Eni 2025 Capital Markets Update & 2024 Full Year Results
Thursday 27 February 2025, 14:00 CEST

Presentation
Speakers
Claudio Descalzi, CEO
Francesco Gattei, CT&FO

Good morning. Welcome to Eni 2025 Capital Markets Update.

We are experiencing enormous change in energy and capital markets, and the wider environment in which we operate. This change brings challenges but also huge opportunities which our strategy is designed to capture. 2024 was a year of decisive execution on the objectives we have set over the past two years. We have a strong sense of purpose to ensure 2025 delivers at the same pace.

Just this morning we have announced a significant new initiative: the creation of a strategic business combination with Petronas in the Indonesia-Malaysia area – a region of the world that has huge potential for value creation.

This, together with our other strategic actions, demonstrates once again our ability to translate our strategy into tangible results, further reinforcing confidence in our direction. Eni has never been in either a stronger position or had greater potential.

In an increasingly complex and fast changing energy landscape, our strategic objective is unchanged: to generate strong and competitive financial returns while delivering the energy products our customers demand. We achieve this by combining new and existing technologies, leveraging our internal expertise, and developing innovative economic and financial models that allow us to capitalise on emerging opportunities. Our ability to create shareholder value is directly tied to our commitment to providing affordable, reliable and progressively lower-carbon energy solutions.

It is clear to us that traditional approaches are no longer sufficient to navigate this market transformation. Meeting our objectives requires adaptability and a willingness to challenge conventional models – an approach that has always defined Eni.

In this context, we have taken decisive actions:

1) First, Focussed Execution: We concentrate exclusively on a carefully selected portfolio of proprietary technologies along with assets and value chains where we have distinct and sustainable competitive advantage.

2) Second, Integrated Business Models: We are strengthening our industrial and customer businesses by integrating them along the value chain with an optimal balance of growth potential and risk-adjusted returns.

3) Third, driving continued momentum in our Satellite model: Azule, Var, Enilive, Plenitude, now Ithaca and soon CCUS and Indonesia.

4) Fourth, Resilient Financial Structures: We are designing financial frameworks that align with the evolving dynamics of energy and capital markets, ensuring disciplined capital allocations, transparency, and self-funded growth.

5) And lastly, Flexibility and Optionality: We maintain a high degree of strategic adaptability in order to be able to respond quickly and profitably to the shifts in our competitive environment.

Clarity in our strategy allows us to act materially and effectively. In 2024 we generated many important proof points for our strategy and in our choices:

- In our results, published this morning, we reported full year adjusted pro-forma EBIT of 14.3 bln€ and adjusted Cash Flow from Operations of 13.6 bln€, around 1.7 bln€ and 1 bln€ above our Plan on a scenario normalised basis, respectively.
- In the Upstream we delivered production growth at the upper end of our guidance at 1.71 Million barrels of oil equivalent per day and we reinforced our status as the industry's leading explorer with yet another exceptional year.
- Plenitude grew its installed renewables capacity by >30% and significantly expanded its pipeline while exceeding our full year EBITDA expectation.
- Enilive maintained resilient profitability, and took FID on 3 new biorefineries. Our unique agri-feedstock grew production by 3 times.
- We launched the transformation plan for Versalis that will deliver a materially positive impact to the Eni bottom line.
- CCS has also significantly advanced in 2024: in September we started up Phase 1 at Ravenna while the FID for the Hynet project in the UK is forthcoming.
- Our Upstream operations have achieved a 55% reduction in scope 1 and 2 net GHG emissions, in line with our Upstream net zero target by 2030.
- On the financial side we have been highly active in our portfolio management, moving faster and for better value than expected. On a proforma basis we raised 3.5 bln€ of net cash, with significant Upstream high-grading at good prices; we realised 22 bln€ of implied enterprise value in our Plenitude and Enilive companies; we completed the highly accretive acquisition of Neptune Energy and then combined our UK upstream with Ithaca plc to create a new focussed satellite in the North Sea. Because of these actions, and a continuous effort to optimize our investments, pro-forma net capex of 5.3 bln€ was significantly lower than our guidance. These outcomes also meant that in terms of the distribution to shareholders, we have completed a 2024 buy back of 2 bln€, some 900 mln€ above our initial guidance and representing around 4.5% of shares in issue. We also distributed 3.1 bln€ in dividend, while also reducing leverage to 15% on a proforma basis, enhancing the resiliency of our financial position.

Our strategy has been built progressively, leveraging our strengths, our proprietary technologies, in a consistent way, with a clear objective to create value and transform the company while maintaining a strong balance sheet.

2025 will be another year of delivery of similar performance and progress.

Global Natural Resources, which encompasses E&P, mid-stream gas and CCUS, has now expanded to include two additional growth areas: gas-fired power generation and trading. This strategic expansion strengthens our ability to capture value across the entire energy chain, fully integrating with our equity production, in order to maximise efficiency and returns.

Our approach is built on a foundation of in-house expertise, proprietary technologies, and a deep understanding of subsurface potential – built over decades. This model is a key differentiator, allowing us to systematically optimize discovered resources, accelerate timelines and enhance efficiency across our operations.

Our edge in exploration and development is driven by:

- Industry-leading technological capabilities, including proprietary seismic interpretation models and advanced techniques that minimize both geological and operational risks.
- A high efficiency development model which enables us to convert discovered volumes into production faster, cheaper and with lower risk.
- High-performance computing and AI as exemplified by the startup of HPC6 - one of the top five supercomputers in the world – which enhances our ability to analyse complex reservoirs and optimize decision making.

While others have opted for outsourcing, we have strengthened our in-house competencies, a strategic choice that gives us a competitive advantage.

This strategy delivers clear results:

- Since 2014, we discovered more than 9 Bln boe of resources equivalent to around 140% of our cumulative production over that period, from multiple geographies and plays at an average cost of only 1$/boe.

- At the same time our dual exploration model has allowed us to accelerate value realisation, generating 7 bln$ in the past decade, and 11 bln$ since inception, while continuing to fuel organic growth.

- We have converted 60% of our exploration success into new production and we are currently developing 12 major new projects.

2024 was another outstanding year for exploration – we discovered 1.2 Bln Boe at a finding cost of 1$/boe highlighted by the Calao discovery offshore Ivory Coast and resource additions in Cyprus and in the Kutei Basin in Indonesia.

We are set to maintain this momentum in 2025 and beyond. Our upcoming exploration programme is focussed on high-impact opportunities in core geographies including: Ivory Coast; Indonesia, where we see up to 30 TCF of unrisked resource upside; Libya, where we will be exploring the untested potential of the Sirte Gulf; and also via our affiliate activities in Var and Azule.

Exploration remains at the heart of strategy, driving efficient organic production growth, accelerating value creation through the Dual Model, and reinforcing our ability to deliver long-term, high-quality returns.

Another recent transformational achievement of our Dual Model is the business combination we are now creating in the Indonesia-Malaysia area with Petronas. Building upon our outstanding exploration success in the area and its further potential, this self-funding combination will invest in new gas development projects with the target of delivering in the medium term a sustainable 500 Kboepd equity production, in a region that demands huge quantities of gas, generating material value for the two countries and both companies.

Moving on to production then, we confirm that, thanks to our exploration successes and efficient development approach we expect to generate:

1. Annual organic production growth of 3-4% through to 2030;

2. Reported production growth averaging 2-3% per annum after the impact of portfolio high-grading and Dual Exploration actions.

Adding new, high-quality barrels allied with continuing portfolio actions will translate into an underlying Free Cash Flow/boe improvement of 40% over the remainder of this decade, confirming we are growing value as well as volume.

Our long-term strategy focussing GGP on our equity gas was accelerated due to the energy crisis. This successful transformation of GGP has seen it generate material value in the past 3 years while also contributing towards customer security of supply.

We expect GGP to report around 0.8 bln€ in proforma EBIT on average over the Plan period. In particular for 2025, our base case is 0.8 bln€ with potential upside to over 1 bln€ in the 5 event of positive negotiation outcomes and supportive market conditions.

In September 2024, with the new organizational structure, we incorporated oil and bio trading, and power generation into Global Natural Resources, with the aim, similar to that achieved with GGP and in the medium term a similar scale, of better capturing the full margin of commercial opportunities around integration, physical flows, and hard assets across the business.

We expect Global Natural Resources to raise ROACE to over 15 %, without including any upside from the new marketing and trading structure.

In 2025, Eni will launch a new Carbon Capture and Storage satellite company, a further realization of our distinctive model.

This initiative aims to consolidate our CCS projects under a single entity. In 2024 we started up Ravenna Phase 1 where performance has been excellent, and we are making encouraging progress towards the sanctioning of Hynet in the UK in the first half of this year. We see a significant value opportunity in addressing hard-to-abate sector decarbonization, combining transportation and storage activities and supporting emitters along the entire value chain. Importantly we have a large and attractive pipeline of advantaged projects consisting of depleted reservoirs close to industrial sites and with increasing visibility over financial returns and regulatory oversight.

Supported by our financial model and strong investor demand for long-term stable infrastructure projects, we can develop a business of visible material value through the 2020s and 2030s.

Both Enilive and Plenitude have emerged as high growth businesses supporting our customers in decarbonising their energy use.

Each was purposely established as an integrated value chain combining a growth component with the backbone of a large and diversified customer base:

- Enilive ranges through the agri-feedstock and waste and residues supply, biofuel production to marketing complemented with non-oil services, to people and mobility;
- Plenitude, meanwhile, spans renewable electricity generation to the final sale of the products alongside ancillary services, including charging stations, into a large and diverse customer base.

Together these two businesses currently generate around 2 bln€ in EBITDA, having almost doubled over the last 4 years and are among the leading players in their respective sectors. Their integrated models ensure resiliency and internal cash generation for growth delivery in all phases of the cycle.

As they continue to grow, they represent an increasingly material source of additional income for Eni, diversifying and enhancing the value of the overall company, with excellent risk-6 adjusted returns.

This differentiated profile has been recognised by private markets and we have successfully introduced new and important investment capital: in 2024 we realised excellent value for 25% of Enilive and 10% of Plenitude, collecting a total of 3.7 bln€.

We still have several further expressions of interest and it's likely that, also for Plenitude, we will finalise external investments up to a level of around 30%, as recently happened for Enilive with KKR.

Turning now to each business.

Biofuels are the only realistic solution for emissions reduction in a number of hard-to-abate transportation sectors – most notably aviation but also marine and heavy trucking – enabling the achieving of their decarbonisation goals.

Notwithstanding temporary imbalances, underlying demand growth for bio is strong, more than 15% in 2024, while regulatory and mandate impacts over 2025-26 will help to absorb the current surplus and support margins. Indeed, it is likely that capacity will then struggle to keep pace with high demand growth – most notably in SAF where demand will grow at a rate of 2-3 Mln tonnes annually over the rest of this decade.

Eni was among the first movers into the bio refining space, since 2014, building up significant know-how, with a supply position supported by a strong trading presence and the unique agri-hub initiative. Through our agri-hubs production we are building a competitive edge in terms of security of feedstocks supply and resilience against volatility.

We expect Enilive to leverage its unique model, growing annual biofuel production capacity to over 5 Mln tonnes by 2030, of which SAF optionality will account for more than 2 Mln tonnes. By then, we expect to have available for use around 20% of our worldwide throughputs from our own agri feedstock chain.

The expansion of our commercial offerings will complement this production growth, leveraging the 1.5 Mln customers visiting our service stations every day.

From a 2025 EBITDA base of around 1 bln€ we anticipate growth to 2.5 bln€ by 2028 and tripling to 3 bln€ by 2030 from a business with the capability to generate over 15% ROACE.

Plenitude has more than doubled EBITDA and installed 4.1 GW of renewable energy capacity over the past 4 years. We have also become Italy's second-largest player in electric charging infrastructure, with more than 21,000 charging points. We are servicing over 10 Mln customers, 42% of whom are connected to our power services. Continuing to hit operational and financial targets against the backdrop of a volatile market is testament to the effective and resilient integrated model.

Growth will continue to be deeply impressive. This year will see a further 1.5 GW of capacity added, and an EBITDA rise to more than 1.1 bln €, while by 2030 we continue to target 15 7 GW, almost 4 times end-2024, 40 thousand charging points across Europe and a significantly larger customer base. This business growth will translate into 1.9 bln € of EBITDA by 2028 and more than 2.5 bln € by 2030. Allied to this outstanding growth, we also expect returns to rise as Plenitude evolves and matures with ROACE close to 10%, depending on our choices around investment levels before the end of the decade.

Furthermore, we intend to make significant progress in developing a unique customer client model that will unify the customers bases of Plenitude and Enilive, offering increasing upside potential for both companies.

As the energy industry evolves, we are also mindful of the structural responses required in some of our legacy activities. For this reason, a transformation plan is underway.

We are advancing in the conversion of our Italian refineries into biorefineries, following the successful model established with Porto Marghera in 2014 and Gela in 2019: the conversion of Livorno commenced last year.

Following the same transformative approach, we are progressing with the restructuring of our chemicals business, as part of the overarching strategy.

Last year we developed our plan to restructure and transform Versalis. We are closing steam cracking, challenged by the European scenario, and we will continue to pursue our shift to new platforms as compounding and specialized polymers, biochemistry, and circularity through chemical and mechanical recycling.

This transformation plan for Versalis also includes setting up, in the reclaimed old industrial areas, new industrial initiatives, consistent with Eni's strategy across both biorefining, energy storage and potentially data center and artificial intelligence.

We expect an EBIT break-even by 2027, and an EBIT turnaround of around 900 mln € by the end of the 2028. Our strategy will also enable a reduction in capital intensity of around 350 mln€ versus the previous Plan helping us to Free Cash Flow break even by 2028 and a ROACE related to the new platforms of around 10% by 2030.

Now having covered the main business perspectives, I will pass over to Francesco to summarise the financial aspects of our strategy and outlook.

Thank you Claudio.

Over the next 4 years we plan to invest below 7 bln € in net capex per year. This in line with the previous plan, even though 2024 was such a successful year for divestments and despite the pressures of cost inflation and a stronger USD.

We will continue to be selective and disciplined in our gross investment, which is aimed at delivering consistent growth and competitive returns and fueling our portfolio optionality and divestment plan. For 2025 we see gross capex at under 9 bln €, with net capex at 6.5-7 bln € assuming a proforma disposal plan. Integral to our gross capex planning is also a level of flexibility that contributes to our financial resiliency and we estimate around 1.5 bln € of capex in 2025 remains uncommitted with a further 20% of the gross amount in each subsequent year.

Growth is an important and distinctive feature of our investment case. Business growth accounts for around 65% of our gross capex and will yield us CFFO/share growth of 14% CAGR at constant scenario that in our scenario conditions would imply Cash Flow From Operations of 60 bln € over the 4YP from a 2025 figure of 13 bln € at 75$/bbl to 17 bln € by 2028, with that trajectory set to continue through 2030.

With our outlook for lower net capex this generates Free Cash Flow over the period of 33 bln €, equivalent to more than 70% of our current equity market capitalization.

Alongside competitive top-line growth we are focussed on a material improvement in corporate level returns. This is driven by the multiple initiatives we have underway and have discussed including:

- The new phase of development in our Transition businesses;
- Continued disciplined investment;
- Portfolio high-grading and improved margin capture in Global Natural Resources;
- Our continuing corporate simplification and cost management actions along with the optimisation of our corporate structure.

Taken together we project an improvement of 6 percentage points in ROACE to around 13% by 2030.

Year-end 2024 leverage, pro-forma of agreed divestments was 15%. Moving forward we expect-leverage to remain in a 10-20% range, with an average of 16%, 500bps lower than the previous Plan.

Moreover, full consolidation of Plenitude where the double-digit growth model demands higher leverage masks an even better underlying balance sheet – the ex-Plenitude leverage over the Plan would be 3-4% lower.

Our actions around our satellites provide an efficient source of capital and support the balance sheet.

In the last 6 years we have cashed in, as dividend and disposal values, 12 bln€ and we expect an even higher amount, of 13 bln€, in the coming 4 years.

However, the transactions also serve an additional function in highlighting value creation and we can observe from the external marks we have that these businesses represent an aggregate equity gross value of more than 30 bln€, highly material in the context of Eni's overall enterprise value.

Distributions to shareholders confirms the growth in shareholder value created through the execution of our strategy. In the past 3 years we have distributed around 16 bln€, equivalent to 35% of our current market capitalization, in the form of dividend and buyback.

The link to total distribution from Cash Flow From Operations provides a transparent connection to business performance while the dividend remains our first priority.

The proportion of CFFO we allocate to distributions is a function of many considerations, including the business and scenario outlook, strategy execution and our balance sheet position. Incorporating all of these and reflecting our considerable progress we can announce an enhanced distribution for 2025 with between 35-40% of expected CFFO to now fund dividends and buybacks.

Going forward dividend per share will continue to grow, supported by our rising cashflows and the reduction of shares in issue by operation of the buyback. For 2025 we are proposing a dividend of 1.05 €/share, a 5% increase on 2024 and in line with the raises in 2023 and 2024, an important trend. As crucial as dividend growth is the dividend quality. Our dividend breakeven under the 2025-28 Plan is under 40$/bbl, emphasising the resiliency of the payout.

Based on our Cash Flow From Operations expectation and in line with our enhanced policy we plan to repurchase 1.5 bln € shares under the 2025 programme, equivalent to a full distribution totalling 36% of CFFO. We intend to use our financial flexibility to execute the buyback in the case of any CFFO shortfall, and, as we did last year, we will allocate up to 60% of any incremental CFFO over-performance to additional purchases. Additionally, if our disposal plan is more material than planned we could decide, as we also did in 2024, to further increase the percentage of CFFO distribution. Solely assuming the lower end of our distribution range, we estimate total combined dividend and buyback payouts equivalent to around 45% of the current market cap over the Plan period and over 70% by 2030.

And these are the key highlights of our financial plan. Now I will return back the floor to Claudio for his final remarks.

As we have seen, we have the resources, strategy and optionality to navigate energy markets for the long-term and we are seizing emerging opportunities, building new businesses with real longevity beyond 2030.

Up to 2030 the energy we are going to produce will grow by around 20% vs 2024 and will be more and more diversified, ensuring an attractive balance of return and resilience.

We are also investing to add further value drivers to the portfolio and contribute to Eni's lower carbon and higher value future.

Looking longer-term, CFS, the leading developer of fusion energy and in which Eni is an important investor and a technological partner, continues to work towards the start-up, in Massachusetts, of its pilot reactor named SPARC. As well as demonstrating net fusion energy, SPARC will be used to refine the technology for ARC, the world's first grid-scale fusion plant targeted for the early-2030s at a site in Virginia. With the evident need for clean and secure base-load power, fusion can be a game changer in the energy market.

But even before the introduction of new base load technologies, the rapid expansion of artificial intelligence and digital services seems likely to drive significant demand growth in computational power and hence for clean energy. This also presents an opportunity for us to develop a new business that complements our existing energy transition activities and skills. We expect demand for power from data centers in Europe and Italy could triple between now and 2030. To support this development Eni enjoys significant advantages in key areas positioning itself as a critical player in the market, thanks to:

- Our edge high performance computing.
- Availability of our industrial sites for new data centers construction: an estimated 200 hectares is already suitable for this aim.
- Capacity and expertise to deliver and develop further gas fired and renewable power. We already have 5 GW of installed gas fired capacity to ensure fast time to market.
- Finally, the most innovative aspect of our unique model is the possibility to coupling power generation with CO2 capture and storage, supplying data centers with reliable blue power, thereby enabling the gradual decarbonization of the supply chain in an integrated fashion.

This has the potential to be a business opportunity for us with upper end double digit returns along the full value chain and could form part of a specific Eni satellite – something we are fully assessing in order to be ready to start-up in 2025.

In this regard, we have signed a MoU with Group42 and MGX, the investment vehicle that G42 and Mubadala have created for AI, to build a hyperscale data center in our site in Ferrera Erbognone, with a phased implementation, aiming for a total IT capacity of up to 500 MW, with further potential upside.

In conclusion, the energy sector is transforming at an unprecedented pace, presenting challenges but also unique opportunities, that we've embraced with agility and clarity of direction.

We have expanded our global reach in gas markets, from Mozambique to Egypt, West Africa, and Indonesia, while pioneering new business models through listings, partnerships, and valorisation of growth platforms.

The energy transition has also allowed us to breathe new life into declining industrial assets, as seen in our conversion of refineries in Gela and Venice into bio-refineries, a model we intend to expand further across Italy.

2024 was a year of outstanding delivery and we expect to maintain strong momentum in 2025 – reinforcing our sense of purpose and competitive edge.

Our focus remains on businesses where we have distinctive strengths and can drive competitive growth while delivering attractive, risk-adjusted returns. This means capitalising on our legacy expertise in Upstream, reshaping and repositioning traditional businesses like Refining and Chemicals and expanding into high-potential areas such as Plenitude, Enilive, and CCUS.

At the same time, we are streamlining our corporate structure to enhance efficiency and align with our long-term growth ambitions.

We have significantly strengthened our financial framework to support sustainable growth and shareholder returns. We expect to grow CFFO per share at over 14% annually through this decade, improve ROACE by approximately 6 percentage points and maintain financial leverage within an historically low range of 10-20%.

With our strong cash flow growth, we are committed to increasing dividends, with an attractive share buy-back program, that enhance total shareholder returns exceeding 70% of Eni's current market capitalisation by 2030. At the same time, we are building a more valuable and resilient business.

We are not just responding to change - we are driving the response to change, with strategic clarity, financial strength, and technological leadership.

The opportunities ahead are immense, and we are ready to seize them.

Thanks for your attention, we are now ready to answer your questions with my team.

Q&A Session

Corporate Respondents

Claudio Descalzi, CEO

Francesco Gattei, CT&FO

Guido Brusco, DG Global Natural Resources

Giuseppe Ricci, COO Industrial Transformation

Adriano Alfani, CEO Versalis

Stefano Ballista, CEO Enilive

Stefano Goberti, CEO Plenitude

JON RIGBY: Thank you, Claudio. Thank you, Francesco. We will now move to Q&A and with Claudio and Francesco, the members of Eni's top management. Okay, I think we have the first question and it's from Michele Della Vigna at Goldman Sachs. So, Michele, if you'd like to ask your questions.

MICHELE DELLA VIGNA, GOLDMAN SACHS: Thank you very much and congratulations on the ongoing delivery of the differentiated growth strategy. I wanted to ask two questions. The first one is related to the Russian gas flows that at least some observers believe could come back into Europe into the coming months or years. I was just wondering what your view in terms of the infrastructure is being able to deliver volumes given that it's been largely unutilized or in cases like Nord Stream 1 also damaged and how that could affect your GPP result and long term guidance. And then secondly, you've had tremendous exploration success. You've just drilled your first well in Namibia through Azule. I was just wondering what you've learned through that exploration. Thank you.

CLAUDIO DESCALZI: Thank you, Michele. I just want to give an initial answer to your question, then I give the floor to Cristian for talking about infrastructure and the rest. What I think is that in the last three years and the last four years we didn't have access to the Russian gas, just partially because we have some LNG and until a few months ago the gas coming from the south, about 14 bcm, 15 bcm. So we had a big miss of gas. In this period, all the different companies in different ways they engaged themselves with long term contracts. Eni as Upstreamer, we engage ourselves with billions of investments to replace this gas because it was not available. So even if in the future, I don't know when because the situation is still very tense and we have to remember that we have a war, we have sabotage and so we have a lot of risks. But if we can go back to the past, I think that from a market point of view the space has been really - has been reduced in respect to the past. So, I think that this is something that you must take in consideration. The Market is the market. If you are not there, somebody can replace you. Especially if they invested to replace you, it's not easy to change. And now I give the floor to Cristian for the rest of the answer.

CRISTIAN SIGNORETTO: Well, in terms of infrastructure, I mean, I think we don't have many insights because we know – all of us know that three pipelines out of four from the Nord Stream are out of order because of the attack. Then the Polish line has been repurposed for serving the internal market and the Ukraine line, we don't have insights. We know it is under war situation, but we don't have insights. And coming back to Russian gas, I would also add to what Claudio said that there are also many litigations which are ongoing with Gazprom that have delivered arbitration results. So that is another hurdle that needs to be overcome to get Russian gas back.

CLAUDIO DESCALZI: So, for the second question, if I remember well, it was about Namibia. So, I give the floor to Guido to answer.

GUIDO BRUSCO: Yes, the plan in Namibia was to drill two wells. The first one, Sagittarius 1-X has been completed and the well penetrated an hydrocarbons reservoir with 90 meters of gross thickness with no observed water contact and we ran an intensive campaign for the collection of samples, data, sidewall cores to assess the fluid and reservoir properties. The rig has moved to the second location and last week we spudded the second well, Capricornus. So, the first discovery and the second well will complete the assessment of the basin in this first phase. Thank you.

MICHELE DELLA VIGNA, GOLDMAN SACHS: Thank you.

JON RIGBY: Thanks, Michele. We'll now move on to the second question which is from Biraj Borkhataria at RBC.

BIRAJ BORKHATARIA, RBC: Hi, thanks for taking my question. I just wanted to follow up on the Indonesia JV. Could you just give a bit more color around why you opted for this structure as well as an apparent simple farm down of Geng. And then maybe if you could just give some figures around what the combined entity is expected to sort of produce today relative to that 500,000 boe/d medium term aspiration. And then the second question is just on the net Capex guidance clarification. For the 2025 guidance, I think you don't assume the Enilive proceeds in the net Capex guidance because that was agreed in '24 but will cash in in '25. So, I just wanted a clarification on that point. Thank you.

CLAUDIO DESCALZI: So, for Indonesia, the reason why we opt for this kind of business combination is the same that we had for Angola or for Var before. That means that in Indonesia we discovered lots of gas. We have a huge amount of gas to put in production. So, a huge amount of investment and this business combination will be deconsolidated one. So that gave us the possibility to be able with the existing cash flow of the existing business combination to access the market and get debt and investment to be self-funding. Clearly that also opens up another important piece of the story, that is the combination with Malaysia. They have production, we have production, but also resources for the future. We put together the two countries. The two countries are big and well positioned. So, the reasons are the same that under the logic of our upstream business combination. Geng is huge, but it is not alone. Around Geng we have additional at least 10 TCF of proven reserves, I mean, contingent, but with an additional 30 TCF of unrisked resources -- exploration resources. So, you can imagine this company is going to produce at least 500,000 barrel per day. And at the very beginning we have 3 bln barrels of proven reserves and 10 bln of contingent exploration reserves, so it is very huge. It's a huge independent company. Clearly, we need additional strength. We are going to increase our production and the partners. So, Petronas is really a strong partner. We work with them already. We work on the biofuels, we know each other very well and I think that is the best possible combination at this stage to develop these assets in this region. Guido, you want to add something about that?

GUIDO BRUSCO: You said very well. The objective is to basically combine value and growth as we did in Azule, which is a success story as we did in Var. So, nothing to add.

FRANCESCO GATTEI: So on Capex I confirm that the income coming from the disposal of the 25% to KKR of Enilive actually we can confirm that will be cashed in in the first week of March is not accounted in this net Capex for 2025 as is not accounted the top up of EIP related to Plenitude. So everything that you will see is all details that are maturing in 2025 and we're going to mature and we will disclose in the coming weeks and months.

BIRAJ BORKHATARIA: Thank you all. Just a quick follow up on the Petronas JV. Are you able to say what the production would be on the combined entity basis today? Just trying to get a sense of the growth trajectory.

GUIDO BRUSCO: Of course, it will depend on the date of the closing, but we can figure out production which ranges from 250,000 to 300,000-ish barrel of oil per day initially.

BIRAJ BORKHATARIA, RBC: Okay, great. Thank you very much.

JON RIGBY: Thanks, Biraj. And thanks for being the first one to break the rules. We're going to move on to the next question and it comes from Giacomo Romeo at Jefferies. Giacomo?

GIACOMO ROMEO, JEFFERIES: Yes, thank you. First question is, I'd like to ask a bit of a more general question on the satellite strategy. It has been a few years since you launched. Just trying, as you look back, what you've learned over the years and days and how has your thinking around satellites evolved and are you happy about the response you are seeing from the financial markets? And second question is on the transition businesses, you said it's going to represent a material source of EBITDA growth. If I look at how your targets have evolved, Enilive EBITDA guidance has increased quite a bit compared to your previous plan. The capacity hasn't really changed? So I'm just trying to understand what's the driver of that. At the same time, Plenitude EBITDA seems a little bit lower in the previous guidance, a similar level of capacity. What's the driver of that? Thank you.

CLAUDIO DESCALZI: So, for the first question, what we learned, so the lesson learned, we learned that we did the right things. The satellite was really the model, clearly each company has its own model, but the satellite model allows us to go faster and increase cash in because that helps us a lot in terms of reducing our leverage and increases our resilience. So I'm talking generally speaking about the concept because as you know, we have two kind of satellites, one for the upstream and the other for the transition. But clearly now we are going faster because we learned and we had the tools to understand how to go, what to do, also the selection of partners. We started with

IOCs, then we engaged with funds, but also NOCs. So, we are also changing the kind of partners and regions. So now we move with different tools, with more competence and from an agreement point of view because the business combination, so create a new company with the governance with all the different kind of due diligence, from technical due diligence and other kind of due diligence, you must have an expertise to be sure to do the right things. So, we are clearly largely satisfied about the results, but also about the process and also the interest that the market, the private market has vis-a-vis this kind of new model. So, for the transition, maybe you want to...

FRANCESCO GATTEI: Just start integrating this answer. One element that we probably also underestimated at the beginning is the optionality that is granted by having the satellites. So, think of what we did with Neptune acquisition. Doing an acquisition substantially with another entity that is together with you helping and supporting the burden of this acquisition is something that in the original thought around satellite was not planned. So, I think this is an element that is very important.

CLAUDIO DESCALZI: Yeah, I want to complete this, because what you've said to me means we can continue discussing this model for years. Because talking about the satellite model for E&P, the satellite model for E&P is a way to get something more, so make an acquisition using your Dual Exploration Model. Because you put what you found in terms of reserves. So, your currency is the barrels that you discovered, that is your currency. We cannot do acquisition paper like Americans or other companies that work in the same domain. But in this case like Indonesia, Angola, but also Var, we put our exploration resources. So, the Dual Exploration has different kind of very interesting aspects. One that you can sell and cash in, and the other you can use as a currency to make a merge with another big company. So, we learned a lot. But I think that is really, really positive because it gave us a huge optionality.

FRANCESCO GATTEI: For the answer about the delta versus last year of both of Enilive and Plenitude, I leave it to Stefano Ballista and Stefano Goberti for their comments.

STEFANO BALLISTA: Yeah, thank you for the question. A key answer is capacity is a key driver for increasing value. But actually, it's not the only lever into the bio business. We have several other levers and we are addressing them all in a very detailed and focused way maximizing the value extraction. An example is the product diversification, our SAF focus is getting higher. This is an extra value pool moving forward. Another example is the feedstock flexibility. We're still working on that, we are not at steady state. We are doing significant step up and we will continue this trajectory even in the business plan. And then final among other is the value coming from the integration with the agribusiness where we are moving forward in a very relevant way and where we are expecting significant advantage even considering the inclusion of the Agri-feedstock into the Annex A without any caps on SAF. These are the key reasons for the performance improvement on top of the capacity.

STEFANO GOBERTI: Yeah, Giacomo, good afternoon. For Plenitude, I would say mainly scenario effect. On the renewable, we took into account a slightly lower price for a long medium-term scenario. And also we rephrased a little bit the capacity increase year after year, simply taking into account the reality of the fact that sometime we take a little bit longer to obtain authorization to install the capacity. And the third element is on the e-mobility business in which we have revisited the pace of the penetration of the electric vehicles in the market. So, we lack two years, let's say, compared to the prevision, to the estimate we did in 2021. So today, we are two years in delay in respect to that prediction. Simply these two effects count for the differential in the EBITDA projection.

GIACOMO ROMEO, JEFFERIES: Thank you.

JON RIGBY: Thanks, Stefano. Thanks, Giacomo, for the question. We are going to move now to Matt Smith at Bank of America. Matt?

MATTHEW SMITH, BANK OF AMERICA: Hi, there. Good afternoon. Thank you very much. If I could ask a couple of questions too. The first one coming back to the JV with Petronas. I mean, first of all, could I pick up -- presumably could you confirm this has implications for both your gross and net Capex guidance? I guess by which I mean would you expect a cash injection as well as to deconsolidate the entity? And if I could tag onto that, would that outcome likely be consistent with the current €8 bln net disposal guide or might that require an update if this were to complete? And then my second question, could I move to the gas in Cronos, your announcement recently. I thought it was notable that the statements on a rapid development and also access to European gas markets. I wonder if you could give us a bit of an update there, how rapid could that tie back be? And if you could confirm what the sort of terms of the marketing agreement is, whether you might have to supply the local market as well. Thank you.

CLAUDIO DESCALZI: So regarding the first question about the business combination in Indonesia, it is clearly a deconsolidated business combination, so it does not impact our leverage and our investment. So that's all. And for Cronos, Guido, you want to give some color about.

GUIDO BRUSCO: Yeah, Cronos and Cronos2, the appraisal, proved about 3 TCF of gas with a potential upside in addition to this discovery of another couple of TCF. Of course, the tie back to Zohr and the Egyptian infrastructure is the preferable development solution to allow for fast track and a very cost-effective approach, leveraging of course on the existing infrastructure for transport, processing, and liquefaction in Egypt. And we believe this is a unique opportunity for Egypt, the company, the partner and Cyprus to monetize and develop as the fastest possible fashion this discovery, paving also the way to additional development in the Mediterranean again leveraging on existing infrastructure which may enable today stranded resources into producible resources.

JON RIGBY: Thank you, Guido. Thank you, Matt. We're going to move now to Alessandro Pozzi at Mediobanca. Alessandro?

ALESSANDRO POZZI, MEDIOBANCA: Hi, Jon, thanks for taking the questions. The first one is on the share buyback, €1.5 bln for 2025. As I look back at last year, you announced at the start of the year with the CMD in 2024, you announced €1.1 bln and then you ended up with €2 bln. Of course the macro was a little bit more supportive, but I was wondering, putting the macro aside, is there any scenario where we could see potentially an improvement in the share buyback? Also, considering you have a new distribution policy of 35% to 40% and I think you're still a little bit below 40% once you include dividend and share buyback? Also, the second question on production for 2025, I couldn't quite see exactly what the production level is. I think it's maybe slightly up or flat versus 2024, but I've seen that you have a number of startups in 2025 in Norway, UAE and I was wondering if you can give us a little bit of color on the timing of the new startups throughout 2025. And on 2025, I was wondering, is there any impact on production from the new agreement with Petronas? Thank you.

CLAUDIO DESCALZI: So the first question for Francesco, second one for Guido.

FRANCESCO GATTEI: Yes. On the first question, the buyback. Yes, you remind correctly that last year we started with €1.1 bln and so there were a pair of changes. One was related to the macro, to the performance, but also to the execution of our portfolio activity. So, we were able substantially at the beginning to raise the amount, keeping the same percentage of distribution. Then we put the distribution range up to the limit, up to the maximum of the distribution policy that we designed. This year we are expecting to do the same thing. So, we are substantially -- we believe that there is clearly upside. As we said last year, once we present our disposal plan, we start with an unrisked amount and then we put some contingency and risk factor in order to come to the level that we present to the market in order to be confident that this will be achieved. We have already started to see that, at the beginning of this year, we have already an agreement for the 5% top up of Enilive from KKR, that is a €600 mln. But we have also other major material activities that you will start to see emerging, I would expect very fast in the first half of the year.

GUIDO BRUSCO: As far as production, you may have noticed that we had in the last three years a consistent growth of 2.5%-3% between 2022-2023 and 2023-2024. This year, our underlying is more than 3% but as you have appreciated, we have had an intense M&A campaign both in 2024 and 2025. So we'll remain around 1.7 mboed. However, we have quite a sizable number of startups this year. We have five major startups. Two in the first half in Norway, Johan Castberg and Balder -X and three in the second half which are the Congo floating LNG, the second phase, the gas project in Angola and Agogo, which is an oil project which you will see materialized in 2026 and the following years. Those are the ones that will contribute to the 3-4% underlying growth presented in the plan, which then becomes 2-3% reported after M&A.

ALESSANDRO POZZI, MEDIOBANCA: And then sorry what was the...

GUIDO BRUSCO: Indonesia. You mentioned about Indonesia. Yeah. As I said, depending on the date of the closing, you may see some volume contribution, but this depends largely on the date.

ALESSANDRO POZZI, MEDIOBANCA: Is that included in the chart that you have shown?

GUIDO BRUSCO: It is not.

ALESSANDRO POZZI, MEDIOBANCA: It is not. Okay, thank you.

JON RIGBY: Thanks, Alessandro. We're going to now move to Joshua Stone, UBS. Josh?

JOSHUA STONE, UBS: Yeah. Hi, Jon. Thanks and good afternoon and thanks for the two questions. I wanted to come back on Enilive and the biofuels outlook you've given because you're showing very strong growth to 2028 and especially noting some of the pain in the market. Now this does look to be truly countercyclical and many of the peer group are pulling capacity out or also slowing investments. But you seem to be sticking to your guns on this. So what do you think you're seeing in the market that your peers are not? Is it this Agri-feedstock program you've got running? Or you are perhaps just more optimistic on the regulatory environments than some of the peers? And then second question on refining. Actually, something odd seemed to happen in the fourth quarter with the margin up and earnings down. So maybe if you could just comment on exactly what's going on there and when we should see -- just comment on what's going on there. That'd be great. Thanks.

CLAUDIO DESCALZI: Stefano.

STEFANO BALLISTA: Yeah. On the market, actually we are strictly based on fundamentals. It's clear that today we are coming from a year of overcapacity. This is a matter of fact. This is due to an increase of supply higher than demand. A key reason is the growing pipeline of plants in the US while in Europe we got a little bit of a step back in demand. You remember the reason is related to the Nordics countries. But this is current situation. We are already seeing and we are expecting a reversal of the trend starting in 2025.
If we look about demand, we figure out a demand growth of about 4 million tons out of the 16 million we landed in 2024. The reasons are several, but let's say in Europe, let's mention the renewable fuel aviation. This is a 2% target, that is in place starting from this year. 1 million tons rough number. And then we have another 1 million tons coming from HVO. Again another example, to make it concrete, Germany changed rules. If you want the other way, compare what happened last year in the Nordic countries and the carryover of certificate is no more allowed starting from this year for a couple of years. This means an extra demand of 0.5 million tons. Is it there yet? Not yet, actually because players are still focusing on 2024 compliance. But they're going to come. So this is the second key element. Talking about US, we're going to have new renewable volume obligation target. We're getting incentives on SAF. These are sort of tax incentives that are going to create a demand that is going to be competitive with the fossil fuel. And this is for the short term. We expect an extra demand versus supply of about 2 million tons. Of course, it's an important step toward the market rebalancing. Looking a little bit further, that's what we really care about. This trend is going to be fully reinforced year after year. We see an increasing demand of about 5 million tons average number from now until 2030. This is exactly putting in place current mandates. Renewable energy directive number three is going to become demand starting from 2026. It's a given. But every country has time until this year actually to transform it into a demand trajectory. With this assumption in 2030 we see demand of about 45 million to 50 million tons versus supply that, considering current pipelines and announced project, and we manage it in very details per plant with clear assumptions, is going to create a short of about 10 million tons, 15 million tons. So this will lead us to a tight market.

CLAUDIO DESCALZI: Umberto, Pino, do you want to say something about traditional refining margin?

GIUSEPPE RICCI: Very quickly, refining margin in the last quarter of 2024 increased a little bit in term of SERM but, vice versa, we had a penalization in the differential for crudes. And this scenario remains also in this period with a little bit better crack of gasoil, but not for the gasoline. So this scenario will continue, so we are expecting a not so strong market in the next future, apart from the driving season. That is a confirmation of our strategy to reduce this position in Europe in the traditional refining. The conversion of the plants in other activities, like biorefineries, is the best solution to do in Europe.

JON RIGBY: Thanks. Thanks Pino, thanks, Josh. We're going to now move to Lydia Rainforth at Barclays. I think Lydia, you've been somewhat unwell, so I hope you're feeling better, but go ahead with your questions.

LYDIA RAINFORTH, BARCLAYS: That's very kind, Jon, thank you. And hopefully a little bit better. And I can talk about the actually what is tremendous cash flow growth that you're projecting both on an absolute basis and on a per share basis. It does look like quite a lot of that is coming from the upstream side. And particularly could we just touch on that idea of free cash flow per barrel up 40% to 2030 and the main drivers behind that, please? And then secondly, and actually, Claudio, I loved the conversation you had about change and the industry transforming and responding to change. One of those areas you talked about was blue power and this idea of gas-to-power capacity. Are you seeing a different willingness to pay from the data centers for the gas? So just in terms of how you're seeing that business really grows as we go into the end of the decade. Thank you.

CLAUDIO DESCALZI: Okay, Guido.

GUIDO BRUSCO: Yeah. On the free cash flow per barrel essentially is due to two elements. First, that we are developing high quality barrels and we are including in the M&A the late life assets. So the combination of the two are the first element. The second element, as you know, we have a very low base cost for the exploration and we have a very low development and operational cost, which puts our projects at the top tier in term of performance. And so the combination of this, of course, is reflected into the improvement of the free cash flow per barrel.

CLAUDIO DESCALZI: So on the second question about gas and blue electricity, so in the market the need for base load is very high. Base load means that there are new activities, we talked about big hyperscale data centers, or the hard-to-abate, that clearly we are not able to feed with the renewables. And there are two choices: coal or otherwise gas. So gas is under stress and is going to be under stress even more than now. So not just because Russia at the moment is not there as before and there is no replacing or gas replacement or gas until 2027-28, but is the growth rate in terms of electricity that is really strong. And that means that you have to use gas. And that means that if you want to use gas and give to your customers, offer to your customers, a low carbon gas or a blue gas that for us is a gas that is practically completely decarbonized, that is one of the way. Clearly in the future, on nuclear – how can we think to be able to spread everywhere nuclear very very soon? So I think that with this need of electricity, gas is the source. I don't think coal at all. And the other source is CCS to decarbonize this gas. Clearly you have to be very efficient in CCS for power plant because, as I said before, sometimes you have a very low content of CO2 and that became very expensive, very difficult. So you must have the technology, you have to really work well on the capturing and the other stuff, you must have your assets – I am talking about depleted reservoirs or your pipes and transportation and network close to the site that needs to be decarbonized. But in terms of gas, our view is that we need gas for a long time and we need to decarbonize this gas.

JON RIGBY: Thank you, Claudio. Thank you, Lydia. We're going to move to Henry Tarr at Berenberg for the next question. Henry?

HENRY TARR, BERENBERG: Hi, there, and thanks for taking my questions. I had two. So I'll try and stick to the policy. The first was on operating costs to come back on that. I think you talked about your best-in-class operating costs across the upstream. We're seeing some of your peers focus sort of hard on cutting operating costs, citing digitalization, sort of reducing contractors and in some cases workforces quite significantly. Do you see any more room to become more efficient on Opex or are you more focused on sort of growth at this point and you're comfortable with the cost base? And then the second question, on a completely different topic, just going back to European gas, the forward curve obviously remains a little bit unusual for this year and the market is very tight. The guidance is sort of flat year-on-year. What might change that for GGP? Are there any considerations that we should think about for the gas trading environment? Thank you.

GUIDO BRUSCO: Of course, our focus on efficiency and reduction of operating cost is a continuous drive in the organization. But the answer to your question is in my previous answer, to the first question. So by developing high quality barrel and reducing further the late life assets, we will see in the plan a continuous trend of reduction of the operating cost as a consequence of it.

HENRY TARR, BERENBERG: Okay.

CRISTIAN SIGNORETTO: So on the European gas price, our forecast when it comes to GGP are in line with the prevailing market situation, both in terms of flat price and in terms of volatility. We have a moderate exposure to flat price, as usual. So we tend to focus more on optimizing our asset base than taking important positions – long or short whether they are on the market. So I'd say our guidance for 2025 is fairly resilient to the macro environment. Clearly, I mean we are up for upsides when it comes to market movements and outcomes of renegotiations that we are, as usually, having with our suppliers and customers.

HENRY TARR, BERENBERG: Okay, that's great. Thank you.

JON RIGBY: Thanks, Henry. I think the next caller is Matt Lofting at JP Morgan. Matt, are you there?

MATT LOFTING, JP MORGAN: Yeah, thanks for taking questions. Two, please. It strikes me in the context of a very welcome increase to 35-40% CFFO distribution that last two or three years has seen a strong tailwind from that perspective in terms of Eni beginning to be able to progressively increase that ratio. I guess, as you got to sort of 35-40% now – that sort of regular increment appears probably sort of running the majority of its course, but can you just talk about the sort of the key metrics that underpinned moving to 35-40% and the extent to which the top end of that range remains fully covered by organic cash flows? And then second, full-year Capex in the plan, flat versus the guidance, I think broadly from 12 months ago despite cost inflation and a stronger dollar. Can you just explain how those factors have been mitigated and how much of that is attributable to any deconsolidation assumptions that have been made around the upstream on the JV with Petronas. Thank you.

FRANCESCO GATTEI: Okay, about the distribution policy progress, remember that we started with a 25-30%, then we moved to 30-35%, now we are moving to 35-40%. This is exactly the logic in executing a strategy that works, that is fitting in managing all the challenges of transition and on the capability to continue to sustain upstream production growth, cash generation and finding different sources for fueling all the different targets and goals that we are looking for. So you will continue to see improvement in the distribution policy, as we are going to progress in our execution and the model will reinforce the overall generation of the company, that is organic. We are designing a strategy and a distribution that is based on cash flow from operation, not on free cash flow from all sources. So, that is exactly an organic generation of results and therefore of distribution. In terms of Capex – do you want to add something?

CLAUDIO DESCALZI: I want just to say something about Capex then leave you the floor to you or Guido. When we talk about Capex, so not all the projects are the same. Not all the Capex are the same. We have been very selective in our strategy. When we say that we go to develop exploration near field and try to develop a field close to existing facilities – our facilities or other facilities – that means that we want to reduce our Capex. And if you look at what happened recently in Cyprus, so our choice is to develop a field using existing facilities or what is going to happen in Indonesia, where were going to use also existing facility for Jangkrik for the Southern hub or Italy, Congo and Angola. So if you have a good spread of existing assets, if you are able to explore and find resources at low cost – $1 per barrel – and use existing assets, clearly you are able to keep your Capex at a reasonable level. If you have all green assets or green countries, or Namibia, or other countries where you have to start from scratch, clearly it's much more difficult. Now I can give the floor to Guido and Francesco to complete.

GUIDO BRUSCO: Just as a metrics, in the next four years the average net upstream Capex is below €4.5 bln while the gross Capex will range between €5 and €5.5 bln showing a remarkable reduction, with production growing. A reduction of more than 15% compared to the previous four-year plan, with production growth to further underline what Claudio said that our Capex program is disciplined and mainly focused on high quality barrel in Indonesia, Libya, Cyprus, Ivory Coast and Congo, with more than 50% focused on gas and LNG projects.

FRANCESCO GATTEI: And then there is another element, that clearly the satellite model allows you to finance Capex through standalone solutions, entities that are able to have their own funding capability, their own partnerships and banking capability. So those elements clearly give you some additional flexibility in Capex and therefore reinforce your growth profile, while keeping the balance sheet stronger.

JON RIGBY: Thank you Francesco and thank you Matt. So we're going to move now to Massimo Bonisoli at Equita. Massimo?

MASSIMO BONISOLI, EQUITA: Thank you Jon and good afternoon. The first question on CCS. What kind of economics do you expect for CCS by 2030 and what level of investment in CCS is included in your plan? And the second question on M&A. Do you still assume an IPO for Plenitude and Enilive over the plan? Thank you.

GUIDO BRUSCO: Of course, we are involved in the transportation and storage segment, which is very likely a regulated asset base. So we expect a return of a utility, of a regulated business, which is high single-digit for this business, with some upside in the jurisdiction where there might be some merchant components of this business.

FRANCESCO GATTEI: In terms of the IPO for Enilive and Plenitude, we clearly have different assumptions. We have the potential for having an IPO for one of these entities. Clearly, it will depend on whether market conditions will allow that. You have to consider that in any case the contribution of an IPO in the plan from one or both of these assets is relatively limited, because there is a stake from the private player, that has a priority on the IPO. So there will be a contribution from our sale, but this is less relevant than the other.

JON RIGBY: Thanks Francesco. Thanks Massimo. We're going to move to Paul Redman at BNP Paribas. Paul?

PAUL REDMAN, EXANE BNP PARIBAS: Hi. Thank you very much for your time. Yeah, two questions. First one's just on divestments. You've guided to a run rate of about €1.5 bln a year, if I read the numbers right. But it sounds like that will be front-end loaded. So there'll be a lower run rate for the remaining three years post 2025. I just want to see whether that's because you think you've high-graded the portfolio to a level you're happy with or potentially there's maybe some acquisition spend at the back end of the plan that might be reducing the net divestment target.
And then secondly on GGP. You're adding a lot of contracted volume. It'd be great to get kind of a breakdown of what are the moving parts from 2025 to 2030. But also it looks like that in your plan the PSV price is higher than what we got in 2024, but your EBIT guidance is – well, you got €1.1 bln in 2024 – but you've got to an average of €800 mln in 2025 to 2028. I just wanted to see what the driver of that reduction was. Thank you.

FRANCESCO GATTEI: About the divestment, is correct that, as we also presented last year, it is front-end loaded. But this is, again, a matter of making assumptions, risking expectation. You have to consider that we continue to refuel our pipeline of opportunities. The discoveries coming from exploration are a source of the dual exploration model and this will continue. On the other side, we are building a new business model, as also was described during this presentation. And therefore, there are just certain assumptions where we have visibility, while in the second, third and fourth year, this visibility is lower but doesn't mean that there is no potential. This will become clear in the coming years.

CRISTIAN SIGNORETTO: So when it comes to GGP, on the buildup of the portfolio, the biggest growth we are expecting is on the LNG portfolio which is clearly building on our equity projects.Mozambique, Congo, Indonesia, those are the major elements of increase of our portfolio which we are trying to build up to 20 million tonnes by 2030. On the gas side, we have a similar clear growth when it comes to equity contributions. So think about the new equity projects in Italy, Nigeria, Libya or in Northern Europe. But in terms of size, LNG will outsize the gas portfolio in due course. When it comes to the guidance, this year we have reached €1.1 bln vis-a-vis the €800 mln guidance, and the delta is explained by two elements. One is the scenario, so half of it is explained by the scenario and you don't have to look at the flat price as we said before, it's more about the spreads and the volatility of those during the year. The other half is linked to one-off elements which are linked to renegotiations with our customers or suppliers, which benefited for another €150 mln. So as we said, this year we are expecting a resilient €800 mln, according to the current prevailing market scenario. But should there be some hick-up in volatility or some upside also from our renegotiations, we will be there to capture them and deliver them.

JON RIGBY: Thanks Cristian. And thanks Paul. And I think you just snuck in three, when I wasn't watching. But anyway, we'll move on to Kim Fustier. Kim at HSBC.

KIM FUSTIER, HSBC: Hi, good afternoon. Thanks for taking my questions. Firstly, on Egypt, I think you've stopped disclosing Egyptian upstream production with these results. Could you comment on the rate of decline you're seeing currently and what you're doing to limit these declines? Secondly, on Versalis, could you update us on the progress on restructuring? I think with 3Q results you talked about positive EBIT in 2027, now you're talking about breakeven in 2027. I appreciate that could be a rounding error, but has there been any slippage or are things still broadly on track? Thank you.

FRANCESCO GATTEI: Yeah. On Egypt, let me say that we see encouraging signals, based on three elements. First, after the agreement struck last year with UAE, Egypt got some funds. And with these funds, they resumed the flow of payments to the IOCs. And all the IOCs resumed activity, onshore and offshore, including Eni, of course. And we have plans to restart activity in our operations in the Red Sea, Western Desert and of course Mediterranean, with two wells in Zohr to complete the final development plan, plus some other infilling activity. Second, agreements have been signed and executed between Egypt and Eastern Mediterranean countries to create the right environment for having a gas hub in Egypt. This would allow to attract more gas and make use of the infrastructure and also to give benefits to some of the stranded resources, domestic resources, in Egypt that today are not developed because of lack of infrastructure. So this transportation that will come from the East Med projects will give a boost, also to the stranded resources. And number three, Egypt has finally started its journey to raise the renewable capacity and try to minimize the use of gas for the electricity production. Today, the energy mix is not right sized for a country with plenty of wind and solar resources. So in the last year, of course, production was declining. But we are seeing positive signals and I think the whole industry is fighting this current trend. And as I said, we see positives there.

GIUSEPPE RICCI: Okay, on Versalis, the main pillar of the strategic plan on Versalis is the dismission of the cracking. We have fixed the timing for the dismission and both crackers will be shut down within this year, the first at the end of next month. And we have reached a pre-agreement with the majority of the Unions, and we expect to have a final agreement also with the government within a few days. This is the main pillar that allows us to reduce the main losses of Versalis, exiting from the base chemicals. For more color, I leave the floor to Adriano.

ADRIANO ALFANI: Thanks for the question, Kim. As Pino was mentioning, we are progressing in line with the plan in some cases, especially for the shutdown of the two crackers we are speeding up, because original plan was half of the year and the end of the year. And now for Brindisi we are going to stop activity by end of March and for Priolo we are going to do it in the last quarter of 2025. The same time also in terms of polymer production, because we say that the restructuring was the shutdown of the cracker, but also to resize the polymer production. We already stopped production in Ragusa and optimizing some more production. And so I would say – as you questioned – we are in line with plan, and in some cases we are also speeding up because the scenario remains extremely negative. I'm pretty sure you've also heard about what some peers have declared over the last few weeks. Also the last comment from restructuring of a major company in Europe. Based on your second question, whether it's breakeven or is it positive: is it breakeven EBIT in 2027, three-digit positive EBIT in 2028.

KIM FUSTIER, HSBC: Thank you.

JON RIGBY: Thanks Adriano. Thanks Kim. We're going now to Bertrand Hodee at Kepler Cheuvreux. Bertrand, thanks for your patience. Are you there?

BERTRAND HODEE, KEPLER CHEUVREUX: Yeah. Hello everyone. Thanks for taking my question. Two, if I may. The first one is on your accretive production growth trajectory. You've disclosed a new target, but I must admit that this target of unitary free cash flow per barrel growing 40% is a bit difficult to reconcile because there is obviously a Capex element in it, especially with the JV with Petronas, I guess. But I remember that last year you disclosed, I would say, more straightforward metrics which was a cash flow per barrel, that was expected to grow by 30% from 2023 to 2027. Do you have an updated figure for this cash flow per barrel increase over the next four-year plan? And my second question is, can you give us an update on Mozambique development? I was a bit surprised by the way that you didn't take FID on Coral North last year. What is missing for Eni to push the green button on Coral North? Thank you.

FRANCESCO GATTEI: Yes, on the reconciliation between last year cash flow per barrel growth and this year free cash flow, I suggest that these details could be shared with our Investor Relations team. So it will help to bridge the gap and clarify everything.

GUIDO BRUSCO: Mozambique, of course, as you know, Coral North will be an enhanced carbon copy of Coral South. And last year we completed the technical work to include and factor in the new design, all the improvements and lessons learned that we learned from the first two years of operations in Coral South. Last year, there was a political situation to monitor, elections, post elections. And so, now we see more stability in the country. And of course, now is the right time to take an FID. At the partnership level we are supported. We have submitted the plan of development to the government, and we expect an approval anytime soon.

BERTRAND HODEE, KEPLER CHEUVREUX: Thank you.

JON RIGBY: Thanks, Bertrand. Yes, if you want to get in touch with us, we can provide you with a reconciliation. I mean the basic methodology is to try and come up with a cash flow metric that better aligns with the structure of the upstream business with the satellites. That's the idea behind it. We're going to move on now to Irene Himona at Bernstein. Irene, are you there?

IRENE HIMONA, BERNSTEIN: Yes, thank you. Good afternoon. I had a question, first of all, on upstream Capex. About four years ago you spoke about the upstream Capex coverage, in other words, the oil price at which upstream cash flow covered upstream Capex, which at the time was $37 a barrel and you were targeting for it to drop by a quarter, by 2024. So I wanted to ask, did it fall by a quarter in 2024 and are you able to guide on the evolution of that metric by 2028 as upstream cash flow per barrel improves? And then secondly, in the upstream where you now obviously report pro forma EBIT and the satellites are a little bit more oily, will you at some point provide us with a sensitivity to oil and gas prices for that pro forma EBIT and cash flow? Thank you.

GUIDO BRUSCO : So if we compare of course with four years ago, a lot of moving parts – inflation, spikes in inflation – today we have an average four-year plan cash neutrality in the region of $30 – organic. If we include also net Capex, we are below $25.

FRANCESCO GATTEI: On the EBIT pro forma sensitivity, we have already added a column in the attachment, so you will have an additional element. So you have all the drivers, the factors that can help you to model.

IRENE HIMONA, BERNSTEIN: Okay, thank you very much. Thank you.

JON RIGBY: Thanks Irene. We're going to move to the last question which is a follow-up question from Matt. So Matt Smith at Bank of America, thus demonstrating we will reward people who ask two questions with a follow-up. So Matt, you'd like to ask your question. Thanks.

MATTHEW SMITH, BANK OF AMERICA: Not sure if that means I have one more or two more, but thanks for coming back. Much appreciated. You've linked the buyback – the CFFO policy range – to progress on the disposal plan. Could I just clarify, all else equal, would it require you to exceed the net Capex plan for 2025 to see you utilize the top-end of your payout ratio or would just executing that, becoming more confident and comfortable on that execution to unlock the upper end of the range, please.

FRANCESCO GATTEI: Yes. As we did last year, substantially, by having an accelerated disposal plan with higher value, so proving that our assumptions were right, but also were probably too risked as we said before, we could raise the bar. So instead of having the 36% as a reference, at parity of cash flow from operation, we can raise that level up to the maximum of 40%. So the disposal plan in its capability to overperform in terms of size and speed will also help us to be more confident in raising the percentage.

MATTHEW SMITH, BANK OF AMERICA: Well, thank you very much guys.

JON RIGBY: Thanks Matt. Thanks Francesco. That brings Q&A to an end on our 2025 Capital Markets Day. Thank you very much to everybody for joining. Thank you for your interesting questions. Any follow-ups, please do direct them to myself or any one of the team. And hopefully, catch up with you soon. Thanks very much. You may now disconnect.