



FY 2020 and Q4 2020 results and Business Plan 2021-2024
30th March 2021



SARAS



AGENDA

- Highlights
- Segment Review
- 2021-2024: Bridge to Recovery and Segment Outlook
- Financials
- Additional Information



Important Notice

- **NON-GAAP MEASURE**
- **ALTERNATIVE PERFORMANCE INDICATORS**
- In 2019, the Saras Group continued to improve the methodologies used to measure its operating performance and financial results, which includes both GAAP and non-GAAP indicators. In this respect, with effect from Q4/19, the Group decided to update its accounting policy for the classification of derivative instruments in the reported results, classifying the realized and unrealized gains/losses on commodity and CO2 hedging derivatives within the Reported EBITDA, consistently with the entry of the purchase and sale of crude oil and products, against which they are realized and directly related, despite the recognition of the current value of the same as a counterpart of the income statement. In addition to the improvement objective mentioned above, this decision also stemmed from the options offered by IFRS 9, which recently became applicable.
- In order to give a representation of the Group's operating performance that best reflects the most recent market dynamics, in line with the consolidated practice of the oil sector, the results at operating level and at the level of Comparable Net Result, non-accounting measures elaborated in this management report, are shown by evaluating the inventories on the basis of the FIFO method, however, excluding unrealized gains and losses on inventories deriving from scenario changes calculated by evaluating opening inventories (including the related derivatives) at the same unit values of closing inventories (when quantities rise in the period), and closing inventories at the same unit values of opening inventories (when quantities decrease in the period). Non-recurring items in terms of nature, materiality and frequency have been excluded from both the operating profit and the comparable net profit. The results thus calculated, which are referred to as “comparable”, are not indicators defined by the International Financial Reporting Standards (IAS/IFRS) and are unaudited.

DISCLAIMER

Certain statements contained in this presentation are based on the belief of the Company, as well as factual assumptions made by any information available to the Company. In particular, forward-looking statements concerning the Company's future results of operations, financial condition, business strategies, plans and objectives, are forecasts and quantitative targets that involve known and unknown risks, uncertainties and other important factors that could cause the actual results and condition of the Company to differ materially from that expressed by such statements. This presentation has been prepared solely by the company.



2020 highlights

Saras effectively responded to the pandemic giving priority to people's health and safety while guaranteeing operational business continuity

The refinery stayed in operation through the whole year and completed one of its largest maintenance turnaround in its history

In H2/20 the Group adopted measures to substantially reduce costs in 2021 while redefining medium term investment programs to create a leaner, more efficient refinery operation model

In Q4 Saras obtained new financing to reinforce liquidity and maintain the robustness of its balance sheet

FY/20 and Q4/20 financial highlights

<i>EUR million</i>	FY 2020	FY 2019	Q4/20	Q4/19
Reported EBITDA	(87.1)	252.8	(9.0)	(5.4)
Reported Net Result	(275.5)	26.2	(101.5)	(40.6)
Comparable EBITDA	(20.8)	313.8	(31.1)	79.3
Comparable Net Result	(197.0)	67.3	(86.0)	13.5
	FY 2020	FY 2019		
Net Financial Position ante IFRS 16	(504.6)	79.0		
Net Financial Position post IFRS 16	(544.9)	30.3		

H1/20 resilient operating and trading performances ensured a positive comparable EBITDA, while oil prices downfall negatively impacted the valuation of stock inventory. **In H2/20 a worsened scenario with low-record margins** impacted the comparable EBITDA.

In Q4/20 the persisting negative scenario led to a negative EMC benchmark (-1\$/bl), and Saras achieved a premium of +1\$/bl, coping the unfavorable effect of the typical yield of a complex refinery compared to the “standard EMC refinery”

Net Financial Position (ante IFRS 16) as of December 31st, 2020 was negative at EUR -505M (positive at EUR 79M as of December 31st, 2019) impacted by low profitability, unfavorable working capital changes in H1/20 and the high level of investments due to the turnaround program.

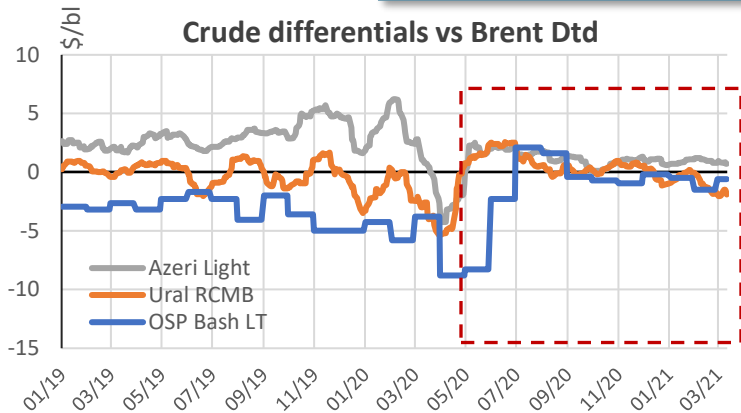


Covid-19 completely reverted the expectations for Saras to exploit IMO market developments and potential upsides in 2020

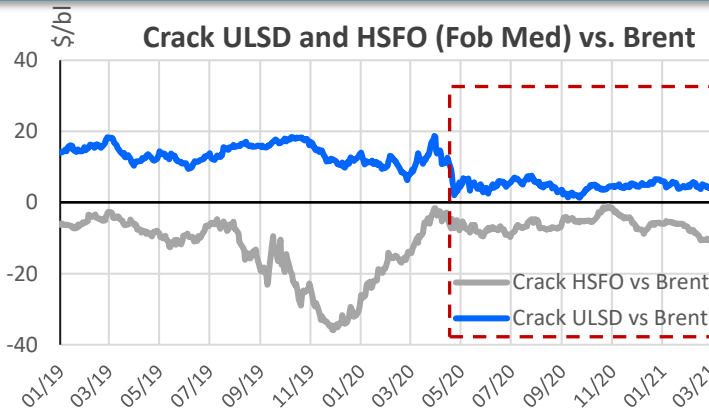
Expected impact of IMO on the refining sector

<p>Crude differentials Heavy and medium sour crude oils expected to increase their discounts (due to lower demand)</p>	<p>Crack spreads Increase of diesel/gasoil crack spreads Deterioration of HSFO crack spread Strong VLSFO crack spread</p>	<p>Refiners Widening competitive advantages for deep conversion refineries</p>
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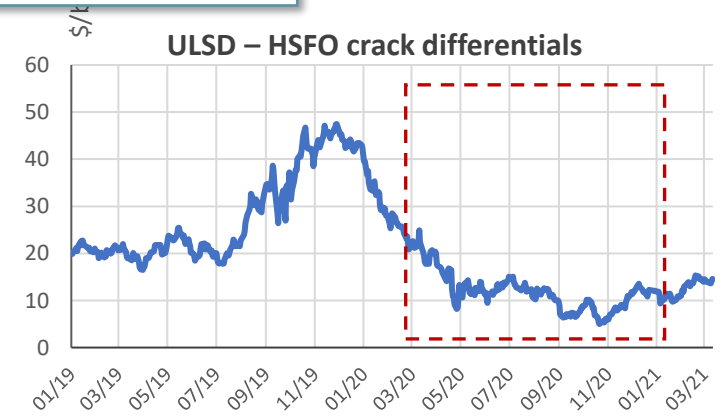
Impact of Covid-19 on complex refineries



Sour crude differential extremely strong compared to their historical levels: starting from mid-April, with the agreement between OPEC+ on production cuts mainly affecting medium-heavy crudes with high sulfur.



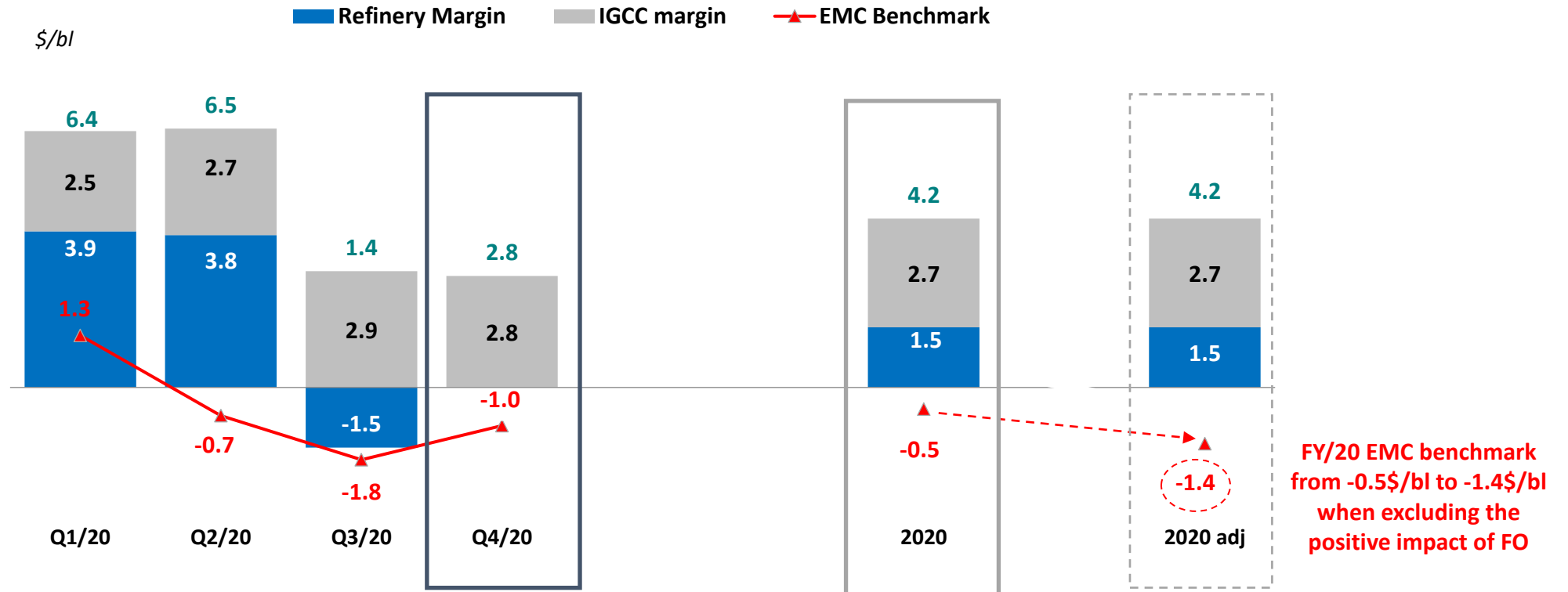
HSFO crack spread increased due to the reduction in the availability of ATZ crude oils following both the OPEC+ cuts in production and readjustment of certain refinery stream.



The differential between a low-value product (i.e. HSFO) and a high value product (i.e. diesel) reached record low values in 2020, penalizing complex refineries such as Saras.



Saras Refining and Power Margins



- ❑ Fuel Oil price surge in 2H/20 penalized complex refineries, as Saras, compared to the “standard” EMC refinery, which has a higher yield in FO.
- ❑ Excluding the effect of the surge in FO crack spread by the EMC (i.e. assuming the same Saras yield in FO) the EMC would have been lower, from -0.5\$/bl to -1.4\$/bl, with Saras recording a premium of +2.9\$/bl.

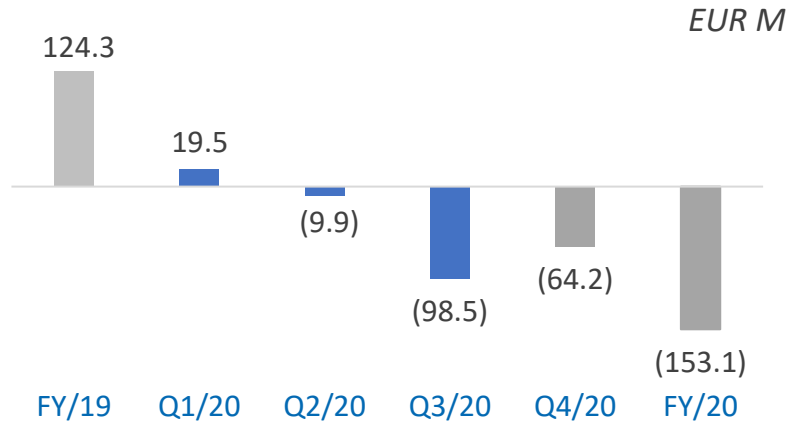
Refinery margins: (comparable Refining EBITDA + Fixed Costs) / Refinery Crude Runs in the period; **IGCC margin:** (Power Gen. EBITDA + Fixed Costs) / Refinery Crude Runs in the period;
EMC benchmark: margin calculated by EMC (Energy Market Consultants) based on a crude slate made of 50% Urals and 50% Brent



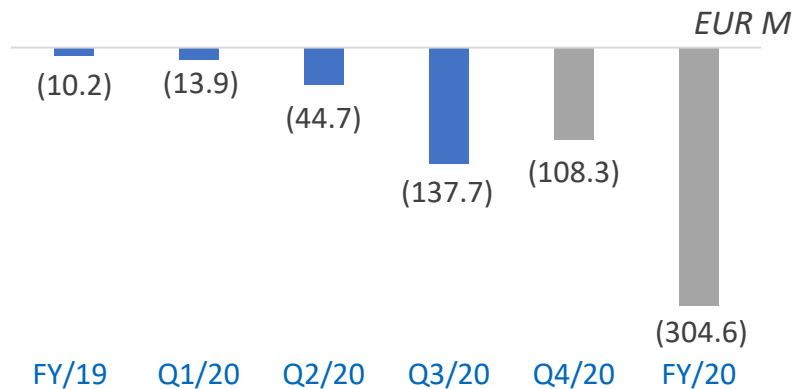
Segment Review

Segments Review: Refining

Comparable EBITDA



Comparable EBIT



Q4/20 Negative comparable EBITDA at EUR -64.2M (EUR 40.9M in Q4/19)

- **Crude throughput** at 22.2 Mbl (-10% vs. Q4/19) due to the different scenario
- **Weak scenario:** expected recovery in oil consumption slowed down (estimated impact of scenario on Q4/20 EBITDA of EUR -109M compared to Q4/9) with low distillate cracks and pressure on sour crudes discounts
- **Performance:** excellent supply chain management results given extreme environment, focus on opportunity crudes and products
- **Cost optimization and lower cost basis.**

FY/20 Negative comparable EBITDA at EUR -153.1M (vs EUR 124.2M in FY19)

- **In H1/20 Saras set off the fall in oil product demand thanks to:**
 - ✓ solid performances in supply & trading
 - ✓ profits from contango opportunities and hedging of diesel cracks
 - ✓ FCC turnaround with lower production of gasoline (recording extremely poor crack margins) in the first half of the year
 - ✓ release of CO2 risk provisions (EUR 32M)
- **In H2/20 the delay in demand recovery resulted in further pressure on margins**

EUR million	Q4/20	Q4/19	FY/20	FY/19
Comparable EBITDA	(64.2)	40.9	(153.1)	124.2
Comparable EBIT	(108.3)	3.1	(304.6)	(10.3)



Segments Review: Refining – Crude Oil Slate and Production

REFINERY RUNS		Q4/20	2019	2020
Crude oil	<i>K tons</i>	3.036	13,172	11,369
Complementary feedstock	<i>K tons</i>	129	1,278	702
CRUDE OIL SLATE		Q4/20	2019	2020
Light extra sweet		37%	38%	26%
Light sweet		10%	11%	15%
Medium sweet/extra sweet		6%	1%	4%
Medium sour		29%	34%	32%
Heavy sour/sweet		18%	16%	24%
Average crude gravity	° API	34.4	34.4	33.6
PRODUCTION (From crude runs and feedstock)		Q4/20	2019	2020
LPG	<i>k tons</i>	78	292	210
	<i>Yield</i>	2.5%	2.0%	1.7%
Naphtha + gasoline	<i>k tons</i>	963	4,026	3,139
	<i>yield</i>	30.4%	27.9%	26.0%
Middle distillates	<i>k tons</i>	1,597	7,530	6,082
	<i>yield</i>	50.5%	52.1%	50.4%
Fuel oil & others	<i>k tons</i>	50	603	874
	<i>Yield</i>	1.6%	4.2%	7.0%
TAR	<i>k tons</i>	275	1,091	1,075
	<i>yield</i>	8.7%	7.5%	8.9%

FY20 vs FY19

Crude runs down vs FY19 (-14%)

- H1/20: large turnaround of key units extended for 30 days due to Covid emergency and the unfavourable market conditions (runs -13%)
- H2/20: low margins (runs -14.5%)

Increase in heavy crudes mix with reduction in light sweets, due to the maintenance of the FCC in H1/20 and to maximize power production

Maintenance on FCC and T1 units in H1/20 led to a lower yield in gasoline (most affected by low cracks in H1/20) and, in minor part, also in diesel

Higher yield due to increase sale in bunker

Balance to 100% are Consumption & Losses



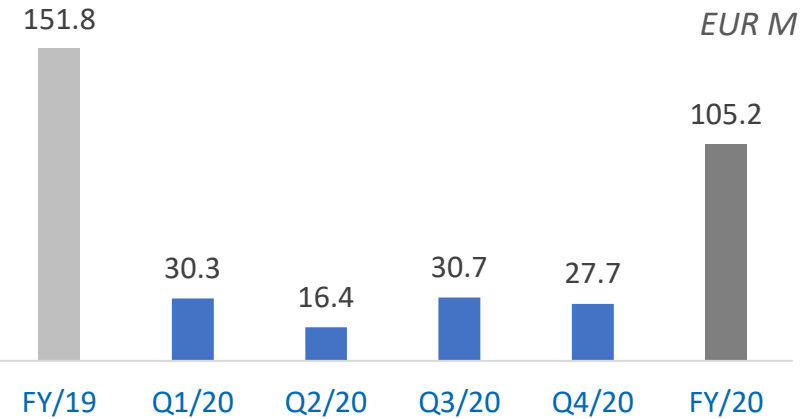
Segments Review: Refining Fixed & Variable costs

		Q4/20	2019	2020
Refinery RUNS	<i>Million barrels</i>	22.2	96.2	83.0
<i>Exchange rate</i>	<i>EUR/USD</i>	1.193	1.120	1.142
Fixed costs	<i>EUR million</i>	61.9	264.1	262.4
	<i>\$/bl</i>	3.1	3.1	3.6
Variable costs	<i>EUR million</i>	37.5	194.4	135.9
	<i>\$/bl</i>	1.9	2.3	1.9

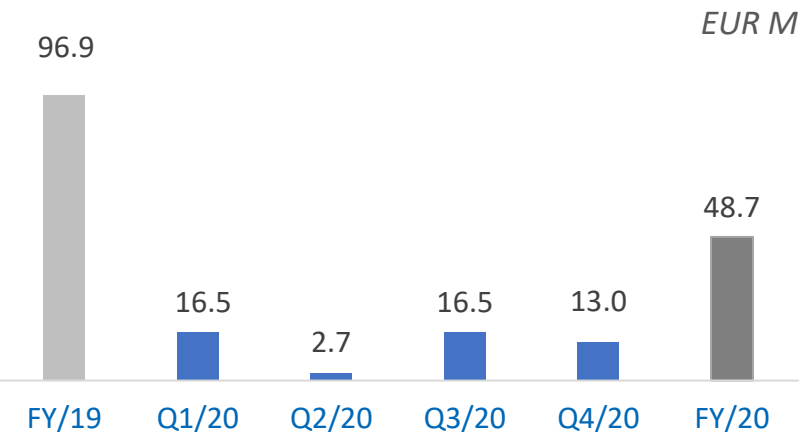


Segments Review: Power Generation

Comparable EBITDA



Comparable EBIT



Q4/20 Comparable EBITDA at EUR 27.7M (EUR 28.5M in Q4/19)

- Power tariff decreased by 18% YoY affected by lower gas prices (with a negative impact in Q4 of approx. Eur 17M), only partially offset by a reduction in the cost of the TAR, decreased by 28% (with a positive impact of approx. Eur 10M), while hydrogen costs was unfavorable and lower than Q4/19 (negative impact of approx. Eur 1M)
- Lower volumes by 3%**, due to planned maintenance in Q4/20 of one gasification turbine, with a total production of 1,064 TWh
- Positive contribution of the linearization effect** in Q4/20 for +Eur 6M

FY/20 Comparable EBITDA was EUR 105.2 M (Eur 151.8 M in FY19)

- Electricity production (volumes) in line with FY19**, change in results mainly due to:
- Lower power prices and lower IGCC CIP6 tariff (strongly linked to gas) compared to the previous year
- Lower contribution of the linearization on revenues (with a non-monetary effect) in H1/20.

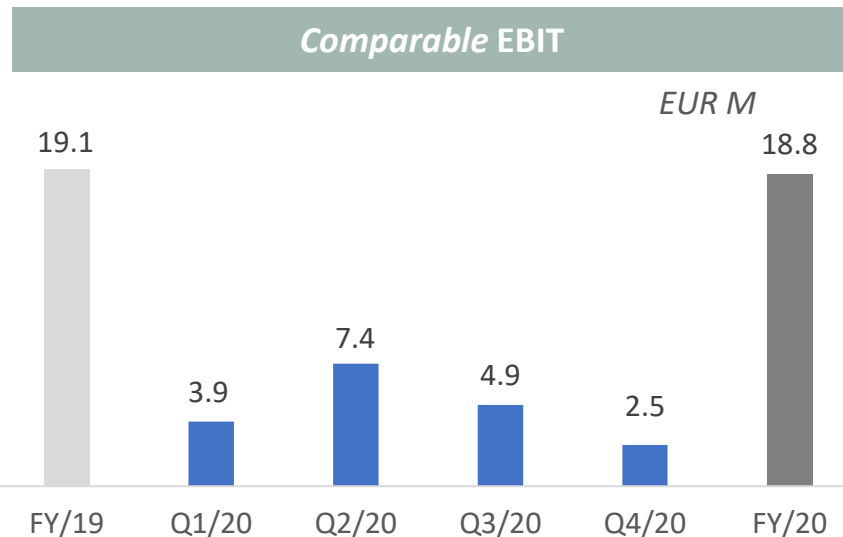
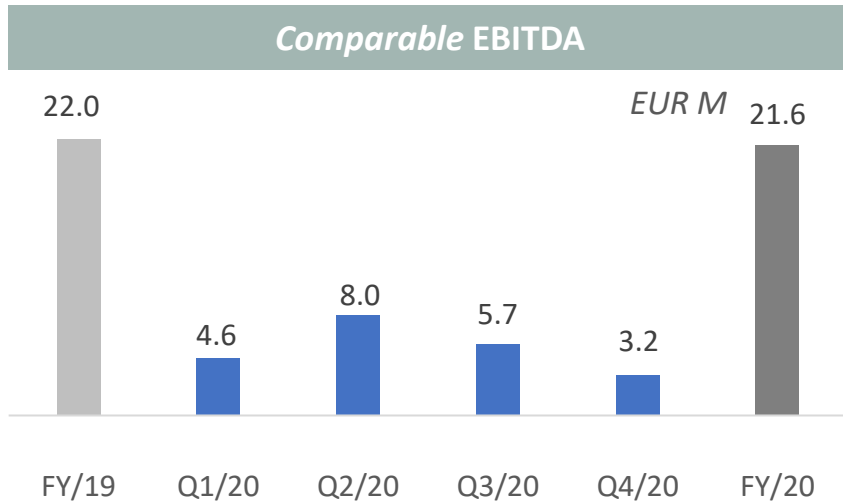
EUR million	Q4/20	Q4/19	FY/20	FY/19
Comparable EBITDA	27.7	28.5	105.2	151.8
Comparable EBIT	13.0	14.0	48.8	96.6



Power Generation – Fixed & Variable costs

		Q4/20	FY/19	FY/20
Refinery RUNS	<i>Million barrels</i>	22.2	96.2	83.0
Power production	<i>GWh</i>	1,064	4,075	4,071
<i>Exchange rate</i>	<i>EUR/USD</i>	1.193	1.120	1.142
Fixed costs	<i>EUR million</i>	20.4	102	88.4
	<i>\$/bl</i>	1.0	1.2	1.2
	<i>EUR/MWh</i>	19	25	22
Variable costs	<i>EUR million</i>	15	70	54
	<i>\$/bl</i>	0.8	0.8	0.7
	<i>EUR/MWh</i>	14	17	13

Segments Review: Marketing



Q4/20 EBITDA at EUR +3.2 M (EUR 4.5M in Q4/19):

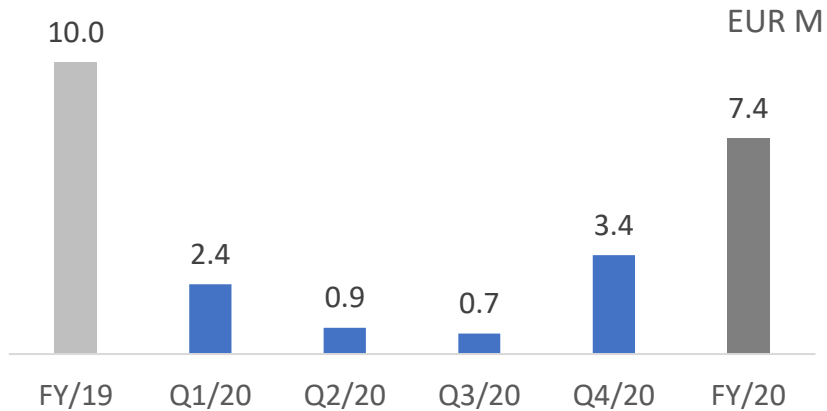
- **Demand down** in Q4/20 by approx. 14% vs Q4/19 in both Italy and Spain
- **Saras sales lower** with Italy down 5% and Spain 26%
- **Higher unit wholesale margins** in Spain with stable fixed costs weigh positively on the unfavourable scenario

FY/20 EBITDA at EUR 21.6M (EUR 22.0M in FY19)

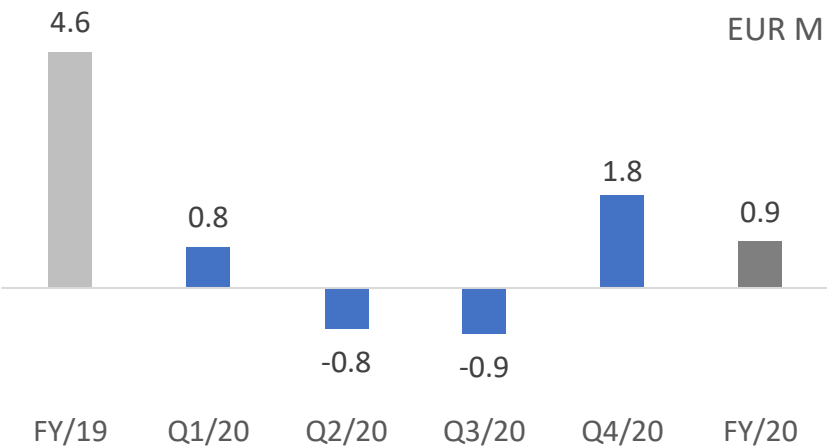
Marketing performed very well despite the extraordinary market conditions, lower volumes were compensated by higher margins achieved by careful price management and stable fixed costs.

EUR million	Q4/20	Q4/19	FY/20	FY/19
Comparable EBITDA	3.2	4.5	21.6	22.0
Comparable EBIT	2.5	3.8	18.8	19.1

Comparable EBITDA



Comparable EBIT



Q4/20 Comparable EBITDA at EUR 3.4M, in line with Q4/19

- **Power production** in the quarter was equal to 76.2GWh (84.1GWh in Q4/19)
- **Power Tariff** increased by 18% (+0.7€cent/kWh) compared to Q4/19
- **Incentive Tariff** increased by 0.7 Eurocent/kWh compared to Q4/19

FY/20 Comparable EBITDA at EUR 7.4M (EUR 10M in FY/19)

- **Volumes increased** by 2% with **power production** at 226 GWh (220 GWh in FY/19): entering into operation of additional 30MW capacity (“Maistu” project, equal to approx. 12 GWh) but extraordinary unfavorable wind conditions
- **Power Tariff decline** by 23%, or by 0.9 EURcent/kWh compared to FY/19
- **Incentive Tariff increased** by 0.7 Eurocent/kWh compared to FY/19

EUR million	Q4/20	Q4/19	FY/20	FY/19
Comparable EBITDA	3.4	3.2	7.4	10.0
Comparable EBIT	1.8	1.5	0.9	3.1

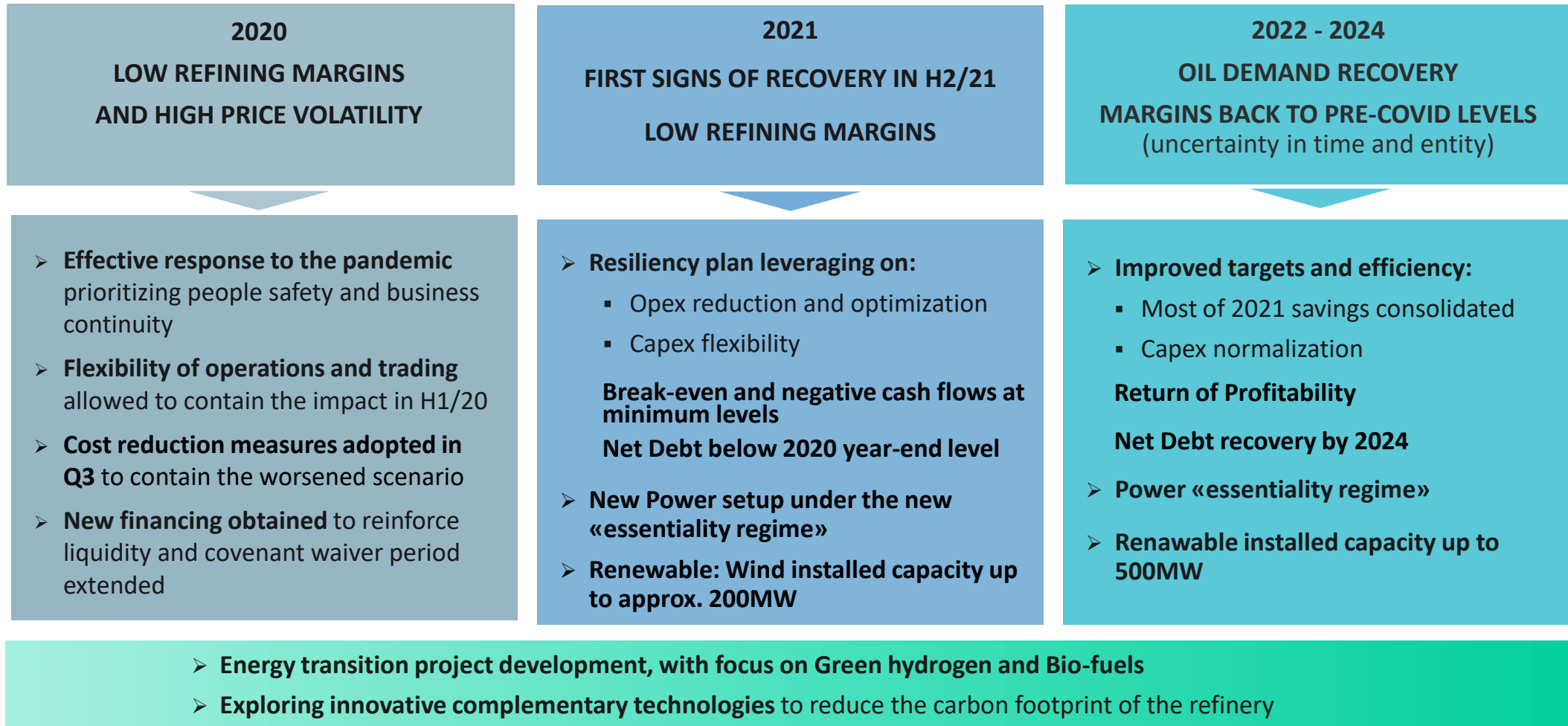


Outlook 2021 - 2024



2021: a Bridge to Recovery

BRIDGE TO RECOVERY





Refining market highlights: crude oil prices and discounts

A number of geopolitical variables are expected to influence a return of oil crudes close to historical levels by 2024, starting from an easing of OPEC + Russia cuts expected in the following months, increasing the production of both light and sour crudes, and widening Heavy-Light differentials:

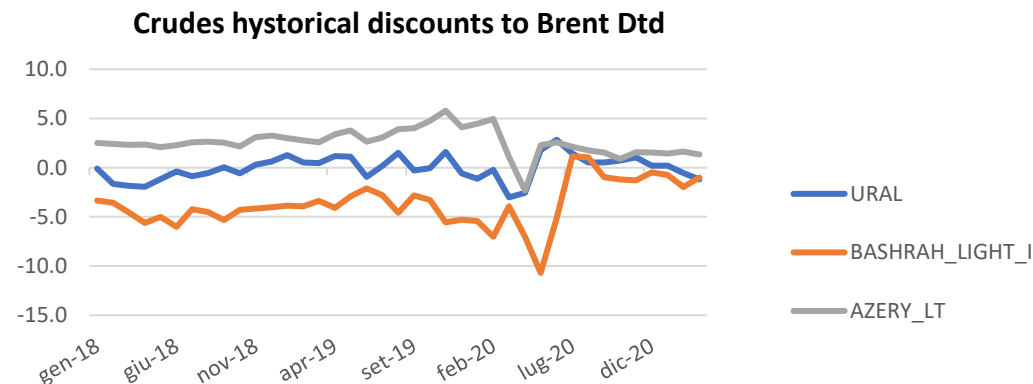
Sour crudes

- ✓ **Iran:** strong expectatons fr an easing of sanctions will return to normal export levels, already signs of increased trade
- ✓ **Venezuela:** interesting development with possibility of oil sector privatization which is likely to attract IOC investment, likely to revive ailing production
- ✓ **Iraq and Saudi Arabia:** new fields to come on stream

Sweet crudes

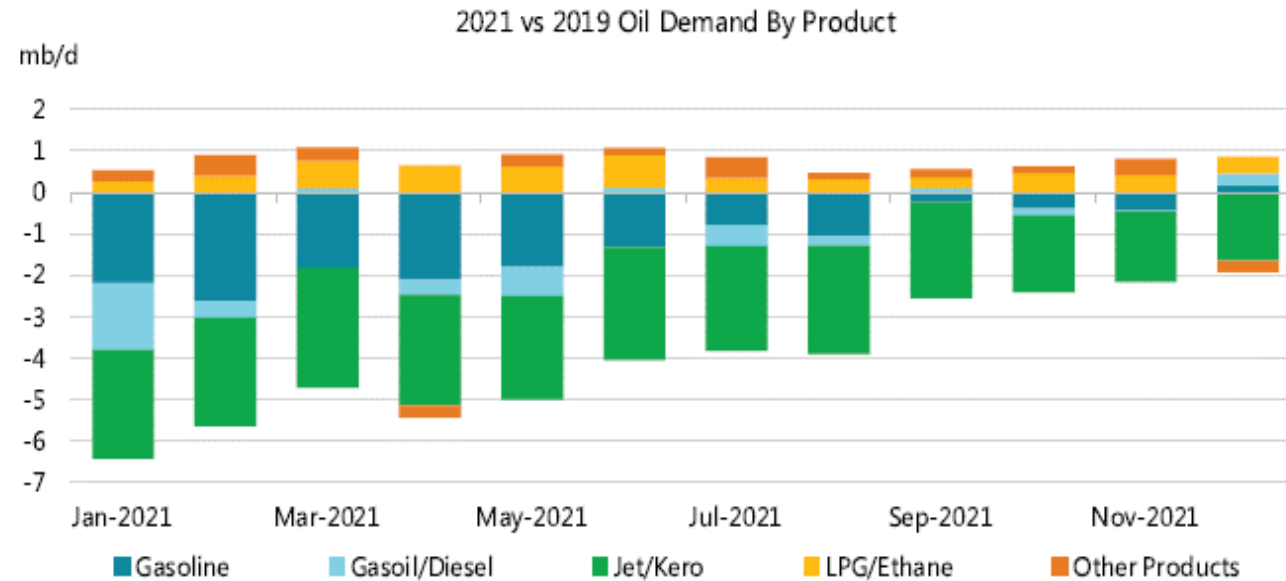
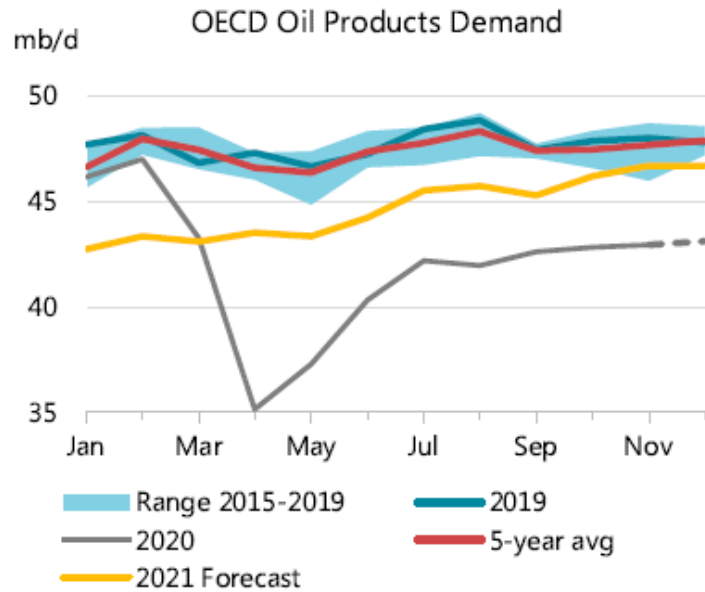
- ✓ **Libya:** situation finally seems to be normalizing, crude oil production expected at 1.45 M b/d by the end of 2021
- ✓ **USA:** shale oil likely to stage a come back

We expect a widening in light/heavy differentials starting from the second half of 2021, with a gradual return to more normal levels; gradual return to normal conditions, particularly in the Med, with more balanced and more favorable price structure





Global Oil product demand: 2021



Source: IEA «Oil Market Outlook», March 2021

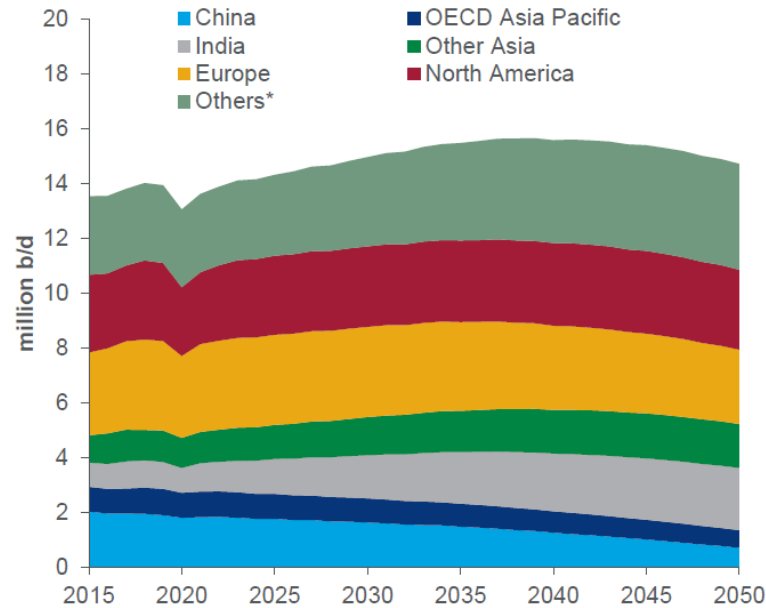
Covid-19 delayed gasoline and diesel demand recovery in OECD countries, but **oil demand is expected to rebound by 5.5 mb/d in 2021 after contracting by 8.7 mb/d in 2020**, with near-term recovery primarily stem from transportation fuels

Most of the recovery is forecasted post spring break



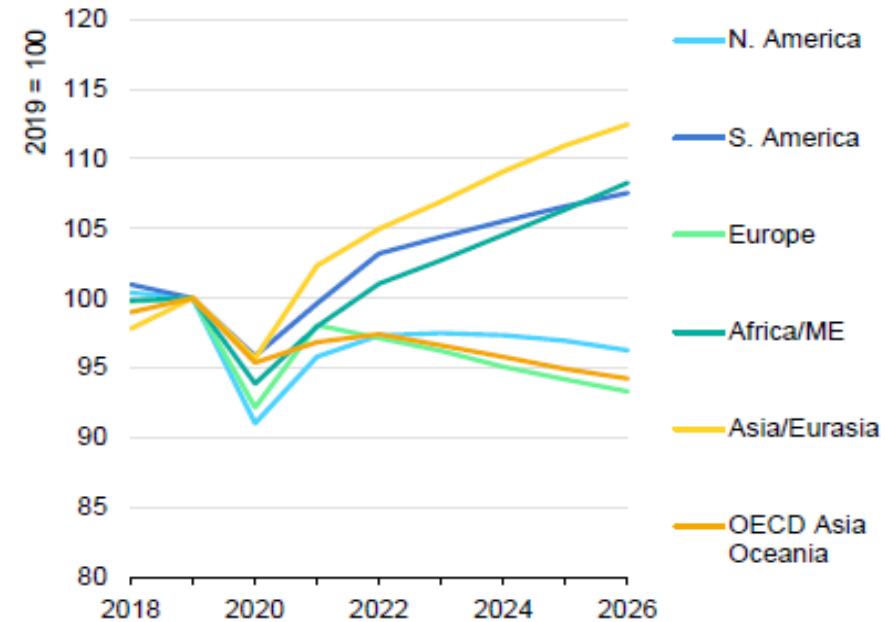
Gasoil demand: a tale of two worlds

Global diesel demand in road freight



Wood Mackenzie: The long-term outlook for global refining in the wake of the pandemic, March 18th

Regional gasoil demand



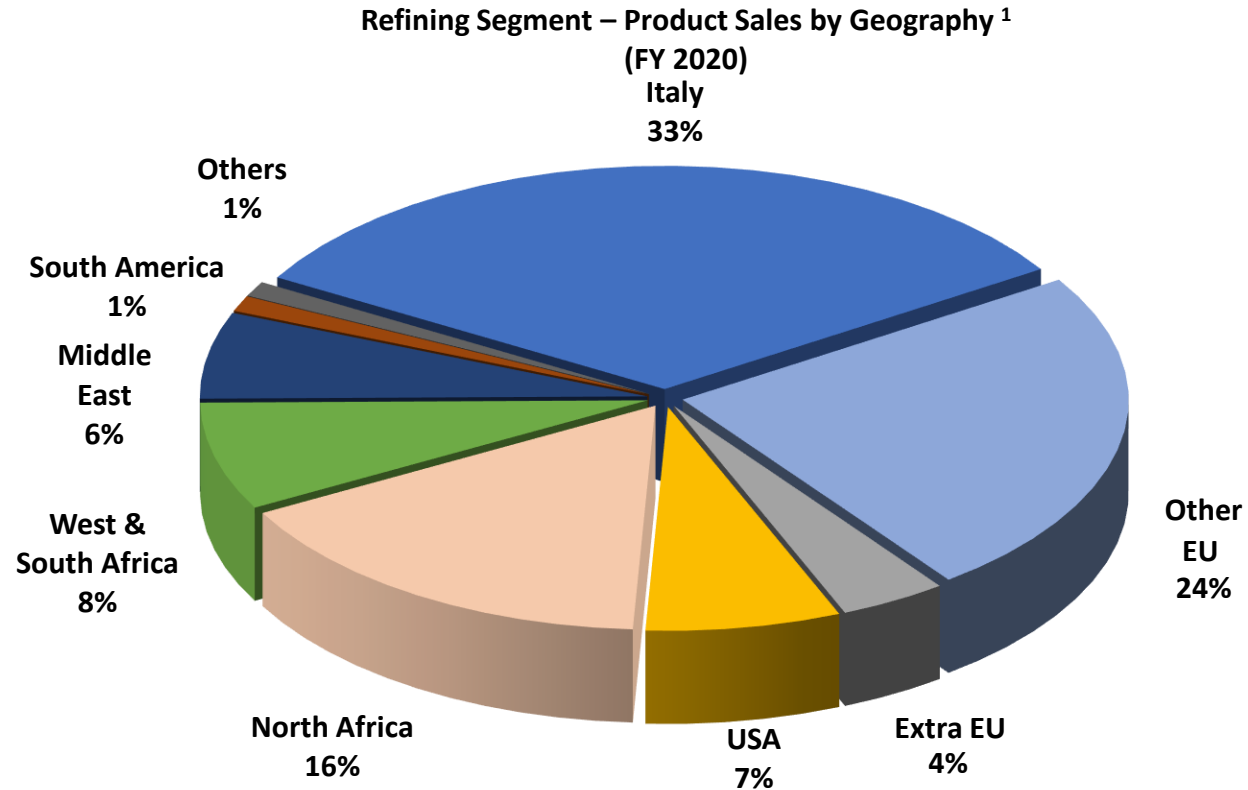
Source: IEA «Oil Analysis and forecast to 2026», March 2021

- ❑ Non-OECD gasoil demand reaches its 2019 levels as early as 2021, and continues to post strong growth thereafter
- ❑ Gasoil demand is also expected to increase in other non-OECD economies, by 120 kb/d in Latin America and 290 kb/d in Africa/Middle East



Saras is well positioned to exploit market opportunities from non-European growing countries

Saras has a strategic location in the Middle of Mediterranean Sea on main route Suez/Gibraltar



About 31% of the Sales of the refinery derives from Africa, Usa and South America and Middle East

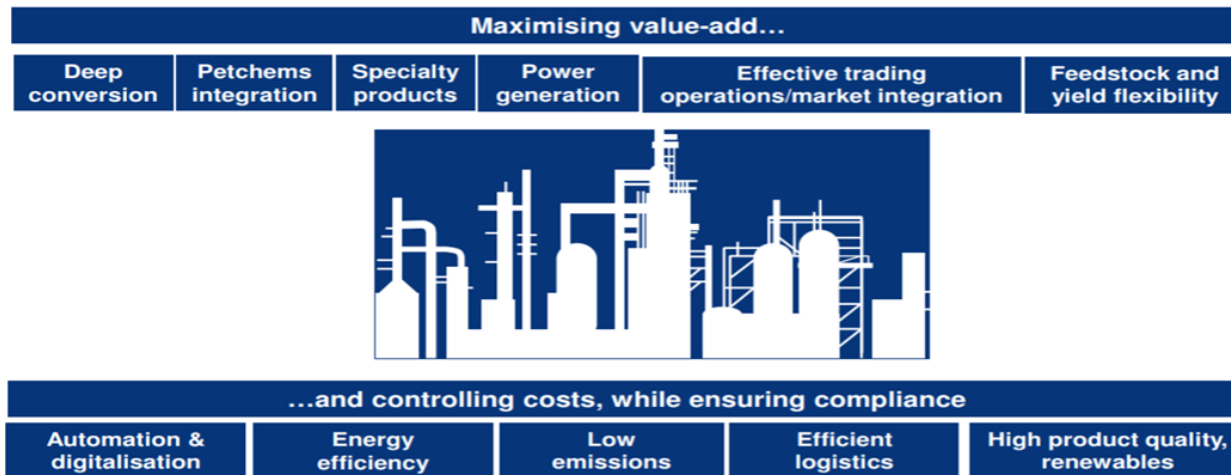
⁽¹⁾ Sales from Saras Refinery by Country of destination of the vessel



How does a European refinery evolve to become the refinery of the future?

How does a European refinery evolve to become the refinery of the future?

It becomes a highly efficient, world scale industrial complex, able to adapt to a changing market environment



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- ❑ Saras is a best-in-class refinery in terms of size and complexity, strategically located in the middle of the Mediterranean Sea
- ❑ The Resiliency plan for 2021 points to areas of further efficiency and cost optimization to become structural



The new cost structure set the ground for new, leaner, refinery organization

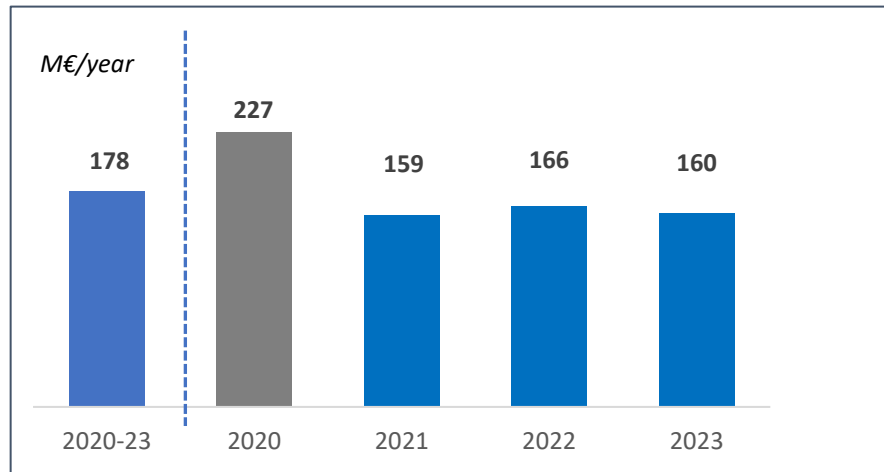
Saras has the characteristics identified by WoodMackenzie to remain competitive in the next decade



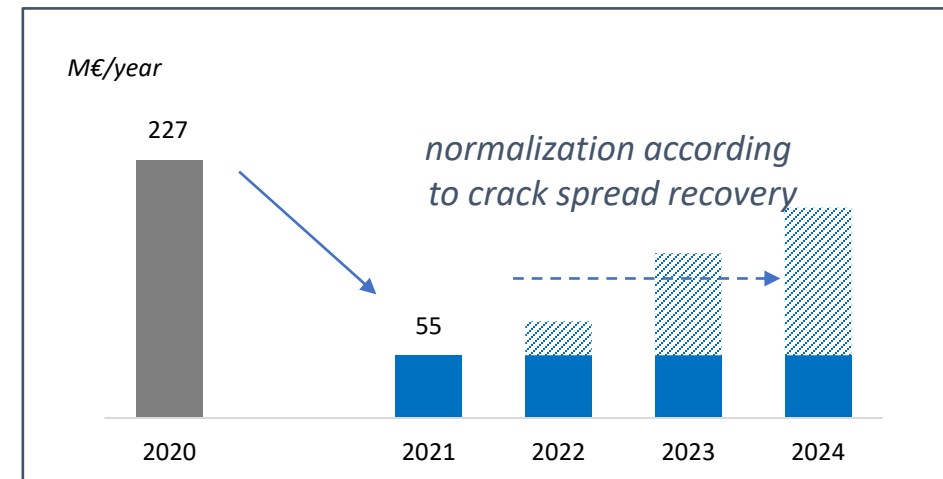
2021 Resiliency plan: Capex flexibility

The New Capex plan leverages on capex flexibility with the 65% of investments planned for 2021 postponement

“OLD” CAPEX PLAN 2020 - 23



“NEW” CAPEX PLAN 2021 - 24

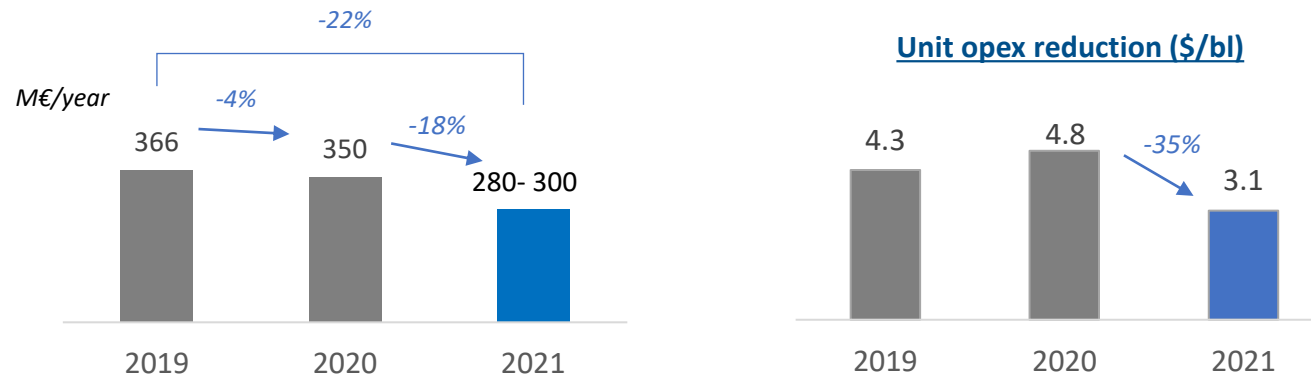


- ❑ With T1 and FCC turnaround completed in 2020, investments will be put “on hold” in 2021 at EUR 55M
- ❑ Capex will be focused on HSE compliance, asset reliability and operational continuity
- ❑ Investment will be reduced to 55M Euro to grant operation reliability in 2021-2022, but can be normalized in 2023-24 as soon as appropriate market conditions appear.



2021 Resiliency plan: fixed costs reduction and optimization

- **2021:** Additional efficiency measures targeting a total opex saving of EUR 50-70 M (approx. 20% vs. FY/20)
- **2022-24:** Consolidation of most of efficiencies achieved in 2021 to become structural with a leaner cost structure



Labor cost

- use of relevant government initiatives in relation to social welfare
- voluntary retirements and layoffs

Other industrial costs

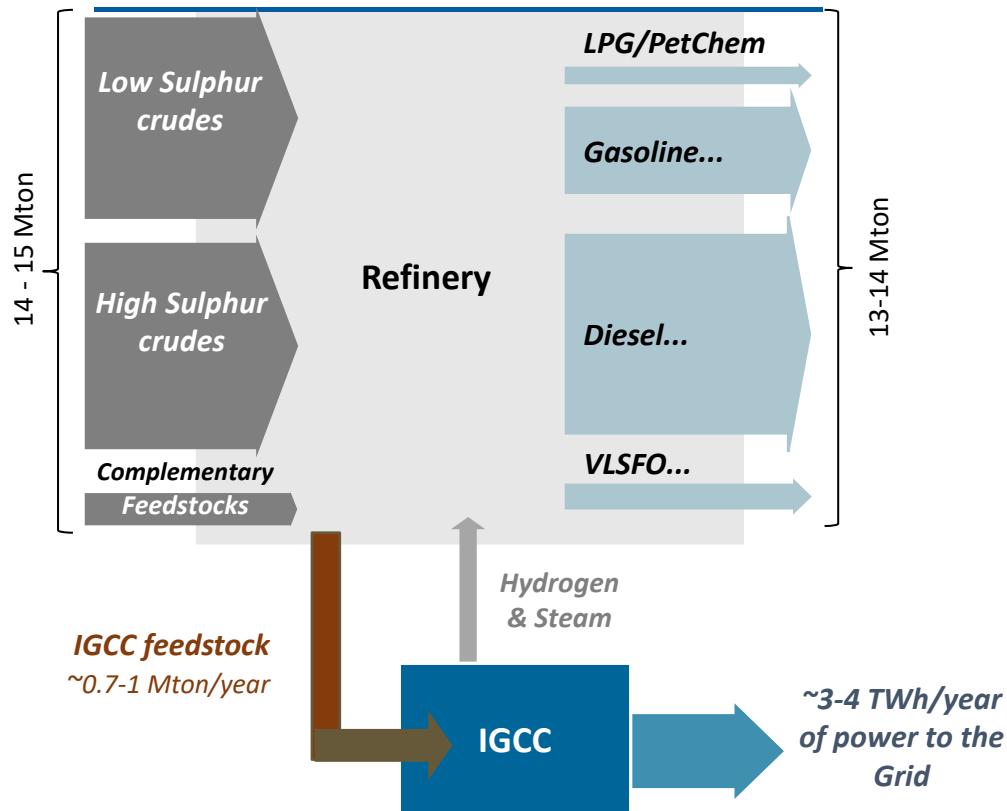
- technical services costs reduction and internalization
- maintenance services renegotiation
- stock inventory management and other overhead costs optimization



IGCC: new essentiality regime post CIP6/92

2021 will be a year of discontinuity for the IGCC: on April 20th, the CIP6/92 contract will expire

Sarlux site configuration post CIP/6 expiry



The IGCC plant has been recognized by the Italian Authority for Power Regulation as “essential” for the Sardinian electrical system and will be subject to new conditions⁽¹⁾, to be finalized latest by April 15th:

- **From the economic standpoint:**
 - **Revenues from sale of power to the Grid:** all power produced by IGCC will be sold to the Grid at market Sardinian **Zonal price** (approx. equivalent to the National price)
 - **Cost Integration** provides the necessary integration to the above-mentioned Revenues, to cover completely all IGCC variable costs: feedstock, CO2, Oxygen, and others.
 - **Cost Reimbursement** covers fixed costs, depreciation and return on invested capital, net of CO2 allocations, according to certain rules.
- **From the operation standpoint** the IGCC will be managed with an “integrated perspective” within the Sarroch industrial site:
 - **“Essential” power production** will be always guaranteed
 - **Additional power production** will be evaluated according to the overall economics of High Sulphur crude runs (crude discount, refined products prices, PUN, CO2, etc.)
 - Finally, the plant will continue to provide Hydrogen and Steam for refinery operations

(1) According to the resolution 598/2020/R/eel of ARERA, dated December 29th, 2020



Segment profitability: guidance FY 2021

		2020	2021E	2022 - 24E	
Industrial (Refining + Power)	EMC⁽¹⁾ (\$/B)	-0.5	-0.4	<i>Recovery in crack spreads and crude discounts close to pre-Covid levels (uncertain in time and entity)</i>	
	SARAS PREMIUM⁽²⁾ (\$/B)	2.0 Refining	3.5 - 4.0 Integrated	4.5 - 5.0 Integrated	
					<ul style="list-style-type: none"> From 2021 Power Gen results will be incorporated in the refining segment. There will be only one integrated margin for the new segment Industrial (Refining+ Power) Power “Essentiality regime” to be defined by 15 April 2021
Marketing		<p>EBITDA broadly stable (approx. EUR 15-20 M/year) thanks to stable wholesale margin (0.3-0.4 \$/bl of margin)</p>			
Renewable		<p>EBITDA to EUR 15 -20 M</p>			
					<p>2021</p> <ul style="list-style-type: none"> Reblading project of the Ulassai plant to be concluded within June, with a new set-up up to 300 GWh/year. Additional installed wind capacity of approx. 50MW with total capacity to approx. 200MW <p>202-24: expansion up to 500MW of new capacity, considering the opportunities deriving from the European Green Deal and new partnerships</p>

(1) Based on reference scenario (2) Based on reference scenario, net of maintenance



Saras roadmap to the Energy transition



RENEWABLE CAPACITY DEVELOPMENT

Up to **400**
MW of new
renewable
capacity

Development of greenfield pipeline to maximize value creation

Focused on Italy and Sardinia



BIO-FUEL CAPACITY EXPANSION

HVO (Hydrogenated Vegetable Oil) in existing units or transformation of plants

Co-processing

Etherification (TAEE)

Waste to fuel processes



GREEN HYDROGEN

Green Hydrogen production from water electrolysis

Using electricity from renewable sources with co-production of oxygen to be used in the igcc plant and in the refinery sulphur plants



CCS PLANT “long term” asset FOR SARROCH

CCS project (Carbon Capture & permanent Storage of CO2 produced)

To reduce CO2 emissions substantially and up to 50%



SARDINIAN GAS & POWER OPPORTUNITIES

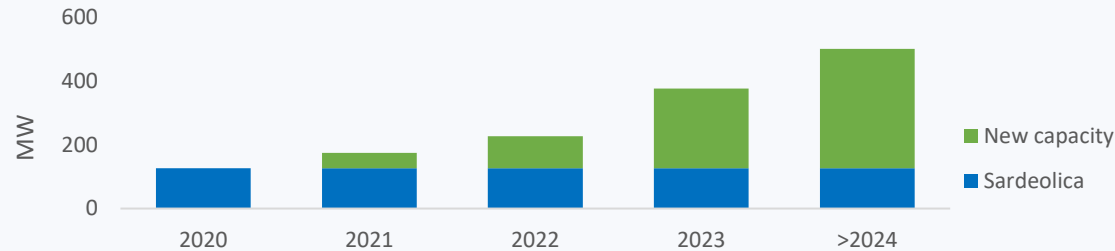
Feasibility study to build a small-scale LNG terminal within its industrial site in Sarroch

LNG can be supplied to local grades for domestic use for heavy commercial vehicles and can be track to small industries. In future possible use in a “Peaker” power plan. Strong potential as a marine fuel

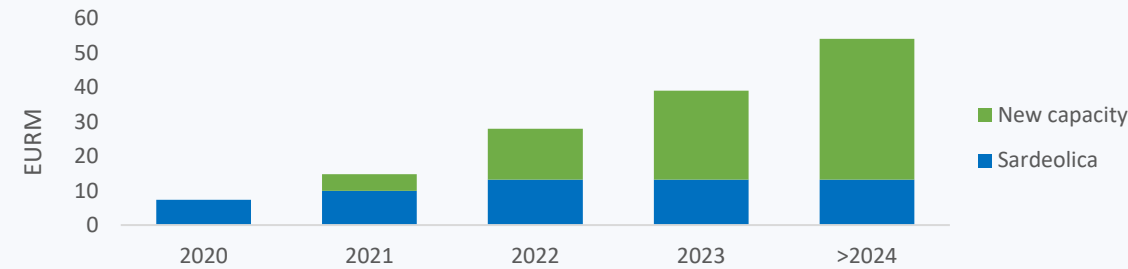


Renewable Expansion plan

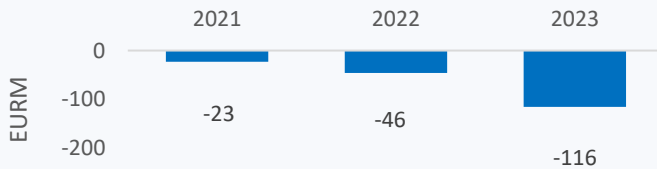
Installed capacity (MW)



EBITDA (EURM)



Equity required for development and realization of new capacity



- **400MW of new renewable capacity** (total capacity of 500MW by 2024, mainly with greenfield projects)
- **In 2021:**
 - **focus on brownfield** concluding the expansion of Ulassai enlargement and Reblading (new set up to be up to 300 GWh/year)
 - **advancement of authorization procedures** for new 250-300MW of wind capacity and 50-100MW of photovoltaics to 2024
 - **potential acquisition of two wind farms for a total installed capacity of approx. 50 MW**

□ As a result of the growing installed capacity the EBITDA is expected to grow to approx. EUR 40M in 2024

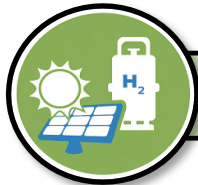
- Limited capital requirements for the development of the pipeline, until the permits are obtained (self-financed)
- Assuming a financial structure 50% equity / 50% debt structure for the realisation phase the required equity will be approx. EUR 184M with cash out mainly after 2021

Saras ideally positioned to exploit green hydrogen potential

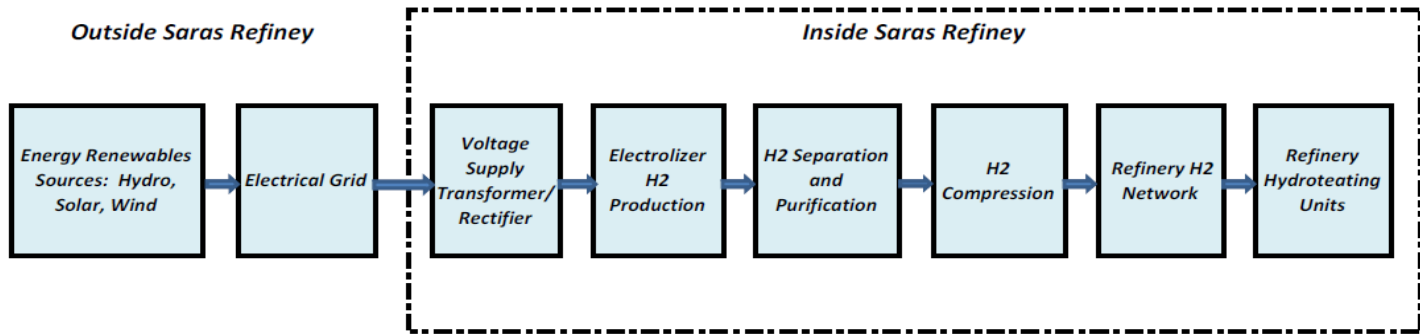
Largest user of H2 in Italy with vast experience in using this gas

Capacity to use economically the oxygen produced as by-product

Green H2 will be used in refining hydrotreating units substituting fossil H2



Green Hydrogen Plant - Block Diagram





Green Hydrogen

Saras and EnelGreenPower signed an agreement to design and evaluate a hydrogen plant in Saras' refinery

- Enel Green Power will supply renewable electricity
- EGP and Saras jointly develop design, exploiting specific know-how and expertise
- The plant will be a 20MW water electrolyser
- CO2 reduction of approx. 20K/ton
- It will produce about 4,000 cm/h of H2 and 2,000 cm/h of O2
- State of the art of digital tools will enable management of renewal electricity variability
- Block design will enable expansion up to 100MW

Bunkering services started successfully

On September 1st 2019 Saras officially started supplying shipping fuels (bunkering) from its installations, with a **complete offer of marine fuels: HSFO, VLSFO and MGO**



After 1.5 years of activity Saras Trading has sold directly more than 500ktons of fuel to over 1300 vessels



Saras' activity extends well beyond Med, with sales in markets geographically very far



Sales developed successfully after one year, notwithstanding pandemic, and a second barge has been chartered to increase throughput



Key position in the Southern Sardinia in the centre of the Mediterranean covers the demand of many ships passing along one of the world busiest routes



Stringent quality controls together with direct production have avoided quality issues that have been common in other areas, high levels of client satisfaction reflected in repeat business



Saras continuously monitors oil markets to identify opportunities





SUSTAINABILITY APPROACH

SOCIAL

GOVERNANCE

ENVIRONMENT



OUR PURPOSE

To be innovative, sustainable and a reference point among energy providers

OUR CORE BELIEFS

Safety & Environmental protection

Create sustainable value

Be a part of and a reference point for the community

Develop our people's potential by fostering their professional growth

Skills and knowledge are our key assets

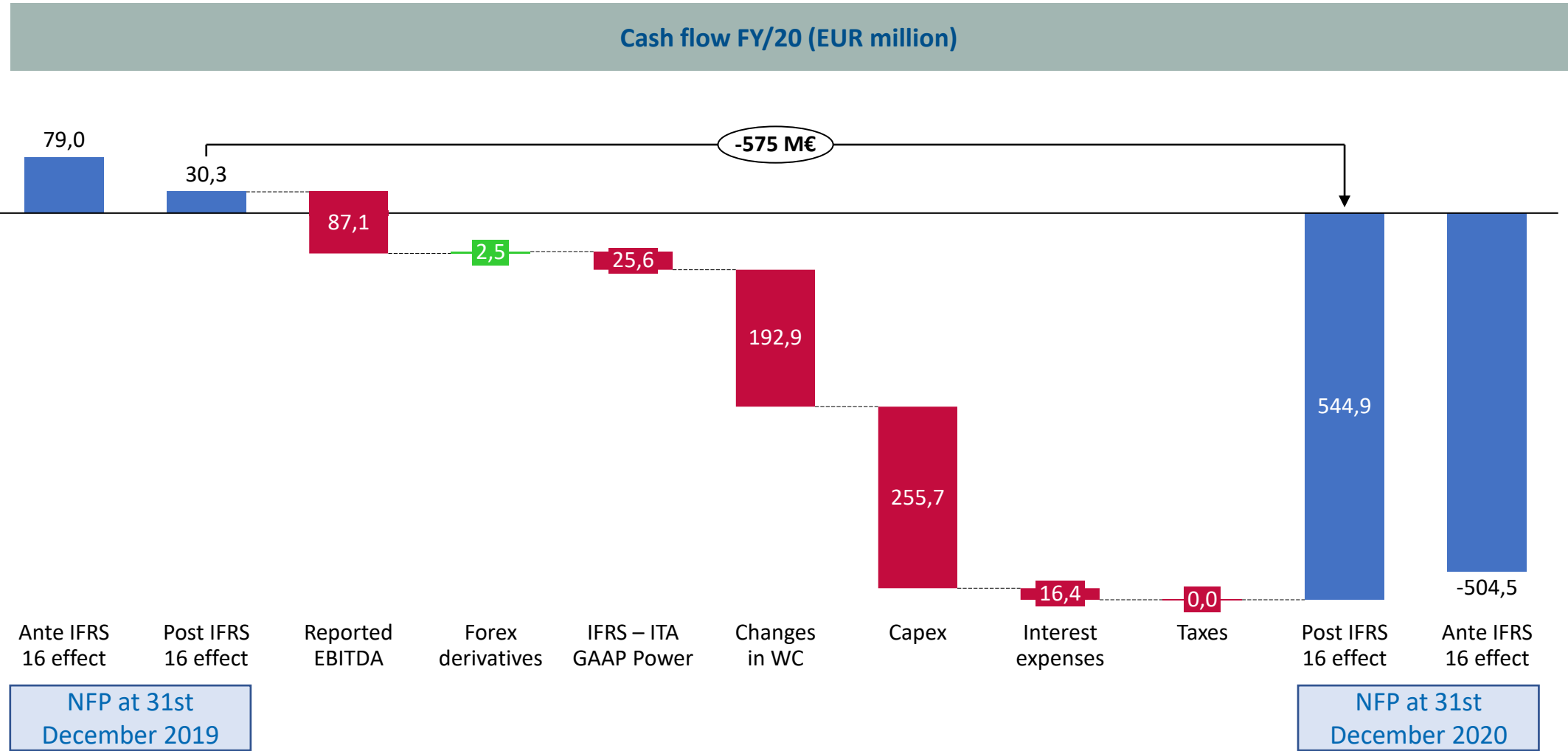
Develop innovation



Financials



Financials: Net Financial Position evolution





Financials: Key Income Statement Figures

KEY INCOME STATEMENT million)	(EUR	Q1/19 (*)	Q2/19 (*)	Q3/19(*)	Q4/19 (*)	2019(*)	Q1/20	Q2/20	Q3/20	Q4/20	2020
EBITDA		48.9	89.2	120.2	(5.4)	252.8	(92.0)	(22.4)	36.3	(9.0)	(87.1)
<i>Comparable</i> EBITDA		53.7	55.1	125.7	79.3	313.8	56.7	15.0	(61.5)	(31.1)	(20.8)
D&A		(46.2)	(47.8)	(49.6)	(55.2)	(198.5)	(49.7)	(44.3)	(56.0)	(115.3)	(254.0)
EBIT		2.7	41.5	70.6	(60.6)	54.1	(141.6)	(73.4)	(19.7)	(106.3)	(341.1)
<i>Comparable</i> EBIT		7.5	7.4	76.1	24.1	115.1	7.0	(36.0)	(117.5)	(92.5)	(238.9)
Interest expense		(5.6)	(3.2)	(5.2)	(4.2)	(18.2)	(4.7)	(2.3)	(4.5)	(4.8)	(16.4)
Other		(4.0)	8.0	(10.8)	6.6	(0.5)	(12.8)	4.8	8.1	2.4	2.5
Financial Income/Expense		(9.6)	4.8	(16.1)	2.3	(18.8)	(17.5)	2.4	3.6	(2.4)	(14.1)
Profit before taxes		(6.9)	46.2	54.5	(58.3)	35.3	(159.2)	(71)	(16.1)	(108.7)	(355.2)
Taxes		2.8	(18.0)	(11.7)	17.8	(9.2)	46.0	3.5	22.8	7.2	79.4
Net Result		(4.1)	28.2	42.7	(40.6)	26.2	(113.1)	(67.6)	6.7	(101.5)	(275.5)
Adjustments		2.1	(23.7)	8.6	54.1	41.1	112.7	26.5	(76.1)	15.6	78.5
<i>Comparable</i> Net Result		(2.0)	4.5	51.3	13.5	67.3	(0.4)	(41.1)	(69.6)	(86.0)	(197.0)

(*) Starting from Q4/19, oil hedging derivatives and those on CO2 quotas have been reclassified within the reported EBITDA to better represent the Group's operating performance, consistently with what has already been done in the past with reference to the alternative performance (Non-GAAP measure). Moreover the criteria to determine comparable results have been fine tuned. To provide a better picture all 2019 quarterly figures have been reclassified according to the new methodology.



Financials: Comparable Results Adjustments

EBITDA Adjustment (EUR million)	Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020
Reported EBITDA	48.9	89.2	120.2	(5.4)	252.8	(92.0)	(22.4)	36.3	(9.0)	(87.1)
Gain / (Losses) on Inventories and on inventories hedging derivatives	2.9	(32.5)	11.8	71.7	53.9	155.2	35.9	(107.5)	(51.4)	32.2
Forex derivatives	1.9	(1.6)	(6.2)	4.1	(1.9)	(7.6)	0.7	8.1	4.2	5.3
Non-recurring items	0.0	0.0	0.0	8.9	8.9	1.1	0.8	1.7	25.1	28.8
Comparable EBITDA	53.7	55.1	125.7	79.3	313.8	56.7	15.0	(61.5)	(31.1)	(20.8)

Net Result Adjustment (EUR million)	Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020
Reported Net Result	(4.1)	28.2	42.7	(40.6)	26.2	(113.1)	(67.6)	6.7	(101.5)	(275.5)
Gain & (Losses) on inventories and on inventories hedging derivatives net of taxes	2.1	(23.7)	8.6	51.8	38.9	111.9	25.9	(77.5)	(37.0)	23.4
Non-recurring items net of taxes	0.0	0.0	0.0	2.3	2.3	0.8	0.6	1.2	52.6	55.2
Comparable Net Result	(2.0)	4.5	51.3	13.5	67.3	(0.4)	(41.1)	(69.6)	(86.0)	(197.0)



Financials: CAPEX

CAPEX BY SEGMENT (EUR million)	Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020
REFINING	102.7	67.2	36.8	85.3	291.9	95.7	77.4	33.5	19.1	225.7
POWER GENERATION	10.8	2.8	6.8	4.4	24.8	1.0	10.2	2.7	6.2	20.1
MARKETING	0.4	0.2	0.0	0.0	0.6	0.1	0.4	0.4	0.7	1.5
WIND	0.9	18.9	2.4	4.1	26.4	0.3	0.6	0.8	5.9	7.5
OTHER ACTIVITIES	0.2	0.1	0.1	0.4	0.8	0.3	0.2	0.1	0.1	0.7
TOTAL CAPEX	115.0	89.2	46.1	94.3	344.6	97.3	88.7	37.5	32.0	255.5



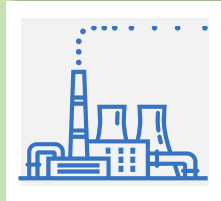
Additional Information

Indicatori ESG e Targets per Esercizio 2021

ENVIRONMENT



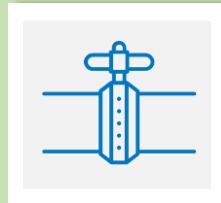
Reduce GHG emissions
 <414ton CO2 /kton of
 feedstock processed



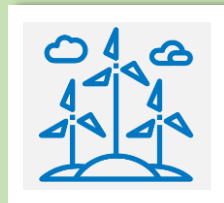
**Reduce Air pollutants
 including Scope 3
 (SOx, NOx)**



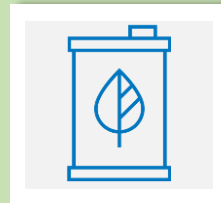
Reduce Waste Scope 3
 30.5% of total produced



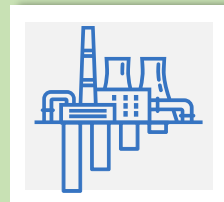
Reduce Raw Water Use
 <30% from consortium



**Renewable power
 production**
 >270GWh



**Co-processing of
 vegetable oils**
 >50kton

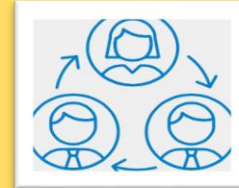


Consumption & Losses
 <6,15%
 for refinery only

SOCIAL



Work-Life Balance
 Introduce flexibility



Promote Gender diversity
 28+31% female Uni Degree



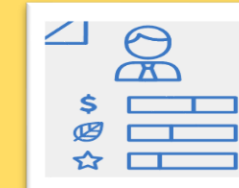
“Zero Injury” culture
 <1,9 IF index
 >22,000 BBS
 >150 wearable DSA



Training
 >25,000 hours
 (incl. HSE training)



Local Value Creation
 approx. 400M€ local wages,
 procurement and taxes

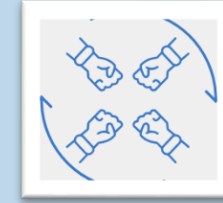


Foster Corporate Citizenship
 Existence of a Group Policy

GOVERNANCE



**ESG targets in assessment &
 remuneration system**
 >95% of Group employee with Oil
 National Contract



**Increase Stakeholders’
 Engagement**
 >20 new Stakeholders engaged
 every year



Sustainability Monitoring
 4 meeting/year of “Control, Risks
 & Sustainability Committee”
 59 Internal Audits (by IA & SGQ)



#	ESG	Key Performance Indicators - KPIs	Unit of Measure	Average 2017-19	Targets 2020	Actual Results 2020	Comments to Actual Results for 2020
1	E	Emissions of CO2 per unit of (crude + complementary feedstock) processed	ton/kton	422,7	-2% vs. 2017-19 Avg. (414)	478	Influenced by maintenance shutdowns and disoptimised runs
2	E	Avoided CO2 emissions (thanks to Energy Efficiency and Renewable power production)	kton	221,1	+35% vs. 2017-19 Avg. (298)	283,6	Energy efficiency and Renewable power production
3	E	Emissions of SO2 per unit of (crude + complementary feedstock) processed	ton/kton	0,251	-5% vs. 2017-19 Avg. (0,238)	0,187	Reduction due to T1 and FCC shutdowns - initially for scheduled maintenance and later for economic choice
4	E	Emissions of NOx per unit of (crude + complementary feedstock) processed	ton/kton	0,221	Stable (approx. 0,22)	0,229	Stable
5	E	Avoided SOx emissions by Group customers purchasing VLSFO (vs. HSFO 3,5%)	kton/year	9,1	> 36	23,4	Lower ship traffic (and VLSFO sales) due to Covid-19
6	E	Refinery C&L, as a % of (crude + complementary feedstock) processed	%	6,4%	-4% vs. 2017-19 Avg. (6,16%)	6,22%	Influenced by maintenance shutdowns and disoptimised runs - still, lower than historical averages
7	E	Raw water consumed from regional provider vs. total water consumption	%	36,9%	-15% vs. 2017-19 Avg. (31,4%)	28,2%	Increased demineralized water production with ACCIONA desalination plant
8	E	% of outgoing waste from Ecotec vs. total waste produced by Sarlux	%	47,25%	-25% vs. 2017-19 Avg. (35,4%)	23,0%	ECOTEC Thermal dryer unit (TDS) reduces waste output from TAS system
9	E	Co-processing of vegetable oils at Sarroch desulfurization plants	kton/year	10,0	> 50kt	35,15	Unfavourable Veg-oil vs. Gasoil economics due to Covid-19
10	E	Energy production from renewable sources (wind/solar)	GWh	186,3	+45% vs. 2017-19 Avg. (270)	225,5	Lower Wind and National Power Grid interruptions
11	S	Increase the number of people within Sarroch industrial site, equipped with wearable DSAs	# of people	25	> 150 people	105	Lower distribution of DSAs due to Covid-19 (so far, roll out done with operation staff at Alky+BD, RT2 and CCR plants)
12	S	Reduce the Injury Frequency rate at Sarlux site, for Group personnel	#injuries*Mln / #hours_worked	1,92	< 1.9	3,13	6 injuries at Sarlux personnel (none serious)
13	S	Increase the number of safety observations (BBS), to drive safe behaviours in Sarroch industrial site	# of BBS observations	20.988	+15% vs. 2017-19 Avg. (24.135)	22.336	Fewer BBS observations due to smartworking (Covid-19)
14	S	Existence of a Group Corporate Citizenship Policy	Yes/No	N	Yes	In preparation	In preparation; as of today, draft for Social Politics towards local communities (sponsorships, donations, etc.)
15	S	Direct impact of (Wages to employees in Sardinia + Goods & Services from local suppliers + Taxes&duties paid in Sardinia)	EUR Mln	626	Stable (approx. 600)	460	Lower Taxes&duties due to Revenues reduction (Covid-19); moreover, lower purchases of Goods & Services from local suppliers
16	S	Increase Gender Diversity (% of Female University Graduates vs. Total Graduates)	% female	28,6%	Stable (approx. 29%)	30,8%	Target Achieved, in line with Corporate Strategy
16b	S	Gender Diversity (Female University Graduates vs. Total Graduates)	% female				28 - 31%
17	S	Increase the yearly number of training hours for total Group employees	hours/year	54.748	> 55.000	57.394	"Distant learning" and Online Training Portal allowed to compensate the halt of training in presence (Covid-19)
18	S	Monitor employee engagement by conducting a survey every two years	Yes/No	1 every 2 years	by 2021	N/A	Not Available - the Survey was planned for 2021
18b	S	Welfare (work-life balance) - introduce flexibility in Group offices, wherever appropriate	Yes/No				Yes
19	G	% of Group employees with "Oil national contract" whose Productivity bonus is linked to ESG targets	%	N/A	> 95%	100%	Target achieved
20	G	Internal Audits performed by "Quality Mgmt System" and "Internal Audit" functions	# of Audits	59	Stable (59)	50	"Quality Mgmt System" achieved its audit target; "Internal Audit" was slightly delayed due to Covid-19
21	G	New Stakeholders engaged in company ESG strategy and targets	# of people	23,0	> 20/year	0	Usual Stakeholders Engagement activities have been postponed to 2021 due to Covid-19
22	G	Existence of a Sustainability Committee	Yes/No	N/A	Yes	Yes	Control & Risk Committee increased its competence also to Sustainability matters (as of 06th Feb. 2020)
22b	G	Sustainability Committee monitoring	# of meetings				4 meetings/year

Average 2018-20	Targets 2021
443,7	Aligned to 2020 Target (414)
258,9	Aligned to 2020 Target (298)
0,220	Stable vs. 2018-20 Avg. (approx. 0,22)
0,227	Stable vs. 2018-20 Avg. (approx. 0,23)
16,3	> 40kt SOx avoided (sales of 690kt VLSFO)
6,3%	-2,5% vs. 2018-20 Avg. (6,15%)
32,5%	< 30%
40,75%	-25% vs. 2018-20 Avg. (30,5%)
22,6	Aligned to 2020 Target (> 50kt)
205,3	Aligned to 2020 Target (270)
65	150
2,26	< 1.9
22.787	Stable vs. 2018-20 Avg. (approx. 22.000)
In preparation	Yes
564	approx. 400
29,8%	
	28 - 31%
56.017	approx 25.000
N/A	
	Yes
100%	> 95%
56	Stable (59)
15,3	> 20/year
Yes	
	4 meetings/year



Additional information: Refining

EUR million	Q1/19 ^(*)	Q2/19 ^(*)	Q3/19 ^(*)	Q4/19 ^(*)	2019 ^(*)	Q1/20	Q2/20	Q3/20	Q4/20	2020
EBITDA	2.4	32.6	73.1	(42.0)	66.0	(123.8)	(42.9)	1.6	(39.1)	(204.2)
Comparable EBITDA	10.0	(4.8)	78.4	40.9	124.3	19.5	(9.9)	(98.5)	(64.2)	(153.1)
EBIT	(28.2)	0.1	39.5	(79.8)	(68.5)	(157.1)	(77.7)	(37.6)	(118.2)	(390.7)
Comparable EBIT	(20.6)	(37.4)	44.8	3.1	(10.2)	(13.9)	(44.7)	(137.7)	(108.3)	(304.6)
CAPEX	102.7	67.2	36.8	85.3	291.9	95.7	77.4	33.5	19.1	225.7
REFINERY RUNS										
Crude oil (ktons)	2,653	3,571	3,555	3,392	13,172	3,138	2,293	2,903	3,036	11,369
Crude oil (Mbl)	19.4	26.1	26.0	24.8	96.2	22.9	16.7	21.2	22.2	83.0
Crude oil (bl/d)	215	290	282	269	263	255	184	233	244	229
Complementary feedstock (ktons)	281	270	320	406	1,278	232	211	130	129	702
REFINERY MARGINS										
EMC benchmark	1.1	0.2	3.0	0.0	1.1	1.3	(0.7)	(1.8)	(1.0)	(0.5)
Saras margin	4.3	2.5	6.4	4.9	4.5	3.9	3.8	(1.5)	(0.1)	1.5

(*) Starting from Q4/19, oil hedging derivatives and those on CO2 quotas have been reclassified within the reported EBITDA to better represent the Group's operating performance, consistently with what has already been done in the past with reference to the alternative performance (Non-GAAP measure). Moreover the criteria to determine comparable results have been fine tuned. To provide a better picture all 2019 quarterly figures have been reclassified according to the new methodology.



Additional information: Power Generation

EUR million	Q1/19 ^(*)	Q2/19 ^(*)	Q3/19 ^(*)	Q4/19 ^(*)	2019 ^(*)	Q1/20	Q2/20	Q3/20	Q4/20	2020
Comparable EBITDA	37.0	48.8	37.3	28.7	151.8	30.3	16.4	37.3	27.7	105.1
Comparable EBIT	23.7	35.7	23.5	14.0	96.9	16.5	2.7	23.5	13.0	48.7
CAPEX	10.8	2.8	6.8	4.4	24.8	1.0	10.2	6.8	6.2	20.1
POWER PRODUCTION <small>MWh/1000</small>	988	883	1,114	1,091	4,075	1,185	801	1,021	1,064	4,070
POWER TARIFF <small>€cent/kWh</small>	9.2	9.2	9.2	9.2	9.2	7.9	7.5	7.6	7.6	7.6
POWER IGCC MARGIN <small>\$/bl</small>	3.8	3.4	2.5	2.3	3.0	2.5	2.7	2.9	2.8	2.7

(*) Starting from Q4/19, oil hedging derivatives and those on CO2 quotas have been reclassified within the reported EBITDA to better represent the Group's operating performance, consistently with what has already been done in the past with reference to the alternative performance (Non-GAAP measure). Moreover the criteria to determine comparable results have been fine tuned. To provide a better picture all 2019 quarterly figures have been reclassified according to the new methodology.



Additional information: Marketing

EUR million	Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020
EBITDA	4.4	4.2	8.2	3.5	20.3	(0.8)	3.6	3.5	4.6	10.9
Comparable EBITDA	1.6	7.5	8.5	4.5	22.1	4.6	8.0	5.7	3.2	21.6
EBIT	3.7	3.4	7.4	2.8	17.3	(1.5)	3.0	2.7	3.9	8.1
Comparable EBIT	0.9	6.7	7.7	3.8	19.1	3.9	7.4	4.9	2.5	18.8
CAPEX	0.4	0.2	0.0	0.0	0.6	0.1	0.4	0.4	0.4	1.5
SALES										
(THOUSAND TONS)										
ITALY	505	522	587	542	2,155	437	412	545	515	1,909
SPAIN	371	324	359	366	1,418	281	203	292	272	1,048
TOTAL	876	845	945	908	3,574	718	615	837	787	2,956



Additional information: Wind and Others

Wind	(EUR million)	Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020
<i>Comparable EBITDA</i>		3.6	2.5	0.7	3.2	10.0	2.4	0.9	0.7	3.4	7.4
<i>Comparable EBIT</i>		2.3	1.3	(0.5)	1.5	4.6	0.8	0.9	(0.9)	1.8	0.9
POWER PRODUCTION	MWh	66,054	43,852	26,366	84,091	220,363	74,038	44,980	30,339	76,173	225,530
POWER TARIFF	€cent/ kWh	5.6	4.5	4.7	4.2	4.7	3.9	2.0	4.1	4.9	3.7
INCENTIVE	€cent/ kWh	9.2	9.2	9.2	9.2	9.2	9.9	9.9	9.9	9.9	9.9
CAPEX		0.9	18.9	2.4	4.1	26.4	0.3	0.6	0.8	5.9	7.5

Others	(EUR million)	Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020
<i>Comparable EBITDA</i>		1.5	1.1	0.9	2.1	5.6	(0.1)	(0.4)	(0.1)	(1.3)	(1.9)
<i>Comparable EBIT</i>		1.2	1.0	0.7	1.8	4.7	(0.3)	(0.4)	(0.3)	(1.6)	(2.8)
CAPEX		0.2	0.1	0.1	0.4	0.8	0.3	0.1	0.1	0.1	0.7