Board.

The Secretary provides, with independence and impartiality of judgment, assistance and advice to the Board on every aspect relevant to the proper functioning of the corporate governance system on the functioning, powers and attributions of the Board and Committees.

He also lends assistance and independent legal advice (regarding management) to the Board and the Directors on their powers, rights, duties and obligations, to ensure the proper exercise of their powers and protect them from any liability.

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.

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.

In order to regulate in detail the functions of the Board Secretary, described in general terms in the Board Rules and in the annexed Secretary Charter, Eni adopted a dedicated regulatory tool, approved by the Chairman having heard the Chief Executive Officer.

3.4.10 Board Review and guidelines for shareholders on the composition of the Board of Directors

Board Review for 2022

With regard to 2022, in accordance with the international best practices and the provisions of the Corporate Governance Code, the Board of Directors launched, for the seventeenth year in a row, a 2022 Board Review for the Board of Directors and its Committees, availing itself, as usual and in line with the application modalities of the Code adopted by Eni, of the external consultant Crisci & Partners to ensure objectivity in the process¹¹⁴.

(114) In the meeting of October 28, 2020, the Board approved the proposal of the Nomination Committee to assign Crisci & Partners the task of providing assistance on the Board Review for the 2020-2022 term, delegating the Chairman to discuss with the consultant the procedures for carrying out the assignment.

In compliance with the Recommendations of the Corporate Governance Code, the Chairman of the Board of Directors has the task of ensuring the adequacy and transparency of the Board Review process, with the support of the Nomination Committee and the assistance of the Board Secretary.

For 2022, the Chairman of the Board of Directors, with the support of the Nomination Committee, through its Chairman, and with the assistance of the Board Secretary, decided with the consultant the procedures for carrying out the assignment, in continuity with the previous year. For 2022 it was decided not to proceed with the peer review (unchanged since 2021).

The Board Review process, starting from November 2022, took place through questionnaires and interviews concerning in particular: (i) the size, functioning and composition of the Board and the Committees, also taking into account elements such as professional characteristics, experience, including in management, and diversity, including gender, of its members, as well as their seniority in office; (ii) the strategic and monitoring role of the Plan, including ESG issues and the internal control system and risk management. The advisor was asked, among other things, to take into account the recommendations of the Italian Corporate Governance Committee in the letter of the Chairman of the Committee in January 2023¹¹⁵.

The review activity carried out for 2022 concluded at the meeting on February 22, 2023 with the presentation of the results of the process by the consultant. Confirming the positive elements already emerged from previous Board Review, the presentation highlighted in particular a positive evolution in:

- the mix of knowledge, experience and expertise acquired in relation to the businesses, scenarios, the Plan's strategic and monitoring role, the sectors in which the Company operates and associated risks;
- the effective supporting role of the Board of Directors in the process of energy diversification, transition and security, topics that characterised the Board's work for its entire term, in addition to the commitment and time spent on ESG issues, sustainability and the energy transition and on the adequate adoption of ESG principles into the Company's policies;
- the functioning of the Board of Director in terms of individual commitment dedicated to the role and in terms of efficacy of the joint proceedings, considered balanced, competent and contributing, also by virtue of the effective consultation and investigation support from the Board Committees;
- the role performed by the Chairman of the Board in ensuring the correct function of the Board and the organisation of board meetings, in particular for the timeliness, completeness and quality of the documentation made available;
- the role and actions of the CEO, recognised for his excellent capacity for vision, innovation and entrepreneurship, significant authority in leading the company, and managerial skills, including in light of the important steps taken in the process launched for the overall and transformative energy transition;
- the role of the Committees, leadership of the Chairmen and contribution made to the Board, also recognised by the time and attention dedicated to them within the Board;
- support provided by the Board Secretary and its structure, for the contribution to the effective organisation of proceedings and for the clarity and completeness of minute taking in board meetings;
- induction activities, in terms of both scope and quality of the topics addressed.

With particular reference to induction and onboarding activities, also considering the positive assessment emerging from the Board Review, the Board recommends that, in the next mandate, training activities continue for the benefit of directors, especially on issues relating to the implementation and updating of the strategic and energy transition plan.

The consultant Crisci & Partners, in their capacity as facilitators of the Board Review of the Board of Directors of Eni for the year 2022, and on the basis of the positive perceptions and opportunities for discussion, achieved with each member of the Board during the Board Review process, share the analysis of the Directors.

(115) For more information, please refer to "Observations on the letter of January 2023 of the Chairman of the Italian Corporate Governance Committee" in the section "Compliance with the Corporate Governance Code" of this Report.

This is further confirmed by their having detected a timely and excellent level of overall compliance of Eni's Board governance with the provisions of the Corporate Governance Code.

The consultants from Crisci & Partners share the analysis put forward by the Directors relating to the consolidation of their mutual knowledge and social skills, the assessments of appropriate experience and expertise and the size and composition of the Board, associated with its functioning and the requirements of the existing term.

Guidelines to shareholders on the composition of the Board of Directors

The Board guidelines and the opinion of the Nomination Committee

As recommended by the Corporate Governance Code, in view of the renewal of the corporate bodies, Eni's Board of Directors, with the assistance of the Nomination Committee and taking into account the results of the Board Review, prepared its guidelines on the quantitative and qualitative composition of the Board of Directors it considers to be optimal. The guidelines, approved by the Board on February 22, 2023, was published on the Company's website on March 6, 2023 to ensure publication within an appropriate period before the notice of the Shareholders' Meeting, for the benefit of the shareholders.

See below for the guidance published on the Company's website.

Preliminary Summary

The Board of Directors of Eni SpA, whose term of office expires with the approval of the financial statements for the year 2022, in compliance with the recommendations of the Corporate Governance Code (hereinafter referred to as CGC), in view of the renewal of the corporate bodies, submits to the Shareholders its Guidelines on the quantitative and qualitative composition deemed optimal for the Board of Directors¹¹⁶, taking into account the results of the Self-Assessment, carried out on an ongoing basis throughout the entire term of office.

The Guidelines provided by the outgoing Board come at the end of a term marked by numerous factors of significant strategic importance and transformative scope, not only with reference to the company but also the industry and the international context in which it operates.

The members of the Board emphasise that the company has in fact embarked on a major energy transition path, aimed at 2050, which has seen the development of three business plans, characterised by particularly ambitious and bold transformation goals.

In this process of change, the incumbent Board believes it has responsibly and competently fulfilled its role of strategic guidance, actively promoting and sharing objectives and constructively supporting the CEO and the entire management team in the process of diversification, transition and energy security which, moreover, began at a time strongly affected by both the impacts of the pandemic crisis and the more recent war and the consequent geopolitical and economic impacts.

The Board holds that it has achieved an important level of understanding of the complex management issues, developing significant experience and expertise in dealing with and making decisions on the topics addressed, thanks to the contribution of the professional skills and commitment and dedication devoted to the role by each Director, and also to the effectiveness of the collegial, balanced, competent and contributory work done.

The evaluations expressed emphasise the importance of guaranteeing, in the composition of the future Board, adequate continuity and the level of performance achieved, in order to ensure that the company continuously and constantly exercises its governance and policy-making functions through the Board of Directors, particularly in this extraordinarily complex and evolving economic situation, and taking into account the medium/long-term industrial cycle that characterises the energy sector.

(116) The Corporate Governance Code recommends that shareholders that submitting "a list containing a number of candidates exceeding half of the members to be elected" are required "to provide adequate information, in the documentation submitted for the filing of the list, on the consistency of the list with the guidelines expressed by the Board of Directors, also with reference to the diversity criteria set forth in Principle VII and Recommendation 8, and to indicate their candidate for the office of Chairman of the Board of Directors, whose appointment shall be made in accordance with the procedures set forth in the Article of Association".

To that end, it is useful to point out that, as a result of reaching the three-mandate limit, two Directors currently in office, drawn from the minority list, will lose their Independence requirement, thus making it foreseeable that they will be replaced, and this already represents a factor of substantial change.

Context

During its 2020-2022 term of office, Eni's Board of Directors has, in a cohesive manner, discussed, resolved and implemented activities of significant strategic, economic and financial importance for the Company and for the national system, together with initiatives aimed at ensuring the maximum effectiveness of governance structures, summarised below:

- Confirmation of the determination and awareness of the values that inspire Eni's purpose to arrive at a fair and inclusive energy transition, with the aim of preserving the planet and promoting access to energy resources in an efficient and sustainable manner for all, without neglecting the implementation of that necessary to guarantee energy security.
- Definition of a Strategic Plan, updated annually, which has seen the acceleration of the decarbonisation strategy with the goal of reducing all emissions to zero by 2050 and which has been progressively adapted to the changed macroeconomic context, further complicated by the Russian invasion of Ukraine and the consequent geo-political and economic impacts, and the new energy security requirements, aimed at guaranteeing the supply of additional gas volumes for Italy and Europe.
- Approval of a new organisational structure for the Company (with the establishment of two new general divisions: Natural Resources and Energy Evolution) and a new business model (so called "satellite") that envisages the establishment of companies dedicated to the generation, transformation and sale of sustainable energy products, obtained from renewable sources, biomass and decarbonised processes.
- Full integration of environmental and sustainability objectives into company strategies and policies, accompanied by the inclusion of sustainability parameters, also in remuneration policies.
- Continuous effort to expand in-house expertise on safety issues – operational, health & safety and cyber – also with specific Induction programmes.
- Definition and updating of a dividend policy aimed at sharing with investors the value generated through Eni's progress on its strategic path accompanied by modular buy-back programs.
- Significant operations in the development of proprietary frontier technologies, such as the magnetic confinement fusion project.
- Adoption of the best compliance and governance practices, also in compliance with the principles and recommendations of the CGC approved in 2020 by the Italian Corporate Governance Committee (of which Eni's Chairman is President), to which the company has adhered since 1 January 2021.

Size

The current size of the Board of 9 members (the maximum number established by the Articles of Association) remains optimal, and the Board recommends its continuation, allowing for the effective composition of the internal Board Committees and the important working contribution they offer to the strategic supervision role exercised by the Board, also thanks to the variety of skills and consolidated experience offered by the Directors.

The fact that independent directors represent a majority of the Board (currently 7 out of 9, including the Chairman) as defined under the law and the CGC is also an element to be favoured.

Diversity and Tenure

With reference to the various types of diversity currently represented – gender (4 women and 5 men), age (average 59, median 61), professional background (managers, professionals, academics) and geographical origin – the Board expresses positive assessments overall. The guidelines given are to maintain, and possibly expand, a balanced and diverse variety of skills, abilities and experience, also in the future composition. The Board recalls that, pursuant to Article 17.3 of Eni's Articles of Association, at least two-fifths of the Board must consist of directors of the less represented gender, rounded up to the next whole number.

With reference to tenure in office, the guidance expressed by the Board confirms the importance of not wasting the skills and experience acquired and consolidated in the current term, taking into account that a good 6 out of 9 Directors are in their first term and that 2 of the 3 Directors taken from the minority list will in any case have to be replaced due to having served for 3 terms, the maximum limit for continued recognition as independent.

Experience - Knowledge - Skills

In the 2022 Self-Assessment, the Board of Directors, as anticipated, emphasised the need to ensure the continuity necessary to implement the strategic guidelines and operational and organisational projects, in order to achieve and consolidate results and meet Eni's strategic and management objectives.

The Board of Directors, based on experience acquired through work completed and the scale of the challenges that will have to be faced in the new term to continue the path towards a just transition, combined with the requirements of energy security, recommends a composition that ensures high skills in differentiated areas are included, with experience and expertise that confirm and appropriately complement the qualitative composition of the Board.

In addition to full independence of judgement and accountability, the main requirements, in terms of distinctive experience, knowledge and skills, which the Board deems appropriate for all directors are:

- Knowledge of the regulatory framework and governance mechanisms of listed companies and awareness of the Board of Directors' strategic guidance role in complex multinational industrial realities, acquired through experience on Boards of Directors of listed companies of a complexity comparable with that of Eni.
- Knowledge of sustainability issues and the climate and environmental risk control, acquired through managerial or entrepreneurial roles and in industrial contexts comparable to those in which Eni operates.
- International experience and knowledge of energy markets and the socio-political realities of the countries in which Eni operates.

Soft skills

The Board also assigns particular importance to "soft" skills, with the main ones listed below:

- Analytical, prioritisation and decision-making skills.
- Social intelligence (listening, collaboration, dialogue and communication skills).
- Awareness of the importance of the role and responsibilities.
- Authoritativeness and ability to share professional expertise and opinions.

Should the Shareholders opt for a substantial change in the composition of the Board of Directors, it is emphasised that it is important for new Directors to be willing and motivated to follow a robust and structured onboarding programme, in order to minimise the time required to be able to fully exercise their role and contribute to the Board's task of strategic oversight.

Availability of Time

All candidates for future Eni Board Members must give full evidence guaranteeing the availability of the time necessary to participate, physically or possibly through video-conference, and to prepare for Board meetings (16 in 2022, for an average duration of more than 4 hours) and Committee meetings, as well as to participate in onboarding/induction sessions and, during their term of office, in ongoing training sessions, as well as in meetings, also off-site, with other Board Members.

In addition to the time required to attend meetings, it is also necessary to add the significant time (which can be estimated at between two and three times the scheduled meeting time) spent preparing for each meeting and, for the Chairpersons of the Board and each of the Committees, also the time dedicated to carrying out the role and activities of preparing, organising and coordinating Board and Committee meetings.

Roles of Particular Importance

Eni's Directors, aware of the high importance of certain roles within the Board of Directors, indicate the main specific characteristics of the representatives called upon to fill those roles:

Chairman of the Board of Directors

- be a figure with a high professional and value profile, independent, authoritative and credible, so as to play the role of guarantor towards Eni's shareholders and stakeholders;
- capable of guaranteeing, with high leadership qualities, transparent and proper management of the functioning of the Board of Directors;
- capable of fostering the integration of the different skills and experiences of Directors, contributing to constructive and effective debate and decision-making;
- have previous experiences in leading Boards of listed companies of comparable size, complexity and international status with regards to Eni;
- with attention and strong experience in corporate governance;
- with recognised personal and professional status.

Chief Executive Officer

- be a person of full and recognised authority and personal and professional standing, also at the international level, in a strategic sector such as the one in which Eni operates;
- who has gained significant and clearly successful managerial experience at the apex of companies of a size, complexity and importance, including geopolitical, comparable with that of Eni;
- who has the ability to lead and implement an extremely important transformation path;
- who has and can convey vision and strategic thinking;
- who has high charismatic and leadership qualities.

3.4.11 Board Induction

The Chairman of the Board of Eni, together with the CEO, ensured that after the appointment, on May 13, 2020, Directors and Statutory Auditors could participate in a training program (the "Board Induction") for the members of the Board as well as the Board of Statutory Auditors, to provide them with in-depth knowledge of the Company's activities and organisation, the industry, the principles of correct risk management, corporate dynamics and their development (also with a view to sustainable success), the regulatory and corporate governance framework of reference and the role to be performed in relation to Eni's specific characteristics.

The induction program began on May 14, 2020, with a training session focused, among other things, on the corporate structure, Eni's mission and business model, Eni's transformation path in recent years, Eni's initiatives in terms of decarbonisation and circular economy, the Company's long-term strategy and a session dedicated to aspects of corporate governance and the rules of conduct of directors.

The program continued on July 28, 2020, with a session dedicated to the cycle of upstream activities, including aspects of environmental and social sustainability and, subsequently, on November 19, 2020, with a session on the Anti-corruption Compliance Program and the Code of Ethics.

In 2021, respectively on June 24 and September 16, induction sessions were held on the MSG "Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties" and on cyber security (divided into a general part and a dedicated to the Control and Risk Committee). On December 16, 2021, an "in-depth study on strategic issues" was also held, in close connection with the start of the Board discussion on the 2022-2025 four-year strategic plan. As part of the initiative, in-depth studies were carried out on the business strategies pursued by the Company in the most important sectors.

In 2022, the following events took place: (i) an analysis of the Regulation on the European Single Electronic Format – ESEF – on the new responsibilities of directors on financial reporting; the initiative was carried out at the Board of Directors meeting on March 17, 2022, based on the approval of the 2021 Financial Report, including for the first time the consolidated financial statements prepared according to the new ESEF, and (ii) a seminar aimed at increasing awareness and knowledge of the main cyber threats and countermeasures, to supplement the induction session on September 16, 2021 on cyber security.

Chairman

Chief Executive Officer

Board induction and ongoing training

During 2020, 2021 and 2022, numerous induction sessions were held, organized by the various Board Committees and the Board of Statutory Auditors, open to all Directors and Statutory Auditors, on issues within their competence.

In particular, the issues addressed within the Committees include: aspects relating to the Internal Audit and Integrated Compliance functions, organisational and regulatory structure, accounting aspects and tax model (Control and Risk Committee), Remuneration Policy (Remuneration Committee), decarbonisation process, Eni's positioning against its peers in terms of decarbonisation objectives and strategies, inclusion of climate-related risks and climate scenarios in financial reporting, transition in emerging countries, scenarios, classification of sustainable economic activities based on the EU Taxonomy, climate change, sustainability, human rights (Sustainability and Scenarios Committee), human capital, including development system and tools, succession plan, enhancement of technical skills and skills evolution (Nomination Committee); moreover, issues relating to organisation, internal regulatory system, internal control system, compliance and risks were addressed within the framework of the Board of Statutory Auditors.

Regarding ESG issues please refer to the sections "Responsible and sustainable approach and dialogue with stakeholders" 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 CEO, regarding the functions of the Secretary of the Board of Directors, with particular reference to the organization of the program and the involvement of Company's functions, as well as the definition of supporting tools.

3.5 REPORT ON REMUNERATION POLICY AND REMUNERATION PAID

For information on the 2020-2023 Remuneration Policy and the remuneration paid in 2022 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.

3.6 BOARD COMMITTEES¹¹⁷

CRC CONTROL AND RISK COMMITTEE	RC REMUNERATION COMMITTEE	NC NOMINATION COMMITTEE	CSS SUSTAINABILITY AND SCENARIOS COMMITTEE
Pietro Guindani Ada Lucia De Cesaris Nathalie Tocci Raphael Vermeir	Nathalie Tocci Karina Litvack Raphael Vermeir	Ada Lucia De Cesaris Pietro Guindani Emanuele Piccinno	Karina Litvack Filippo Giansante Emanuele Piccinno Nathalie Tocci Raphael Vermeir

At its meeting of May 14, 2020, the Board formed four internal Committees to provide advice and offer proposals: a) the Control and Risk Committee; b) the Remuneration Committee; c) the Nomination Committee and d) the Sustainability and Scenarios Committee. In doing so, the Board formed all the committees recommended by the Corporate Governance Codes, as well as the Sustainability and Scenarios Committee.

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

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 Code¹¹⁸.

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 Codes, in line with past choices, so as to avoid altering the Board's decision-making process.

More specifically, the Rules of:

- the Control and Risk Committee indicate that it is made up of three or 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 Chair of the Committee shall be chosen from among the independent Directors;
- the Remuneration Committee indicate that it is made up of three or four non-executive Directors, all independent. As an alternative, the Committee may be composed of non-executive Directors of whom a majority shall be independent; in the latter case the Chair of the Committee shall be chosen among the independent Directors¹¹⁹;
- the Nomination Committee indicate that it is made up of three or four Directors, a majority of whom are independent;
- the Sustainability and Scenarios Committee indicate that it is made up of three or four¹²⁰ non-executive Directors, the majority of which are independent.

The Control and Risk Committee, the Remuneration Committee and the Nomination Committee are currently made up of independent Directors only¹²¹; the Sustainability and Scenarios Committee is currently made up of non-executive Directors the majority of whom are independent. The Chairmen of all Committees are independent.

The current composition of the Committees as approved by the Board on May 14, 2020 is as follows:

- Control and Risk Committee: Pietro Guindani (Chairman), Ada Lucia De Cesaris, Nathalie Tocci and Raphael Vermeir. Directors Guindani and Vermeir possess knowledge and experience in accounting, finance or risk management as required by the Code. Furthermore, upon the implementation of Recommendation 35 of the Code, the Board deemed that the Committee as a whole possesses adequate competence in the industry in which the company operates, functional to assess the related risks, also considering the presence of two components with experience/expertise in the Oil & Gas sector;
- Remuneration Committee: Nathalie Tocci (Chairman), Karina Litvack and Raphael Vermeir. All directors possess knowledge and experience in financial matters or remuneration policies as required by the Code;
- Nomination Committee: Ada Lucia De Cesaris (Chairman), Pietro Guindani and Emanuele Piccinno;
- Sustainability and Scenarios Committee: Karina Litvack (Chairman), Filippo Giansante, Emanuele Piccinno, Nathalie Tocci and Raphael Vermeir.

With regard to participation in Committee meetings:

- the Chairman of the Board of Statutory Auditors, or a Statutory Auditor designated by her, participates in the meeting of the Control and Risk Committee;

Composition of the Committees

Participation in Committee meetings

(118) In its meeting on May 14, 2020, the Board of Directors established the Committees and appointed their members for the new term: on June 4, 2020, on the proposal of the Committees, the Board confirmed the tasks assigned to the previous Committees. The Rules of the Committees were most recently updated to comply with the new Code on December 16, 2021.

(119) In cases where the Remuneration Committee is called upon to perform the tasks required by internal regulatory instruments on transactions with related parties, the provisions set out therein will apply to its composition.

(120) The Board established that, in the first application of the Rules of the Sustainability and Scenarios Committee approved on December 16, 2021, the composition of five members established by the Board at the meeting of May 14, 2020 remains valid.

(121) The Control and Risk Committee and the Sustainability and Scenarios Committee are chaired by Directors drawn from the minority slates.

- the members of the Board of Statutory Auditors or the Magistrate of the Court of Auditors may attend the meetings of the Control and Risk Committee, the Remuneration Committee, the Nomination Committee and the Sustainability and Scenarios Committees. The Chairman of the Board of Directors and or the Chief Executive Officer, at the invitation of the Chair of the Committee, may attend specific meetings; other Directors may also attend, after having heard the Chairman of the Board, provided that no Director and, more specifically, no Director with delegated powers may take part in meetings of the Remuneration Committee during which Board proposals regarding his remuneration are being discussed, unless the proposals regard all members of the Board Committees). Moreover, upon invitation of the Chair of the Committee, and having informed the Chief Executive Officer, as a rule by sending them the notice of meeting, other members of the Company structure may be invited to attend the meeting on specific items of the agenda, to provide an opinion on matters in which they have expertise.

The Rules of the Committees provide that the Secretary shall make any documentation relating to the items on the agenda available to Committee members, in the section of Eni Intranet website reserved to the Committee, together with the notice calling the meeting (i.e., normally at least three working days prior to the date of the meeting, except in exceptional cases of necessity and urgency), except for requirements related to the prior examination by the Management Committee or in exceptional cases of necessity and urgency. In case of problems accessing the above reserved section, the documentation may be sent, upon request by the individual members of the Committee, via e-mail, taking into account any confidentiality requirements related to information being transmitted. In addition to the legal requirements relating to inside information, the Committee members are bound to confidentiality of the data and information received in the exercise of their duties.

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 his subordinates.

The Committees have the right to access any information and Company functions necessary to perform their duties, and can avail itself of external consultants. The engagement of external consultants will take place, in agreement with the Board, in the event that the Committee assesses it is not appropriate to exclusively rely on the support of the corporate functions due to the nature of the matter, or it is appropriate to have independent external support on the solutions that the Company intends to adopt. The formalization of the assignment will be handled by the competent corporate functions in relation to the subject matter of the consultancy in compliance with the Company selection and engagement procedures.

On an annual basis, each Committee drafts an expenditure budget that it submits to the Board of Directors on the occasion of the report on December 31. The Company shall provide the Committee with the financial resources necessary to perform its duties, within the budget approved by the Board. If additional resources beyond those budgeted are required to perform the duties, the Committee shall notify this to the Board of Directors, for its evaluations and decisions.

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 2018 Corporate Governance Code (Criterion 4.C.1 letter d), as well as per Recommendation 17 of the Code, 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 2022 is provided below. More information can be found in the table attached to this Report.

3.6.1 Control and Risk Committee

The composition, appointment and operational procedures, duties, powers, and resources of the Committee are governed by its Rules, which was updated¹²² following Eni's adoption as from 2021 of the Corporate Governance Code 2020.

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

In 2022 the Committee met 17 times¹²³ with an average participation rate of 99%. The average duration of the meetings held in 2022 was 4 hours and 53 minutes. In 2023, as of March 16, 2023, the Board held 5 meetings. A further 10 meetings are scheduled before the end of 2023.

During the year, documentation relating to the items on the agenda was made available to the members of the Committee in almost all cases within the terms and in the manner provided for by the Committee Rules. In some limited cases it was not possible to comply with these time limits, for reasons mainly related to the need to ensure that the documentation submitted to the review of the Control and Risk Committee was as updated as possible (also taking into account the large advance with which the Committee meets with respect to the Board). In any case, the Chair of the Committee always ensured that adequate information was provided during the meeting, ensuring in particular that detailed illustrations of the topics were provided by the representatives of the competent company functions and stimulating discussion on the same topics, so that the members of the Committee could act in an informed and aware manner.

The following provides a summary of the main issues tackled during 2022.

- 1) In assisting the Board, in order to oversee the activities of the Internal Audit function, monitor its independence and ensure that its activities are performed with the required independence conditions and level of objectivity, competence and professional diligence, in accordance with the Eni Code of Ethics and international standards, as well as within the terms provided by the guidelines on Internal Audit (Internal Audit Charter), the Committee:
 - in line with 2021, continued the review of several methodological issues in the Internal Audit activity and innovative initiatives launched by the Internal Audit function, in particular, by analysing the outcomes of the new types of audits carried out, in the context of the 2022 Audit Plan, with an "end-to-end" approach along the value chain and a "cross entity" approach, also including benchmarking and surveys within and outside the Company;
 - as part of the overall review of the architecture, instruments and rules of the Eni Regulatory System (see point 8 below), studied the activities launched by Internal Audit in relation to the combined assurance project aimed at promoting synergy and optimising controls;
 - examined the results of 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 in response to requests from the control and supervisory bodies, as well as the other activities conducted by the Internal Audit function (such as whistleblowing management, 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 MSG "Compliance Models regarding Corporate Administrative Liability for the Subsidiaries of Eni");
 - examined the Internal Audit Reports at December 31, 2021 and June 30, 2022 on the main 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

Activities carried out in 2022

(122) Approved in the Board meeting of December 16, 2021.

(123) Some meetings were held jointly with the Board of Statutory Auditors and the 231 Supervisory Body; at least one member of the Board of Statutory Auditors took part in all the meetings of the Committee.

profile, in addition to the continued compliance with independence requirements by the Internal Audit Director;

- in the meeting on December 12, 2022, examined the Integrated Audit Plan and the Eni Internal Audit Budget for 2023, expressing its favourable opinion to the Board.

2) In performing its duties with respect to the internal control system as applied to the financial reporting model, during periodic meetings with the “Financial Reporting Officer” (the “FRO”) and the Company’s administrative structures, and the audit firm in attendance, the Committee examined, among other things:

- the reports of the FRO on: (i) Eni’s administrative and accounting structure at December 31, 2021 and June 30, 2022; (ii) the internal control system as applied to financial reporting at December 31, 2021 and June 30, 2022. On such basis, 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 disclosure by the audit firm on the progress of the auditing of the internal control system on financial reporting;
- the key aspects of the individual and consolidated financial statements at December 31, 2021 of Eni as well as the contents of the Eni’s 2021 Consolidated Disclosure of Non-Financial Information, included in the Management Report, for the purposes of the provisions of Recommendation 35, letter b), in coordination with the Sustainability and Scenarios Committee, and letter c). Before the topic was 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 2021 Annual Report;
- the main aspects of the 2021 Annual Report on Form 20-F;
- the main contents of the Report of the Board of Statutory Auditors on the results of the audit of the 2021 Annual Financial Report and on the contents of the Auditor’s Additional Report;
- the “Consolidated Report on Payments to Governments” for 2021 by Eni SpA, its consolidated subsidiaries and companies consolidated proportionately (EU Accounting Directive 2013);
- the 2021 Management Letter of the independent auditors, issuing its favourable assessment for the purposes of the subsequent Board Review;
- the essential features of Eni’s consolidated half-year financial report at June 30, 2022, following the examination of the main issues connected with the application of accounting standards;
- the Annual Report on the Tax Strategy 2021 and the “Country by Country report” for 2021.

It also examined the issues associated with the EU Taxonomy and the impacts of regulatory changes in relation to non-financial reporting.

Lastly, it was informed in relation to management’s assessments of the accounting considerations associated with: (i) the operational aspects of the groundwater treatment plants of Eni Rewind; (ii) the business combination Azule Energy.

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; in this context, it has, among other things, reviewed in the context of its periodic meetings with the Legal Affairs function, the main legal issues and received updated information 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.

4) In light of the application method adopted by Eni in relation to Recommendation 33, letter a) of the 2020 Corporate Governance Code, it expressed a positive assessment of the approval by the Board of Directors of the specific 2022 annual guidelines for the ICRMS based on the Strategic Plan, approved in March 2022, and was informed about the monitoring of their implementation.

- 5) During several meetings with the Integrated Compliance function, the Committee examined: (i) the Annual Integrated Compliance Report and the semiannual update of said Report aimed at providing an integrated view of the status of Eni's compliance activities; (ii) the annual report on Anti-Corruption and its semiannual update, considering in particular the training and support provided to Eni units and subsidiaries in the areas for which it is responsible. The Committee also expressed its positive assessment in support of the Board of Directors in relation to the professionalism and resources of the Integrated Compliance function.

The Committee also met with the Eni 231 Supervisory Body to illustrate the half-year report on the activity carried out (II Half of 2021 and I Half of 2022).

- 6) With reference to "Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties", for the purposes of the subsequent assessment by the Board of Directors, the Committee expressed a favourable opinion on the guidance of the Corporate Affairs and Governance function not to make changes to the regulations in question.

During the year, the Committee examined a number of transactions of lower importance on which it expressed a favourable 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, also from the perspective of updating its analysis of the corporate risks in light of the particular geopolitical context resulting from the conflict in Ukraine. In this context, the Committee:
- met on several occasions with the Integrated Risk Management function for periodic reporting by the latter, focusing among other things on the evolution of the assessments of Eni's main risks and the related treatment actions and providing for more frequent examinations of certain specific risks (i.e. sanctions, energy supplies, cyber security, commercial credit exposure, etc.); the Committee also expressed its positive assessment in support of the Board of Directors in relation to the professionalism and resources of the Integrated Risk Management function;
 - met with the Finance unit to examine the periodic reports on the management and control of financial risks, receiving information on their trends with respect to the defined limits. In this context, given the ongoing tensions on the energy commodity markets, it received periodic updates on the monitoring of the margin and financial risks associated with the hedging strategies;
 - with reference to the top risk climate change, it continued the analyses launched in the two previous years, meeting with the various competent corporate functions in several sessions, regarding in particular: (i) the discussion of the managerial leverage of Eni's decarbonisation strategy and associated risks; (ii) the assessment of the physical risk related to climate change understood as the risk of potential future changes of natural (acute and chronic) events expected in the medium/long-term, which could impact the operating conditions and asset security, and (iii) several emerging issues associated with climate risk, especially the management of the water resource in areas under water stress; furthermore, including in conjunction with the company's energy transition path, it carried out specific analyses related to "permitting" risk;
 - following on from the analyses developed in the two previous years, it continued its meetings with company management on issues related to (i) security, in relation to the security risk management model adopted by Eni (especially abroad), and the monitoring of risk scenarios, and (ii) Eni's cyber security, in particular relation to Eni's management model for cyber security, emergencies and cyber security crises;
 - met with the HSEQ structures for the 2021 Eni HSE Review and studied in depth, also in dedicated meetings, the development of innovative projects in the HSE field with a view to the evolution of safety in Eni, taking into account both the evolution of digital solutions and the weight of the "human factor" in the dynamics of incidents;
 - examined the extract from the report on Eni's organisational structure with a focus on the Eni regulatory system and the internal control and risk management system;
 - with reference to Asset Integrity, it continued the analyses launched in the two previous years, pursuing a "holistic approach" ensured by the involvement of the competent

corporate structures as well as the contribution made by Internal Audit; in this context, the activities and initiatives developed to mitigate technical, technological and environmental risk on new and existing assets were examined in more depth;

- also in conjunction with several accounting issues, it continued analyses of topics related to reclamation management and the evolution of the related authorisation procedures;
- through periodic meetings with the CFO structures, it was informed about the evolution of credit exposure in certain countries where Eni operates, in particular Nigeria and Venezuela;
- with particular reference to the risks associated with the procurement process, it developed specific analyses while being kept informed about the innovative initiatives developed to further strengthen the internal control system in relation to Procurement; it also examined the issue of managing protocols/territorial agreements adopted by Eni in Italy;
- examined the reports on: (i) the disciplinary actions adopted following unlawful conduct by employees and (ii) measures taken in relation to suppliers, following whistleblowing files/audits.

8) With reference to the company Regulatory System, the Committee:

- examined the new MSG “Compliance Models on Corporate Liability for Eni Subsidiaries” prepared with the objective of integrating and streamlining the regulatory framework, governed by two distinct MSGs dedicated to Italian subsidiaries and to foreign subsidiaries, expressing a favourable opinion prior to the examination of the Board of Directors;
- expressed a favourable opinion to the Board of Directors in relation to the proposed amendments to: (i) the MSG “Antitrust”; (ii) the MSG “Corporate Governance for Eni companies”;
- was also informed about the initiatives launched for the evolution of Eni’s Regulatory System with the aim of equipping the company with a more flexible, usable and streamlined management system in line with the operating and governance requirements of the new business model, alongside an effective tool to support management when identifying and managing risks and the related measures.

3.6.2 Remuneration Committee

Committee duties

Established by the Board of Directors for the first time in 1996, in accordance with the By-laws and the Corporate Governance Code, the Committee performs preparatory, consultative and advisory functions to the Board of Directors on remuneration issues and, specifically, it:

- submits to the Board of Directors for its approval the Report on remuneration policy and remuneration paid and, in particular, the remuneration policy for members of corporate bodies, Chief Operating Officers, and key management personnel, without prejudice to provisions of Art. 2402 of Italian Civil Code, to be presented to the Shareholders’ Meeting called to approve the financial statements, as provided for by the applicable law;
- presents proposals and expresses opinions for the remuneration of the Chairman of the Board and the CEO, covering the various forms of remuneration and benefits awarded;
- presents proposals and expresses opinions 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;
 - annual and long-term incentive plans, including equity-based plans;
 - 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;
- periodically evaluates the adequacy, overall consistency and actual implementation of the adopted policy and assesses, in particular, the actual achievement of performance objectives, formulating proposals on the matter to the Board;
- performs any duties required under the procedure for related-party transactions adopted by the Company.

- examines and monitors the results of the engagement activities carried out in support of Eni Remuneration Policy, within the terms set forth in the engagement policy approved by the Board.

The Committee reports to the Board of Directors, during the first available meeting, 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. Finally, the Committee reports through its Chairman or another Committee member designated by the Chairman on its operational procedures to the Shareholders' Meeting called to approve the financial statements.

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 independent advisors, within the terms provided for by the Rules and budget limits established by the Board of Directors.

In 2022, the Remuneration Committee met 7 times, with a participation rate of 100% and an average duration of 2 hours. The documentation supporting the meetings was sent to the members of the Committee within the deadlines set by the Rules. 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 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. The Committee scheduled four meetings for the first four months of 2023, three of which have already been held as of the date of approval of this Report. Subsequent meetings will be planned following renewal of the Board of Directors.

Activities of the Committee in 2022 included:

- the periodic review of the adequacy, overall consistency and actual implementation of the Remuneration Policy implemented in 2021, in favour of Directors and Managers with strategic responsibilities;
- the review of Eni's results for 2021 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 neutralise the effects, either positive or negative, of exogenous factors and to make it possible to objectively assess performance;
- the definition of 2022 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 review of the Report on remuneration policy and remuneration paid 2022 prepared, in line with Art. 123-ter of the Consolidated Law on Financial Intermediation and Art. 84-quater of the Consob Issuers, Regulation, to be approved by the Board and presented to the Shareholders' Meeting of May 11, 2022, called to express only a non-binding vote on the second section (remuneration and other information), in consideration of the three-year duration of the policy approved in 2020, as required by current legislation;
- the examination of the outcome of engagement activities held with leading institutional investors and proxy advisors to clarify the reasons for their vote in 2021 and to promote renewed support in 2022;
- the examination of the voting recommendations issued by the leading proxy advisors and the analysis of the voting projections prepared with the support of leading consulting firms;
- the analysis of the results of the 2022 Shareholders' Meetings, also with regard to the results of the major Italian and European listed companies as well as Eni's peer group;
- the examination and implementation of the annual engagement plan with institutional investors and proxy advisors in light of the 2023 season of Shareholders' Meetings, with monitoring of the outcomes of the first round of meetings, mainly held in person in November and December 2022 and conducted by Chairman of the Committee;
- the proposal concerning the fulfilment ("2022 attribution") of the 2020-2022 Long-Term Equity based Incentive Plan for the CEO and General Manager and critical management personnel for business preparing related regulations;

Activities carried out in 2022

- the periodic monitoring of developments in the legislative framework and market standards concerning the reporting of remuneration-related information, in order to prepare the new Remuneration Policy;
- the start of the examination of the Remuneration Policy Guidelines for the new term 2023-2026.

3.6.3 Nomination Committee

Committee duties

Nomination Committee was first formed on July 28, 2011.

The Committee Rules, as most recently approved by the Board of Directors on December 16, 2021, in accordance with the Recommendations of the Corporate Governance Code provide 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 CEO and/or the Chairman of the Board of Directors, whose appointments fall under the Board's responsibilities and oversees the associated succession plans. Supports the Board in the preparation, updating and implementation of the succession plan of the CEO, which identifies, as a minimum, the procedures to be followed in the event of early termination;
- acting upon a proposal of the CEO, examines and evaluates criteria governing the succession plan for the Company's key management personnel;
- assists the Board in finding 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, as well as on the representation of minority shareholders;
- proposes candidates to the Board for the position of director to be submitted to the Shareholders' Meeting of the Company, if no proposals are received from shareholders, in the event it is not possible to draw the required number of Directors from the slates presented by shareholders;
- with reference to the annual self-assessment process of the Board of Directors and its Committees, in compliance with the Corporate Governance Code, it assists the Chairman of the Board of Directors in the activity attributed to the Chairman, of ensuring the adequacy and transparency of the self-assessment process of the Board; assists the Board in the preparatory work for the appointment of an external consultant for such self-assessment and in the evaluation of the outcomes of the process. On the basis of the results of the self-assessment assists the Board in defining the optimal composition of the Board and its Committees, as well as the skills and managerial and professional qualifications it feels should be represented on the same also in light of the industrial characteristics of the Company, taking into account the diversity criteria and the Board of Directors guidelines on the maximum number of positions a Director can hold in other companies, so that the Board itself can issue its guidelines to the shareholders prior to the appointment of the new Board;
- assists the outgoing Board in the proposition of 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, ensuring the transparency of the process leading to the slate's structure and proposition;
- 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, at least on an annual basis and upon the occurrence of circumstances relevant to independence;

- provides its opinion to the Board of Directors on any activities carried out by the directors in competition with the Company;
- 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 2022 the Nomination Committee met a total of 8 times with a participation rate of 100%; the average duration of the meetings was 1 hour and 47 minutes.

The Chairman of the Board of Directors, the Chief Executive Officer and, subject to notice given to the CEO, members of the corporate functions, upon invitation of the Chairman of the Committee, attended the meeting on specific items of the agenda. At least one member of the Board of Statutory Auditors participated in each meeting. The documentation relating to the items on the agenda was made available to the members of the Committee in almost all cases within the terms and in the manner provided for by the Committee Rules. In some cases it was not possible to comply with these time limits, for reasons mainly related to urgent issues that emerged close to the date of the meeting or to documentation containing constantly updated data. In these cases, however, the Chairman of the Committee ensured that specific and adequate information was provided during the meeting, inviting, where necessary, representatives of the company structures to represent the issues dealt with and answer any questions, stimulating discussion on the topics, so that the members of the Committee could act in an informed and aware manner.

In 2022, as of March 16, 2023, the Committee met 1 times, and is expected to meet 2 times before the expiry of the term of the Board of Directors (Shareholders' Meeting for the approval of the financial statements for the year 2022).

In 2022 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;
- examined the results of the Board Review 2021 and assessed the methods of execution of the Board Review 2022 and the criteria for preparing the guidelines for shareholders on the qualitative and quantitative composition of the future Board;
- addressed the issue of the succession plan for the Chief Executive Officer, supporting the Board in the update to the contingency plan prepared for unforeseen events that prevent the CEO from performing his duties;
- examined the issue of the appointment of Company executives and members of the corporate bodies of the subsidiaries on which the Board has competence, providing the Board with its assessment on the appointment of the Chief Operating Officer - Natural Resources, directors and statutory auditors for the renewal of the Board of Directors and of the Board of Statutory Auditors of Eni Plenitude SpA Società Benefit and of Versalis SpA;
- examined and assessed, for the aspects within its remit, the proposed adoption of the MSG "Compliance Models regarding corporate responsibilities for Subsidiaries of Eni" and the revision to the MSG "Corporate Governance for Eni companies";
- carried out specific investigations on the following topics: (i) Succession Plan: KPI analysis first line CEO and other relevant positions, including second line, (ii) evolution of skills in the context of the energy transition: the Eni Plenitude case study.

Activities carried out in 2022

3.6.4 Sustainability and Scenarios Committee

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 December 16, 2021. The Committee performs preparatory, consultative and advisory functions 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: climate transition and

Committee duties

technological innovation issues; access to energy and energy sustainability; environment and energy efficiency; local development, in particular economic diversification, health, well-being and safety of people and communities; respect for and protection of rights, especially human rights; integrity and transparency; diversity and inclusion.

As part of its functions of offering recommendations and advice and doing preparatory work for 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 climate transition issues, i.e. decarbonisation at both operational and product portfolio level, and technological innovation, green chemistry and circular economy, with a view to ensuring value creation over time for shareholders and all the other stakeholders;
- c) examines and evaluates other aspects of sustainability issues, in accordance with the principles of sustainable development, as well as sustainability strategies and objectives;
- d) monitors the Company's position in terms of sustainability with regard to financial markets, particularly with regard to the annual reporting on new sustainable finance tools, as well as the Company's inclusion in the leading sustainability indexes;
- e) examines and evaluates the sustainability report submitted annually to the Board of Directors;
- f) 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 corporate leadership;
- g) examines and assesses local sustainable development initiatives, including in relation to individual projects, provided for in agreements with producer Countries, submitted by the CEO for presentation to the Board;
- h) based on the indications of the Board of Directors, examines the implementation of the local sustainable development policy in business initiatives;
- i) 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 non-profit initiatives submitted to the Board;
- j) at the request of the Board, gives its opinion on other sustainability issues;
- k) evaluates the opportunity, in agreement with the Chief Executive Officer, of organizing open Committee meetings, also involving other directors, with institutional stakeholders, to listen to their point of view with reference to the issues falling within the competence of the Committee;
- l) 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;
- m) coordinates with the Control and Risk Committee in assessing the suitability of periodic financial and non-financial information, to correctly represent the business model, company strategies, the impact of its activity and performance achieved.

In 2022 the Committee met 12 times. Meetings had an average duration of 2 hours and 52 minutes, with an average participation rate of 95%. In 2023 as of March 16, 2023, the Committee met 3 times and is scheduled to meet another 8 times before the end of the year.

Activities carried out in 2022

The activities of the Committee concerned the following topics: management of the oil and gas portfolio and transition initiatives in non-OECD countries; review of the 2022-25 and long-term Reference Scenario; energy transition; strategy of the major players; investment plan for local development and non-profit budget; update on the main R&D activities for the energy transition; annual update on the Eni Sustainability-Linked Financing Framework; CDP update (Disclosure insight action) and summary of the results achieved in the assessments of the Climate Change and Water Security questionnaires in 2021; Consolidated Disclosure of Non-Financial Information (NFI); main topics of the HSE 2021 review document; in-depth analysis of the Medium and Long-Term Plan; Eni for 2021 and Addendum to Carbon Neutrality by 2050; Slavery and Human Trafficking Statement; insights into Carbon Capture and Storage (CCUS) activities; update on Forestry activities; presentation of Agri-feedstock activities; 2023-2026 reference scenario; Eni Foundation Mission; insight into Diversity and Inclusion topics at Eni; Dome Project: storage of electricity, opportunities

for Eni; resolutions on the climate and Shareholders' Meeting disclosures of the reference peers; presentation of the World Energy Review (WER); focus on the just transition strategy and initiatives; review of the 2023-2026 Reference Scenario; analysis of Scenarios of the International Energy Agency-WEO 2022; update on REDD+ and Nature & Technology Based Carbon Offset topics; structure and topics relevant to the 2022 sustainability reporting; update on carbon pricing issues; insight into Eni's exit from Greenland and its presence in the Arctic.

An academic expert on climate change was invited to attend a Sustainability and Scenarios Committee meeting, and gave a speech on: "Benefits, opportunities and challenges of a society's transition to zero emissions".

The material for the meetings has always been submitted before the deadlines set by the Rules, with the exception of the meeting on April 21, 2022. On that occasion, the documentation relating to the Addendum on Carbon Neutrality by 2050 was sent to Directors on April 19, 2022, later than the date of three days before the meeting, due to the need to prepare documentation that was as up to date as possible for the examination of the Sustainability and Scenarios Committee. The Chairman nevertheless ensured that the due time was spent on the item so as to allow the Directors to act in an informed and aware manner.

3.7 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 CEO¹²⁴.

As from June 4, 2020 the Company is structured in two general business lines, Natural Resources and Energy Evolution.

On February 4, 2022 the Board of Directors appointed Guido Brusco as Chief Operating Officer Natural Resources, replacing Alessandro Puliti, as from February 7, 2022, following his appointment as Chief Operating Officer of Saipem¹²⁵.

On December 11, 2020, the Board of Directors appointed Giuseppe Ricci as the Chief Operating Officer of Energy Evolution, replacing Massimo Mondazzi, with effect from January 1, 2021¹²⁶.

At its meeting of February 22, 2023, the Board of Directors, on the basis of statements made by the interested parties, acknowledged the integrity requirements held by the Chief Operating Officers, including in relation to the shareholdings held by Eni in banking, financial and insurance companies and respect for the guidance on holding multiple offices¹²⁷.

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

(125) The market was informed of the replacement of the Natural Resources Chief Operating Officer with a press release on February 4, 2022.

(126) The market was informed of the replacement of the Energy Evolution Chief Operating Officer with a press release on December 11, 2020.

(127) For more information, please see the section "Policy of the Board of Directors on the maximum number of offices held by its members in other companies" in this Report.

3.8 BOARD OF STATUTORY AUDITORS¹²⁸

3.8.1 Duties

Supervision pursuant to Consolidated Law on Financial Intermediation

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;
- 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.

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

In addition, pursuant to Art. 19¹²⁹ of Legislative Decree No. 39/2010, the Board of Statutory Auditors, in its role as the "Internal Control and Financial Auditing Committee"¹³⁰ (hereinafter also ICFAC) is responsible for:

- a) 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)¹³¹, along with its own comments;
- b) monitoring the financial reporting process and submit recommendations or proposals to ensure its integrity;
- c) 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;
- d) monitoring the statutory audit of the annual and consolidated financial statements, taking into account any findings and conclusions by Consob;
- e) reviewing and monitoring the independence of the audit firm, in particular the appropriateness of the provision of non-audit services¹³²;
- f) 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 appointed¹³³.

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 parties¹³⁴, 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.

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

(129) As amended by Legislative Decree No. 135/2016, which transposed Directive 2014/56/EU on statutory auditing.

(130) 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).

(131) See Art. 11 of Regulation (EU) No. 537/2014 concerning statutory auditing (hereinafter also "European regulation on statutory auditing").

(132) 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 auditing.

(133) See Art. 16 of the European regulation on statutory auditing. 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.

(134) The monitoring activity assigned to the Board of Statutory Auditors is disciplined by Art. 2391-bis of the Italian Civil Code, by Art. 4, paragraph 6, of Consob Related Parties Regulation, as well as by internal procedure, which a chapter is dedicated in the section concerning "Internal Control and Risk Management System" of this Report.

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;
- approves the procedures for the prior authorisation of permitted non-audit services and assesses requests to use the audit firm for permitted non-audit services¹³⁵;
- 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 Head of Accounting and Financial Statements/Financial Reporting Officer of Eni SpA 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"¹³⁶ (most recently on April 17, 2020). The procedure, the conformity of which to best practices was checked by independent external advisors in the past, is an annex to the Management System Guideline (MSG) "Internal Control and Risk Management System" and is also an important tool for the purposes of internal anti-corruption regulations, also meeting the requirements of the Sarbanes-Oxley Act of 2002, the Code of Ethics, the organization, management and control Model pursuant to Italian Legislative Decree No. 231/2001 and the Anti-Corruption MSG.

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 website¹³⁷.

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

(136) For more information, see section "Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad" in this Report.

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

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

3.8.2 Composition and appointment

The Board of Statutory Auditors is composed of five standing members and two alternates

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

Nomination procedure

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. They may be reappointed at the end of their term, which in accordance to law lasts three years.

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.

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 Directors¹³⁸ 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).

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's By-laws¹³⁹ 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 Statutory Auditors) and eliminate statutory provisions no longer in line with the law and, in particular, the provision

(138) See paragraph "Appointment" of the section "Board of Director" of this Report.

(139) 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.

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).

With specific reference to the replacement of Statutory 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 compliance¹⁴⁰.

On May 13, 2020 the Shareholders' Meeting appointed the following Statutory Auditors for a term of three years and in any case until the date of the Shareholders' Meeting that will be called to approve the financial statements for the 2022: Rosalba Casiraghi (Chairman), Enrico Maria Bignami, Giovanna Ceribelli, Mario Notari and Marco Seracini, as Standing Statutory Auditors; Roberto Maglio and Claudia Mezzabotta, as Alternate Statutory Auditors.

Statutory Auditors appointed by 2020 Shareholders' Meeting

Giovanna Ceribelli, Mario Notari, Marco Seracini (Standing Statutory Auditors) and Roberto Maglio (Alternate Statutory Auditor) were appointed on the basis of the slate submitted by the Ministry of the Economy and Finance¹⁴¹, which at the time held about 4.34% of the share capital and voted by the majority of the shareholders participating in the Shareholders' Meeting (i.e., about 90.84% of voting capital), equal to 51.81% of share capital (around 57.04% 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 investors¹⁴², which at the time held about 1.34% of the share capital and voted by the minority of the shareholders participating in the Shareholders' Meeting (i.e. about 7.77%), equal to 4.43% of share capital (around 57.04% 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 26.21% of the entire share capital of the Company, equal to about 97.22% of the voting capital. Around 26.95% 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 €85,000 and €75,000, respectively, in addition to reimbursement of any necessary expenses incurred while performing their duties¹⁴³.

On September 1, 2020, the Alternate Statutory Auditor Roberto Maglio, listed on the slate submitted by the Ministry of Economy and Finance, took over from the Standing Statutory Auditor Mario Notari who resigned. In order to restore full membership of the Board of Statutory Auditors, the Shareholders' Meeting of May 12, 2021, on the proposal of the Ministry of Economy and Finance (then directly controlling 4.37% of the share capital), appointed Marcella Caradonna as Standing Statutory Auditor and Roberto Maglio as Alternate Statutory Auditor for the duration of the term of the current Board and, therefore, until the date of the Shareholders' Meeting which will be called to approve the financial statements for the year 2022. Marcella Caradonna was appointed Standing Statutory Auditor with the votes of the majority of the capital represented at the Shareholders' Meeting (i.e. approximately 95.77%) equal to approximately 55% of the entire share capital (approximately 57.48% of the share capital participated in the vote). Roberto Maglio was appointed Alternate Statutory Auditor with the votes of the majority of the share capital represented at the Shareholders' Meeting (i.e. 95.73% approximately) equal to approximately 55% of the entire share capital (approximately 57.48% of the share capital participated in the vote).

Below are some personal and professional profiles of Eni's current Statutory Auditors.

(140) For more information, please see the "Policy for diversity and gender balance on corporate Boards" section of this Report.

(141) The slate submitted by the Ministry of the Economy and Finance was as follows: Marco Seracini, Mario Notari and Giovanna Ceribelli, candidates as Standing Statutory Auditors; Roberto Maglio and Monica Vecchiati, candidates as Alternate Statutory Auditors.

(142) The slate submitted by the institutional investors was as follows: Rosalba Casiraghi and Enrico Maria Bignami, candidates as Standing Statutory Auditors; Claudia Mezzabotta, candidate as Alternate Statutory Auditor.

(143) With reference to Recommendation 30 of the Code, it being understood that it is directed to the shareholder, it should be noted that the related information is disclosed in the Remuneration Report 2022, in the section relating to the Remuneration Policy for the 2020-2023 term.



ROSALBA CASIRAGHI

- Year of birth: 1950
- Role: Chairman
- In office since: April 2017
- Slate elected on: minority (Italian and foreign institutional investors)

She is certified public auditor. She is currently Chairman of Illimity bank SpA and Director of Luisa Spagnoli SpA, SPA.PI SpA, SPAIM Srl and Autogrill SpA. She is member of the Watch Structure 231/01 of Eni, Bocconi University, Luisa Spagnoli and Auditor of Fondazione Telecom.

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. 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 Sanpaolo. 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 2012 she was Director of Biancamano. 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). From 2008 to 2018 she was Chairman of Statutory Auditors of Nuovo Trasporto Viaggiatori (Italo). From 2011 to 2019 she was Director of FSI SGR and from 2014 to 2019 she was Director of Recordati. From 2014 to 2021 she was Standing Statutory Auditor of Whirlpool EMEA SpA and from 2016 to 2021 she was Standing Statutory Auditor of Società per azioni Esercizi Aeroportuali S.E.A. From 2020 to 2021 she was Chairman of the Board of Statutory Auditors of Daphne 3 SpA.

In recent years, she has contributed to the publication of several books on control systems and on corporate governance; she also contributed to business press, in particular for many years she had been technical advisor on economic and financial issues. She graduated in Business Administration, faculty of economics, from the Luigi Bocconi University in Milan.

ENRICO MARIA BIGNAMI

- Year of birth: 1957
- Role: Standing Statutory 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 Chairman of the Executive Committee of "Bignami Associati - Consulenza Aziendale Societaria Tributaria". Currently, among others, he is non-executive and independent Director of Masi Agricola SpA. Among unlisted companies, he is Chairman of the Board of Statutory Auditors of EniBioCH4in SpA - Eni Group, Eni Mediterranea Idrocarburi SpA – Eni Group, Luisa Spagnoli SpA, Aon Reinsurance Italia SpA, Carcano Antonio SpA, Sirti Telco Infrastructures SpA, Standing Statutory Auditor of Sirti SpA, Butangas SpA (and other companies of the Group), Chairman of Watch Structure of FSI SGR SpA and member of the Watch Structure of Luigi Bocconi University. He is in the Board of Directors of LILT - Lega per la lotta contro i tumori - provincial section of Milan. He is Leader of Topic Governance of Bocconi Alumni. He coordinates the *Reflection Group Digital Innovation & Trasformazione* of Nedcommunity, a non-executives and independent administrator's association, he is founder and he is currently member of the *Reflection Group* which adopted, among others, "The corporate governance for the unlisted companies". He has been member of another Reflection Group dedicated to the topic of Controls and Risks, where he has participated in in-depth analyses on many topics, including: the evaluation of the risk management and internal control system and its integration of strategic planning process; the agenda of the control and risk committee; the EU reform on Audit and the impacts on the Board of Statutory Auditors and the Control and Risk Committee; Sustainability, non-financial information and integrated risk management; the evolution of the ERM framework; cyber risk and role of the Control and Risk Committee.

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; lead independent director, member of the Strategic Committee and member of the Nomination and Compensation Committee of Inwit SpA, liquidator of HDC SpA and of Dynamis Equity Partners SpA; Standing Statutory Auditor of So.Ge.Mi SpA. In Telecom Italia and Inwit he was also in charge of the Watch Structure activity pursuant to Legislative Decree 231/01; he was also member of the Watch Structure of Luxottica Group SpA. He is speaker at 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, governance and the system of controls in listed and unlisted companies, governance and organization in the restructuring internal audit and risks, the allocation to the Board of Statutory Auditors of the functions of the Watch Structure. He wrote articles and interventions on governance in the "Rivista dei Dottori Commercialisti", "L'Impresa" and HBR Harvard Business Review. He graduated with full marks in Business Economy – specialization liberal profession as business expert – at the Luigi Bocconi University in Milan.





MARCELLA CARADONNA

- Year of birth: 1959
- Role: Standing Statutory Auditor
- In office since: May 2021
- Auditor appointed on the proposal of Ministry of the Economy and Finance by the Shareholders' Meeting of May 12, 2021

She is a certified chartered accountant and a certified public auditor. She is contract Professor at the "Università Cattolica del Sacro Cuore" of Milan and President of the Council of Chartered Accountants and Accounting Experts of Milan. Currently, among other, she is Standing Statutory Auditor of Corneliani SpA, Covercare SpA and Feedo System Srl. She is Independent Director of Integrae Sim and FNM SpA, member of the Watch Structure pursuant to Legislative Decree 231/01 of UNI "Ente di normazione italiano" and of Pirelli Tyre SpA and Watch Structure of Istituto Marangoni Srl and of Nuova Accademia Srl. She is Chairman of the Board of Auditors of Comitato Termotecnico Italiano and member of the Board of Auditors of SIAE.

Experience

She carries out and carried out professional consultancy and business assistance in management, contractual, organizational and corporate law matters, the development of quality systems and models pursuant to Legislative Decree 231/2001, personal data protection system (GDPR 679 /2016), management control systems and company restructuring plans. She also specialises in handling transactions and out-of-court procedures. She was, among other things, member of the working group of the National Council of Chartered Accountants and Accounting Experts that prepared the drafting principles of Organizational Models pursuant to Legislative Decree 231/01. She is Lecturer accredited by various training bodies in legal and economic areas throughout Italy; coordinator, moderator and speaker in courses, seminars and conferences. She is and was Chairman of the Board of Statutory Auditors, Standing Statutory Auditor as well as Director, Auditor and member of the Watch Structures pursuant to Legislative Decree 231/01 of numerous leading companies, including in listed, and state-owned companies and foundations. She writes as freelance journalist, author of numerous books and articles on corporate law, economics, finance and Alternative Dispute Resolution tools published in leading economics and finance journals. She received the Degree of Chartered Accountant with full marks from Bocconi University in Milan and Master of Science Degree, in "Combination of Business Economics, Economics and Finance".



GIOVANNA CERIBELLI

- Year of birth: 1948
- Role: Standing Statutory Auditor
- In office since: May 2020
- Slate elected on: majority (Ministry of the Economy and Finance)

She is a chartered accountant and certified public auditor. She is Chairman of the Board of Statutory Auditors of the Local Social Welfare and Healthcare Authority of Monza. She is Statutory Auditor of Retipiù Srl in Desio and auditor of the Municipality of Limido Comasco (CO).

Experience

She was Chairman of the Board of Statutory Auditors of the Enasarco - Foundation in Rome (until 2022) and with the role of accounting auditor of Viadana Sviluppo SpA - in liquidation (until 2017), of the Local Social Welfare and Healthcare Authority of Franciacorta - Lombardy Region (until 2016), of the social cooperative "Città del Sole" of Bergamo (until 2015) and of SO.GE.TEC Srl (until 2010). She was Statutory Auditor with the role of accounting auditor of Gestione Servizi Desio Srl, a company owned by the Municipality of Desio until 27 July, 2020; she was Statutory Auditor and accounting auditor of B.E.A. SpA in Desio (from 2013 to 2016),

of Ken Electric Srl - in liquidation, of Il Trasporto SpA of Perego one company of the Silea SpA Group (until 2010), of the Hospital of Desio and Vimercate (from 2012 to 2015) and of the Hospital of Bolognini di Seriate (from 2009 to 2012). She was auditor of the Municipality of Caprino Bergamasco (BG) in her capacity as City Councillor, and of other municipalities of the Lombardy Region (Cologno al Serio, Gazzada Schianno, Monte Marenzo, Oltre Il Colle, Vaprio d'Adda, Costa Serina, Dalmine, Boltiere, Pusiano, Rosate, Vedano Olona and "Unione dei Comuni della Valsavioire") as well as the municipal enterprise of the Municipality of Calolziocorte. Furthermore, she served as a Councillor of ARAC (Regional Anti-corruption Agency) of the Lombardy Region from 2016 to 2019. She graduated in Economics and Trade with a major in business administration from the Luigi Bocconi University in Milan.

MARCO SERACINI

- Year of birth: 1957
- Role: Standing Statutory 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 is currently, among others, Chairman of the Board of Statutory Auditors of Trans Tunisian Pipeline Company SpA - Eni Group, Versalis SpA - Eni Group, Fondazione Giovanni Paolo II and sole auditor of Fondazione Stensen. He is Statutory auditor of Eni Fuel SpA - Eni Group, Evolvere SpA Benefit Company- Eni Group, Qoelet Impresa Sociale Srl and Polimoda Firenze. He is and was member of various Watch Structure.

He graduated summa cum laude in Economics from the University of Florence. He is contract Professor of Corporate Governance and member of Scientific Committee of Applied Economics Study Center (CSEA) at the "Università Cattolica del Sacro Cuore" of Milan. Lecturer in Corporate Governance at the University of Florence and at the "Università Cattolica del Sacro Cuore" of Milan in 2017-2018-2019-2020. Professor for the Master Degree Course on fiscal discipline in 2015 and 2016 at the "Università Cattolica del Sacro Cuore" of Milan. He was external professor at the University of Florence for the Department of Business Sciences. 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 and in this role, co-editor of the Rules of Conduct of the Board of Statutory Auditors of Listed Companies published in April 2018.

Member of the "Commission for updating and reviewing of the Rules of Conduct of the Board of Statutory Auditors of Listed Companies", established by the National Council of Certified Chartered Accountants in December 2022. Member of the Research Group – Corporate Law Area – of the National Council of Certified Chartered Accountants. He was a member of National Study Commission of National Council of Certified Chartered Accountants about "Statutory audit of municipalities and public bodies". He is Technical Advisor of the Court of Florence and certified Judicial Administrator. He is a founder and member of Scientific Committee of Assobenefit (National Association for the benefit companies) and he is founder and member of the Governing Committee of AICAS - Italian association of Directors and Statutory Auditors. He is a member of Nedcommunity, a non-executives and independent directors' Italian association.

Experience

He is and was Chairman of the Board of Statutory Auditors or Standing Statutory 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: Corporate Governance, Climate Change, ESG, regulated markets, Benefit Companies, business administration, company law, tax law, contracts, Watch Structure, public companies, bankruptcy legislation and company crises, judicial administration, third sector entities.



Requirements pursuant to law and Corporate Governance Code

3.8.3 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 Finance¹⁴⁴. In addition, the Corporate Governance Code which Eni adopted also recommends that all members of the control body possess the independence requirements envisaged by Recommendation 7 for Directors (Recommendation 9 of the Code)¹⁴⁵. Independence is assessed by the Board of Statutory Auditors with the timing and methods provided for in Recommendation 6 of the Code, based on the information provided by each member of the body. The assessment is sent to the Board of Directors.

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.

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

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 upon their appointment by the Shareholders' Meeting of May 13, 2020; as to Statutory Auditor Marcella Caradonna this happened upon appointment by the Shareholders' Meeting of May 12, 2021.

Periodic verification of requirements

After their appointment, and following the takeover of the Statutory Auditor Marcella Caradonna, the Board of Statutory Auditors verified that the above requirements were satisfied, including those related to the criteria of the Corporate Governance Code regarding independence of Directors. The Board of Directors made their own verifications at the meeting held on May 14, 2020 after the appointment by the Shareholders' Meeting and on May 27, 2021 following the appointment of Statutory Auditor Marcella Caradonna. The results of the assessments were disclosed after the appointment of the Board of Statutory Auditors by means of a press release to the market.

Most recently on February 21, 2023, the Board of Statutory Auditors confirmed that the independence and integrity requirements continued to be satisfied, as demanded of all its members. At its meeting of February 22, 2023, the Board of Directors made its own verification.

On May 14, 2020, after the appointment, and lastly on February 21, 2023, 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.

(144) 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.

(145) The independence requirements for Directors contained in the Corporate Governance Code are described in the sections of the Report specifically on the adoption of the Code and the requirements for Directors. With reference to the application modalities and improvements adopted by Eni on the matter, the Board of Statutory Auditors feels that the limit of 30% established by the Board for additional remuneration that could compromise independence (see application modality for Recommendation 7, letter d) 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". In any case, the appointment of statutory auditors in group companies takes place in compliance with the provisions and limits on the maximum number of offices provided for by the internal regulations governing the composition of the control bodies of subsidiaries. Furthermore, the aforementioned limit does not include the remuneration received by the Statutory Auditor for serving as members of the 231 Supervisory Body of Eni SpA. This application modality is highlighted in the text of the Corporate Governance Code published on the Company's website.

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.

3.8.4 Meetings and running of meetings

The Statutory Auditors, simultaneously with the Directors, receive 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 and semi-annual 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 parties¹⁴⁶.

Under that procedure and in compliance with the provisions of Recommendation 37 of the Corporate Governance Code, the Statutory Auditors must inform the Chairman of 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 in office met 20 times in 2022.

The average duration of the meetings was 3 hours and 37 minutes. In 2022: (i) on average 98% of the Statutory Auditors attended the meetings of the Board of Statutory Auditors; (ii) 99% of the Statutory Auditors attended the meetings of the Board of Directors.

Moreover, in 2022 the Chairman of the Board or a Statutory 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 Directors¹⁴⁷.

In 2023, as of March 16, 2023, the Board held 6 meetings. A further 13 meetings are scheduled before the end of the year.

In 2022, the Board of Statutory Auditors participated in specific induction and training initiatives started in 2020 after the appointment and carried out for the Statutory Auditors, the Directors and other Board Committees.

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.

(146) For more information, please refer to the relevant section of this Report.

(147) In 2022, the Statutory Auditors Giovanna Ceribelli and Marco Seracini also conducted three and four individual controls respectively 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). The Statutory Auditor Giovanna Ceribelli completed the individual investigation activity, started in December 2020 with the then Standing Statutory Auditor Roberto Maglio (which he continued until the end of his mandate with the Shareholders' Meeting of 12 May 2021), on the procurement process and the anti-corruption compliance model in order to report to the Board of Statutory Auditors.

Reporting and
documentation to the
Board of Statutory
Auditors

Board of Statutory Auditors Review

3.8.5 Review and guidelines for shareholders on the composition of the Board of Statutory Auditors

Review for 2022

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 and in line with the Recommendations of the Corporate Governance Code, the Board of Statutory Auditors performed an assessment of its own composition and operation. This process, carried out with the support of an external consultant (Crisci & Partners) in order to strengthen its objectivity, showed the overall effectiveness and efficiency of the Board's action, now in its third year in office. The process also confirmed the overall adequacy of the composition of the Board of Statutory Auditors, in terms of diversified experience, skills and knowledge. It also confirmed the commitment of the Board of Statutory Auditors to engage in a constant interaction with the Board of Directors and the Board Committees as well as the Boards of Statutory Auditors of subsidiaries. Activities carried out in its role as Internal Control and Financial Auditing Committee were also reviewed and positively assessed within the self-assessment exercise.

Guidelines for shareholders

Guidelines for shareholders on the composition of the Board of Statutory Auditors

See below for the guidelines published on the Company's website on March 6, 2023.

The next Shareholders' Meeting, convened for 10 May 2023, will appoint the new Board of Statutory Auditors. Therefore, the latter, having reached the end of its term and drawing on its experience and the results of a self-assessment¹⁴⁸, provides the Shareholders guidelines on how to determine the best candidates to propose to the Shareholders' Meeting for the quantitative and qualitative composition of the Board of Statutory Auditors.

Context

The guidelines offered by the outgoing Board come at the end of a term marked by numerous factors of significant strategic and transformative significance, as well as the impacts of the pandemic crisis and recent geopolitical and economic events, which have further impacted control activities. The strategy of enhancing and evolving Eni's businesses, also through controlled corporate vehicles, the so-called "satellite model", represents a distinctive element to be considered in relation to the supervisory activities of the Parent Company's Board of Statutory Auditors.

It should also be emphasised that, since Eni is listed on the New York Stock Exchange, the Board of Statutory Auditors 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 to those envisaged by applicable legislation for issuers listed on the Italian market.

Finally, the responsibilities required of the auditing body have been and will be further expanded in terms of information flows and monitoring activities, in light of the entry into force of European-level implementing regulations, both recent and expected in the next three years (concerning, inter alia, statutory audit regulations and non-financial reporting).

Size, Requirements, Tenure and Diversity

The Company's By-laws provide for the composition of the Board of Statutory Auditors to consist of five statutory auditors and two alternate auditors, and among the requirements of professionalism, gives prevalence to commercial law, business economics and corporate finance.

(148) In addition to the Rules of Conduct for the Board of Statutory Auditors, for the purposes of this document, it is considered that the recommendations addressed to the outgoing Board of Directors by the Corporate Governance Code may also be analogously applicable in the event of a renewal of the Board of Statutory Auditors (see, in particular, Articles 2 "Composition of Corporate Bodies" and 4 "Appointment of Directors and Self-Assessment of the Board of Directors").

The Board draws the shareholders' attention to the need to ensure the regulatory requirement that competence in the field in which the company operates must be held by the Board as a whole.

The Board recognises the value of diversity in its composition, not only with regard to gender, while respecting the primary objective of ensuring adequate competence and professionalism for its members.

Availability of Time

For an effective interpretation of one's role, it is of paramount importance that candidates offer complete evidence they can guarantee the necessary time to prepare for and participate in the demanding activities of the assignment¹⁴⁹.

To this commitment must also be added, for the Chairman of the Board of Statutory Auditors, the time devoted to carrying out the role and the activities of preparing, organising and coordinating the activities and meetings of the Board.

Experience, Skills

On the basis of the experience gained and the activities and challenges that the new body will have to face, the Board of Statutory Auditors considers it indispensable that the selected professionals have – on the whole – adequate experience in large and international listed companies in various industrial sectors, with highly structured and complex governance.

The Board has also identified an additional requirement for its efficient and effective functioning, namely 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, more specifically, with those responsible for the internal control and risk management system.

Lastly, the Board offers guidelines on how to assess, within the framework of the main contributions of skills, experience and knowledge, including "soft" skills, the following aspects that it believes support and appropriately complement the qualitative composition of the Board:

- *expertise in financial and non-financial reporting;*
- *risk management, governance and compliance skills with reference to complex corporate groups;*
- *skills and/or experience in climate change/energy transition;*
- *experience in extraordinary finance and M&A transactions;*
- *collaboration, influence and resolution of potential conflicts;*
- *assertiveness, dialogue skills, authenticity, standing-up and communication skills.*

Remuneration

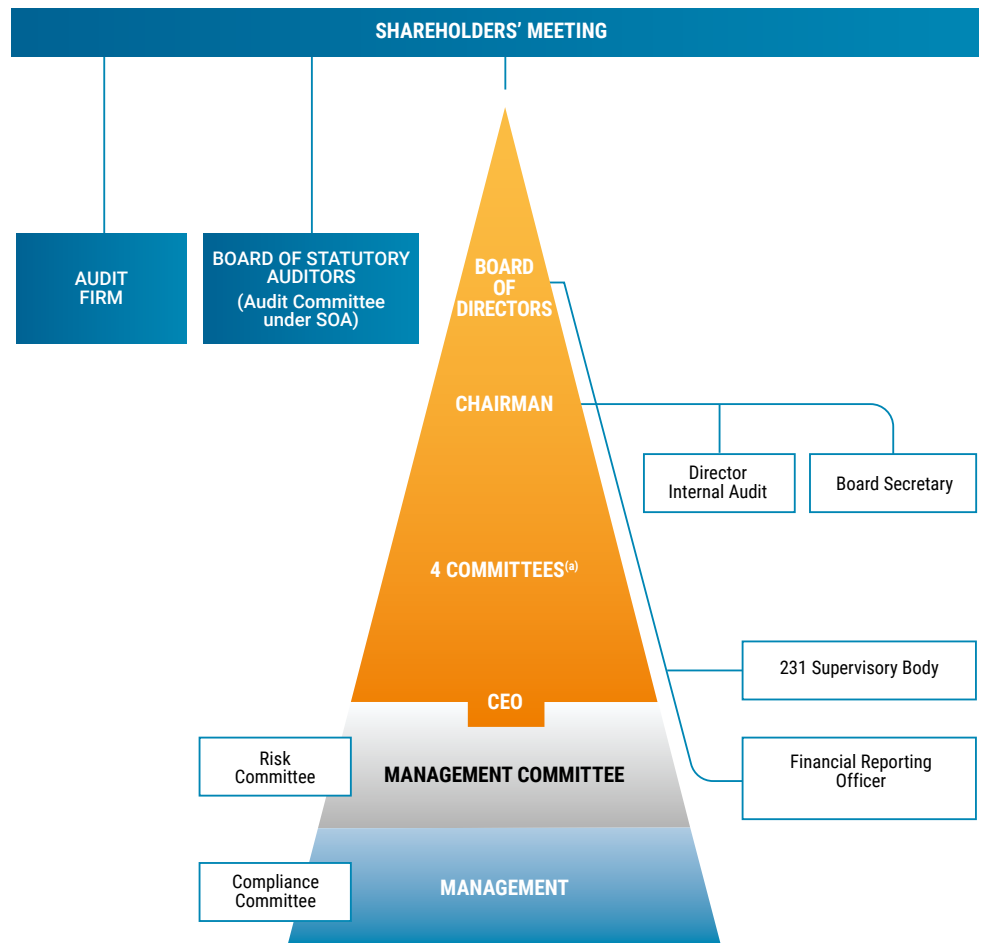
The Board of Statutory Auditors deems it appropriate to mention the Corporate Governance Code¹⁵⁰, which states that, in order to attract persons of adequate "standing", remuneration of the members of the control body must provide for an amount appropriate to the competence, professionalism and commitment required by the relevance of the role covered and by the company's size and sector characteristics, and be determined taking into account the remuneration practices widespread in the reference sectors and for companies of similar size, also considering comparable foreign realities and practices.

In order to assess the adequacy and fairness of the remuneration attributed by the Shareholders' Meeting to the members of the Board of Statutory Auditors, a useful indication is comparison with the remuneration paid to non-executive Directors, considered inclusive of remuneration for participation on Internal Board of Directors Committees, also for the purpose of consistent treatment of the corporate bodies.

(149) In terms of meetings, in 2022: Board of Statutory Auditors (20 meetings, with an average duration of almost 4 hours); Board of Directors (16 meetings); Internal Board of Directors Committees (a total of 44 meetings, all attended by at least one Statutory Auditor); onboarding/induction sessions; Coordination meetings relative to the entire Group.

(150) Principle XV and Recommendations 25 and 30.

3.9 INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM¹⁵¹



(a) Control and Risk Committee, Remuneration Committee, Nomination Committee and Sustainability and Scenarios Committee.

Focus on compliance

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 and, in line with the 2020 Corporate Governance Code adopted by Eni, contribute to the sustainable success of the Company.

This system is integrated into the organisational, administrative and accounting structure and, more generally, into Eni's Corporate Governance framework, and is based upon corporate governance recommendations, 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.

In this respect, the CoSO Report represents the internationally recognized reference framework for the understanding, analysis and integrated evaluation of the effectiveness of the ICRMS. Further reference models are reported in the following paragraphs.

Particular attention is paid to compliance, which Eni considers 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 on the individual areas of compliance are conceived from a "risk driven" perspective and filtered through international best practices. On December 23, 2020, Eni's Board of Directors resolved to adopt the 2020

(151) This chapter is approved by the Board of Directors, with the support of the Control and Risk Committee; the audit firm expresses an opinion on the consistency of specific information contained in the Corporate Governance Report pursuant to Art. 123-bis, fourth paragraph of the Consolidated Law on Financial Intermediation, with the consolidated financial statements of the Eni group and on their compliance with the law.

Corporate Governance Code, the Recommendations of which are applicable from January 1, 2021. In its meeting of January 21, 2021, the Board approved some adjustments and application procedures, including improvements, in compliance with Art. 6 of the Code, relating to the ICRMS.

The information below relates to the application of the Recommendations of the 2020 Corporate Governance Code (hereinafter also the "Code") and the application procedures, including improvements, approved by the Board of Directors in implementation of the Code.

ICRMS General Guidelines and rules of implementation

The "Internal Control and Risk Management System Guidelines" (hereinafter also "General Guidelines") approved by the Board of Directors, with the support of the Control and Risk Committee and having received the opinion of the Chairman for the part on Internal Audit-related issues, implement the Recommendations of the Code and define the architecture of the ICRMS, also with respect to information flows and procedures for implementation, which are mandatory for Eni SpA and all of its subsidiaries.

The General Guidelines set forth the primary roles and responsibilities relating to the ICRMS, setting out the principles governing the coordination¹⁵² and the exchange of information between the various actors involved in the ICRMS, pointing out models and national and international best practices, in order to maximise the efficiency of the system, reduce any duplication and ensure effective performance of the duties of the supervisory body¹⁵³.

The General Guidelines were most recently modified on October 25, 2018¹⁵⁴ to reflect the changes in roles, responsibilities and information flows according to the new Integrated Compliance process and are expected to be updated during 2023, in line with the new Eni Regulatory System¹⁵⁵.

The implementation regulations, issued by the CEO and also modified on October 26, 2018 to take into account the amendments of the General 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 months¹⁵⁶ for risks, a comprehensive representation of the various elements of the system on which to base its decisions.

Starting from January 1, 2021, the roles, responsibilities and regulatory instruments relating to the ICRMS, pending their formal update, take into account the new Recommendations of the Code, as well as the decisions taken by the Board of Directors regarding the application procedures of the same Recommendations. In particular, when applying the Principles and Recommendations of the Code on the ICRMS, in addition to identifying the adjustment measures of the corporate regulatory instruments on the subject, the Board:

- confirmed that the assessment of the adequacy and effectiveness of the ICRMS must take place every six months (an improvement over Principle XIX of the Code);

(152) For the purposes of the disclosure required by art. 6 Recommendation 33 letter g) of the Corporate Governance Code, please refer to the information extensively provided in this section of the Report.

(153) Principle XX of the Code.

(154) The ICRMS guidelines were previously approved on March 14, 2013, incorporating the previous risk guidelines that the Board approved on December 13, 2012 after having received the opinion of the Control and Risk Committee.

(155) For more information about the new Regulatory System, please refer to the section "The Key Features of the Eni Regulatory System" of this Report.

(156) With its resolution of May 9, 2014, the Board of Directors increased the frequency of reports on risks from every six months to every three months. This frequency was confirmed on adopting the Code, an improvement over Principle XIX of the Code.

The ICRMS General Guidelines approved by the Board

- established that the Board, upon the proposal of the CEO and with the support of the Control and Risk Committee, should define the specific annual guidelines of the ICRMS in the context of the Four-Year Plan¹⁵⁷ and assess their implementation annually, based on a report from the CEO, without prejudice to the ICRMS guidelines (the "ICRMS model") outlined in internal regulations (an improvement over Principle XIX of the Code);
- provided that the Board, upon the proposal of the CEO, having heard the Control and Risk Committee and the Board of Statutory Auditors, should outline the principles ruling the coordination and information flows between the various subjects involved in the ICRMS (application modality referred to Principle XX and Recommendation 37 of the new Code).

The evaluation of the Board on ICRMS

Most recently, on March 16, 2023, the Board of Directors, having considered all the Reports on record at the meeting (i.e. the Report of the Financial Reporting Officer, the 2022 HSE Report with 2023 plan, the Integrated Compliance Report, the Reports of the Control and Risk Committee, the Report on Risks and the Report on compliance with financial risk Limits, as well as the Report on the organisational structure), with the opinion of the Control and Risk Committee, evaluated as positive: (i) the adequacy and effectiveness of the ICRMS and its organisational structure with respect to the characteristics of the company and the risk profile assumed (ii) the adequacy of the powers and resources available to the Financial Reporting Officer and the effective compliance with the administrative and accounting procedures prepared by the same. Additionally, at the same meeting, the Board of Directors assessed the organizational, administrative and accounting structure of the Company, subsidiaries with strategic importance and the group as adequate as of December 31, 2022.

Specific annual guidelines of the ICRMS

In its meeting of February 22, 2023, the Board, upon proposal of the CEO and with the support of the Control and Risk Committee, adopted, within the Four-Year Plan, the specific annual guidelines of the ICRMS, in line with the Company's strategies. These guidelines aim to guarantee an effective updating of the ICRMS model in terms of contents and, in particular, an effective identification of the Company's priorities for the purposes of control and risk management in the period. These guidelines: (i) are defined within the framework of the Four-Year Plan, approved by the Board of Directors, and therefore interconnected to it; (ii) identify the main mitigation actions implemented and planned with de-risking efficacy of strategic top risks; (iii) are adjusted to the reference year, based on the "key" issues for the year identified by the CEO, who is responsible for the process of preparing and defining the Four-Year Plan.

At the same meeting, the Board evaluated the implementation of the specific annual Guidelines of the ICRMS approved on March 17, 2022 on the basis of the report of the CEO.

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.

3.10 ACTORS AND DUTIES

3.10.1 Board of Directors

Pursuant to the resolution on the powers reserved to the Board of Directors of May 14, 2020, subsequently updated at the meetings on May 26, 2022 and January 26, 2023, the Board of Directors of Eni SpA plays a central role in the ICRMS and, in particular:

- with the support of the Control and Risk Committee and having received the opinion of the Chairman on the part on internal audit-related issues, sets the general guidelines of the ICRMS, in line with the Company's strategies;
- approves the guidelines on internal audit activities, upon proposal of the Chairman, in agreement with the CEO and having consulted the Control and Risk Committee;

The Board's role in the governance of the ICRMS

(157) This refers to the four-year strategic plan approved annually by Eni's Board of Directors.

- defines, with reference to the Four-Year Plan, the nature and level of risk compatible with the strategic objectives of the Company, on the basis of a risk probability and impact estimate prepared (and, if necessary, updated during the year) by the Integrated Risk Management function, including within its assessments all the elements that could be relevant for the Company's sustainable success;
- upon proposal of the CEO and with the support of the Control and Risk Committee, defines annually in the context of the Four-Year Plan, in line with the Company's strategies, specific guidelines for the ICRMS and evaluates their implementation annually, based on a report from the CEO, without prejudice to the general guidelines outlined in internal regulations;
- defines the guidelines for the management and control of financial risks, having heard the opinion of the Control and Risk Committee, and sets the financial risk limits of the Company and its subsidiaries;
- with the support of the Control and Risk Committee, approves at least annually – as most recently in the meeting of January 26, 2023 – the Audit Plan prepared by the Head of Internal Audit, after consulting the Chairman of the Board of Directors, the CEO and the Board of Statutory Auditors¹⁵⁸; approves also – as most recently at the meeting of January 26, 2023 – upon proposal of the Chairman of the Board of Directors, in agreement with the CEO, with the support of the Control and Risk Committee and having heard the Board of Statutory Auditors, the budget of the Internal Audit function, ensuring that the Head of Internal Audit has adequate resources to perform his duties¹⁵⁹;
- approves the Company's management, supervisory and control model for health, safety and environment, security and public safety risks, and its substantial amendments.

Moreover, the Board:

- established within itself a Control and Risk Committee to provide support in making evaluations and decisions pertaining to the ICRMS, as well as in relation to approving periodic financial and non-financial reports;
- has charged the CEO, in charge of establishing and maintaining the ICRMS (hereinafter "CEO"), with the duty of implementing the guidelines and overseeing the ICRMS;
- upon proposal of the Chairman of the Board of Directors, in agreement with the CEO, with the support of the Control and Risk Committee and having heard the Board of Statutory Auditors: (i) appoints and removes the Head of the Internal Audit function, with the support of the Nomination Committee and (ii) establishes his remuneration framework in line with corporate remuneration policies;
- with the support of Control and Risk Committee, makes the choice relating to the attribution of supervisory functions and the composition criteria of the supervisory body pursuant to Legislative Decree No. 231/2001 and, upon proposal of the CEO and in agreement with the Chairman of the Board of Directors: (i) having heard the opinion of the Nomination Committee and, for external members, also the opinion of the Board of Statutory Auditors, appoints and removes the members of the Supervisory Body pursuant to Legislative Decree No. 231/2001, determining its composition, and (ii) establishes the remuneration of the members of the Supervisory Body. Upon proposal of the Supervisory Body, approves the related annual "budget";
- after assessing the compliance with professional and integrity requirements, appoints and removes the Officer in charge of preparing financial reports (the Financial Reporting Officer), upon proposal of the CEO, in agreement with the Chairman of the Board of Directors, after consulting the Nomination Committee, subject to a favourable opinion of the Board of Statutory Auditors. The Board of Directors periodically assesses the possession by the Financial Reporting Officer of the integrity requirements provided for by current legislation;
- identified, on adopting the Code, the Integrated Risk Management and Integrated Compliance functions as the functions which, subject to subsequent further assessments, are to be included in the definition of "other corporate functions involved in controls" referred to in Recommendation 32, letter e) of the Code; on that occasion, for the purposes of Recommendation 33, letter d)

(158) The Board of Directors approved the revised 2022 Audit Plan on July 28, 2022.

(159) Under exceptional and urgent circumstances requiring means and resources exceeding the budget, the Head of the Internal Audit informs the Chairman of the Board of Directors who, acting in agreement with the CEO, proposes to the Board the approval of "extra-budget", after having received the favourable opinion of the Control and Risk Committee and after consulting the Board of Statutory Auditors.

of the Code, confirmed the decisions already taken regarding the appointment of the heads of these two functions, for which the agreement of the CEO and the Chairman of the Board of Directors is envisaged and, in its meeting of March 16, 2023, having regard to the remarks of the Control and Risk Committee assessed as adequate: (i) the resources and professionalism of the aforementioned function in compliance with the provisions of Recommendation 33, lett. d) of the Code; (ii) the resources assigned to the Head of the Internal Audit function, in compliance with the provision of Recommendation 33, lett. b) of the Code.

Activities of the Board of Directors

The evaluations and decisions of the Board of Directors

In order to perform its management and strategic oversight duties, the Board with the support of Control and Risk Committee:

- examines the main business risks, identified by the CEO, taking into account the nature of the activities of the Company and its subsidiaries, and submitted to the Board of Directors by the CEO at least once every three months;
- evaluates once every six months the adequacy of the ICRMS with regard to the characteristics of the business and its risk profile compatible with the business objectives and its effectiveness, as well as the adequacy of means and powers of the Financial Reporting Officer and the effective compliance with administrative and accounting procedures prepared by said officer;
- annually evaluates the adequacy of the organizational structure of the ICRMS with respect to the features of the Company and its risk profile as well as its effectiveness, except when changes require a six-monthly assessment, taking this into account also for the purpose of the assessment of the adequacy of the ICRMS referred to in the previous point;
- evaluates, after having heard the Board of Statutory Auditors, the findings contained in the suggestion letter of the audit firm as well as the additional report, together with any observations from the Board of Statutory Auditors, also informing the Board of the outcome of the statutory audit. At its meeting of June 23, 2022 the Board, having heard the assessments of the Control and Risk Committee and the Board of Statutory Auditors, shared the findings contained in the suggestion letter of the firm for 2021.

3.10.2 Chairman of the Board of Directors

The role of the Chairman in the internal controls

Without prejudice for the other powers granted by the law, the By-laws and the corporate governance system as outlined by the Corporate Governance Code, the Chairman of the Board of Directors plays an important role within the Board with regard to:

- the proposals for appointing and removing the main officers and bodies of the Company involved in control activities (231 Supervisory Body, Financial Reporting Officer, 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 function¹⁶⁰, and submits to the Board¹⁶¹, in agreement with the CEO, the proposals on the appointment, removal and compensation structure for the Head of Internal Audit, as well as the budget proposal to ensure that he has adequate resources to perform his duties;
- the main rules governing the activities of the Internal Audit function (i) proposing the guidelines to the Board of Directors (Internal Audit Charter), 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 of the Board of Directors is also consulted on the approval of the ICRMS general guidelines with regard to Internal Audit activities, as well as the Audit Plan;
- flows of information on the activities of the Internal Audit function, receiving – along with the CEO, the Control and Risk Committee and the Board of Statutory Auditors – the results of

(160) Without prejudice to the provisions related to the appointment, removal, compensation and budget of the Head of Internal Audit, referred to in the following note, as well as his functional dependence from the Control and Risk Committee and the CEO.

(161) The Board makes a decision on the proposals with the support of the Control and risk Committee and after consulting the Board of Statutory Auditors. The Nomination Committee's opinion is also sought on the proposals concerning appointment and removal.

- the audit performed, as well as the periodic reports containing adequate information on the activities of Eni's Internal Audit function, on the procedure it follows in managing risks and on how well it is following the plan for their containment, as well as specific reports prepared with regard to significant events. The Chairman of the Board of Directors is also informed, along with the Chairman of the Control and Risk Committee and the Chairman of the Board of Statutory Auditors, whenever the CEO asks the Eni's Internal Audit function 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 function, 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 Supervisory Body: Model 231 requires that the Chairman of the Board of Directors receives from the 231 Supervisory Body, along with the CEO, prior disclosure of communications addressed to the Board of Directors if particularly material or significant facts are uncovered; she also receives information in the event of potential non-compliance with Model 231 by one or more Directors and/or members of the Board of Statutory Auditors and/or members of the Body itself for subsequent information to the Board.

3.10.3 Board of Statutory Auditors

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 231 Supervisory Body.

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 function 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 function 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.

3.10.4 Control and Risk Committee

In line with Recommendations of the Corporate Governance Code, Eni's Control and Risk Committee was first established in 1994¹⁶² within the Board of Directors with the task of

(162) 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.

Monitoring activities of the Board of Statutory Auditors on risks

Information flows and coordination with other control bodies and functions

supporting the assessments and decisions of the Board relating to the ICRMS and to the approval of periodic financial and non-financial reports¹⁶³.

The Committee periodic reports to the Board of Directors are issued, in line with Recommendation 35, letter h) of the Code, on the occasion of the approval of the annual and semi-annual financial reports, and contain information on the activities carried out as well as the Committee's opinion on the adequacy of the Internal Control and Risk Management System. The aforementioned reports are drafted by the Committee taking account of information provided by the FRO, the Head of the Internal Audit function and Eni's Supervisory Body, the Head of Integrated Risk Management in their respective reports, and, more generally, on information obtained in performing its duties.

Advisory role of the Committee to the Board

Pursuant to its own Rules, and in implementation of the Recommendations of the Corporate Governance Code, the Committee supports the Board of Directors with a preparatory activity, following which it formulates assessments and/or opinions, in particular with regard to:

- the general ICRMS guidelines (the ICMRS model as a whole), consistently with the Company's strategies, so that the main risks that affect the Company and its subsidiaries can be correctly identified and appropriately measured, managed and monitored, expressing in this regard the opinion required by internal regulations on the matter; it also supports the Board of Directors in determining the degree of compatibility of the risks with the management of the company in a manner consistent with its strategic objectives and preliminarily examining the main company risks, taking into account the characteristics of the activities carried out by the Company or its subsidiaries;
- the definition, within the Four-Year Plan, of the specific annual guidelines of the ICRMS, proposed by the CEO, in line with the strategies of the Company, as well as the annual assessment of the implementation of these guidelines, on the basis of the Report prepared for this purpose by the CEO;
- the evaluation, performed every six months, on the adequacy of the ICRMS taking into account the characteristics of the Company and its risk profile, as well as its effectiveness. To this end, it reports to the Board of Directors, on the occasion of the approval of the annual and half-yearly financial report, on its activity and on the adequacy of the ICRMS;
- the fundamental guidelines of the Regulatory System and the regulatory instruments to be submitted for approval to the Board of Directors, their amendments or updates, as well as, at the request of the CEO, on specific aspects inherent to the implementation of these key guidelines, expressing the opinion in this regard as requested by internal regulations on the matter;
- the guidelines on the management and control of financial risks, expressing in this regard the opinion required by the internal regulations on the matter;
- the proposals concerning the appointment, the removal and, consistent with Company's policies, the structure of fixed and variable remuneration of the Head of the Internal Audit function, as well as on the adequacy of the resources provided to the latter (Internal Audit budget) to perform his duties, expressing the opinion in this regard as requested by internal regulations on the matter;
- at least once a year, the Audit Plan prepared by the Head of Internal Audit function, expressing in this regard the opinion required by relevant internal regulations (guidelines on Internal Audit activities - Internal Audit Charter);
- the assessment of opportunities to adopt measures to ensure the effectiveness and impartiality of judgement of the Integrated Risk Management and Integrated Compliance units and of any other functions involved in the controls identified by the Board, as well as the annual verification that these are equipped with adequate professionalism and resources;
- the choice relating to the attribution of supervisory functions pursuant to Legislative Decree No. 231/2001 and the composition criteria of the Supervisory Body pursuant to Legislative Decree No. 231/2001 which is reported in the Corporate Governance Report;
- the examination of the reports on the ICRMS, also following periodic meetings with the relevant structures of the Company;
- investigations and examinations carried out by third parties regarding the ICRMS;

(163) For further information on the composition of the Committee, please refer to the section on the "Control and Risk Committee" in this Report.

- findings presented by the Audit Firm in any management letter and it may issue and, in the latter's, additional report, addressed to the Board of Statutory Auditors. The additional report includes any opinions of the Board of Statutory Auditors;
- the illustration, in the annual Corporate Governance Report, of the main features of the ICRMS and how the different subjects involved therein are coordinated, providing an indication of benchmark models as well as national and international best practices, and an evaluation of the overall assessment of the adequacy of the System;
- the adoption and amendment of the Rules on the transparency and substantial and procedural correctness of transactions with related parties and those in which a Director or Statutory Auditor holds an interest, on his own or on behalf of third parties, expressing the opinion required by regulations, including internal ones, on the subject and carrying out the additional tasks assigned to it by the Board of Directors, also with reference to the examination and issue of an opinion on certain types of transactions, except for those relating to remuneration¹⁶⁴;
- the proposal of the CEO for the definition of the principles concerning the coordination and information flows between the various parties involved in the ICRMS.

Furthermore, the Committee, in assisting the Board of Directors:

- evaluates, having heard the Financial Reporting Officer, the Audit Firm and the Board of Statutory Auditors, the correct application of the accounting principles and their consistency for the purposes of preparing the consolidated financial statements, issuing an opinion prior to the approval by the Board of Directors;
- examines and evaluates the reports prepared by the Financial Reporting Officer through which it shall give its opinion to the Board of Directors on the adequacy of the powers and resources assigned to the Financial Reporting Officer himself and on the proper application of accounting and administrative procedures, enabling the Board to exercise its task of supervisory required by law;
- assesses whether the periodic financial and non-financial information is suitable to correctly represent the business model and the strategies of the Company, the impact of its activities and the performance achieved, expressing an opinion on this matter to the Board and coordinating with the Sustainability and Scenarios Committee;
- examines the content of periodic non-financial information relevant for the purposes of the ICRMS;
- expresses opinions to the Board of Directors on specific aspects relating to the identification of the main corporate risks;
- on request of the Board, it supports, with adequate preliminary activity, the assessments and decisions of the Board of Directors regarding the management of risks arising from detrimental facts which the Board of Directors may have become aware of;
- monitors the independence, adequacy, efficiency and effectiveness of the Internal Audit function and oversees its activities with respect to the duties of the Board of Directors, and the Chairman of the Board of Directors on its behalf, in this area, 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, as well as within the terms provided by guidelines on internal audit activities (the Internal Audit Charter). In particular, the Committee:
 - a) examines and evaluates whether the Head of Internal Audit function meets the integrity, professionalism, competence and experience requirements at the time of appointment and on annual basis thereafter to verify that they continue to be met;
 - b) examines the results of the audit activities performed by the Internal Audit function and the periodic reports containing adequate information on activities carried out, the conduct of risk management activities and compliance with risk containment plans, as well as the assessment of the suitability of the ICRMS; it also examines the reports promptly prepared by the Internal Audit function on events of particular significance;
 - c) examines the information received from the Internal Audit function and promptly reports its assessments to the Board of Directors in the event of:
 - significant deficiencies in the system for preventing irregularities and fraudulent acts or irregularities or fraudulent acts committed by managers or employees who perform important roles in the design or operation of the ICRMS;

The Committee and the Internal Audit

The examination of reports and communications of other bodies and control functions

(164) For more information, please refer to the section "Management System Guideline Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties" in this Report.

- circumstances which may affect the maintenance of the independence of Internal Audit and auditing activities;
- d) may ask the Internal Audit function to perform audits on specific operational areas, providing simultaneous notice to the Board of directors, through the Chairman of the Board of Directors, the CEO and the Chairman of the Board of Statutory Auditors, unless there are conflicts of interest.

The Committee also examines and assesses:

- communications and information received from the Board of Statutory Auditors and its members regarding the ICRMS, also in reference to the outcomes of inquiry work carried out by Internal Audit upon receipt of whistleblowing reports, including anonymously;
- the half-yearly reports issued by the 231 Supervisory Body, as well as the timely reports provided by the Body, after informing the Chairman of the Board of Directors and the CEO, on any facts of particular materiality or significance ascertained in carrying out its tasks.

The Committee and the Legal Affairs function

In case of judicial inquiries and proceedings in Italy and/or abroad, involving the CEO, the Chairman of the Board of Directors of Eni SpA, 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 Public Administration and/or corporate crimes and/or environmental crimes, related to their duties and their scope of responsibility, in which the Board of Directors assesses the CEO may have an interest, pursuant to Art. 2391 of the Italian Civil Code, the Board, in order to ensure the independence of judgement of the legal Department in the interest of the company, provides the Legal Department, exclusively, with the necessary information on its activities, with the support of the Committee. In particular, the Board avails itself of the Committee's assistance in order to ascertain the legal classification of the facts under investigation and proceedings, to acquire from the Legal Department all the necessary information on said investigations and proceedings, to verify its completeness and correctness, to be informed on the carrying out of such investigations and proceedings and to receive guidance to be provided to the Legal Department.

Information flows with the Board of Statutory Auditors

The Board of Statutory Auditors and the Committee promptly share the information necessary to complete their respective tasks and to coordinate as necessary their activities in areas for which they are competent.

Please refer to the relevant section on this Report for more detailed information on the Committee's activities in 2022.

3.10.5 The Chief Executive Officer in charge of establishing and maintaining the Internal Control and Risk Management System

The CEO in charge of establishing and maintaining an effective Internal Control and Risk Management System

The CEO of Eni SpA, pursuant to the Corporate Governance Code (Recommendation 32, letter b) is charged with establishing and maintaining an effective ICRMS. To this end, also in implementation of the Recommendations of the Corporate Governance Code, 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 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 Officer¹⁶⁵.

(165) For more information, please refer to the section "Officer in charge of preparing financial reports (Financial Reporting Officer)" in this Report.

The CEO may ask the Internal Audit function to perform an audit on specific areas of operations and on compliance with internal rules and procedures in executing business transactions.

In this case, the CEO provides simultaneous notice to the Chairman of the Board of Directors, the Chairman of the Control and Risk Committee and the Chairman of the Board of Statutory Auditors.

The CEO shall promptly notify the Control and Risk Committee of problems or critical issues that arise in performing his duties or that he has discovered, so that the Committee can take appropriate action.

The CEO and the Internal Audit

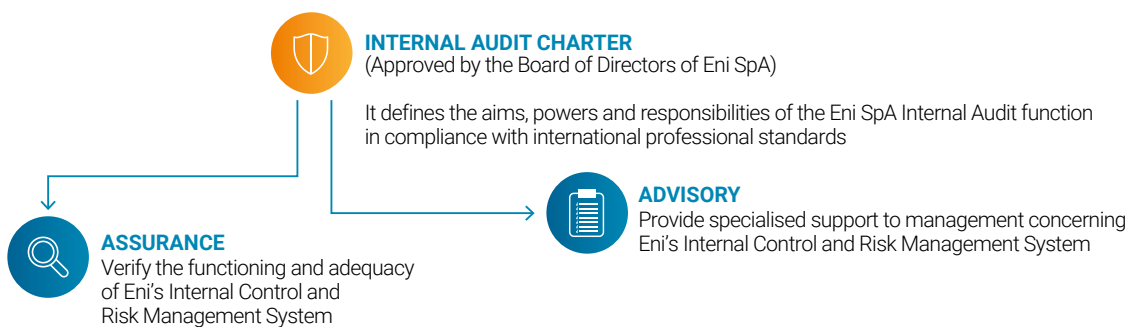
3.10.6 Internal Audit

The Internal Audit function plays a leading role in verifying and assessing the ICRMS. It is primarily responsible for:

- verifying the overall operations and suitability of Eni’s ICRMS, both on-going and in relation to special needs, in accordance with international standards and by means of an Audit Plan approved by the Board of Directors, while ensuring the ICRMS is working, adequate and consistent with the guidelines approved by the Board, providing its assessments and recommendations in order to enhance its efficiency and effectiveness;
- providing specialised support to Company’s top management concerning the ICRMS; to improve its effectiveness, efficiency and integration within corporate processes.

In keeping with best international internal auditing practices, the Board of Directors approved, most recently on September 19, 2019, the Internal Audit Charter¹⁶⁶ which, in accordance with the general guidelines for the ICRMS and corporate’s strategies as approved by the Board sets out the objectives, power and duties of the Internal Audit.

The Internal Audit Charter



ACTIVITIES OF THE ENI SPA INTERNAL AUDIT FUNCTION



HIGHLIGHTS (2022 DATA)

→ 52 Audit Reports issued	→ 110 resources, 53% certified → around 670 corrective actions monitored
→ 16 supervisory activities performed on the foreign subsidiaries and 9 on the Italian entities	
→ Independent monitoring activities carried out on about 354 process controls	
→ 77 whistleblowing files archived in the reference	

(166) 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 Management System Guideline Internal Audit. 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 function would report directly to the Board, and to the Chairman on its behalf, without prejudice to the provisions regarding the appointment, removal, remuneration and budget of the manager and his functional reporting to the Control and Risk Committee and the CEO¹⁶⁷.

The governance rules pertaining to the appointment and removal of the Head of the Internal Audit function are designed to ensure his maximum independence.

In fact, in going beyond the Corporate Governance Code Recommendation, the Head of the Internal Audit function is appointed by the Board of Directors, subject to the prior opinion of the Control and Risk Committee and the Nomination Committee and having heard the Board of Statutory Auditors, upon proposal of the Chairman of the Board of Directors, in agreement with the CEO.

The Head of the Internal Audit function is removed in the same way he is appointed.

The Head of the Internal Audit function 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 relationships¹⁶⁸ 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 function, 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 of Directors.

The Head of the Internal Audit function, 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 their duties.

Remuneration and budget

The Board of Directors, acting upon proposal of the Chairman of the Board of Directors in agreement with the CEO, having heard the opinion of the Control and Risk Committee and in consultation with the Board of Statutory Auditors of Eni SpA, also approves the fixed and variable remuneration for the Head of the Internal Audit function, in keeping with Company's remuneration policies, as well as budget of the Internal Audit function, ensuring that its head has adequate resources to perform his duties.

On January 21, 2021, the Board of Directors of Eni SpA, acting upon proposal of the Chairman of the Board of Directors in agreement with the CEO, having heard the opinion of the Control and Risk Committee and the Nomination Committee and in consultation with the Board of Statutory Auditors appointed Director Gianfranco Cariola as Head of the Internal Audit function, who took office as from April 1, 2021.

The scope, activities and duties of the Internal Audit function, as governed by the Internal Audit Charter, are described below.

(167) The CEO takes part in the appointment of the Head of Internal Audit and in the other activities described in this section, in his capacity as Director in charge of establishing and maintaining an effective ICRMS.

(168) 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 function

The Internal Audit function 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.

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 function, under specific agreements.

All 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 the Eni SpA 231 Model, Compliance Models regarding corporate responsibilities for subsidiaries of Eni, 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.

Furthermore, the Internal Audit function:

- performs supervisory activities on behalf of the Supervisory Body of Eni SpA and supports, as requested, the Supervisory Bodies of Italian subsidiaries and the International Supervisory Bodies of foreign subsidiaries, as provided for by the subsidiaries' Model 231, when required, and the Compliance Models regarding corporate responsibilities for 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 activities to the Chairman of the Board of Directors, the CEO, the Control and Risk Committee, the supervisory and control bodies of Eni and, where applicable, the subsidiaries;
- manages preliminary activities in support of the assessments by the competent control bodies, including the Board of Statutory Auditors of Eni SpA including in its capacity as the "Audit Committee" under US law, reports concerning non-compliance with external laws and regulations, principles of the Code of Ethics as well as the rules of Eni's internal regulatory system including (i) allegations of fraud involving corporate assets and/or financial reporting, (ii) illegal conduct pursuant to Legislative Decree No. 231/2001 and/or malicious or fraudulent violations of Model 231 or of the Compliance Models for foreign subsidiaries, (iii) possible acts of corruption (active or passive corruption) or violation of anti-corruption regulations¹⁶⁹;
- 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;

Scope

Activities

(169) 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.

- carries out the necessary preparations required for the engagement of the Audit Firm, 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 specialist support to management in Eni's ICRMS in order to promote the effectiveness, efficiency and integration of controls into business processes, as well as 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; also oversees training on ICRMS issues, contextualised within the scope of the various businesses.

The Internal Audit function works in accordance with the International Standards of the profession and the Code of Ethics issued by the Institute of Internal Auditors¹⁷⁰; with reference to the management of whistleblowing reports, activities are carried out in accordance with the relevant company legislation, aligned with national and international best practices¹⁷¹, as well as relevant Italian legislation (Law No.179/2017).

Duties of the Internal Audit function

Internal Audit activities are scheduled based on an annual Audit Plan prepared by the Head of the Internal Audit function following a defined method, taking a "top-down" and "risk-based" approach to assessing the main risks. During the actions planned in the 2022 Audit Plan, the innovations introduced from 2021 were applied in full, also in line with preliminary considerations concerning the development prospects of the ICRMS, towards a new planning rationale of audit activities, more functional to the transition under way, requiring a progressive alignment of audit objects to the new corporate objectives and an greater convergence and synergy between control activities carried out by Internal Audit and the other assurance providers, with a view to maximizing risk coverage.

Audit Plan

The Audit Plan is approved, at least annually¹⁷², by the Board of Directors, subject to the prior opinion of the Control and Risk Committee, having heard 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 231 Supervisory Body, 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-yearly report by the Head of Internal Audit.

Spot audits

The Head of the Internal Audit function may also order Audit Spot not provided for under the Plan, also based on requests from administration, control and supervisory bodies as well as from top management.

The Internal Audit function – in coordination with Integrated Compliance function, where appropriate, for the issues within the scope– also provides operational support in independent, external audits conducted directly by the Eni SpA oversight and control bodies, including by coordinating the contributions requested of the other Eni functions involved.

(170) The compliance of activities carried out with these standards is periodically verified through external evaluations (External Quality Review).

(171) Italian National Anti-corruption Authority (ANAC), Confindustria, Assonime, Transparency international.

(172) The Board of Directors approved the Audit Plan more recently on January 26, 2023.

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 function simultaneously to the structures audited, the Chairman of the Board of Directors of Eni SpA, the CEO of Eni SpA, as well as the Financial Reporting Officer, the Control and Risk Committee and the Board of Statutory Auditors of Eni SpA. The Eni SpA Internal Audit Reports are also sent to the Eni SpA Supervisory Body for assessments within its competence.

Internal Audit Reports contain the evaluation of the actual state of the design and operation of the ICRMS and the processes being audited, to which an overall summary rating is associated (overall rating).

The Head of the Internal Audit function reports (i) every six months providing adequate information on his activities, on the way risk management process is conducted and on compliance with the plans developed to mitigate risk, as well as an assessment of the suitability of the ICRMS; and (ii) as needed on significant events.

The reports are submitted simultaneously by the Head of the Internal Audit function to the Chairman of the Board of Directors, the CEO, the Control and Risk Committee and the Board of Statutory Auditors of Eni SpA and, for those issues handled by Eni SpA, to its Supervisory Body, except when the subject of such reports specifically concerns their activity.

On July 22, 2022, the Head of the Internal Audit function issued his Half-Year Report (covering the period from January 1 to June 30, 2022, updated as of the date of its publication), in which he reported that no significant situations or problems were found that called into question the adequacy of the Eni ICRMS as a whole.

On March 16, 2023, the Head of the Internal Audit function issued his Annual Report (covering the period from January 1 to December 31, 2022, updated as of the date of its publication) in which he reported that, as required by the "Internal Control and Risk Management System" MSG and on the basis of the findings about each component of Eni's ICRMS, no significant situations or problems were found that called into question the adequacy of the Eni ICRMS as a whole.

In accordance with the "quality assurance and continuous improvement" program developed and implemented within the unit, the Head of the Internal Audit function 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 function also communicates the results of such assessments to the Supervisory Body of Eni SpA.

3.10.7 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 CEO, in agreement with the Chairman of the Board of Directors and subject to a favourable opinion of the Board of Statutory Auditors.

The proposal is also examined by the Nomination Committee.

In accordance with the requirements set out in Eni's 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;

Audit Reports and other reporting

Semi-annual and annual report on ICRMS

Quality assurance & continuous improvement

The appointment and requirements of the FRO

- senior management positions in public or private entities with financial, accounting or control expertise.

As of August 1, 2020, Eni's Board of Directors, upon the proposal of the CEO, in agreement with the Chairman of the Board of Directors, having received the favourable opinion of the Board of Statutory Auditors and having heard the Nomination Committee, appointed the Head of Accounting and Financial Statements, Francesco Esposito, as the FRO.

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.

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 effective compliance with these procedures.

On March 16, 2023, having heard the evaluations and the opinion of Control and Risk Committee, the Board of Directors positively assessed the adequacy of the powers and resources available to the Officer in charge of preparing financial reports as well as effective compliance with the administrative and accounting procedures prepared by the same¹⁷³.

3.10.8 231 Supervisory Body

Composition

Consistent with the provisions of Model 231, the Board of Directors of Eni SpA, acting upon the proposal of the CEO in agreement with the Chairman of the Board of Directors, having heard the Nomination Committee and having received the favourable opinion of the Board of Statutory Auditors, updated¹⁷⁴ as from June 4, 2020 the composition of Eni SpA 231 Supervisory Body as follows:

- three external members: Attilio Befera (acting as Chairman), Antonella Alfonsi and Ugo Lecis;
- the Chairman of Eni's SpA Board of Statutory Auditors, Rosalba Casiraghi;
- the Head of the Internal Audit function, as internal member, a role performed by Director Gianfranco Cariola.

Luca Franceschini, Head of Integrated Compliance, performs the functions of Secretary of the Supervisory Body.

The composition of the 231 Supervisory Body complies with the Recommendations of the Corporate Governance Code¹⁷⁵.

Responsibility for the Internal Control System over Financial Reporting

Board oversight

Members of the 231 Supervisory Body

(173) For further information, please refer to the previous section relating to the Board of Directors' assessment of the ICRMS in this Report.

(174) The previous 231 Supervisory Board was composed by four internal members and three external members, including the Chairman.

(175) Pursuant to Recommendation 33, letter e), of the Corporate Governance Code "The Board of Directors, with the support of the Control and Risk Committee [...] assigns the supervisory functions pursuant to Art. 6, paragraph 1, letter b) of the Legislative Decree No. 231/2001 to the control body or to a body established specifically for this purpose (the so-called functions of the "231 Supervisory Body"). If the body does not correspond to the control body, the Board of Directors considers whether to appoint within the body at least one non-executive director and/or a member of the control body and/or the head of a legal or supervisory function of the Company, in order to ensure coordination among the various parties involved in the Internal Control and Risk Management System".

Given its composition based on the provisions of the Model 231, the 231 Supervisory Body's operating Rules indicate constitutive and deliberative quorums such that, in order for 231 Supervisory Body decisions to be valid, it must always be supported by a majority of the attending members.

The external members are selected from among professionals with proven skill and experience in economic, organisation and internal control systems matters, and in the administrative liability of corporations.

Model 231 also sets out conditions for eligibility/integrity and forfeiture, which include, inter alia, the issue of a judgement of conviction, even if not final, against the person, and being subject to bankruptcy proceedings.

At present, the Company has not elected to attribute the 231 Supervisory Body 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")¹⁷⁶.

Duties of the Eni 231 Supervisory Body

The 231 Supervisory Body performs the following main functions:

- monitoring the effectiveness of Eni's Model 231, as well as its implementation and updating activities;
- assessing the adequacy of Model 231 and guaranteeing its efficient functioning over time by proposing any necessary updates;
- drawing attention on the need of updating Model 231, in relation to changed corporate and/or regulatory conditions;
- verifying the initiatives for improving the knowledge and understanding of Model 231 among the recipients of the same, as well as for staff training and awareness in compliance with the principles contained in Model 231;
- approving the annual program of supervisory activities for Eni, coordinating its implementation and analysing the results;
- managing the flow of relevant information with the Company functions.

The budget of the Eni 231 Supervisory Body is approved by the Board of Directors on the basis of the requests of the 231 Supervisory Body itself.

The Eni SpA 231 Supervisory Body informs the Board of Directors: (i) every six months, after informing the Control and Risk Committee and the Board of Statutory Auditors, through a report relating to the activities carried out in the previous semester for the implementation of Model 231 and for any legislative developments regarding corporate administrative liability in the period; (ii) upon event, after informing the CEO and the Chairman of the Board of Directors, where the occurrence of facts of particular materiality or significance recommend immediate discussion.

The Internal Audit function is also responsible for conducting audits on behalf of the Eni 231 Supervisory Body, following a schedule, approved annually and reviewed every six months by the 231 Supervisory Body, which is an integral part of the Audit Plan. It also provides support to oversight activities, as requested, of the 231 Supervisory Bodies of subsidiaries as provided for by their Model 231, when required.

With regard to the regulatory and organisational models of the subsidiaries, please refer to the following section "Model 231" in this Report.

Quorums for holding meetings and for voting

Requirements

Main functions

Reporting

The 231 Supervisory Body and the Internal Audit function

(176) As amended by Art. 14, paragraph 12, of Law No. 183 of November 12, 2011.

3.10.9 Risk Committee

The Risk Committee of Eni SpA, presided over by the CEO of Eni SpA and composed of Eni's top management, provides advice to the CEO on the major risks facing the Company. Specifically, it 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.

3.10.10 Compliance Committee

The Compliance Committee of Eni SpA, composed of the heads of Corporate Affairs and Governance, Internal Audit, Accounting and Financial Statements, Integrated Compliance and Human Resources and Organization functions, 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, validates the compliance and governance models and receives the Integrated Compliance Report, including the Anti-Corruption Report, and related updates for the committee's information.

Following the update to the Fundamental Guidelines of the Regulatory System, approved by the Board of Directors in January 2023, the Compliance Committee changed its name to the Eni Regulatory System Committee and was integrated by participation of the Head of Integrated Risk Management. The duties of the Eni Regulatory System Committee are: (i) reporting to the CEO of Eni SpA on the need to develop a new Ethics, Compliance and Governance (ECG) issue; (ii) identifying the Process Owner of the ECG Policies and suggesting the owner to the CEO of Eni SpA; (iii) assessing, in advance as the verifier, the ECG Policies, as well as the formal or substantial nature of the changes made for the purposes of the approval process of the regulatory instrument and subsequent adoption process by the subsidiaries; (iv) supporting the CEO, in his role as Process Owner of the Regulatory System, with the overall governance of the development and application of the Regulatory System. The Human Resources and Organisation function ensures the coordination of the activities of the Eni Regulatory System Committee.

3.10.11 Integrated Compliance Function

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 ICRMS, forming the Integrated Compliance function, which reports directly to Eni's CEO, effective since September 12, 2016.

The Head of the Integrated Compliance function, who reports directly to the CEO of Eni SpA¹⁷⁷, is appointed by the CEO having heard the Chairman of the Board of Directors.

The Integrated Compliance function (hereinafter "COMP") is responsible for overseeing legal compliance issues (including, for example, corporate administrative liability, the Code of Ethics, anti-bribery practices, antitrust, privacy, data protection, 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 COMP, this function, following discussion with the individual heads of the compliance area, establishes appropriate flows of information or coordination mechanisms.

(177) Since September 2016.

In particular, in 2022 the main areas involved the new MSG "Compliance Models on Corporate Administrative Liability of Eni Subsidiaries" and related Annex "Operational Tools for the Definition and Implementation of the Compliance Models", as well as the new MSG "Antitrust" and related Annex "Activities at Antitrust Risk", the amendments to which strengthened, with a view to integrated compliance, Eni's internal control system and the various compliance programs that make it up.

In 2022 the new version of the special part of Eni's 231 Model was also prepared, "Processes, Sensitive Activities and Specific Control Standards of Model 231" which, in addition to updating and streamlining the Sensitive Activities and the specific control standards, has also been supplemented with the provision of a "by process" approach (as well as by "group of offence") and with a correlation between groups of offences and the Sustainable Development Goals (SDGs) promoted by the UN Agenda 2030.

For further information on the regulatory mechanisms with regard to compliance, including the Integrated Compliance process, see the chapter "Eni's Regulatory System" below.

The Head of COMP 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 and establishing measures to update existing systems of managing the primary risks.

Since 2021 the Integrated Compliance function performed a series of activities related to human rights compliance.

In line with the principles of "responsible contracting" suggested by international best practices and guidelines on Business & Human Rights, the Integrated Compliance Function in coordination with the Sustainability Function provides a series of standard clauses on human rights compliance to be included, on the basis of a risk-based approach, in the main contractual agreements of Eni and provides support to the business for the definition and negotiation of the same.

Most recently, in its meeting of March 16, 2023, the Board of Directors, having regard to the remarks of the Control and Risk Committee ascertained the resources and professionalism of the Integrated Compliance function to be adequate, in compliance with the provisions of Recommendation 33, letter d) of the Corporate Governance Code.

3.10.12 Corporate Affairs and Governance Function

Among other corporate functions dealing with matters of compliance, the Corporate Affairs and Governance Function oversees, through its Head, compliance of Eni SpA and its subsidiaries with respect to corporate and corporate governance regulations, including the Corporate Governance Code, and regulations concerning the issuers.

The Head of Corporate Affairs and Governance, directly reporting to the CEO, has the task of overseeing, among other things, compliance with regard to related parties and abuse of market information (issuers)¹⁷⁸. In these areas, he is responsible, among other things, for overseeing the process of developing and updating its MSGs and for promoting communication and/or training on its MSGs and the dissemination of best practices for relevant processes¹⁷⁹.

(178) These compliance issues are external to Integrated Compliance (COMP) function.

(179) For further information, please refer to the sections "Management System Guideline Transactions Involving the Interests of Directors and Statutory Auditors and Transactions with Related Parties" and "Management System Guideline Market Information Abuse (Issuers)" in this Report.

3.10.13 Head of Integrated Risk Management

The Head of Integrated Risk Management (IRM) of Eni SpA, who reports directly to the CEO of Eni SpA¹⁸⁰, is appointed by the CEO in consultation the Chairman of the Board.

The Head of IRM ensures the conduct of IRM processes. The Head of IRM presents the results at least quarterly to the Risk Committee of Eni SpA, as well as to the Control and Risk Committee as well as, where requested, to other supervisory and control bodies. On at least a quarterly basis, the CEO submits the report on Eni's risks to the examination of the Board of Directors.

Within the process of strategic planning, the Head of IRM provides, on the basis of overall risk management activities, an expert contribution to the definition of the de-risking areas for the analysis of the corporate risk profile and mitigation actions. The Head of IRM provides also 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 risk exposure and how to handle it, in coordination with Eni business lines and support functions, as well as initiatives for the updating of existing management systems for the primary risks.

Most recently, in its meeting on March 16, 2023, the Board of Directors, having regard to the remarks of the Control and Risk Committee ascertained the resources and professionalism of the Integrated Risk Management function to be adequate, in compliance with the provisions of Recommendation 33, letter d) of the Corporate Governance Code.

3.10.14 Eni Personnel and Management

The responsibility for implementing an effective ICRMS 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:

- all Eni managers, within the scope of the units they manage and for the achievement of related objectives, undertake to ensure the adequacy of the internal control system relating to the area of activities for which they are responsible, actively participating in its proper working. To this end, they establish specific control activities and monitoring processes suitable to ensure their effectiveness and efficiency over time, also considering the specific risks to be managed;
- in addition to the management Committees, the functions and the Head of Integrated Risk Management described above, other corporate functions 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 programs and in-depth information sessions for Eni personnel and its Boards focus on ICRMS and, especially, on compliance.

3.11 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.

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.

Principles and objectives
of the Regulatory System
Principles and objectives
of the Regulatory System

(180) Since July 2016.

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.

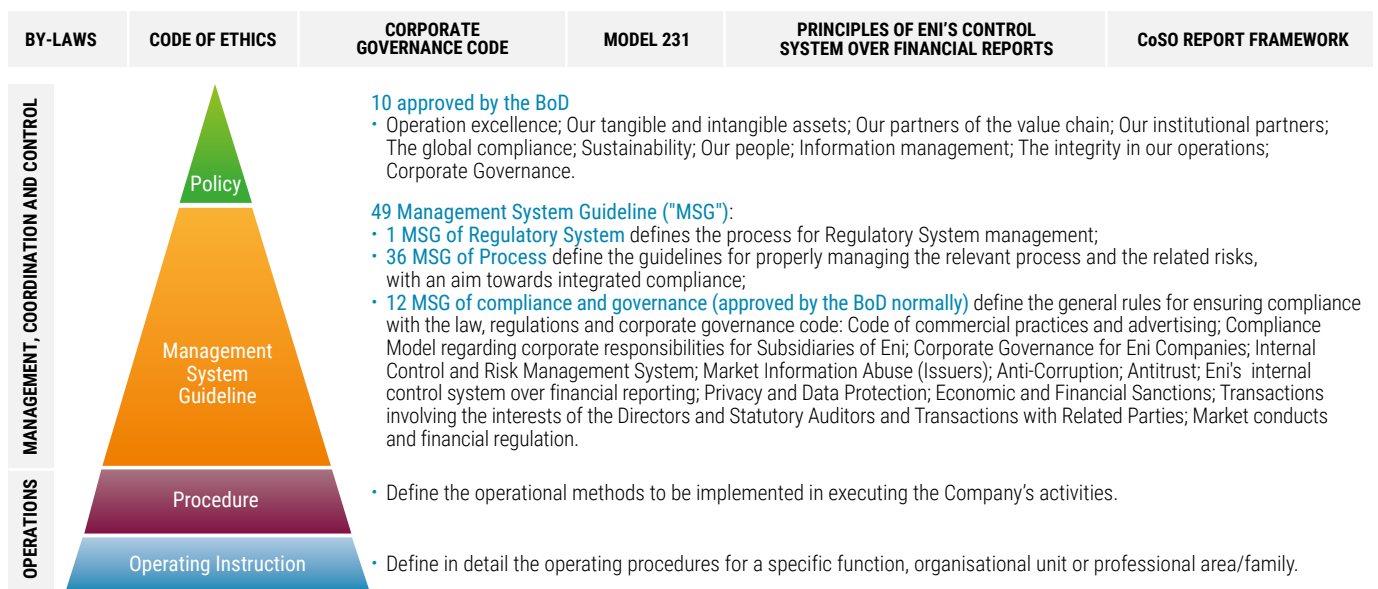
3.11.1 The key features of the Eni Regulatory System

On July 28, 2010, the Board of Directors of Eni SpA approved the basic guidelines for the New Eni Regulatory System, with the goal of rationalising, supplementing and simplifying Eni's regulatory system. The basic 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 2020 Corporate Governance Code, the Model 231, SOA Principles and the CoSO Report.

Guidelines for the Eni Regulatory System

GENERAL OVERVIEW OF THE REGULATORY SYSTEM



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, each focusing 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 MSGs (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 exemption¹⁸¹. Subsidiaries listed on regulated markets are guaranteed operational independence, which has already been granted by the Board of Directors;

Policy

Management System Guidelines

(181) Exceptions are allowed only in exceptional circumstances. There are no exceptions, as a rule, 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 Italian 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.

Procedures

- Procedures define the operational methods to be implemented in executing the activities of the company. They describe the tasks and responsibilities of the organizational contacts involved, management and control methods and communication flows. They regulate corporate operations also in order to pursue the objectives of compliance with local regulations. The content is defined in compliance with the Policies and MSGs as implemented by the companies;

Operating Instructions

- Operating Instructions define in detail the operating methods relating to a specific function/ organisational unit/professional family or to Eni people and functions involved in the obligations regulated therein.

The regulatory instruments are published on the company 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.

In 2022, with a view to pursuing continuous improvement and accompany the Company's transition strategy, Eni has launched an initiative to identify, also through the analysis of market best practices, any improvement actions of the current Eni Regulatory System in terms of instruments and relevant management process.

The new Regulatory System

On January 26, 2023 the Board of Directors of Eni SpA updated the fundamental guidelines of the Regulatory System Policy, in line with the operational and governance requirements required by Eni's new business model: Eni's new strategy, based on increasingly greater diversification of activities and company forms managed, indeed required a change in the architecture, tools and rules of the Regulatory System defined in early 2010.

Using the solutions identified, the aim was to achieve a Regulatory System that, with a risk-based approach and the same effectiveness as the ICRMS, was characterised by:

- easier to use regulatory instruments;
- more streamlined decision-making and operational processes;
- a more active role and greater awareness of Management in identifying risks and the actions to mitigate them.

An architecture based on 4 levels was confirmed, with management and coordination tools in relation to subsidiaries and the operational framework.

Roles and responsibilities are updated in line with the new architecture and instruments of the Regulatory System.

3.11.2 Management System Guideline "Corporate Governance for Eni companies"

Governance system and rules for Eni companies

On October 27, 2022 the Board of Directors of Eni SpA, acting upon proposal of the CEO, having first been examined by the Nomination Committee and by the Board 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 October 26, 2017 to bring it into line with, among other things, the application practices, several indications of the supervisory bodies and several internal regulatory developments, as well as Eni's business need and the current organization of Eni SpA, to simplify and increase the efficiency of certain processes. The review led to the inclusion of a section on the fundamental principles for the exercise by Eni SpA of management and coordination activities. In this regard, when carrying out the management and coordination activity, Eni shall act with respect for the operational autonomy of the individual companies, in particular those listed and those subject to special regulation, the interests of any third-party shareholders, the confidentiality obligations required in protection of the commercial interests of the companies involved and, in the case of foreign companies, the provisions set out in local regulations.

More specifically, the MSG "Corporate Governance for Eni companies":

- governs the legal form and management and control system of Eni subsidiaries, including consortia, indicating the size, composition and operating principles for the related corporate bodies, also in relation to the characteristics of the activity carried out;

Legal form of Eni subsidiaries

- defines strict requirements to be met by the members, appointed by Eni, of the management and control bodies of all Eni associated companies, in order to be given and maintain such appointment. Requirements are verified or evaluated and monitored, including through the submission of statements by the candidates¹⁸², according to principles of traceability and transparency. 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 provides for requirements concerning integrity and independence or the absence of any conflict of interest, thereby borrowing and expanding the provisions and Recommendations of the Corporate Governance Code followed by Eni SpA¹⁸³;
- defines roles and responsibilities in the process of designating the members of the management and control bodies. With regard to the application and the appointment of members of the control bodies, the MSG provides for the creation of an internal database containing the names of potential candidates who meet the requirements, which are verified by the competent corporate units;
- in order to ensure appropriate flexibility, the MSG establishes: (i) the general causes for exemption from the MSG (and associated reporting flows), in the case of specific limitations caused by the presence of third-party shareholders, binding agreements, local or sector regulations, operational reasons connected with the system of delegated powers, as well as situations of temporary misalignment when said misalignment is short term and certain to end; (ii) exceptions to the application of the MSG that must be expressly authorised.

The MSG identifies roles and responsibilities of the functions involved in the nomination process, in the process of communicating a general cause for exemption and in the process for authorising exceptions, also taking account of a classification of the companies involved, so as to engage and increase the accountability of Eni management, which has the most direct knowledge of the individual company and has access to the best managerial leverage, increasing the efficiency of the processes in terms of response times, without compromising the controls. The highest decision-making levels are unchanged for the most relevant companies.

3.11.3 Management System Guideline “Internal Control and Risk Management System”

Most recently on October 25, 2018, the Board of Directors of Eni SpA, upon the proposal and subject to the prior opinion of the Control and Risk Committee and having heard the Chairman of the Board of Directors on Internal Audit-related matters, approved the “Guidelines for the Internal Control and Risk Management System” (ICRMS), entrusting the CEO with their implementation.

These general 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. This rule, incorporating the aforementioned principles (i) consolidates and structures within a single document the various elements of the Eni ICRMS; (ii) defines the model of relations between Eni SpA and the subsidiaries in this area; and (iii) exploits the opportunities for the rationalisation of reporting flows and the integration of controls and monitoring activities.

(182) Mandatory by law, for all directors, pursuant to Legislative Decree No. 183/2021, in force since December 14, 2021, which, in Art. 6, paragraph 2, amends Art. 2383 of the Italian Civil Code, introducing the obligation to issue at the time of appointment a declaration about the non-existence of causes for ineligibility envisaged by Art. 2382 of the Civil Code and of disqualifications from the position of director adopted in a Member State of the European Union.

(183) As for the professional requirements, an update is also planned to the internal regulations for further strengthening in relation to the law.

Requirements to be met by corporate body members

Requirements to be met by corporate body members and database

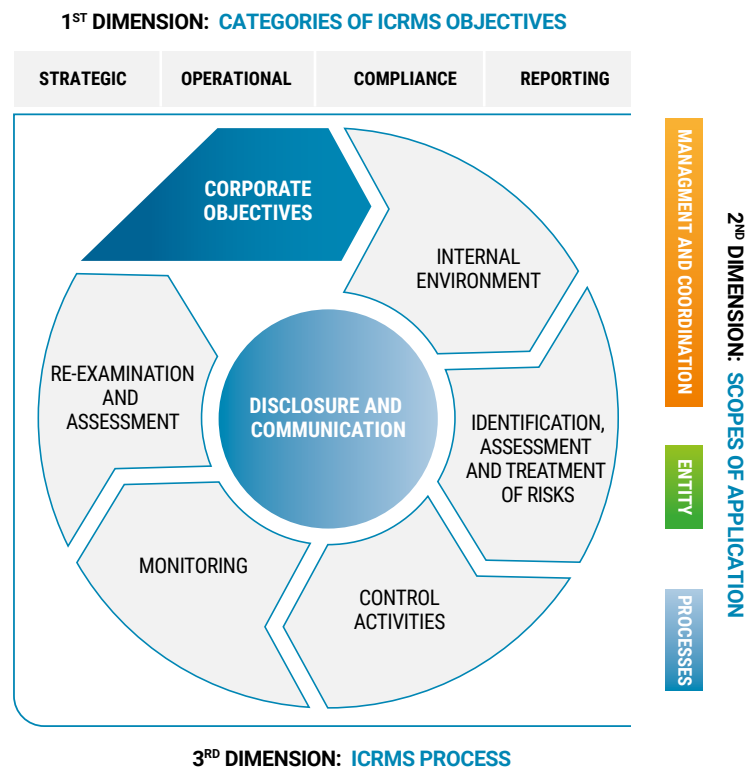
General causes for exemption and exceptions Information and authorisation

Board guidelines

Internal implementation rules

The ICRMS MSG is used alongside the instruments issued on December 18, 2012 and most recently updated on April 9, 2020, 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 and most recently updated on June 24, 2020.

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

- 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.

Scope of application

- 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.

ICRMS Process

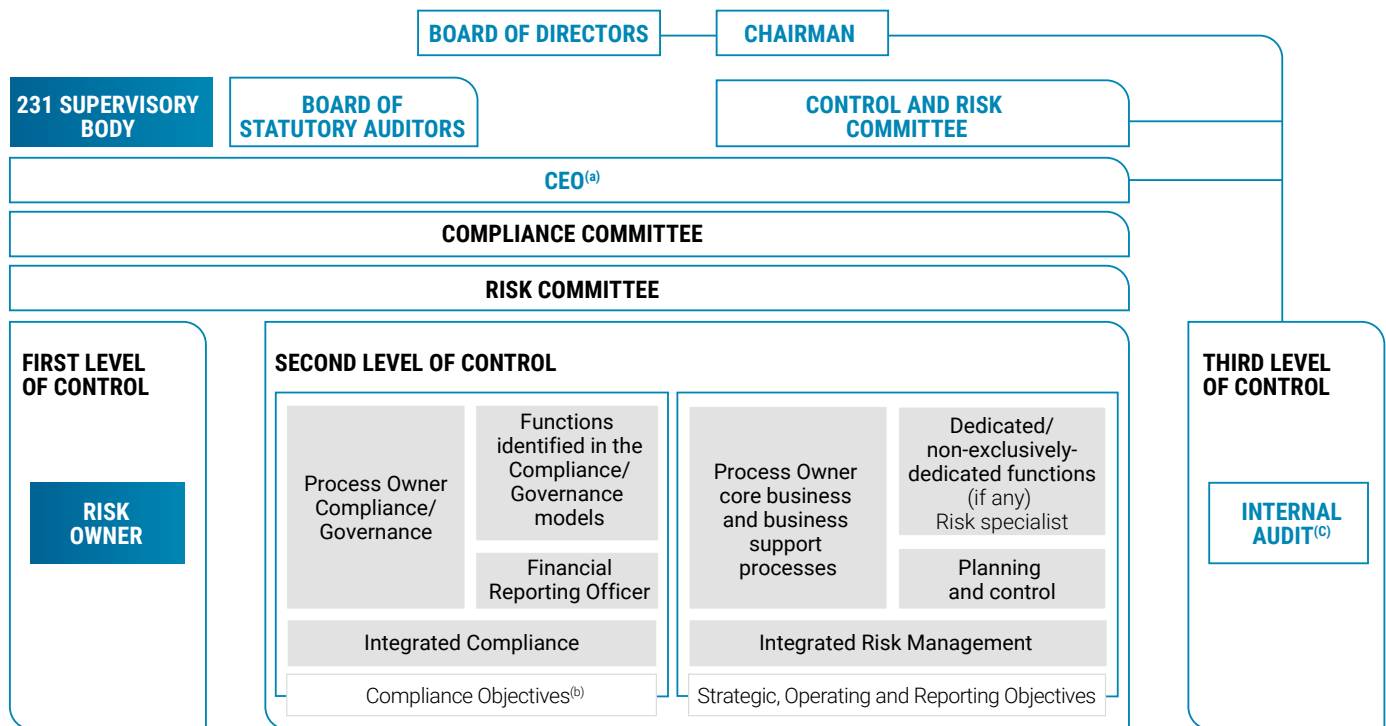
- 3) ICRMS Process - The third dimension represents the ICRMS process and its individual phases:
 - definition and implementation of the "internal environment";
 - identification, assessment and treatment of risks;
 - definition and implementation of control activities;
 - monitoring;
 - re-examination 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 SCIGR actors act according to a three-level model of control as outlined in the figure below:



(a) In charge of establishing and maintaining of the ICRMS.

(b) Including objectives on the reliability of financial reporting.

(c) The Internal Audit Director reports hierarchically to the Board and, on its behalf, to the Chairman, without prejudice to its functional reporting to the Control and Risk Committee and to the CEO, and without prejudice to the provisions concerning the appointment, revocation, remuneration and allocation of resources.

- 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 function 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 channelled through the Control and Risk Committee of Eni SpA, which carries out an adequate preparatory analysis and reports it 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 2020 Corporate Governance Code and in accordance with the powers reserved to itself, the Board of Directors of Eni SpA, with the support of the Control and Risk Committee, establishes the ICRMS guidelines for Eni SpA, its major subsidiaries and the Eni Group.

The Board, with the support of 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. With the support 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 at its meeting of March 16, 2023, having heard the opinion of the Control and Risk Committee, the Board of Directors assessed the adequacy and effectiveness of the ICRMS and its organisational arrangements in relation to the nature of the Company and its risk profile¹⁸⁴.

3.11.4 Management System Guideline “Internal Audit”

The Management System Guideline “Internal Audit” (“Internal Audit MSG”), prepared by the Head of the Internal Audit function and approved by the Chairman of the Board of Directors, in consultation the CEO and the Control and Risk Committee, was updated on September 30, 2019.

(184) 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.

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 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 function and approved by the Board⁽¹⁸⁵⁾, 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 programs, 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 corrective measures 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 data analytics tools and specific Key Performance Indicators (KPIs) related to specified business processes as well as through the use of Natural Language Process and Robotic Process Automation tools, in order to make verification activities more efficient and effective;
 - formalisation and communication of the results in order to confirm, with the structures involved in the audits, any issues that emerged, 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 (so called "overall rating"), based upon the knowledge gained and evidence acquired during the conduct of the audit and in the professional opinion of the Internal Audit function. 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 function 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:
 - half-yearly reports on the main results of the activities carried out by the Internal Audit function, submitted simultaneously by the Head of the Internal Audit function to the Chairman of the Board of Directors, the CEO, the Control and Risk Committee and the Board of Statutory Auditors of Eni SpA; the half-yearly reports are also sent to the Supervisory Body of Eni SpA, for matters of its competence;

Guidelines for the Internal Audit process

Definition of the Audit Plan

Spot Audits

Monitoring of corrective actions

Information flows

(185) For more information, please refer to the section on "Internal Audit" of this Report.

- 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 top management of the area.

Other activities

The Internal Audit MSG also governs other activities for which the Internal Audit function is responsible, such as the handling of whistleblowing reports (including anonymous ones) received by Eni, pursuant to the relative regulations¹⁸⁶, oversight activities on behalf of Eni 231 Supervisory Body and support requested by the subsidiaries' 231 Supervisory Bodies¹⁸⁷; independent monitoring as required by the Internal Control System with regard to financial reporting, relations with the management, control and oversight bodies and with the audit firm, as well as the "quality assurance and continuous improvement" program for activities performed by the Internal Audit function, 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.

3.11.5 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.

(186) 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.

(187) This refers to the Supervisory Bodies of Italian subsidiaries and International Supervisory Bodies 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 refer to the section "Model 231" of this Report.

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 function provides adequate information flows 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.

In particular, an annual Integrated Compliance Report is prepared, which includes an assessment by the Head of Integrated Compliance concerning the adequacy of the Management System Guideline and the compliance areas covered therein.

This Report, including the Anti-Corruption Report, is submitted for information to the Compliance Committee by Head of Integrated Compliance. It is then presented to the Board of Statutory Auditors and, for examination, to the Control and Risk Committee. The CEO submits, for information, this Integrated Compliance Report to Eni's Board of Directors. Finally the Integrated Compliance Report is also communicated by the Head of the Integrated Compliance function to the 231 Supervisory Body of Eni SpA, for the matters of their concern.

Every six months, the Integrated Compliance function prepares an update of the Report based on the results of Integrated Compliance process for the reference semester and any relevant events occurring during the period.

This update is sent, for information, to the Compliance Committee and then presented to the 231 Supervisory Body of Eni SpA, the Board of Statutory Auditors and, for examination, to the Control and Risk Committee, in support of the evaluation of the Board of Directors of Eni SpA about the effectiveness and adequacy of Eni's ICRMS.

3.11.6 Management System Guideline "Integrated Risk Management"

The Management System Guideline "Integrated Risk Management" regulates the various phases and activities of the Integrated Risk Management (IRM) process, the roles and responsibilities of the main subjects involved. The IRM 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, analysed and consolidated 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 Eni's Four-Year Plan and continues with the support to its implementation, through periodic risk assessment, monitoring and integrated risk reporting cycles, operational risk management and aggregated risk analysis to enhance understanding of the Company's exposure.

This model for the integrated management of corporate risks is included in the ICRMS and is consistent with international principles and best practices¹⁸⁸.

The model comprises the following elements:

- 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 potential interest (ICR), and support to the decision-making process for the authorization of investment and other main M&A projects;

(188) 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.

The reporting of Integrated Compliance function

The Integrated Compliance Report

Rules of the integrated risk management

The elements of the Integrated Risk Management model

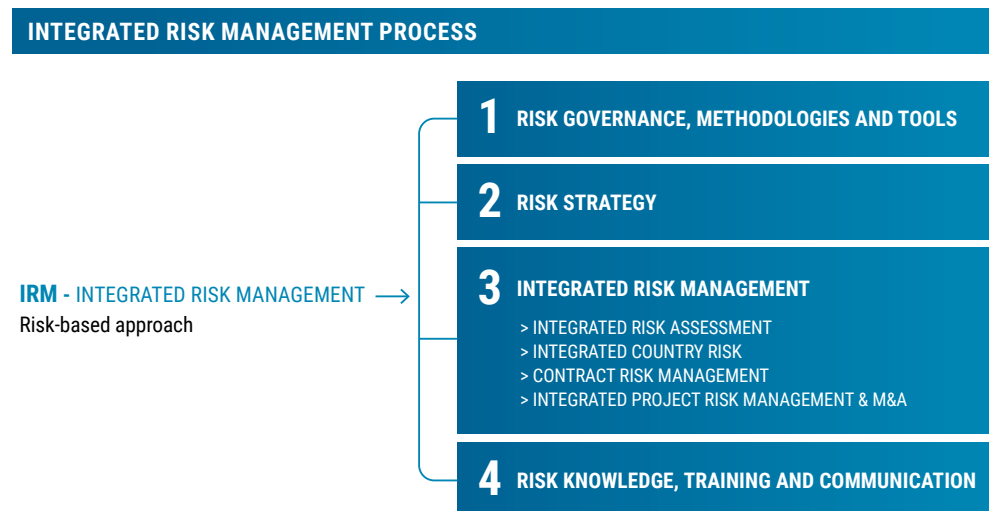
- 3) Knowledge, training and communication on risks: includes professional development of Eni personnel operating in risk management with a dedicated knowledge management system.

Risk Governance

With regard to Risk Governance, the following have been established:

- a) the Risk Committee, chaired by the CEO and composed by Eni's top management. 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 function, which reports directly to the CEO, whose head is appointed by the latter after hearing the Chairman 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);
 - presents IRM activity results at least quarterly to the Risk Committee and the Control and Risk Committee, as well as, if requested, to the 231 Supervisory Body;
 - 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 into account the specific activities conducted by the Company and its subsidiaries, reported on by the CEO at least on a quarterly basis.



IRM Process

Specifically, the IRM process includes the following 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 company management consistent with the strategic objectives identified. This sub-process also defines criteria for the analysis, evaluation, measurement and communication of risks;
- (ii) the purpose of the "Risk Strategy" sub-process is to contribute to the preparation of the Four-Year Plan and the management performance plans by identifying, on the basis of the overall risk management activity, de-risking areas, the analysis of the risk profile underlying the plan and the management actions;
- (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 all activities;

- 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 professional development of all Eni resources involved in risk management, develop a common language and spread, at all organizational levels, an adequate risk management culture.

Integrated Risk Management reporting

In 2022, the Integrated Risk Management (IRM) reporting submitted by the CEO to the Board of Directors, after examination by the Risk Committee and the Control and Risk Committee, was carried out through the following phases:

- analysis of the de-risking actions of the 2022-2025 Strategic Plan, presented on January 20, 2022. On the same date, the Integrated Assessment of Risks with financial impact was presented;
- results of the second half of 2021 of ICR - presented on February 17, 2022;
- monitoring of primary corporate risks - presented on March 17, 2022;
- results of the 2022 Annual Risk Assessment - presented on July 28, 2022, along with the executive summary of the monitoring indicators of Eni's top risks, on the basis of a process that involved 134 companies in 45 Countries. On that same date, ICR 2022 first-half results were given;
- monitoring of primary corporate risks - presented on October 27, 2022;
- results of the Interim Top Risk Assessment, presented on December 14, 2022 with an update on top risk emerging from the 2022 Annual Risk Assessment.

3.11.7 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”)¹⁸⁹

The Internal Control System applied to financial reporting aims to provide reasonable certainty about the reliability¹⁹⁰ 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 (hereinafter in this section also “ICFR MSG”) most recently approved by the Board of Directors of Eni on October 7, 2021¹⁹¹.

Quarterly IRM reporting

Eni's Internal Control System over Financial Reporting

(189) This section is also provided in accordance with Art. 123-bis, paragraph 2, letter b), of the Consolidated Law on Financial Intermediation.

(190) Reliability (of reporting): reporting that is accurate and complies with generally accepted accounting principles and meets the requirements of applicable law and regulations.

(191) This regulatory instrument updates and replaces the previous company rule (Management System Guideline) on the subject adopted by the Board of Directors on December 11, 2014.

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 ICFR 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 in the light of the framework issued by the Committee of Sponsoring Organisations of the Treadway Commission (CoSO)¹⁹², which, while 5 components of the internal control system¹⁹³, develops 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 ICFR 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.

The Risk Assessment process

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 qualitative items such as 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, for example, fraud-related risks¹⁹⁴);
- for companies falling within the scope of the control system applied to the financial reporting process, relevant processes are subsequently identified, analysing the quantitative factors (processes that contribute to items of the financial statements in amounts exceeding the materiality threshold) 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);

(192) Published in 1992 by the Committee of Sponsoring Organizations of the Treadway Commission and subsequently updated.

(193) Represented by the Control Environment, Risk Assessment, Control Activities, Information and Communication and Monitoring.

(194) 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 of the Consob Markets Regulation apply.

- the risks associated with relevant 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 risks¹⁹⁵ at Eni, a dedicated risk assessment is conducted using a specific methodology for “anti-fraud programs and controls” referred to in the MSG.

A control system has been defined for relevant 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:

- 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, the 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 potential risk of errors/fraud that impact the financial statements and that cannot be identified by other controls.

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.

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 function, which uses agreed audit procedures on the basis of a plan transmitted by the Financial Reporting Officer (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 function, 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.

Control system

Controls at entity level

Controls at process level

Evaluation of controls (monitoring)

(195) Fraud: within the control system, any intentional act or omission leading to deceptive disclosures.

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 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 "deficiency", "material weakness" or "significant deficiency".

Reporting

The results of the monitoring activities are included in a periodic report on the state of the control system applied to financial reporting, and this reporting is conducted using computerised tools that enable the traceability of information on the adequacy of the design and functioning of the controls.

FRO Report

On the basis of this reporting activity, the FRO drafts a report on the adequacy and actual implementation of the control system applied to financial reporting.

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 over 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.

The Board assessment

For the Board's assessments, on the adequacy and effectiveness of the Internal Control and Risk Management System as well as on the powers and means available to the FRO and compliance with the administrative and accounting procedures prepared by the same, please refer to the first paragraph of the chapter "Internal Control and Risk Management System", in the part relating to the assessments of the Board of Directors.

Finally, the activities of the 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 effectiveness 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.

3.11.8 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"), 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 SpA Model 231

The Eni SpA Model 231 establishes the control arrangements (general transparency standards for activities and specific control standards) for the purpose of preventing the offences envisaged under Legislative Decree No. 231/2001, that have been incorporated into the relevant Company procedures.

The Eni SpA Model 231 is made up of a General Part called "231 Model of Eni SpA" and of a Special Part called "Processes, Sensitive Activities and Specific Control Standards of

Model 231”, dictating the control measures that must be set out in the organisational and/or regulatory tools of the company.

This last document, in particular, identifies sensitive activities, that is, those corporate activities implying a criminal risk due to the liability of entities, pursuant to Legislative Decree No. 231/2001, and lists the related control standards against the risk. For regulatory information on Legislative Decree No. 231/2001 and on predicate offences, which may, under the conditions provided for in Legislative Decree No. 231/2001 determine the liability of the entity, a specific legislative appendix has been prepared.

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 231¹⁹⁶.

The Board of Directors, upon proposal of the CEO, having heard the Control and Risk Committee and the Board of Statutory Auditors, approves any amendments and/or additions regarding Chapters 3, 4, 6, 7 and 8 of the General Part¹⁹⁷. Amendments and/or additions regarding definitions and Chapter 1, 2 and 5 of the General Part¹⁹⁸, as well as those relating to the Special Part take effect immediately as they are approved by the CEO who submits them, for information, to the Board of Directors¹⁹⁹.

On November 18, 2021, the Board of Directors approved a new version of the General Part of the Model 231 in order to (i) rationalize and strengthen the role of the Internal Control System of Eni SpA and the various compliance programs that make it up in the document, with a view to integrated compliance, also in line with recent best practices on the subject²⁰⁰; (ii) adapt the document to changes in Eni's organizational structure.

With regard to the Special Part, on July 4, 2022 the CEO of Eni SpA approved the updated version of the document “Processes, 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.

Regulatory and organisational models for subsidiaries

Eni SpA promotes the adoption and effective implementation by all subsidiaries of an appropriate system to prevent the risk of corporate liability arising in connection with criminal offences. According to the provisions of Eni's internal regulatory instruments, in the management of activities at risk in terms of administrative liability of entities, the subsidiaries adopt and implement principles and control measures consistent with the provisions of the 231 Model of Eni SpA, suitably adapted to take into account applicable local legislation, the specific operations of the entity and its organization. In exercising their autonomy, individual subsidiaries are responsible for the adoption and implementation of the respective 231 Models or other compliance models on the administrative liability of entities.

In 2022, the company regulatory system was reorganised in relation to the corporate administrative liability of Eni subsidiaries, in order to pursue benefits in terms of efficacy and efficiency.

In this regard, the streamlining of the regulatory instruments – with the issue of a single MSG on compliance for the Italian and foreign subsidiaries containing the common principles and guidelines of the compliance models, an annex that sets out the operational tools as well as

(196) Composed of the Heads of Integrated Compliance, Legal Affairs and Commercial Negotiations, Human Resources and Organisation and Internal Audit, as provided for in the relevant internal regulatory instrument.

(197) In particular: Chapter 3 “Identification, analysis and assessment of risks pursuant to Decree No. 231/2001: the methodology of Eni SpA”; Chapter 4 “231 Supervisory Body”; Chapter 6 “Disciplinary and sanctioning system”; Chapter 7 “Rules for updating the Model 231”; Chapter 8 “Organisational model and subsidiaries and affiliated companies”.

(198) In particular: Chapter 1 “The Model 231 of Eni SpA”; Chapter 2 “Eni SpA and its governance and internal controls risk management systems”; Chapter 5 “Addresses of Model 231 and communication and training activities”.

(199) The Head of the Integrated Compliance function on the proposal of the Technical Secretariat, after informing the Supervisory Body and having received a positive opinion from the 231 Technical Committee, can make purely formal changes to Model 231. The same updating procedure also applies to the regulatory annex, on Legislative Decree No. 231/2001 and on predicate offences.

(200) Confindustria, “Guidelines for the setting of organization, management and control models pursuant to Legislative Decree of June 8, 2001 No. 231” (last update in June 2021).

Responsibility for updating

Compliance Models on administrative liability for Eni's subsidiaries

two application procedures – allows for a more homogeneous representation of the Models on the administrative liability of the Italian and foreign subsidiaries and greater flexibility of application and updates for the methods most subject to changes.

In particular, the new MSG sets out the constituent elements of the compliance models, as well as the duties of management of the subsidiaries and requires that the models identify, among other things: (i) the areas of compliance in relation to the categories of criminal offences envisaged under Legislative Decree No. 231; (ii) the company activities at risk and the control measures, and (iii) the information flows arising in particular from other compliance models with a view to integrated compliance. The MSG also provides for the creation of International Supervisory Bodies (ISBs), in the foreign subsidiaries at high risk (replacing the Compliance Supervisory Bodies) and at medium risk with the task of overseeing the function, compliance and adequacy of the compliance models. At local level, in the foreign subsidiaries at medium and high risk, the Local Compliance Committees (LCCs) are maintained, tasked with forming and verifying the design of the control measures, as well as verifying the adequacy of the compliance models in relation to relevant local legislation. ISBs and LCCs are supported by the Counsel of the Integrated Compliance function.

This reorganisation also aimed to strengthen the risk-based approaches in the design of controls, including with reference to the requirements of local legislation, and to develop the integration of the controls carried out in other areas (combined assurance) with the consequent optimisation of the obligations borne by foreign subsidiaries

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 offences that are consistent with the measures adopted by the Eni Group companies, within their respective spheres of responsibility.

Commitment, awareness, dissemination of the compliance culture and training

The role of Eni's Board

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 Eni's subsidiaries, and to establish and appoint the members of the 231 Supervisory Body 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 231 Supervisory Body

The Eni 231 Supervisory Body ensures the preservation and facilitates the distribution, also 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 and communication

With reference to training and communication on corporate responsibility, the following initiatives were carried out in 2022:

- workshops organised for each compliance area and aimed at employees of Italian companies included a specific content relating to Legislative Decree No. 231/2001, Model 231 of Eni SpA and the Supervisory Body of Eni SpA;
- foreign subsidiaries organised general workshops on the compliance model on corporate responsibility for the members of the Local Compliance Committees as well as specialist training on the design of the control measures applicable to corporate processes at risk and aimed at process management;
- on March 10, 2022 a classroom seminar was held to explain the new Model 231 of Eni SpA, aimed at 20 employees in the professional areas at most risk of 231 issues. On May 31 and

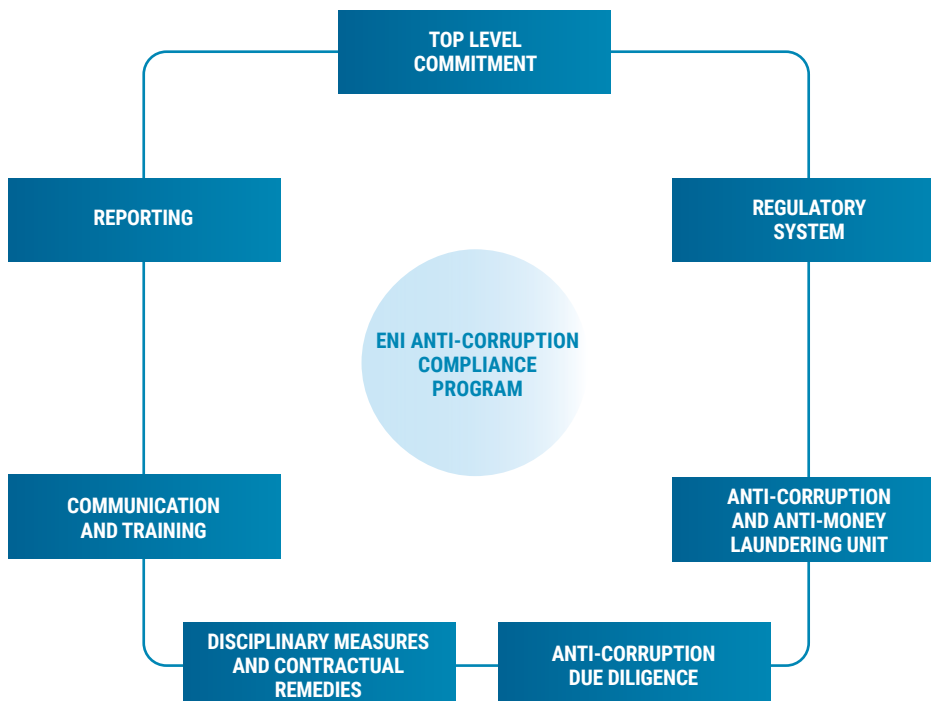
September 19, 2022 the recording of the training event was streamed via Webex to other employees at high risk of 231 issues (around 1,000 Eni SpA employees);

- around 90% of the Eni population was trained via the new e-learning course “Code of Ethics, Anti-Corruption and Corporate Administrative Liability”, aimed at the entire Eni population in Italy and abroad;
- the Model 231 was subject to a specific communication campaign, through the publication on the company Intranet of a promotional video, intended to consolidate employees’ knowledge of the Model 231 and its importance for Eni.

3.11.9 Anti-Corruption Compliance Program

In accordance with the “zero tolerance” principle expressed in the Code of Ethics, Eni prohibits any conduct that could facilitate or promote corruption and/or money laundering. To this end, Eni has adopted a system of rules, controls and organisational measures aimed at preventing corruption-related crimes and also instrumental to preventing money laundering in the context of the non-financial activities of Eni SpA and its subsidiaries (Anti-Corruption Compliance Program).

Rules and controls for preventing corruption



The Eni Anti-Corruption Compliance Program, characterised by its dynamism and constant attention to the evolving national and international legislation and best practices²⁰¹, 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.

(201) Among the most important, UNI ISO 37001:2016 “Anti-bribery management systems”; United Nations Global Compact/Transparency International “Reporting guidance on the 10th principles against corruption” (2009); UK Ministry of Justice, “Guidance about procedures which relevant commercial organizations can put into place to prevent persons associated with them from bribing” (2010); International Chamber of Commerce, “Rules on Combating Corruption” (2011); U.S. Department of Justice and Securities and Exchange Commission, “A Resource Guide to the U.S. Foreign Corrupt Practices Act” (2012 - Second edition of November 2020); U.K. Ministry of Justice, “Bribery Act 2010: Guidance to help commercial organisations prevent bribery” (2012); Transparency International, “Business Principles for Countering Bribery” (2013); OCSE “Recommendation of the Council for Further Combating Bribery of Foreign Public Officials in International Business Transactions - Annex II: Good Practice Guidance on Internal Controls, Ethics and Compliance” (last update November 2021).

Internal rules and mandatory adoption for subsidiaries

The primary internal rules are represented by the Anti-Corruption MSG²⁰², most recently updated by the Board of Directors on June 24, 2021 and issued on July 19, 2021, and additional detailed regulatory instruments that constitute the reference framework for identifying risk activities and control instruments that the Company provides personnel to prevent and counteract the risk of corruption and money laundering. Eni's subsidiaries, in Italy and abroad adopt, by resolution of their Board of Directors, both the Anti-Corruption MSG and the other anti-corruption regulatory instruments.

Furthermore, 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 suitable for preventing the violation of applicable anti-corruption and anti-money laundering laws and consistent with the laws and regulations governing the business in the country in which the company or entity is established or where its activities are based.

The Anti-Corruption and Anti-Money Laundering Unit

To ensure the effectiveness of the Anti-Corruption Compliance Program, in 2010 Eni established a dedicated organisational unit, with adequate equipment also in terms of authority and independence, within the "Integrated Compliance" function, reporting directly to the CEO.

Anti-Corruption due diligence

The Anti-Corruption and Anti-Money Laundering Unit, with specific expertise in the field, is responsible, among other things, for supervising the design and implementation of the Anti-Corruption Compliance Program and providing specialised anti-corruption and anti-money laundering assistance in relation to the activities of Eni SpA and its subsidiaries, with particular reference to the assessment of the reliability of counterparties potentially at risk ("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 particular, the Anti-Corruption MSG establishes that the results of the due diligence process, including any observations of the anti-corruption and money laundering unit, shall be brought to the attention of the person or body authorising the related transaction, including the Board of Directors.

Reporting by the Anti-Corruption and Anti-Money Laundering Unit

Furthermore, the Anti-Corruption and Anti-Money Laundering Unit provides information flows to Eni's top management, management and to the Company's control bodies by preparing an annual report and a six-monthly update on the relevant activities in the context of the Anti-Corruption Compliance Program. This report and the six-monthly update form an integral part of the Integrated Compliance Report and follow the related information flows²⁰³.

Training

With reference to the anti-corruption training program for all Eni employees (including part-time employees), both online courses (e-learning) and training events in the classroom (workshops) are provided. The target audience for the training program 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.

In 2022, anti-corruption training delivered via e-learning included the new course "Code of Ethics, Anti-Corruption and Corporate Administrative Liability", aimed at the entire Eni population in Italy and abroad.

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 Program 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.

(202) Available on the website eni.com under the section Eni's Anti-Corruption Compliance Program.

(203) For more information, see the section dedicated to the Management System Guideline "Integrated Compliance".

NUMBER OF PERSONNEL TRAINED IN 2022

Code of Ethics, Anti-Corruption and Corporate Administrative Responsibility	27,568
General workshop ^(a)	1,346
Job specific training ^(a)	523

(a) In-person training events started again in 2022.

In addition, in 2022, the Anti-Corruption and Anti-Money Laundering Unit:

- took action on anti-corruption issues, including through the discussion of case studies, in the context of the training course dedicated to the managing directors of Eni's subsidiaries and affiliated companies in Italy and abroad. The purpose of these training sessions is to support the development and consolidation of the professional profile of the Eni Managing Director, with a focus on compliance and risk mitigation issues;
- continued the anti-corruption training dedicated to Eni's third parties. In particular: (i) in September, held a webinar aimed at several of Eni's high-risk suppliers; (ii) in the period September-December 2022, trained the employees of the joint venture IOC LLP in Kazakhstan using an online course;
- updated the specialist e-learning on the Anti-Corruption Compliance Program dedicated to personnel at medium/high risk;
- continued its work of providing regular information and updating on anti-corruption issues, through the creation of anti-corruption content with the Compliance Flashes²⁰⁴, periodically addressed by the Integrated Compliance function to the Company's top management.

Eni's experience in anti-corruption matters is also gained through continued participation in international events and working groups, which represent, for Eni, an instrument for growth and promotion and diffusion of its values. In this connection, Eni actively participated in the Partnering Against Corruption Initiative (PACI) of the World Economic Forum, O&G ABC Compliance Attorney Group (a discussion group addressing anti-corruption issues in the Oil & Gas industry) and, in 2021 and 2022, in the Integrity & Compliance Task Force of B20 Italy and of B20 Indonesia respectively.

With regard to external assessments of Eni's Anti-Corruption Compliance Program:

- in 2013, a global assessment was performed by an independent legal expert to assess the effectiveness of the Anti-Corruption Compliance Program, 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 Program were sound overall, in line with the appropriate benchmarks and international best practices;
- in January 2017, was the first Italian company to receive the ISO 37001:2016 "Anti-bribery Management Systems" certification for its Anti-Corruption Compliance Program. To maintain this certification, Eni is cyclically subjected to surveillance audits (two every three years) and recertification audits (one every three years). These audits have always been completed positively since 2017. Most recently, in December 2022, the recertification audit was completed positively.

Participation in conferences and working groups

The global assessment by independent legal expert

Certification ISO 37001:2016

3.11.10 Antitrust Compliance Program

In order to ensure compliance with antitrust legislation, 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.

With a view to continuous improvement, these rules have been subsequently updated and transformed, in April 2017, into the Antitrust Compliance Program, as formalised in

MSG Antitrust

(204) 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.

the Management System Guideline Antitrust (Antitrust MSG) which applies to Eni and its subsidiaries, most recently updated in 2022, especially with a view to optimising the controls and greater alignment, even formally, with Guidelines of the Italian Antitrust Authority on antitrust compliance. 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 Program, 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 Program, 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 programs.

3.11.11 Consumer Protection Compliance Program

MSG Code of Commercial Practice and Advertising

Eni has 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 will be reviewed in 2023, including through the introduction of a specific focus on environmental communication and on the compliance measures intended to mitigate the risks of “greenwashing” accusations.

A specific corporate 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 commercial practices and environmental communication 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 in the matter. This function is also responsible for overseeing related training programs.

3.11.12 Privacy and Data Protection

MSG Privacy e Data Protection

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 organization comes into contact. To this end, Eni long ago adopted a specific Management System Guideline (MSG), and this MSG has recently been updated to comply with Regulation (EU) No. 2016/679 (i.e. the General Data Protection Regulation, or “GDPR”). In particular, this new Privacy e Data Protection MSG, which was most recently issued on May 12, 2021, takes account of developments in case law and identifies a new organisational model for privacy activities. This 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 subjects²⁰⁵.

The Data Protection Officer and the coordination with the subsidiaries

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

(205) For the Privacy and Data Protection Compliance area, the main reference models and best practices are: (i) the guidelines, recommendations, decisions and opinions expressed by the European Data Protection Committee “EDPB”) and those of the “Article 29” work group (Art. 29 WP) to the extent such documents have been confirmed by the EDPB, (ii) the provisions, general provisions, guidelines and opinions expressed by national and international Authorities on privacy and data protection (e.g. the Italian Data Protection Authority).

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 regulatory authorities, and overseeing training programs.

3.11.13 Procedure for whistleblowing reports received, including anonymously, by Eni SpA and by its subsidiaries in Italy and abroad

Since 2006, Eni has adopted internal rules, aligned with national and international best practices, as well as with the Italian legislation (Law No. 179/2017), governing receipt, analysis and processing of reports (so-called whistleblowing), including those transmitted in confidential or anonymous form by Eni SpA and by its subsidiaries in Italy and abroad. In this regard, dedicated and easily accessible information channels have been set up, available on the Company's website.

These internal rules allow anybody, (Eni employees, as well as any third party), to report facts relating to the ICRMS and concerning behaviours in violation of the Code of Ethics, laws, regulations, provisions of the Authorities, internal regulations, Model 231 or Compliance Models for subsidiaries, that may cause damage or prejudice, even if only in terms of image, to Eni.

This process is managed by the Internal Audit function which ensures that all whistleblowing reports received through dedicated channels are examined. All reports that are detailed and verifiable, based on the evaluation of an internal cross-functional team, are subsequently subject to investigation. The checks are carried out by the Internal Audit itself as quickly as possible while ensuring confidentiality, anonymity and the protection of the whistleblower.

Assessments involving whistleblowing reports are summarised in "whistleblowing files" and are aimed not only at ascertaining the truthfulness or otherwise of the reported facts, but also at formulating any recommendations regarding the adoption of corrective actions to strengthen the ICRMS. At the outcome of the investigations, the reporting files are submitted to the approval of Eni Board of Statutory Auditors²⁰⁶, in its capacity as the Audit Committee under US law and, if relevant, to the examination of the Eni 231 Supervisory Body.

The Internal Audit function also reports on its investigations to the Chairman of the Board of Directors, the CEO, the audit firm and, for whistleblowing reports within their area of responsibility, to the top manager of the relevant functions, the heads and the control and supervisory bodies of each Italian or foreign subsidiaries.

3.11.14 Litigation Management Regulations

The "Litigation Management" regulations were last updated, recently, on February 10, 2023. They govern the process of the communication and internal dissemination of news concerning, in particular, developments in significant litigation or administrative proceedings²⁰⁷ involving Eni SpA and/or its subsidiaries and requires that a team of Eni top managers ("TeamPEG")²⁰⁸, each in his area of expertise, oversee the coordination of the necessary actions – while observing

(206) Eni's Board of Statutory Auditors informs the Control and Risk Committee about the whistleblowing files sent to Consob ex Art. 149, paragraph 3, of the Consolidated Law on Financial Intermediation and about the files admitted as founded reports on facts judged as relevant or at least significant for the purposes of the ICRMS.

(207) 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.

(208) The Team is composed of the Head of Legal Affairs and Commercial Negotiation, as Team coordinator, the Head of Human Capital & Procurement Coordination, the Head of Corporate Affairs and Governance, the Head of Internal Audit, the Head of External Communication, the Head of Public Affairs and the Head of Integrated Compliance.

Whistleblowing reports

Investigation phase

Information flows

Purpose of regulations and TeamPEG

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, including anonymous reports, which, regardless of whether action has been brought by law enforcement authorities (even if in their preliminary and/or investigation phases), relate to certain legal circumstances indicated in the procedure.

The measures governed by the regulation contribute to the effectiveness of the ICRMS, in part to ensure consistency in the action of Eni SpA and its subsidiaries in response to significant legal events.

3.11.15 Management System Guideline “Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties”²⁰⁹

Eni’s procedure

On May 27, 2021, the Board of Directors, having received a favourable and unanimous opinion of the Control and Risk Committee, approved lastly 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, 2010²¹⁰.

Consob regulation and Eni’s choices

The MSG, as most recently amended, has applied since July 1, 2021, as required by the Consob “Related Parties” Regulation.

Most recently, on January 26, 2023²¹¹, the Board of Directors judged as positive the design of the MSG, sharing the opportunity to make several changes with a view to continuous improvement, taking into account the application practice, in the context of the update to the Eni Regulatory System.

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.

Types of transactions

In line with the provisions of Consob, the definition of “Related Party”, extended and defined in greater detail, and the other definitions functional to the application of the discipline, including that of “transaction” are aligned with the international accounting standards in force (with “moving reference” to the IAS pro tempore in force) and placed within the Annex C to the MSG.

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.

(209) The MSG “Transactions involving the Interests of the Directors and Statutory Auditors and Transactions with Related Parties” is available in the Governance section of the Company’s website.

(210) 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.

(211) 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 then in force 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, January 17, 2019, January 16, 2020, January 21, 2021 and January 20, 2022 the Board of Directors, subject to obtaining a favourable opinion from the Control and Risk Committee, conducted an annual review of the MSG.

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, also providing that this opinion must be attached to the minutes of the meeting.

In line with the provisions of Consob, the definition of "Director involved in the transaction" is reported providing, as for directors in conflict of interest, the obligation to abstain from discussion and voting, also extended to the decisions of the Control and Risk Committee and the Remuneration Committee.

Exempt transactions comprise low-value transactions, differentiated by type of counterparty²¹², as well as ordinary transactions carried out under market or standard conditions²¹³, intercompany transactions and those regarding remuneration as specified in the MSG, and certain transactions aimed at all shareholders on equal terms, in accordance with the provisions of the Consob "Related Parties" Regulation.

For transactions of greater importance, without prejudice to the decision-making powers reserved to Eni Board of Directors, the relevant committee is involved early in the negotiation phase and in the preparatory phase of the transaction by receiving complete and updated information 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.

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.

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. In particular, from a risk-based perspective, a mapping of the activities at risk was introduced, including the relative level of associated risk and the graduation of the mitigation measures.

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, also detailing cases with particular reference to subsidiaries. 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's Board of Directors, a non-binding opinion from the Control and Risk Committee is required.

(212) On the occasion of the latest revision of the MSG the low-value thresholds were reduced with a view to increasing protection.

(213) A prior verification by the Control and Risk Committee (or the Remuneration Committee) of the applicability of the cause of exclusion for the most significant transactions deemed to be ordinary or carried out at conditions equivalent to market or standard conditions was introduced. In particular, specific information must be communicated to the Control and Risk Committee (or the Remuneration Committee), including the reasons for which the transaction is deemed to be ordinary and carried out at equivalent to market or standard conditions, providing objective elements of feedback, so that the Committee verifies the correct application of the exclusion conditions. If the Committee ascertains that it is not possible to apply the exclusion, the procedure for Transactions with Related Parties of Greater Importance applies. If, on the other hand, the Committee ascertains the correct application of the cause of exclusion, the Transaction can be submitted to the competent body for approval. Consob must be notified within seven days of approval of the Transaction.

Independent Directors

Exempt transactions

Transactions of greater importance

Disclosure to the public

Internal processes

Transactions with subjects of interest of Directors and Statutory Auditors

Database

In order to ensure prompt and effective verification of the implementation of the MSG, a database had been created, listing related parties and Eni's subjects of interest, together with a search application that the agents of Eni and the subsidiaries responsible for preparing transactions can use in order to determine the nature of the transaction counterparty.

Periodic reporting

Moreover, 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 of Directors and Statutory Auditors, which 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.

Finally, it is provided that Control and Risk Committee shall receive immediate information on transactions with Directors of Eni SpA or their related parties, other than remuneration, to which a reason for exclusion applies. This information must be provided after the execution of the transaction, in the first meeting of the Committee.

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 parties²¹⁴, 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 function, involving all the functions of Eni and its unlisted subsidiaries most affected by the relevant legislation. These activities were accompanied by a session of 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.

3.11.16 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.

Internal rules approved by the Board

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 issuers²¹⁵, to new European and Italian legislation, and to the latest guidance of competent authorities.

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 market and Eni.

(214) 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 "Related Parties" Regulation, as well as by the relevant internal regulations.

(215) The "Market Information Abuse (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").

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 ("Managers' Transactions" rules, formerly known as "Internal Dealing").

The rules of conduct established by the 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.

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 rules further strengthen measures for preserving the confidentiality of corporate information in general, as required by Recommendation No. 1, letter f) of the Corporate Governance Code²¹⁶, 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.

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 since July 2016, when the MAR came into effect while awaiting completion of the legislative framework and related interpretations and the consequent adaptation of the 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.

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").

During the year, the competent corporate functions continued their work on awareness and training – within Eni SpA and the subsidiaries, also through dedicated e-learning – 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

Purposes of the regulation

The process of internal management and external disclosure of inside information

Monitoring of the shift from "potentially inside information" for Eni to "inside information"

Training

(216) The change will be transposed in Eni's MSG at the first amendment opportunity, upon proposal of the Chairman of the Board of Directors acting in agreement with the CEO.

prohibitions (against the abuse of inside information and unlawful disclosure) and related sanctions. All training events took place “remotely”.

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.

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)

Eni SpA Relevant Persons

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 of the Board of Directors, and the 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.

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.

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.

3.11.17 Management System Guideline “Market Conducts and Financial Regulation”

The Management System Guideline “Market Conduct and Financial Regulation” – approved by the Board of Directors – with the aim of comprehensively regulating²¹⁷ i.e., 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.

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.

3.11.18 Management System Guideline “Economic and Financial Sanctions”

The Management System Guideline “Economic and Financial Sanctions” – approved by the Board of Directors – 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 programs, establishing the roles and responsibilities of the parties involved in activities at risk and in the related mitigation measures.

A specific business unit, established within the Integrated Compliance function, has the task of carrying out preventive assessments on the compliance of specific business operations and initiatives, identifying the related risk factors and any ad hoc mitigation actions. Regular internal training programs are defined in line with the level of risk to which the relevant personnel are exposed.

3.12 AUDIT FIRM²¹⁸

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

(217) Except as regulated by the Management System Guideline “Abuse of Market Information (Issuers)”. Further information can be found in the reference paragraph of this Report.

(218) The audit firm expresses its opinion on this Report pursuant to Art. 123-bis, paragraph 4, of the Consolidated Law on Financial Intermediation.

Blocking Period

Target of MSG “Market Conduct and Financial Regulation”

Engagement and term of office

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.

3.13 CONTROL OF THE COURT OF AUDITORS

The financial management of Eni is subject to the control of the Court of Auditors ("Corte dei Conti") in order to preserve the integrity of the public finances²¹⁹. This work has been 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 and the Board of Statutory Auditors²²⁰.

3.14 RELATIONS WITH SHAREHOLDERS AND THE MARKET

Relations with shareholders and the market

In compliance with its Code of Ethics and the 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.

The policy for managing dialogue with the generality of shareholders

The following section describes the policy adopted by Eni for managing dialogue with investors, as recommended by the Corporate Governance Code.

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 available on the Company's website (since 2016; 2012 for press releases).

(219) Pursuant to Art. 12 of Law No. 259 of March 21, 1958.

(220) The Board of Directors resolved to make a token payment of €1,000 to the Magistrate of the Court of Auditors for attending meetings, in addition to reimbursement of the costs incurred as a result of his office.

In response to the need to extend the dialogue with the market, in particular on the subject of the energy transition, during the traditional Capital Markets Day for the presentation of the 2021 results and the strategy related to the 2022-25 Plan (March 18, 2022), the CEO illustrated the further acceleration of the decarbonisation strategy towards the goal of zero net emissions by 2050, from the perspective of energy security and the creation of long-term value for stakeholders through a distinctive approach based on: proprietary technologies, new business models and alliances with stakeholders. The evolutionary and integrated path of the individual businesses by 2050 was also outlined, with indication of the business objectives and targets to reduce emissions by 2025, 2030, 2035, 2040 and 2050 including for intermediate periods. Following the Capital Markets Day, meetings were held with institutional investors in the main financial centres with the participation of the CEO and top management. Throughout the entire year, continuous dialogue with the market continued, overseen by the Investor Relations function, including participation in conferences organised by the banks that hedge the security. Furthermore, in 2022 Eni participated in the sixth edition of the Borsa Italiana Sustainability Week (September 2022).

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. These events are part of the engagement policy issued in March 2022.

Over the last few years, Eni has built a business model that puts sustainability at the core of every business activity, including the financial strategy. The integration established by the Company in 2021 by launching the first Sustainability-Linked Financing Framework at international level in its sector, acted as a reference for the connection of multiple financial instruments to relevant objectives of Eni's decarbonisation strategy, including the sector's first issue (January 2023) of a sustainability-linked format aimed at a retail audience.

The Investors section of Eni's website (www.eni.com) is constantly updated with information on dividends, the share price, the trend of the main stock market indices, including credit ratings and ESG, and documentation on the Debt Capital Market and sustainable finance. Furthermore, in 2022 a specific web site page was created for individual investors, to give them the option to track the share performance and its return, as well as the Company's results and Eni's strategies, following them live.

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 2022, 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. Eni also ranked in the Gold Class in Lundquist's most recent edition of Trust[™] research, evaluating the ability of companies to convey their brand and their business, to communicate leadership and to build a relationship of trust with interlocutors.

Thanks to a growing commitment to transparency and to the business model built by Eni to create long-term sustainable value, in 2022 Eni confirmed or improved the excellence assessments in the main ESG ratings used by the financial markets: MSCI ESG, Sustainalytics ESG Risk Rating, ISS ESG, Bloomberg New Energy Finance Oil & Gas Transition Score, Moody's ESG Solutions, CDP Climate Change, Transition Pathway Initiative; it was also confirmed for the sixteenth year in a row in the specialised stock exchange index FTSE4Good Developed. Finally, Eni was included in the MIB[®] ESG index of Borsa Italiana, the new index dedicated to blue

chips that excel in ESG performance. With reference to gender equality, Eni was included in the Bloomberg Gender Equality Index 2023 and in the Top 100 of the Gender Equality Ranking of Equileap for the second year in a row.

Please refer to the “Investor” page of the Company’s website for timely updates on ESG indices and ratings and to the “Responsible and sustainable approach and dialogue with stakeholders” paragraph of this document for further recognition of Eni’s ESG approach.

Specific Eni units handle relations with institutional investors, within the terms indicated in the Policy referred to in the following paragraph.

Relations with the media are managed by the Head of the External Communication function; 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.

3.14.1 Policy for managing dialogue with Investors

On March 8, 2022, the Board of Directors, upon the proposal of the Chairman, acting in agreement with the Chief Executive Officer, has adopted a policy for managing dialogue with the generality of shareholders, denominated “Policy for managing dialogue with investors”. The Policy is published on the company’s website. Its content is summarized below.

The Policy governs dialogue with Investors²²¹ mainly in the following areas: strategies, performance in relation to communicated targets, sustainability, internal control and risk management, corporate governance, remuneration policies, guidelines on the composition of the Corporate Bodies, Shareholders’ Remuneration Policies, share performance, significant transactions, transactions with related parties, By-laws, methods of running Shareholders’ Meetings.

Eni ensures a clear, correct, timely and comprehensive communication with Investors, in compliance with the principle of equal information and the legislation applicable to the management and communication of documents and information concerning the Company, with particular reference to inside information and selective disclosure²²².

All participants in the engagement process commit to avoiding any conflicts of interest, even potential.

Dialogue can be initiated by Investors or by the Company.

a) Dialogue initiated by Investors

Investors shall direct their dialogue requests to the Investor Relations and Corporate Affairs and Governance functions (the “Contact Functions”²²³). In particular, Investor Relations is the contact point for all Investors, except retail investors and the controlling shareholder, who should refer to the Corporate Affairs and Governance function.

The Contact Functions shall deal with dialogue requests in the areas of their respective competence and under the direction of the Chief Executive Officer, involving other competent functions as necessary, and provide feedback to investors.

Investors holding alone or jointly normally at least 0.1% of the share capital with voting rights (“Qualified Investors”), may request a dialogue with the Board, the Chief Executive Officer or the Chairman.

Requests for dialogue with the Board on issues that do not fall within the Board’s competence or deal with price-sensitive issues shall not be taken into account.

(221) Shareholders, bondholders, their representatives, asset managers and proxy advisors (“Investors”).

(222) In particular, the Company takes into account, among other things, the Q&A published on the Consob website on March 18, 2021 on selective information to shareholders and, in particular, to the controlling shareholder, as well as on the publication of inside information relating to industrial plans.

(223) The Investor Relations function can be contacted at the addresses available on the Company’s website, in the section dedicated to Investors. The Corporate Affairs and Governance function can be contacted at the addresses available on the Company’s website, in the section dedicated to Governance.

The Chief Executive Officer and/or the Chairman, depending on the recipient of the dialogue request – in consultation with the Directors when requests are directed to the Board – evaluate them²²⁴ in order to provide a justified refusal or decide how to manage the dialogue.

If the Qualified Investors request a dialogue with individual Directors vested with particular roles (e.g., the Chairman of a specific Board Committee or all the Directors sitting on a Board Committee), the Chairman and the Chief Executive Officer, having consulted the Directors or the Chairmen of the Committee to whom the request is addressed, decide whether to proceed with the request, providing reasons for any refusal and deciding how to manage the dialogue.

If a Director or a Board Committee directly receives a request for dialogue, they inform the Contact Functions, the Chairman and the Chief Executive Officer, who proceed according to the provisions of the previous paragraph.

Qualified Investors may also ask the Contact Functions for a meeting with the aim to unilaterally present their position to the Directors (“one-way communication”). The Contact Functions evaluate the requests, inform the Chairman, the Chief Executive Officer and the Secretary of the Board and, based on the instructions received, provide feedback to the Qualified Investors, giving reasons for any refusal.

Without prejudice to the provisions of the previous paragraph, if Qualified Investors ask to communicate one-way only with some Directors, and the Chairman and the Chief Executive Officer believe that such communication is of interest to all the Directors, the meeting will be allowed only if it can be attended by all Directors.

b) Dialogue initiated by the Company

Dialogue with Investors can also be initiated by the Company, through the organization of either collective or bilateral meetings.

In particular, periodic opportunities for engagement with institutional investors include:

- conference call²²⁵ for illustrating economic and financial results of the period previously communicated to the market;
- "Capital Markets Day"²²⁶ for updating the group's strategic plan;
- "roadshow" on specific issues.

The Company may also organise meetings with retail shareholders. The dialogue initiated by the Company takes place in the manner defined by the Chief Executive Officer.

Board Committees can propose to the Chairman and the Chief Executive Officer to organise meetings with Investors on issues within their remit, suggesting the relevant methods.

(224) In evaluating dialogue requests, the following aspects can be taken into consideration: appropriateness and significance of the issues; degree of knowledge gained by the Investor; potential interest of the topics for a large number of investors or for important investors; effective relevance of dialogue and its foreseeable usefulness, also with a view to long-term value creation; voting policy of the investor in previous shareholders' meetings justifying an in-depth analysis; size and characteristics of the investor, nature and strategy of their investment; commitment, investment and voting policies adopted by the Investor; predictable approach of investors with respect to the matters subject to dialogue; any changes in the composition of the Board of Directors; features of shareholder activism implemented by investors interested in dialogue with the issuer or other issuers.

(225) Conference calls are also open to financial analysts.

(226) Capital Markets Days are also open to financial analysts and rating agencies.

Information to the Board

The Chairman ensures, with the assistance of the Secretary of the Board who periodically acquire any relevant information, that the Board is kept informed on the development and the significant contents of different engagement activities with Investors provided for by this Policy.

Information on engagement activities is provided at the first subsequent meeting²²⁷, in case of significant outcomes and in any case every six months, usually in April and October, taking into account evaluations expressed by different categories of investors.

Information to the Board on the relevant issues subject to dialogue

In 2022 and 2023, the Board was kept informed about the most relevant issues subject to dialogue with shareholders, regarding the evaluations expressed by different categories of investors and any initiatives adopted to take into account the indications that arose. In particular, the information concerns the main comments from analysts following the Capital Markets Day held on March 18, 2022, the positive feedback from shareholders to the climate strategy published in view of the 2022 Shareholders' Meeting and the outcome of meetings held with the proxy advisors and institutional investors in relation to remuneration topics.

The following tables show the structure and meetings of the Board of Directors, the Committees and the Board of Statutory Auditors.

(227) To this end, the items on the agenda of each board meeting can also be taken into account.

BOARD OF DIRECTORS

Members*	Year of birth	Year of first appointment	Slate (presenters) ¹	Slate ²	Executive/non-executive	Independence ³	No. of other positions ⁴	Meetings attendance
Chairman								
Lucia Calvosa	1961	2020	Shareholders	M	Non-Executive	CLFI-CGC	1	16/16
Chief Executive Officer								
Claudio Descalzi	1955	2014	Shareholders	M	Executive	-	-	16/16
Director								
Ada Lucia De Cesaris	1959	2020	Shareholders	M	Non-Executive	CLFI-CGC	-	16/16
Filippo Giansante	1967	2020	Shareholders	M	Non-Executive	-	1	15/16
Pietro Guindani	1958	2014	Shareholders	m	Non-Executive	CLFI-CGC	1	15/16
Karina Litvack	1962	2014	Shareholders	m	Non-Executive	CLFI-CGC	-	16/16
Emanuele Piccinno	1973	2020	Shareholders	M	Non-Executive	CLFI-CGC	-	16/16
Nathalie Tocci	1977	2020	Shareholders	M	Non-Executive	CLFI-CGC	-	16/16
Raphael Louis L. Vermeir	1955	2020	Shareholders	m	Non-Executive	CLFI-CGC	-	15/16
No. of meetings in 2022								16
Average duration of meetings								3h 38m
Average participation rate								97.9%

(*) Appointed by the Shareholders' Meeting of May 13, 2020 for three years, until the date of the Shareholders' Meeting that will be called for the approval of the financial statements for the year 2022

(1) Presenters of the slate from which the Director was appointed ("Shareholders" o "BoD").

(2) For definitions of "Majority" (M) and "minority" (m) slates, please refer to the section on the "Composition and appointment" of the Board of Directors in this Report. The minimum holding required to submit a slate for the election of the Board of Directors was equal (in 2020) to 0.5% of share capital.

(3) Satisfies the independence requirements under the Consolidated Law on Financial Intermediation (Legislative Decree No. 58/1998 o CLFI) and/or the Corporate Governance Code (CGC).

(4) Positions as director and statutory auditor held in other listed 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. 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).

BOARD COMMITTEES

Members		Control and Risk Committee		Remuneration Committee		Nomination Committee		Sustainability and Scenarios Committee	
		Role ¹	Attendance	Role ¹	Attendance	Role ¹	Attendance	Role ¹	Attendance
Ada Lucia De Cesaris	Non-executive – Independent pursuant to CLFI and CGC	M	17/17	-	-	C	8/8	-	-
Filippo Giansante	Non-Executive	-	-	-	-	-	-	M	12/12
Pietro Guindani	Non-executive – Independent pursuant to CLFI and CGC	C	16/17	-	-	M	8/8	-	-
Karina Litvack	Non-executive – Independent pursuant to CLFI and CGC	-	-	M	7/7	-	-	C	12/12
Emanuele Piccinno	Non-executive – Independent pursuant to CLFI and CGC	-	-	-	-	M	8/8	M	12/12
Nathalie Tocci	Non-executive – Independent pursuant to CLFI and CGC	M	17/17	C	7/7	-	-	M	11/12
Raphael Louis L. Vermeir	Non-executive – Independent pursuant to CLFI and CGC	M	17/17	M	7/7	-	-	M	10/12
No. of meetings in 2022		17		7		8		12	
Average duration of meetings		4h 53m		2h		1h 47m		2h 52m	
Average participation rate		99%		100%		100%		95%	

(1) "C": Chairman of the Committee; "M": Member of the Committee.

BOARD OF STATUTORY AUDITORS

Members*	Year of first appointment	Independence pursuant to Corporate Governance Code	Slate ¹	Attendance at BoSA meetings	Attendance at BoD meetings	No. of positions held in listed companies ²
Chairman						
Rosalba Casiraghi	2017	X	minority	20/20	16/16	3
Standing Statutory Auditors						
Enrico Maria Bignami	2017	X	minority	20/20	16/16	2
Marcella Caradonna	2021	X	**	19/20	16/16	2
Giovanna Ceribelli	2020	X	Majority	19/20	15/16	1
Marco Seracini	2014	X	Majority	20/20	16/16	1
No. of meetings in 2022				20	16	
Average duration of meetings				3h 37m	3h 38m	
Average participation rate				98%	99%	

(*) Appointed by the Shareholders' Meeting of May 13, 2020 for three years, until the date of the Shareholders' Meeting that will be called for the approval of the financial statements for the year 2022. The Shareholders' Meeting of May 13, 2020 appointed Roberto Maglio and Claudia Mezzabotta Alternate Statutory Auditors. On September 1, 2020, the Alternate Statutory Auditor Roberto Maglio, listed on the slate submitted by the Ministry of Economy and Finance, took over from the Standing Statutory Auditor Mario Notari who resigned. The Shareholders' Meeting of May 12, 2021 restored full membership of the Board, by appointing Marcella Caradonna as Standing Statutory Auditor and Roberto Maglio as Alternate Statutory Auditor.

(**) Appointed by the Shareholders' Meeting of May 12, 2021 upon proposal of the Ministry of the Economy and Finance.

(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 2020) 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); 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

Headquarters

Piazzale Enrico Mattei, 1 - Rome - Italy

Capital Stock as of December 31, 2022: € 4,005,358,876.00 fully paid

Tax identification number 00484960588

Branches

Via Emilia, 1 - San Donato Milanese (Milan) - Italy

Piazza Ezio Vanoni, 1 - San Donato Milanese (Milan) - Italy

Contacts

eni.com

+39-0659821

800940924

segreteria@societaria.azionisti@eni.com

Investor Relations

Piazza Ezio Vanoni, 1 - 20097 San Donato Milanese (Milan)

Tel. +39-0252051651 - Fax +39-0252031929

e-mail: investor.relations@eni.com

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