



Investor Presentation November 2021





SARAS

Important Notice

NON-GAAP MEASURE

ALTERNATIVE PERFORMANCE INDICATORS

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 realised and unrealised 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.

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

With effect from Q1/21 the Group decided to adopt a new segment reporting consistent with the change introduced by the transition from the CIP6 / 92 contract to the essentiality regime in the operating modes of the Sarlux plant, which takes into account the very high level of integration of the power plant with the refinery. The Group's activities are therefore represented in two segments: Industrial & Marketing, which includes integrated refining and power generation and Marketing, whose plants are highly integrated with refinery logistics. Also included in the segment are the activities previously included in the "Other Activities" segment, headed by the Group's companies Sartec and Reasar, whose technical services are also dedicated to refining. Renewable, which includes the activities previously included in the segment called "Wind", in line with the development plans in the field of photovoltaics and green hydrogen

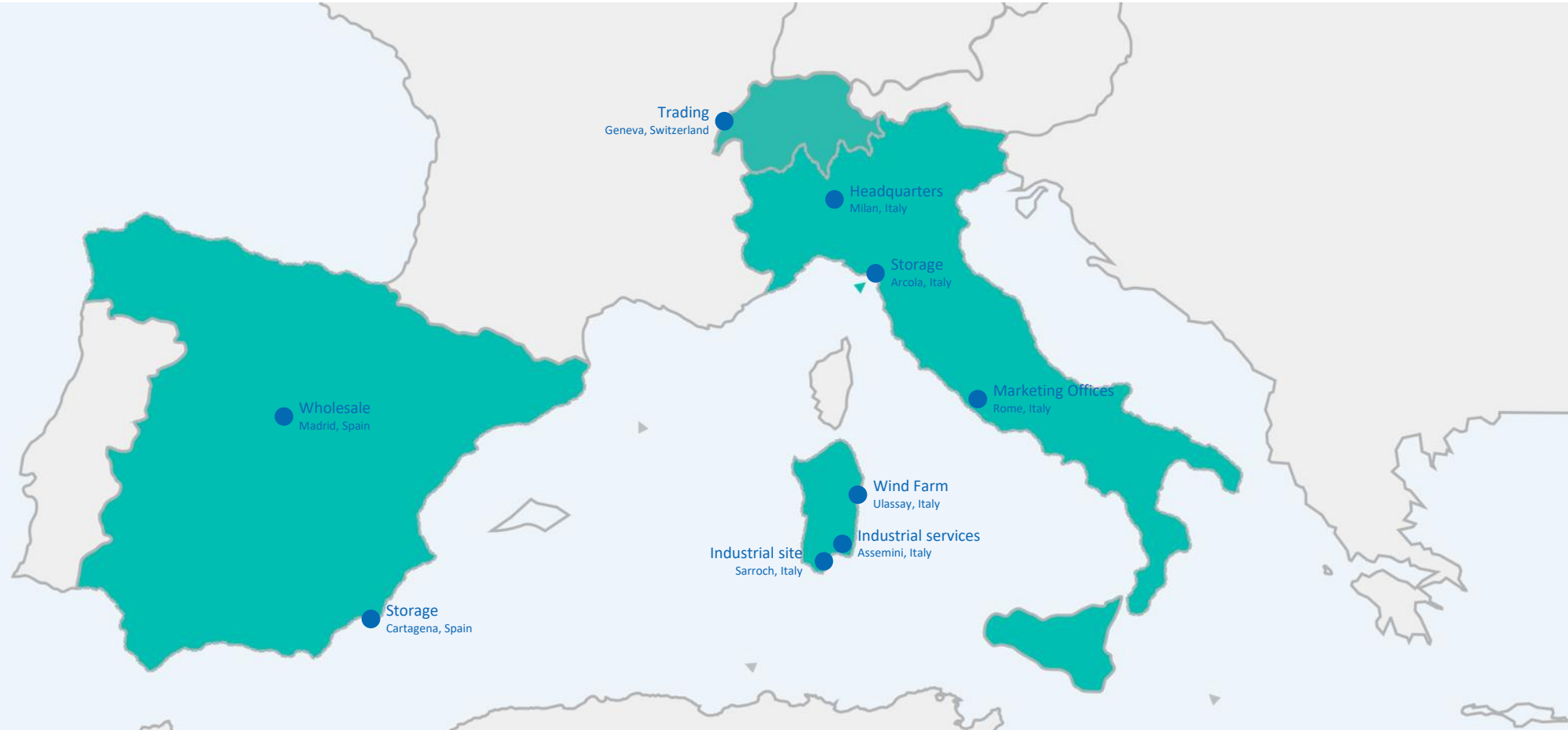
In addition, in order to consistently represent the performance of the Group's activities, the historical financial results have been restated according to the new business segments identified as described above.

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.



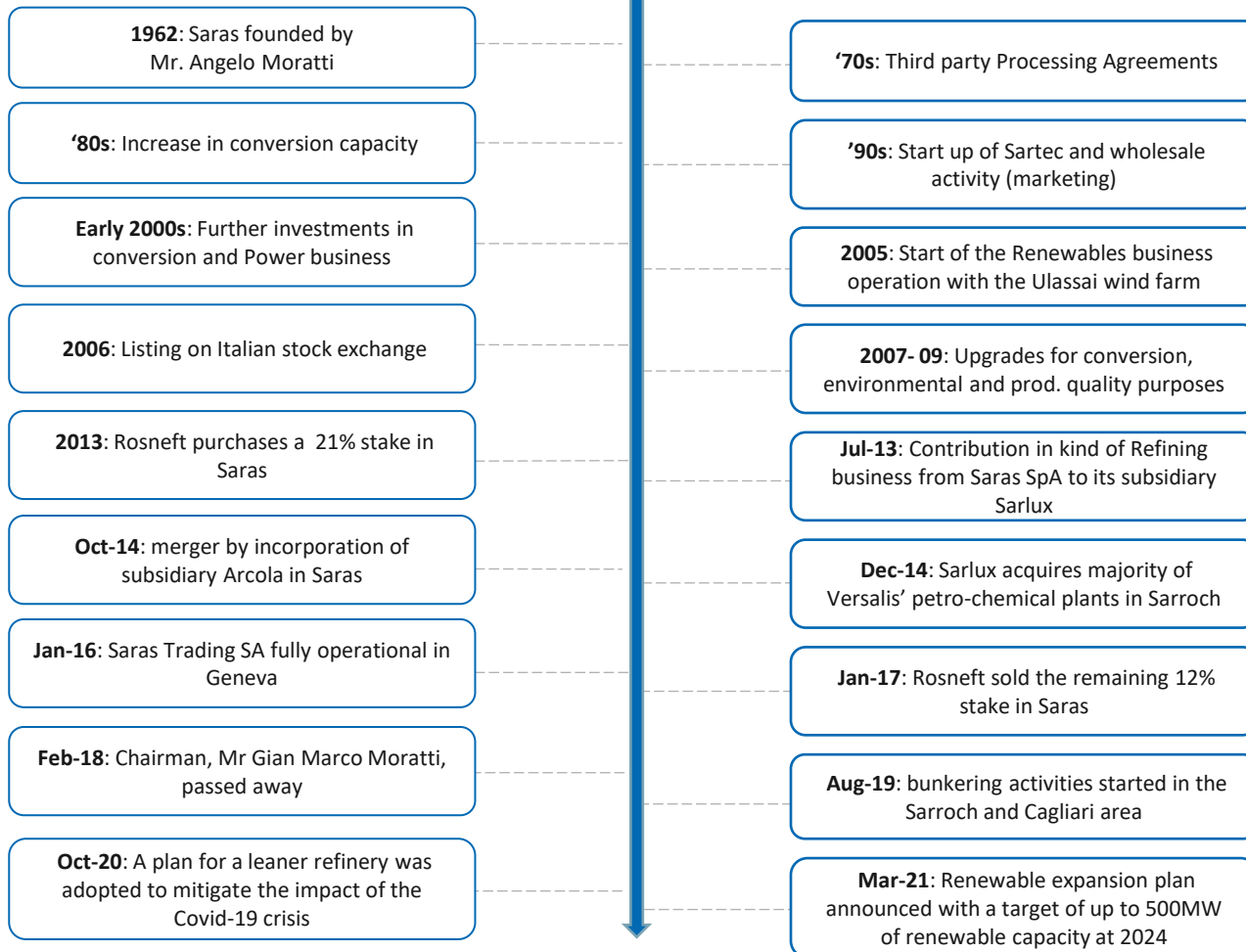
Geographical footprint





Almost 60 years of stable strategic direction and committed shareholders

Saras history...



... and shareholder structure¹

A diagram showing the ownership structure of SARAS. A dashed box encloses three shareholders: Angel Capital Management SpA (10.005%), Stella Holding SpA (10.005%), and Massimo Moratti Sapa (20.011%). Below this box, other shareholders are listed: Union Holding Ltd (Trafigura) at 3.01%, Platinum Investment Management at 5.21%, American Century Inv. Management at 1.47%, and Free Float at 50.289%. The SARAS logo is positioned to the right of the dashed box.

Angel Capital Management SpA	10.005%
Stella Holding SpA	10.005%
Massimo Moratti Sapa	20.011%
Union Holding Ltd (Trafigura)	3.01%
Platinum Investment Management	5.21%
American Century Inv. Management	1.47%
Free Float	50.289%

1. As of December 1st, 2021

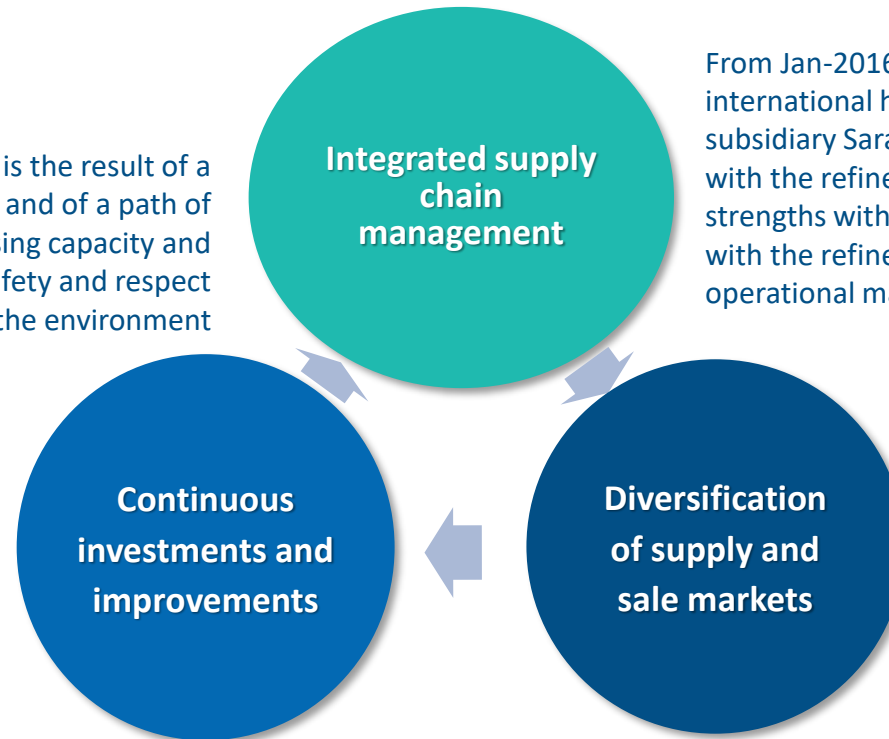


Strategy and Business Model

Maintain a leading position in the refining sector

Saras' unique business model has developed over time also in relation to market scenarios and technological innovations

The size and complexity of the refinery is the result of a know-how developed in ~60 years and of a path of continuous investment aimed at increasing capacity and efficiency, with constant attention to safety and respect for the environment

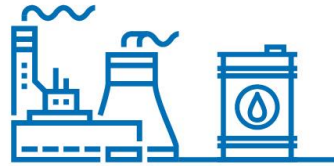


From Jan-2016 active in Geneva, one of the main international hubs for oil commodities trading, the subsidiary Saras Trading SA works in close cooperation with the refinery to better exploit its commercial strengths with market opportunities and all the synergies with the refinery, from technical process skills, to operational management expertise and planning skills

Sarroch refinery is capable of effectively processing different types of crude oils, including non-conventional ones. This is also eased by its geographical position in the middle of the Med where oil routes converge.



2 New Business Segments starting January 1st, 2021



INDUSTRIAL & MARKETING

REFINING AND TRADING

POWER PRODUCTION

MARKETING

ENERGY SERVICES



RENEWABLES

WIND

PHOTOVOLTAIC



Downstream focused on Refining, Trading & Power Production



Supply & Trading



Refining and Power Production



Marketing



Energy Services

Integrated Supply Chain management

- ~150 crude cargoes every year from wide range of suppliers
- Supply & Trading company operating in Geneva since Jan 2016
- Balanced and differentiated sales portfolio...
- ... with world class oil supply chain knowledge
- Start up of bunkering activity from Aug. 2019

Exploit market opportunities for crude oils & products

Sarroch Industrial Operations (strictly integrated Refinery and Power plant)

- Largest single-site refinery in the Mediterranean basin (300 kbb/d, ~18% of Italy's refining capacity)
- Top-tier large & complex Med refinery (11.7 Nelson Complexity Indexes)
- Yields of medium and light distillates ~86% of the production output (net of C&L)¹
- Competitive advantage in the production of VLSFO bunker 0.5%^s
- Petrochemical integration

High complexity and flexible configuration for a Top Tier refining performance

- One of the largest liquid fuel gasification plant in the world (IGCC)
- Conversion of heavy refining fractions (TAR) to clean gas
- 575 MW of installed capacity
- Electricity production of approx. 4.2 - 4.4 TWh
- From April 21st 2021 with the expiration of the CIP6 contract, the "Essentiality regime" took place

Transform heavy refining fractions (TAR) into electricity

Wholesale

- Wholesale in Italy and Spain:
 - ~4% market share in Italy
 - ~3% market share in Spain
- +300k m³ of additional storage capacity to the ~4M m³ of refinery tank farm capacity:
 - Arcola (La Spezia) coastal warehouse, with a total capacity of 200,000 m³
 - Cartagena (Spain) warehouse, with a capacity of 114,000 m³

Stabilize refining margins with downstream presence

Industrial & technological services

- Industrial & technological services for energy and environmental sectors
- Solutions to increase energy efficiency, industrial reliability, operational performance and environmental compliance

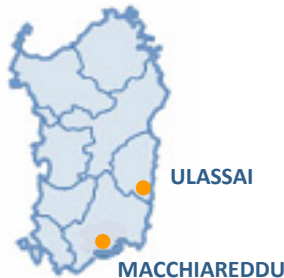
Engineering solutions to improve industrial and environmental performance

1. C&L = Consumption & Losses



Wind & Photovoltaic

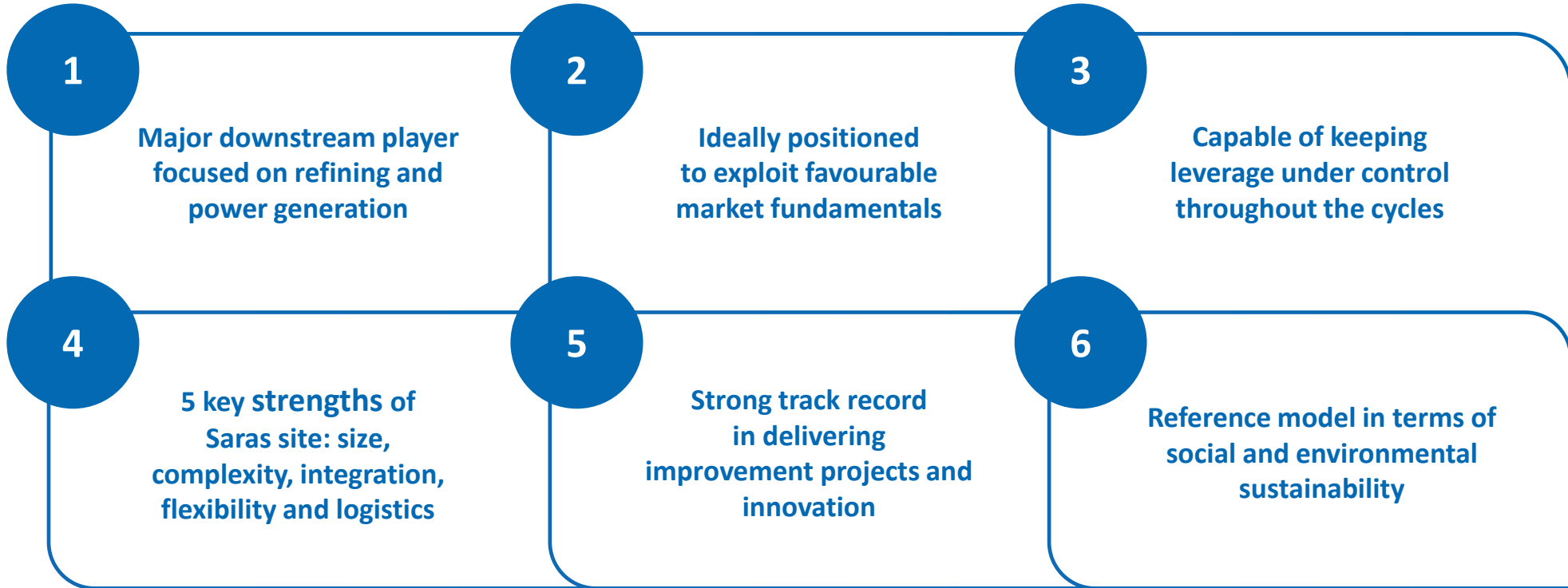
Sardinia



- The Saras Group has been active in the production and sale of electricity from renewable sources since 2005, through its subsidiary Sardeolica Srl, which operates the Ulassai wind farm in Ogliastra (Sardinia): 57 wind turbines, with a total installed power of 126 MW and a production of 225,530 MWh, which covers the annual electricity needs of around 165,600 people, corresponding to about 145,000 tonnes of CO2 avoided
- In 2020 48 turbines of the Ulassai wind farm underwent a reblading project, aimed at increasing the production by 33 GWh/year, and to be concluded by the end of Q3/2021
- On 30 April 2021 Sardeolica acquired 2 wind farms located in Macchiareddu, Cagliari (Sardinia), for a total installed capacity of 45 MW, an average annual output of approx. 58 GWh/year, corresponding to the needs of approx. 20,000 families (approx. 1,300 equivalent hours) and to 37,600 tons of CO2 avoided per year. Thanks to the acquisition the total capacity of Saras Group increased to 171 MW
- The Renewable expansion plan of Saras Group foresees the construction of further 50 -100 MW of photovoltaic capacity and of further wind installed capacity of 200-250MW by 2024, mainly through greenfield projects, with the aim of reaching up to 500MW of total capacity by 2024.

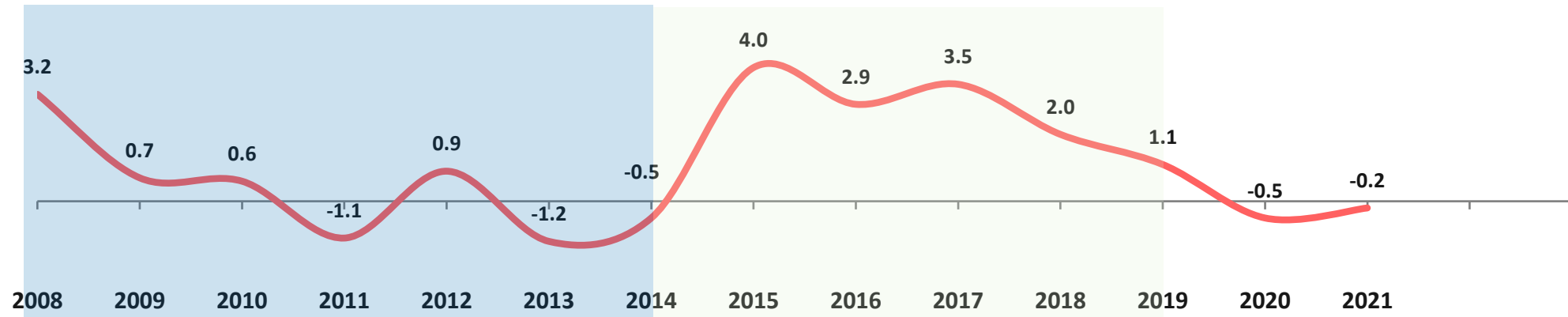


Saras' value proposition



Oil market cycle

Yearly EMC Benchmark margin (FOB Med; \$/bl)



2009 - 2014 Market Downturn

- i High crude prices
- ii Low availability of heavy sour crudes
- iii Falling product demand in Europe
- iv Refining overcapacity
- v Strong competition from:
 - Wide Brent-WTI spread
 - Non-OECD refineries
- vi Low crack spreads and tight light-heavy products differentials

New Market Cycle from 2015

- ▷ More balanced oil prices, robust supply
- ▷ Larger availability of heavy crudes in 2015-16, then limited by sanctions against Iran, Venezuela and by OPEC+ cuts
- ▷ Improving product demand in Europe and worldwide
- ▷ Rationalization of European refining capacity
Over estimation of global spare capacity
- ▷ Correction of market distortions
Reduction of global spare capacity
- ▷ Healthier crack spreads. With IMO widening of light-heavy differential

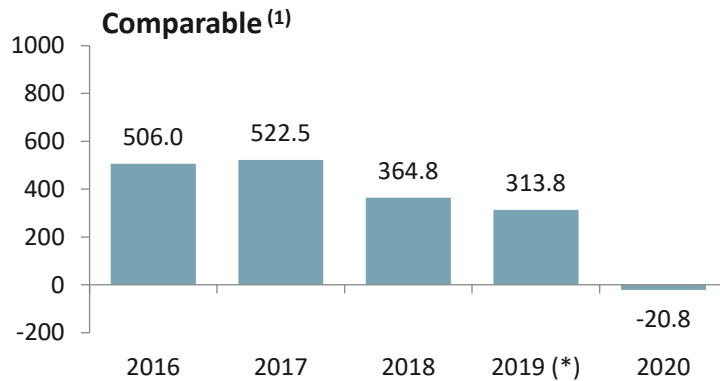
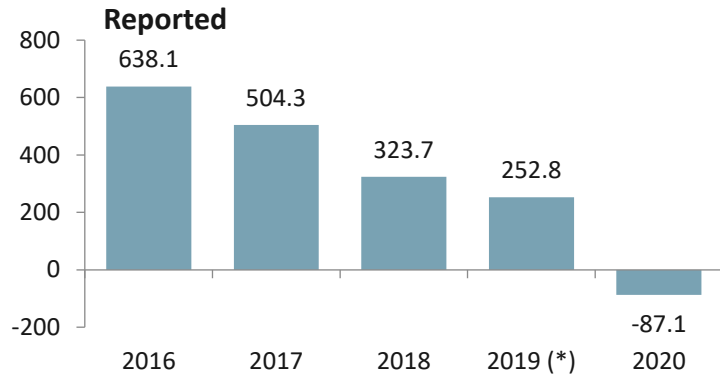
Covid crisis and post Covid refining industry

- ▷ Oil prices collapse in March 2020 and Opec+ alliance decided to reduce oversupply cutting production by 9.7mbd
- ▷ Production cuts mainly affected heavy sour crudes availability. Increased fuel oil demand in Europe
- ▷ OPEC+ started to gradually increase oil output in 2H21 when oil demand showed more structural signs of improvement
Refining industry responded to the Covid emergency by temporarily taking capacity offline
- ▷ Demand trends, pace of improvement of middle distillate margins still weakened by lagged recovery of jet fuel demand and new capacity expected online by 2025 expected to significantly influence future sector investments
- ▷ Energy transitions process call for the refinery of the future to be both greener and more integrated with chemicals

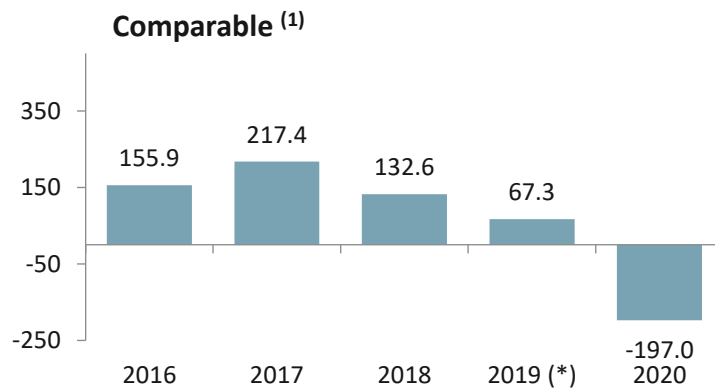
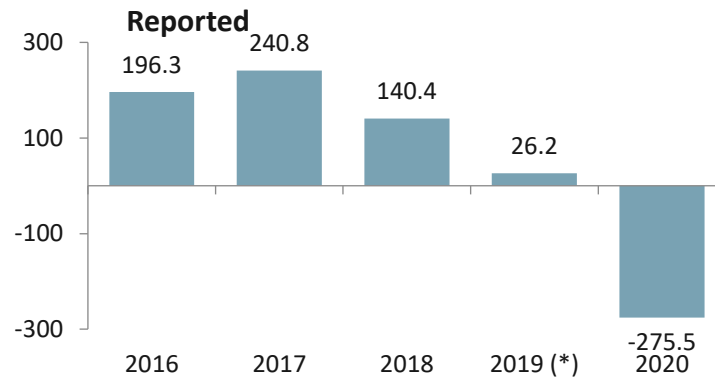


Group Results

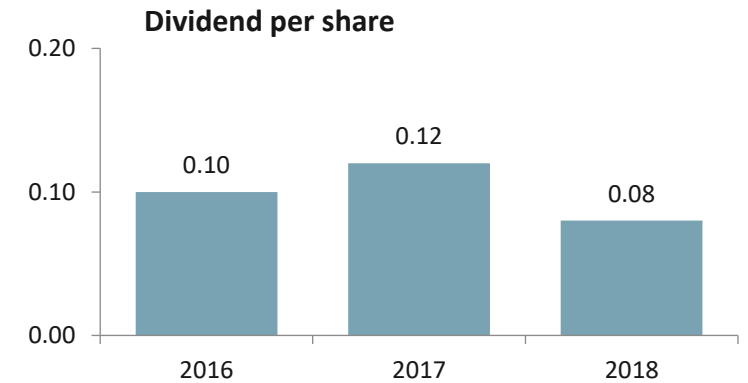
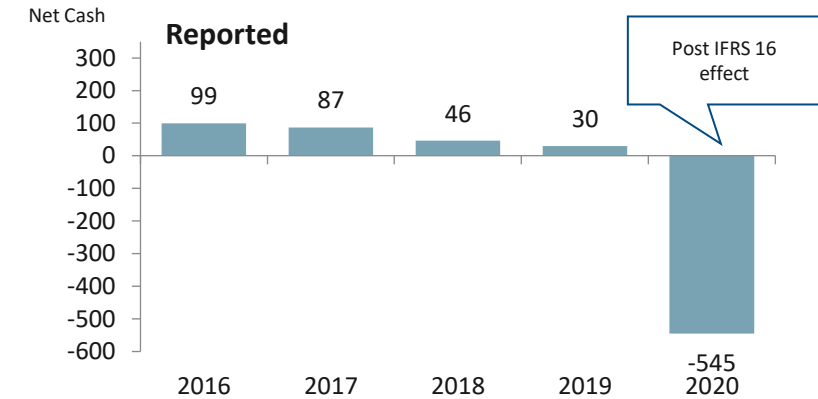
EBITDA (EUR MM)



Net Result (EUR MM)



Net Financial Position (EUR MM)

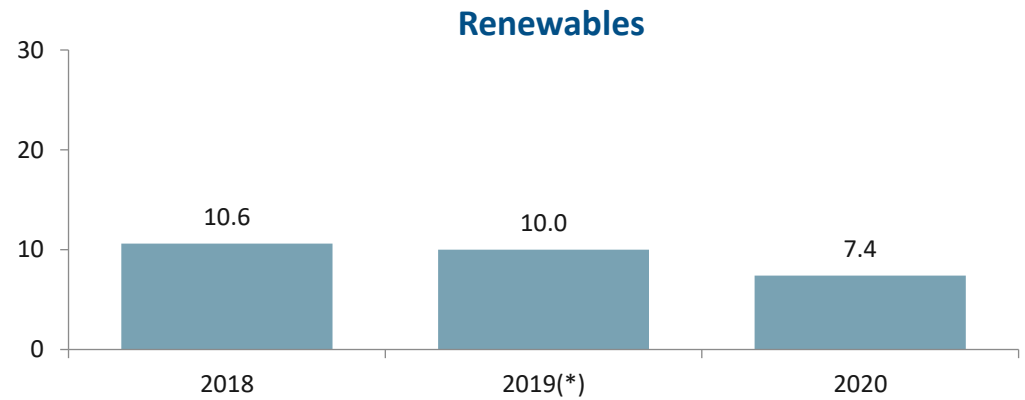
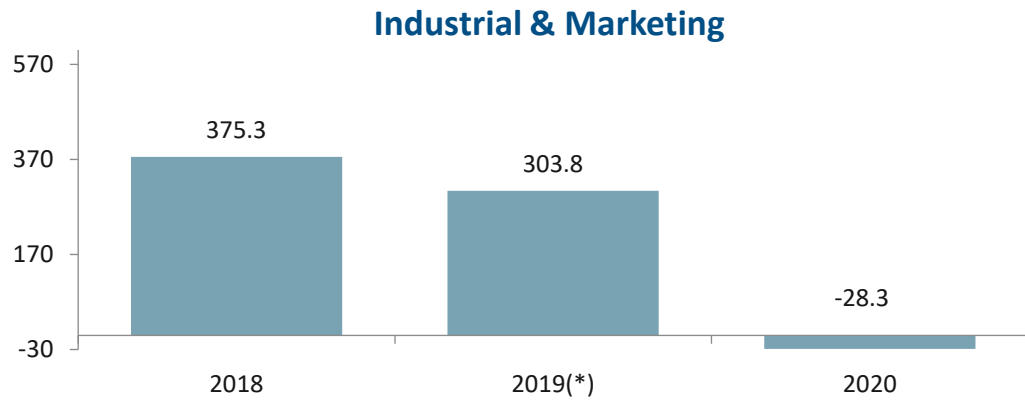


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Segment profitability

Comparable EBITDA¹ (EUR MM)



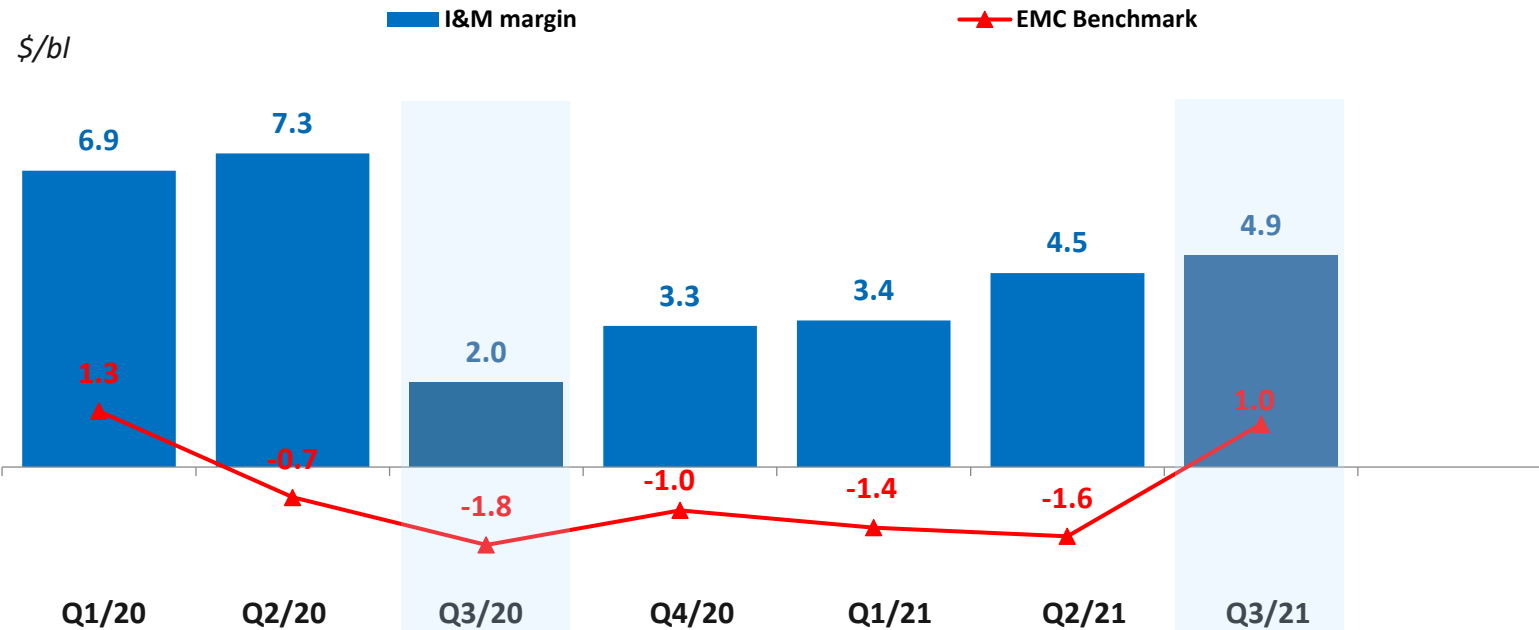
⁽¹⁾ The historical financial results have been restated according to the new business segments: with reference to the margins, the sum of old segment margins corresponds to the new “Industrial & Marketing” margins.

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Saras profitability is driven by company's strengths and market fundamentals

Q3/21 Saras premium at +3.9\$/bl (+3.8\$/bl in Q3/20) compared to an implied expected premium for 3Q/21 of 4.1\$/bl ⁽²⁾
 Including the real impact of Q3 energy costs into the EMC (approx. -0.5\$/bl) Saras premium would amount at +4.4\$/bl



	Q1/20	Q2/20	Q3/20	Q4/20	Q1/21	Q2/21	Q3/21
Refining + Power	6.4	6.5	1.4	2.8			
Marketing + Other	0.5	0.8	0.6	0.5	0.3	0.6	0.9

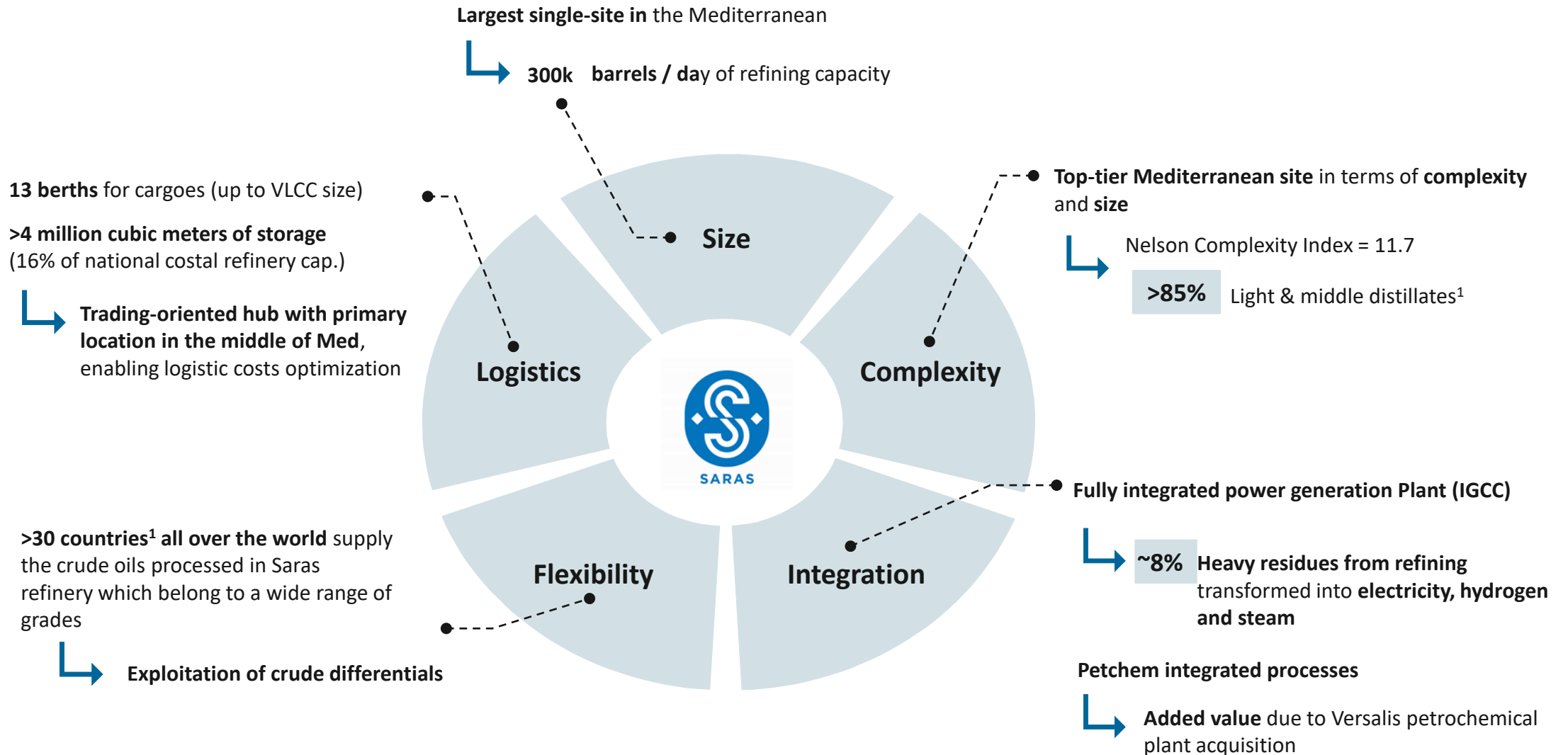
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⁽²⁾ The FY21 guidance of 4.7-5.2 \$/bl, provided with the IH/2021 results implied a premium of 4.1\$/bl in Q3/21

I&M margin: (comparable integrated Refining + Power + Marketing + Other 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

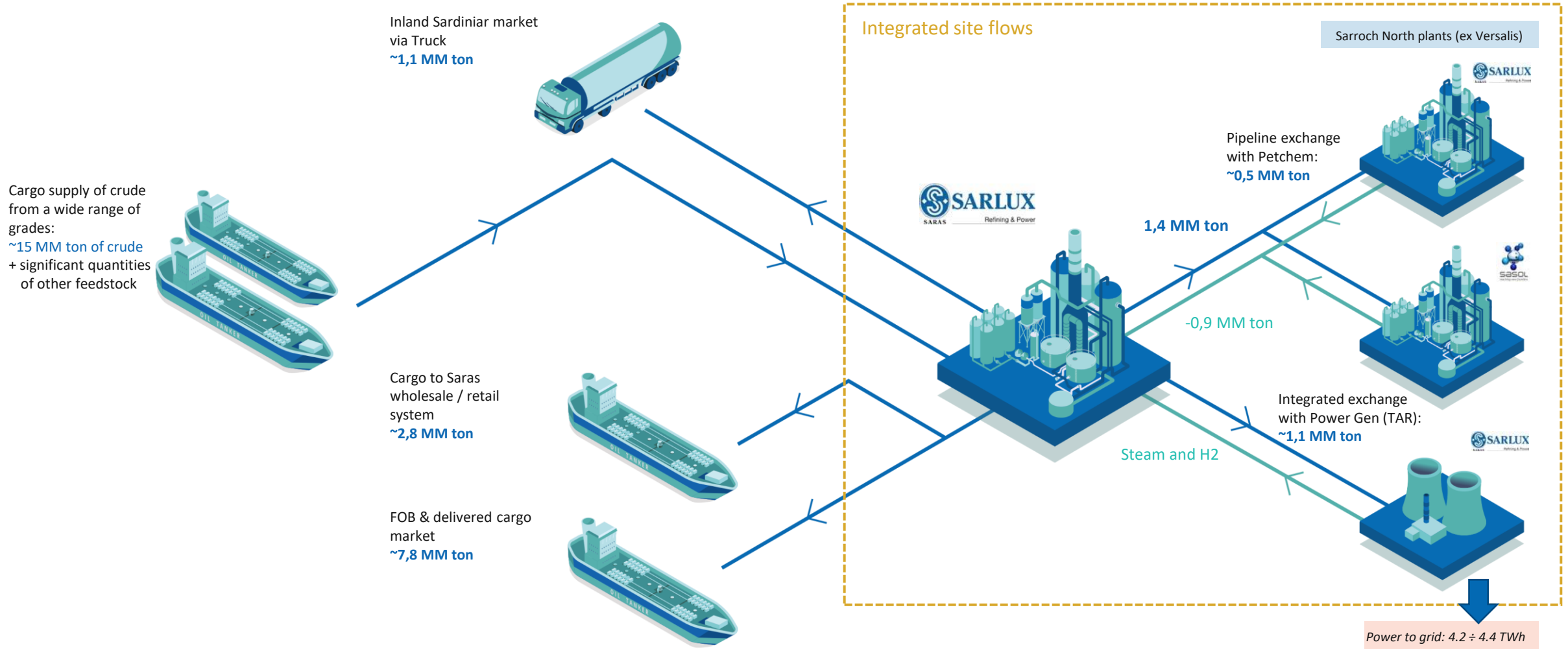


The 5 key strengths of the Saras site in Sarroch, Sardinia



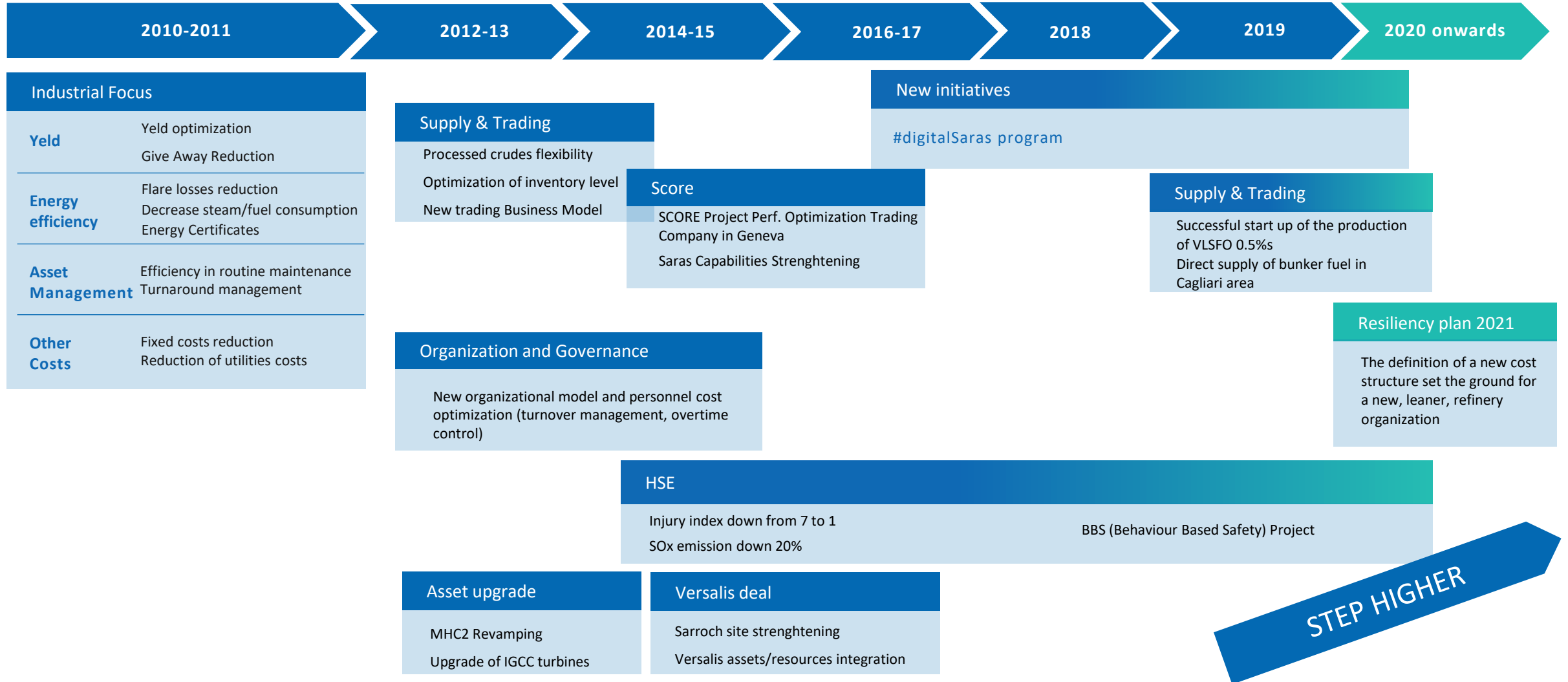


Fully-integrated industrial site, with Power Generation & Petrolchemical





Improvement initiatives delivered over last 10Y

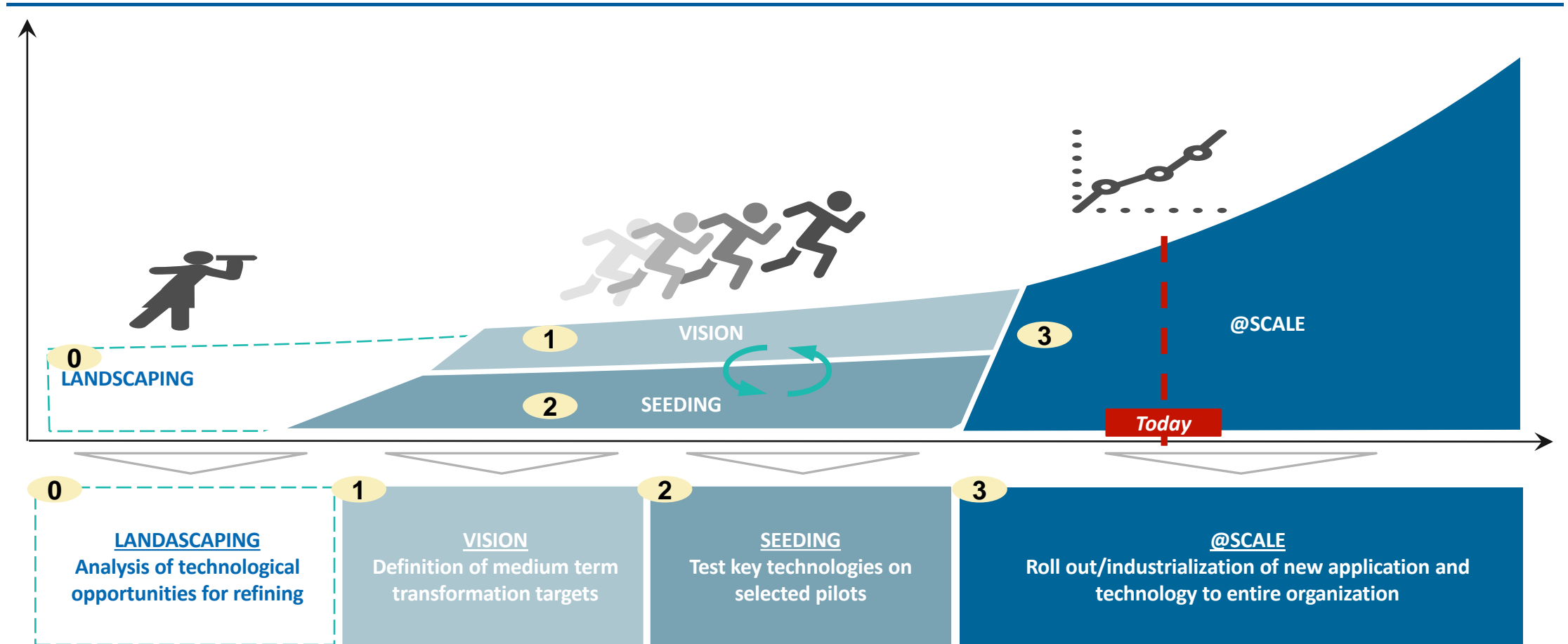


STEP HIGHER

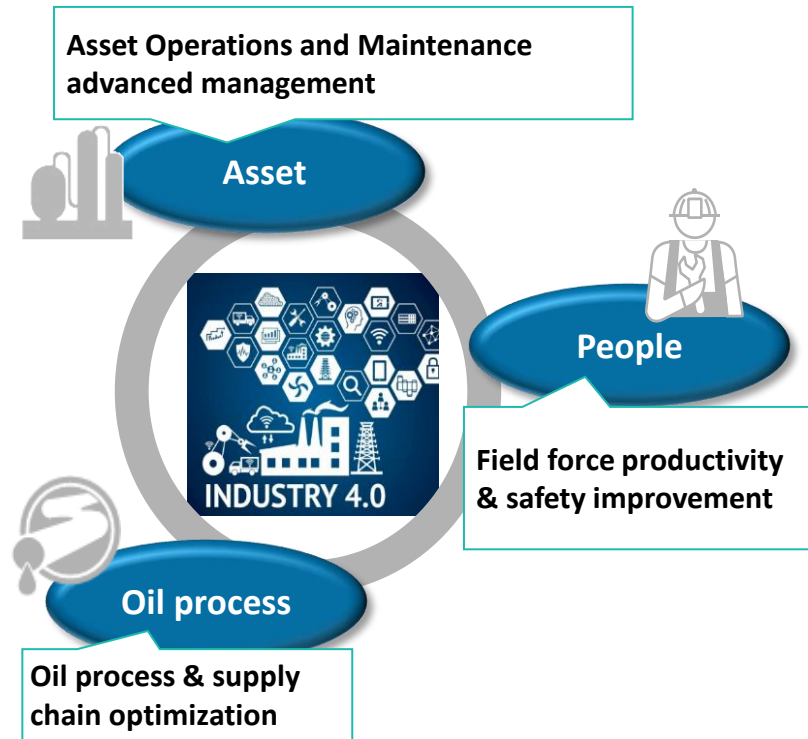


#digitalSaras program to enhance efficiency and know-how

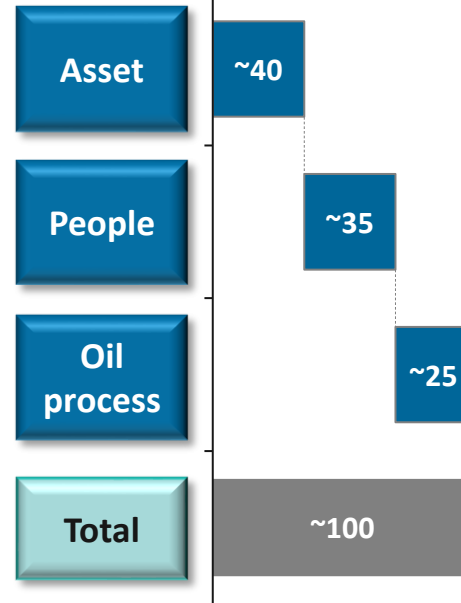
A 3-steps digital transformation journey from vision to industrialization



Digital domains within Saras & transformation initiatives



Landscaping



Development phase

A continuous portfolio of projects developed with Agile methodology, and undergoing industrialization



a clear move towards digital transformation & cultural change

Overview of completed industrializations



Crude Compatibility



Column Head Corrosion

Online corrosion monitoring on 2 Crude Distillation Units



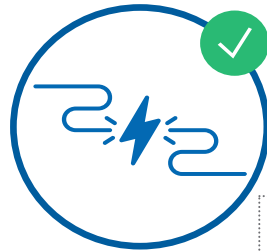
Digital Checklists

Field data collection through smart devices

~400 people involved



IGCC Gasifiers



Electric Sectioning

More efficient execution through smart devices

~50 people involved



ASSO¹

Collaboration platform for operators and engineers

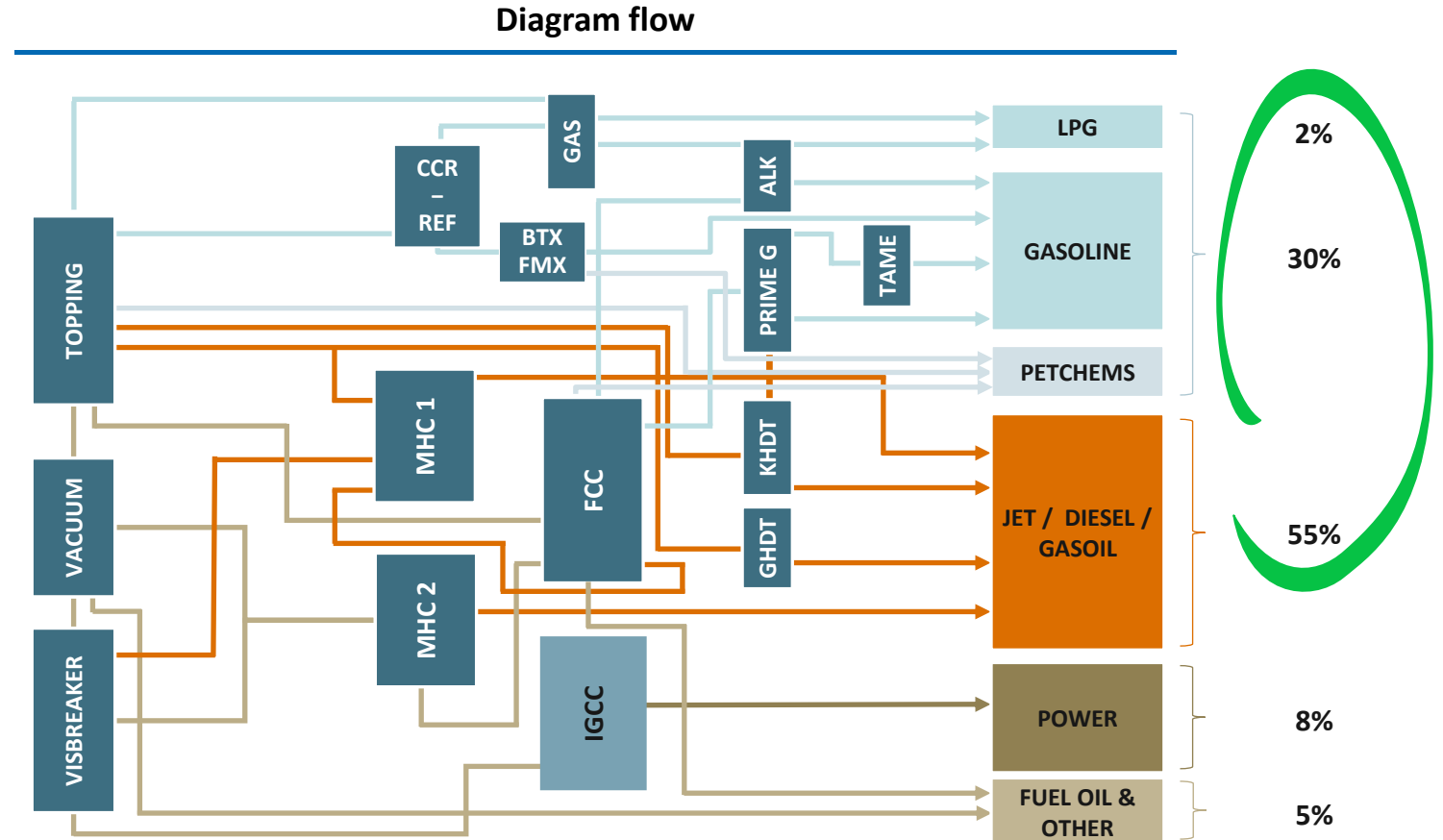
 Completed

1. Advanced Support System for Operators



Complex and well-balanced refinery configuration

Key units	# units	
TOPPING	3	300
VACUUM	2	105
VISBREAKER	1	41
FCC Fluid Catalytic Crack.	1	90
MHC Mild Hydrocraker	2	120
CCR & REFORMER	2	50
Power Gen (IGCC)	3	20



High conversion to high-value products:
Petrochemicals, Gasoline, Diesel and Power

1. Calculated using calendar days
2. Yields are calculated net of "C&L" – values refer to FY 2018



~ 4M cm of tank farm capacity and 13 berths

Tank Farm			
	#	k cm	K bl
Crude	13	1,290	8,127
Gasoline	60	1,000	6,300
Kerosene	11	114	718
Gasoil	35	694	4,372
Fuel Oil & feedstock	33	885	5,575
LPGs	47	72	454
Total	199	4,055	25,546

Opportunity of expansion in the storage capacity (gasoil/crude)

Marine Terminal			
	#	Dwt	m Draft
Deep sea berths for VLCC	2	up to 300,000	20.7
Deep sea berths for VLCC	9	up to 65,000	12
	1	up to 40,000	9.5
	1	up to 6,000	7
Total	13		

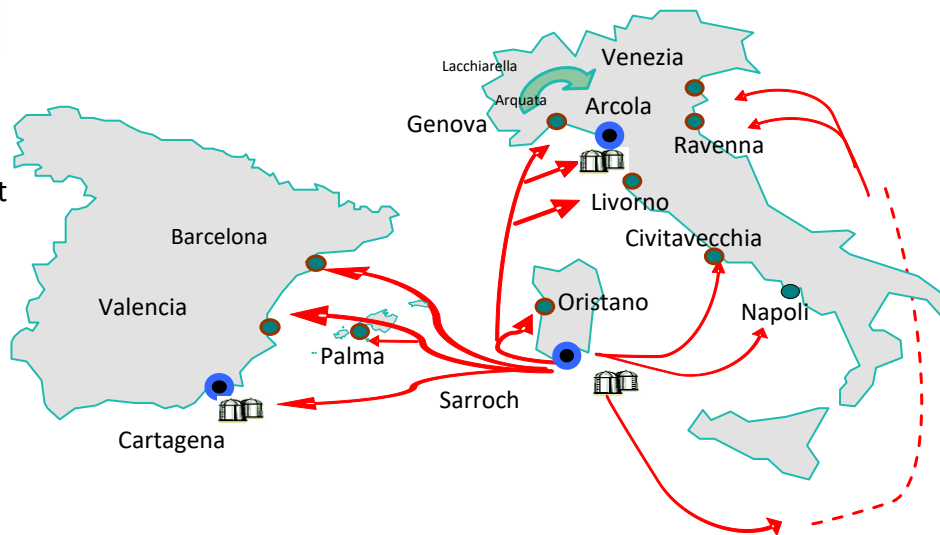
Flexibility for simultaneous loadings of multiple products

Overview of the Italian and Spanish Marketing businesses



Main logistics flows

- Spain wholesale
- 114kmc distillates storage in Cartagena
 - Mainly located in the Med tributary, with Decal and CLH Depots regional support
 - Spain retail stations sold in July 2019



● Owned depot
● Third party's depot
— Gasoil/ Gasoline

Arcola La Spezia (owned)

- 200kmc storage for diesel and gasoline
- Sea Terminal for up to 50kt DWT
- Logistics available for bunkering

Transfer depots network (3rd party)

- Logistics efficiently covers all richest northern and central regions (Genova, Lacchiarella, Livorno, Civitavecchia, Venezia, Napoli, Ravenna, Marghera, Civitavecchia etc)

Reaching further downstream

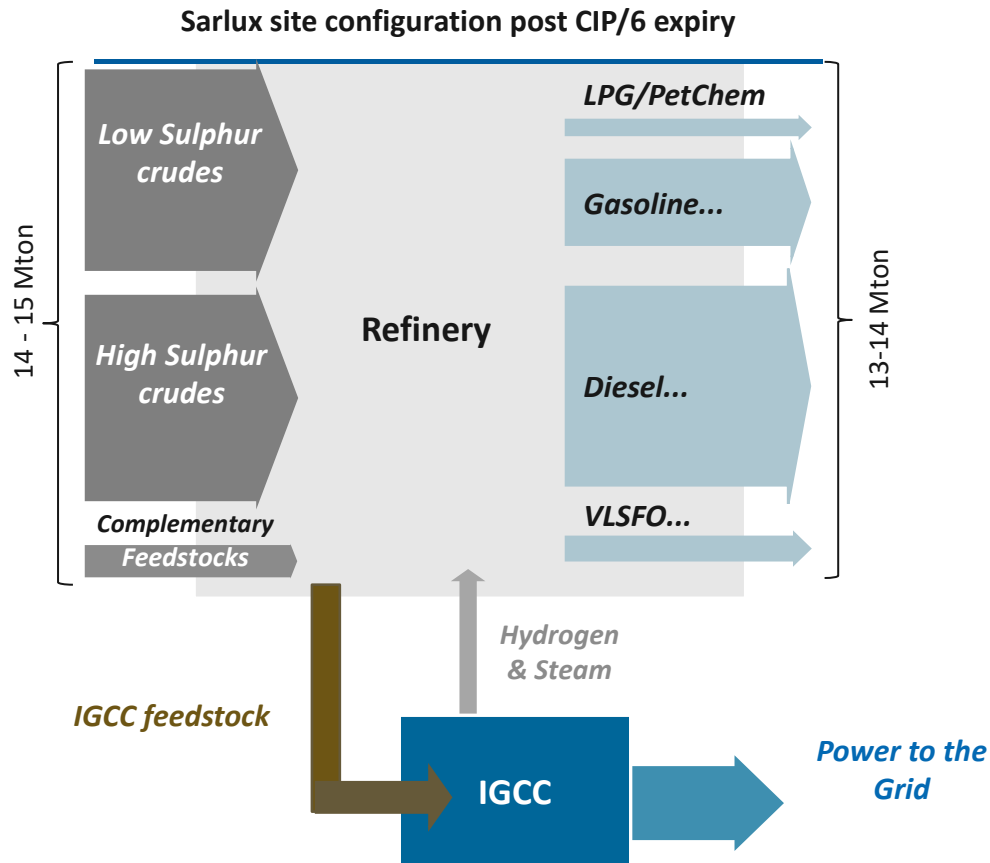
- i.e. resellers, unbranded service stations, supermarket chains, etc...

Sales (ktons)	2013	2014	2015	2016	2017	2018	2019	2020
SPAIN	1,310	1,234	1,388	1,787	1,484	1,564	1,418	1,048

Sales (ktons)	2013	2014	2015	2016	2017	2018	2019	2020
ITALY	2,342	2,449	2,573	2,298	2,169	2,119	2,155	1,909

An Integrated MED Market Player Offering Integrated Services

Power production under the “essentiality regime”



The IGCC plant has been recognized by the Italian Authority for Power Regulation as “essential”⁽¹⁾ for the Sardinian electrical system.

On April 13th, the Authority resolution n. 152/2021/R/eel – defined the technical and economic parameters to restore costs to Sarlux in the “essentiality” regime starting from April 21st, 2021:

□ **From the economic standpoint:**

- **Revenues from sale of power to the Grid:** all power produced by IGCC are 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 is managed with an “integrated perspective” within the Sarroch industrial site:

- **“Essential” power production** is always guaranteed
- **Additional power production** is evaluated according to the overall economics of High Sulphur crude runs (crude discount, refined products prices, PUN, CO2, etc.)
- Finally, the plant continues to provide Hydrogen and Steam for refinery operations

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



Outlook and Guidance 2021-24



Outlook

INDUSTRIAL & MARKETING

- ❑ **Constructive refining scenario**, oil expected strong with increasing demand for oil products fueled by economic recovery with a potential increase of middle distillates margins with the gradual resumption of air travel
- ❑ **Cost saving program** for 2021 continues accruing the expected results
- ❑ **Investments** confirmed at about 85€M in 2021 to maintain competitive position
- ❑ **Guidance on the Full Year slightly revised to deliver an average integrated premium above the benchmark of 4.3 ÷ 4.5** (from the previous guidance of 4.7 ÷ 5.2 \$/bl) **\$/bl) including an improved expected results of the marketing, equal to ~ 0.5 \$/bl** (from the previous guidance of 0.4\$/bl)
- ❑ Advancements in specific projects are on course, including:
 - assessment and implementation of selected technologies for **energy efficiency improvement and cost saving**
 - **A refinery-centered transformation project “Sarlux ESTI” to enhance operational efficiency and medium-term asset reliability**
 - **Finalised the acquisition of an industrial area located in between Sarlux’s South Site and North Site**; this will enable to have a single bonded area with centralised common services
 - **Strong petrochemical market open up new investment opportunities in this segment, exploiting the existing aromatic complex**
 - **Increased use of biofuels according to market opportunities**, further expanding co-processing HVO capacity
 - Construction of a Green hydrogen plant with Enel GP pending Government/EU approval for funding
 - assessment of different carbon capture solutions (announced partnership with Air Liquid)

RENEWABLE

Expansion plan advancing in line with budget:

- ❑ Newly acquired wind farm in Macchiareddu already showing signs of higher utilization rates thanks to new maintenance protocols total installed capacity of 171MW
- ❑ Completion of the Reblading activities on the Ulassai’ farm with nominal power production increased by 10% to 300GWh/year
- ❑ Authorization processes at an advanced stage for further 80MW of PV, expected to be completed in Q4/21 and 140MW of wind in 2022
- ❑ Investment plan for 500MW of total installed capacity by 2024 is on track.

NET FINANCIAL POSITION expected to remain line with 9M 2021 levels, with a year-end debt expected not above the level posted at 2020-year end.

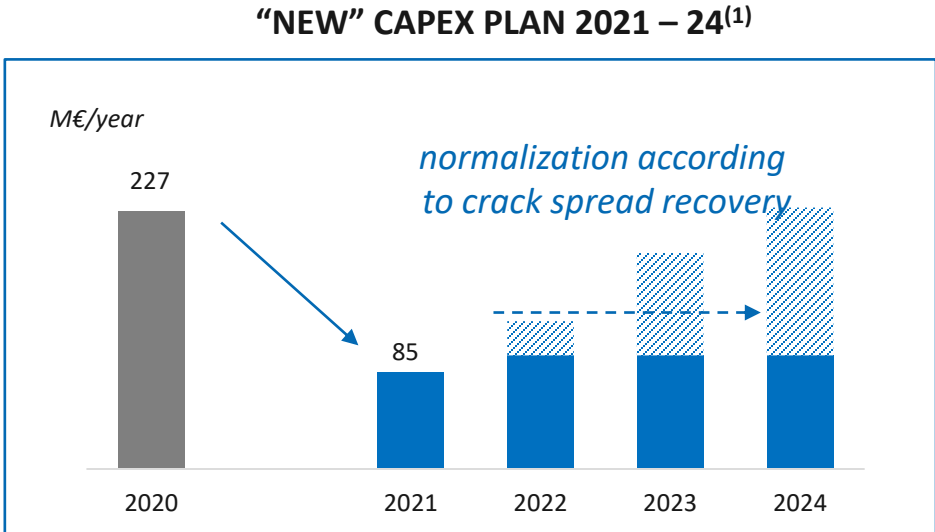
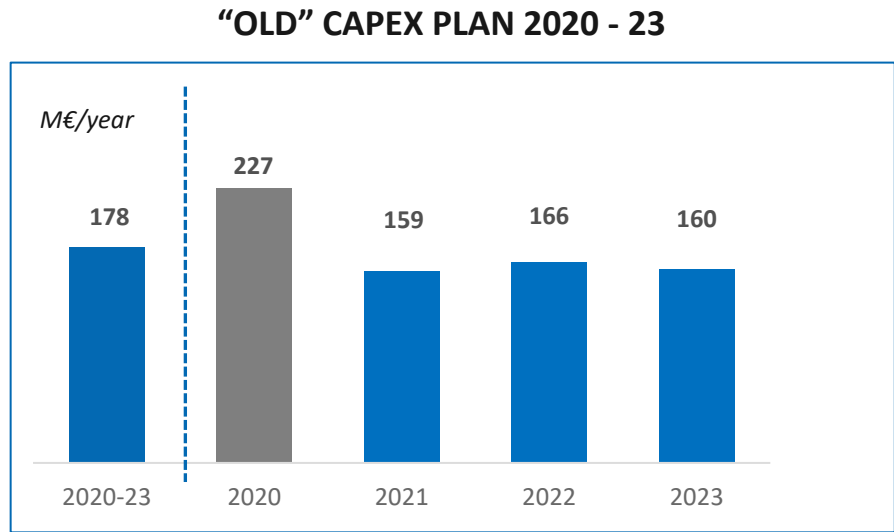


Q4 2021: production plan

		Q1/21	Q2/21	Q3/21	Q4/21E	2021E
Crude runs	<i>Tons (M)</i>	3.2	3.4	2.9	3.4 ÷ 3.6	12.9 ÷ 13.1
	<i>Barrels (M)</i>	23.2	24.6	21.4	25.8 ÷ 26.3	95.0 ÷ 95.5
Power production	<i>MWh (M)</i>	0.6	0.9	1.0	1.0 ÷ 1.1	3.5 ÷ 3.6

2021 Resiliency plan: Capex flexibility

The New Capex plan leverages on capex flexibility with the 57% of investments planned for 2021 postponement

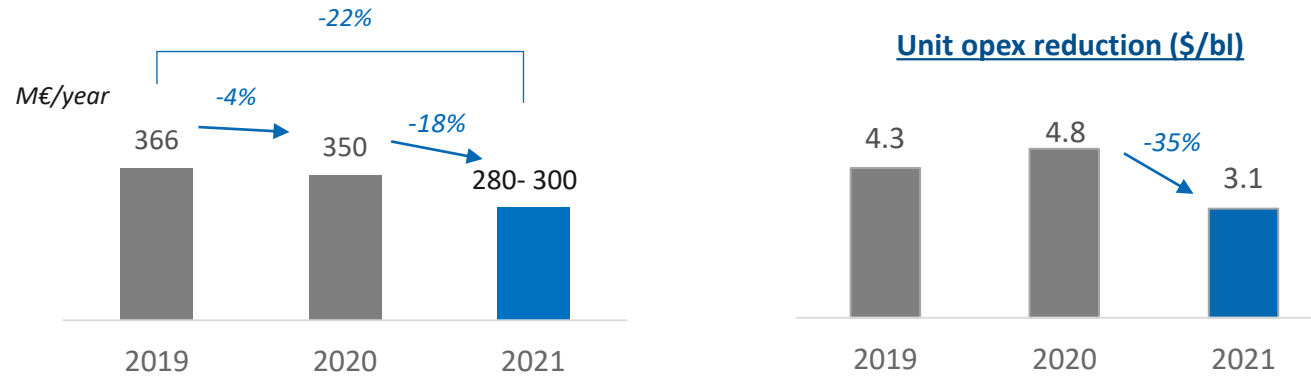


- With T1 and FCC turnaround completed in 2020, investments have been put “on hold” in 2021, with a current target for the FY21 at EUR 85M
- Capex will be focused on HSE compliance, asset reliability and operational continuity
- Investment will be reduced to 55M Euro to grant operation reliability in 2021-2022, but can be normalized in 2023-24 as soon as appropriate market conditions appear.

⁽¹⁾ According to 6+6 forecast for the FY2021 as at August 3rd 2021

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



A Roadmap for the Energy Transition



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%

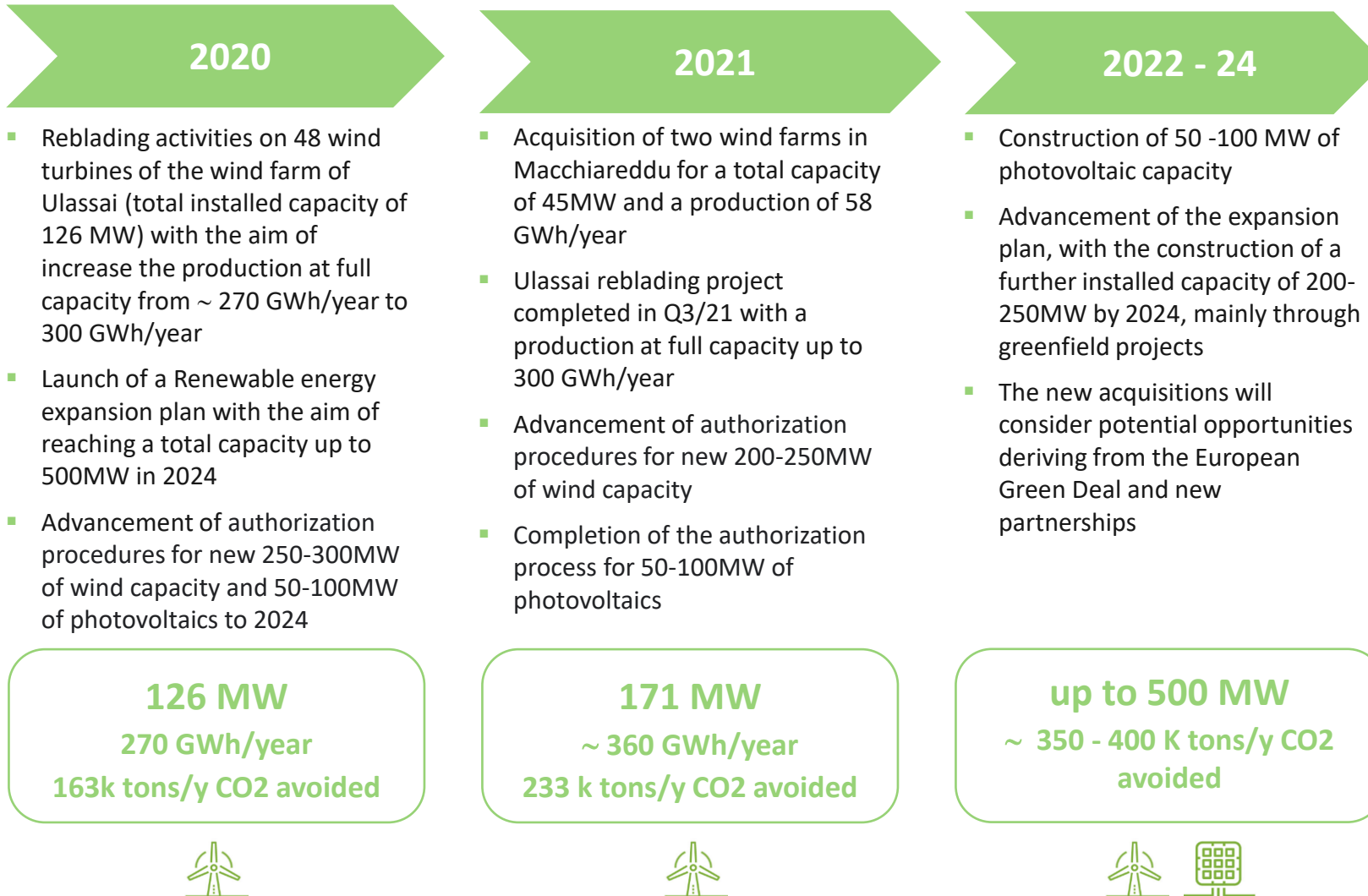


SARDINIAN GAS & POWER OPPORTUNITIES

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

Renewables: expansion plan moves forward





Green Hydrogen

Saras ideally positioned to exploit green hydrogen potential

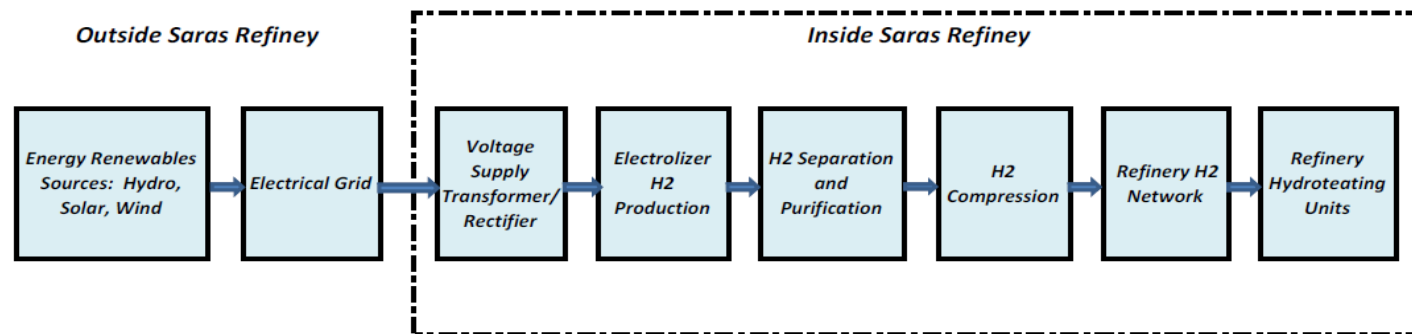
Largest user of H2 in Italy with vast experience in using this gas

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

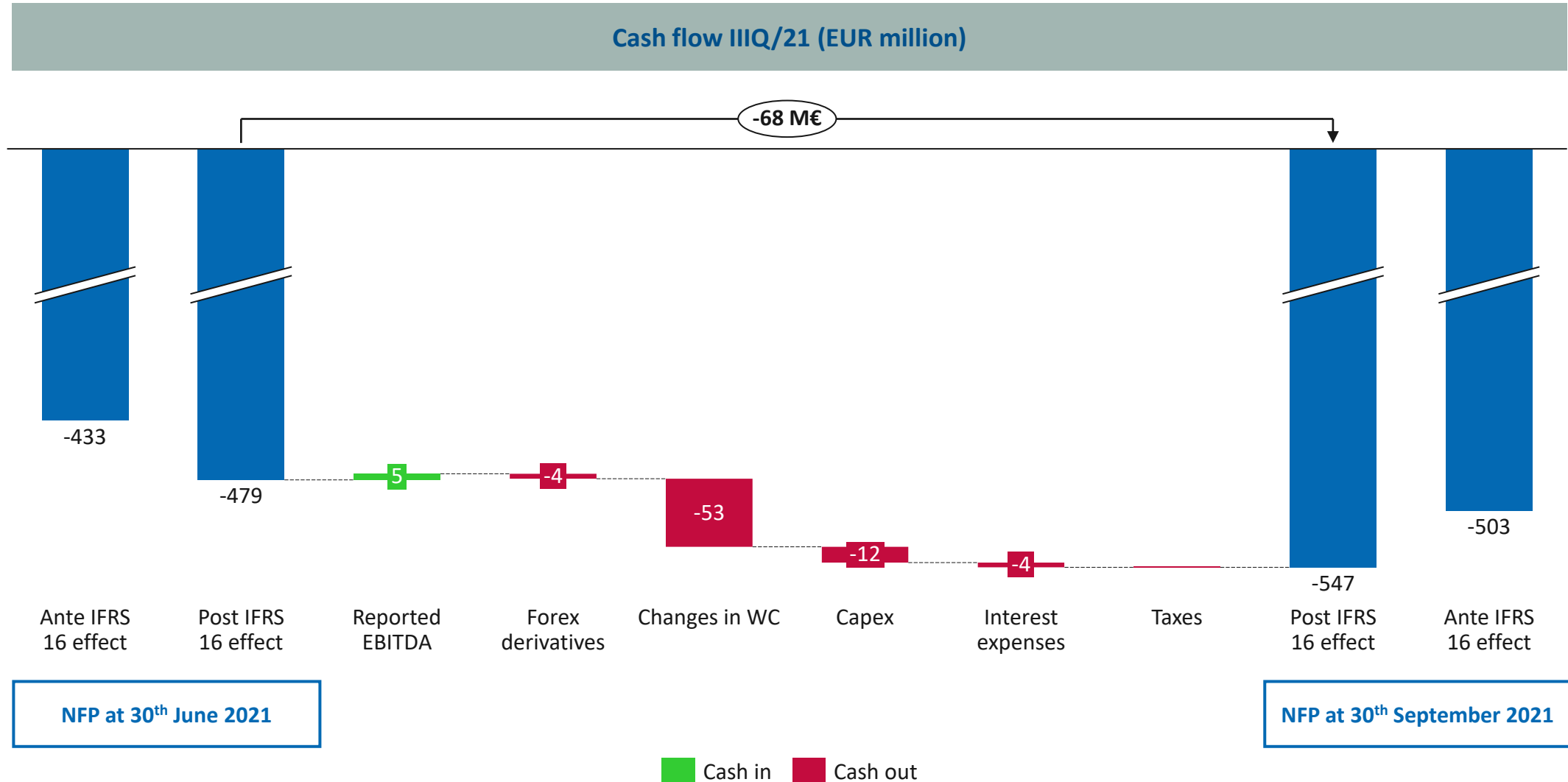
In February 2021 Saras and Enel Greenpower signed an agreement to design and evaluate a hydrogen plant in Saras' refinery

- 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 cm³/h of H₂ and 2,000 cm³/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



Financials

Financials: Net Financial Position evolution





Financials: Key Income Statement Figures

KEY INCOME STATEMENT (EUR million)	2019 ^(*)	Q1/20	Q2/20	Q3/20	Q4/20	2020	Q1/21	Q2/21	Q3/21	9M/21
EBITDA	252.8	-92	-22.4	36.3	-9	-87.1	27.1	81.6	4.8	113.5
<i>Comparable</i> EBITDA	313.8	56.7	15	-61.5	-31.1	-20.8	-11.2	19.5	2.3	10.6
D&A	-198.5	-49.7	-44.3	-56	-115.3	-254	-47.2	-48.0		
EBIT	54.1	-142	-73.4	-19.7	-106	-341	-20	33.6	-46.6	-33.0
<i>Comparable</i> EBIT	115.1	7	-36	-118	-95.2	-239	-58.3	-28.5	-49.1	-135.9
Interest expense	-18.2	-4.7	-2.3	-4.5	-4.8	-16.4	-5.5	-3.8	-5.8	-15.1
Other	-0.5	-12.8	4.8	8.1	2.4	2.5	-9.8	5.1	-1.6	-6.4
Financial Income/Expense	-18.8	-17.5	2.4	3.6	-2.4	-14.1	-15.3	1.3	-7.4	-21.5
Profit before taxes	35.3	-159	-71	-16.1	-109	-355	-35.3	34.9	-54.0	-54.5
Taxes	-9.2	46	3.5	22.8	7.2	79.4	11.6	-10.6	18.6	19.6
Net Result	26.2	-113	-67.6	6.7	-102	-276	-23.8	24.3	-35.4	-34.9
Adjustments	41.1	112.7	26.5	-76.1	15.6	78.5	-23.3	-48.1	-3.4	-74.8
<i>Comparable</i> Net Result	67.3	-0.4	-41.1	-69.6	-86	-197	-47.1	-23.8	-38.8	-109.7



Financials: Comparable Results Adjustments

EBITDA Adjustment (EUR million)	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020	Q1/21	Q2/21	Q3/21	9M/21
Reported EBITDA	253	-92	-22.4	36.3	-9	-87	27.1	81.6	4.8	113.5
Gain / (Losses) on Inventories and on inventories hedging derivatives	53.9	155.2	35.9	-107.5	-51.4	32.2	-38.2	-62.8	-4.7	-105.8
Forex derivatives	-1.9	-7.6	0.7	8.1	4.2	5.3	-7.1	2.8	0.9	-3.3
Non-recurring items	8.9	1.1	0.8	1.7	25.1	28.8	7	-2.1	1.3	6.2
Comparable EBITDA	314	56.7	15	-61.5	-31.1	-21	-11.2	19.5	2.3	10.6

Net Result Adjustment (EUR million)	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020	Q1/21	Q2/21	Q3/21	9M/21
Reported Net Result	26.2	-113	-67.6	6.7	-102	-276	-23.8	24.3	-35.4	-34.9
Gain & (Losses) on inventories and on inventories hedging derivatives net of taxes	38.9	111.9	25.9	-77.5	-37	23.4	-27.6	-45.3	-3.4	-76.3
Non-recurring items net of taxes	2.3	0.8	0.6	1.2	52.6	55.2	4.3	-2.8	-	1.5
Comparable Net Result	67.3	-0.4	-41.1	-69.6	-86	-86	-47.1	-23.8	-38.8	-109.7



Financials: CAPEX

CAPEX BY SEGMENT	(EUR million)	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020	Q1/21	Q2/21	Q3/21
Industrial & Marketing		318	97	88.1	33.5	19.1	225.7	16.9	15.6	7.3
Renewables		26.4	0.3	0.6	0.8	5.9	7.5	4.8	20.7	5.3
TOTAL CAPEX		345	97.3	88.7	37.5	32	255.5	21.7	36.3	12.5

⁽¹⁾ The historical financial results have been restated according to the new business segments



Balance Sheet

EUR million	31/03/2019	30/06/2019	30/09/2019	31/12/2019	31/03/2020	30/06/2020	30/09/2020	31/12/2020	31/03/2021	30/06/2021	30/09/2021
Trade receivables	252	264	347	352	187	247	261	257	231	461	439
Inventories	1	1,063	1,206	1,041	599	725	724	737	875	920	1,062
Trade and other payables	(1)	(1,414)	(1,540)	(1,649)	(1,084)	(1,057)	(916)	(917)	(1,079)	(1,318)	(1,291)
Working Capital	54	(87)	12	(256)	(298)	(84)	69	77	27	63	210
Property, plants and equipment	1	1,212	1,227	1,273	1,330	1,377	1,367	1,311	1,289	1,280	1,242
Intangible assets	101	94	86	78	71	64	56	47	46	45	42
Right of use (IFRS 16)	51	50	44	50	49	47	44	43	41	49	47
Other investments	1	1	1	1	1	0	1	1	1	1	1
Other assets/liabilities	(4)	13	12	46	136	38	35	46	75	32	11
Tax assets / liabilities	(86)	(132)	(96)	35	69	(18)	(53)	52	1	(45)	(30)
Other Funds	(214)	(163)	(181)	(204)	(153)	(163)	(183)	(253)	(250)	(158)	(224)
Assets held for sale	35	39	7	7	7	1	6	6	6	5	0
Total Net Capital Invested	1	1,026	1,112	1,029	1,211	1,262	1,342	1,330	1,235	1,272	1,299
Total equity	1.1	1,054	1,097	1,059	940	880	886	785	760	787	752
Net Financial Position pre IFRS 16	48	77	29	79	(223)	(337)	(413)	(505)	(437)	(433)	(503)
IFRS 16 effect	(52)	(49)	(44)	(49)	(48)	(45)	(43)	(40)	(38)	(46)	(44)
Net Financial Position post IFRS 16	(4)	28	(15)	30	(271)	(382)	(456)	(545)	(475)	(479)	(547)



Additional Information



Additional information: Industrial & Marketing

<i>EUR million</i>	Q1/20	Q2/20	Q3/20	Q4/20	2020	Q1/21	Q2/21	Q3/21
EBITDA	(95)	(23)	36	(12)	(94)	23	75	0.0
Comparable EBITDA	54	14	(62)	(35)	(28)	(16)	14	(2.5)
EBIT	(143)	(73)	(19)	(107)	(341.3)	(23)	29	(49.5)
Comparable EBIT	(6)	(35)	(117)	(94)	(240)	(61)	(33)	(52.0)
CAPEX	97	88.2	36.7	26.3	227.2	16.9	15.6	7.3
REFINERY RUNS								
Crude oil (ktons)	3,138	2,293	2,903	3,036	11,369	3,185	3,367	2,937
Crude oil (Mbl)	22.9	16.7	21.2	22.2	83.0	23.2	24.6	21.4
Crude oil (bl/d)	255	184	233	244	229	258	270	233
Complementary feedstock (ktons)	232	211	130	129	702	215	187	180
REFINERY MARGINS								
EMC benchmark	1.3	(0.7)	(1.8)	(1.0)	(0.5)	(1.4)	(1.6)	1.0
Saras I&M margin	6.9	7.3	2.0	3.3	4.8	3.4	4.5	4.9

⁽¹⁾ The historical financial results have been restated according to the new business segments



Additional information: Renewables

<i>EUR million</i>		Q1/19	Q2/19	Q3/19	Q4/19	2019	Q1/20	Q2/20	Q3/20	Q4/20	2020	Q1/21	Q2/21	Q3/21
Comparable EBITDA		3.6	2.5	0.7	3.2	10	2.4	0.9	0.7	3.4	7.4	4.5	5.9	4.8
Comparable EBIT		2.3	1.3	-0.5	1.5	4.6	0.8	0.9	-0.9	1.8	0.9	2.9	4	2.9
POWER PRODUCTION	<i>MWh</i>	66,054	43,852	26,366	84,091	220,363	74,038	44.98	30.34	76,173	225,530	80,895	47,279	47,438
	<i>€cent/kWh</i>	5.6	4.5	4.7	4.2	4.7	3.9	2	4.1	4.9	3.7	5.4	6.5	10.2
	<i>€cent/kWh</i>	9.2	9.2	9.2	9.2	9.2	9.9	9.9	9.9	9.9	9.9	10.9	10.9	10.9
	CAPEX	0.9	18.9	2.4	4.1	26.4	0.3	0.6	0.8	5.9	7.5	4.8	20.7	5.3



Appendix



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




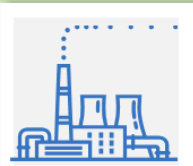










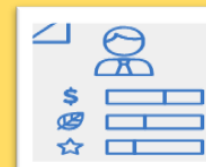

Be a part of and a reference point for the community

Develop our people's potential by fostering their professional growth

Skills and knowledge are our key assets

Develop innovation

Additional information: ESG 2021 targets

ENVIRONMENT	SOCIAL	GOVERNANCE
 <p>Reduce GHG emissions <414ton CO2 /kton of feedstock processed</p>	 <p>Work-Life Balance Introduce flexibility</p>	 <p>ESG targets in assessment & remuneration system >95% of Group employee with Oil National Contract</p>
 <p>Reduce Air pollutants including Scope 3 (SOx, NOx)</p>	 <p>Promote Gender diversity 28+31% female Uni Degree</p>	
 <p>Reduce Waste Scope 3 30.5% of total produced</p>	 <p>"Zero Injury" culture <1,9 IF index >22,000 BBS >150 wearable DSA</p>	 <p>Increase Stakeholders' Engagement >20 new Stakeholders engaged every year</p>
 <p>Reduce Raw Water Use <30% from consortium</p>	 <p>Training >25,000 hours (incl. HSE training)</p>	
 <p>Renewable power production >270GWh</p>	 <p>Local Value Creation approx. 400M€ local wages, procurement and taxes</p>	 <p>Sustainability Monitoring 4 meeting/year of "Control, Risks & Sustainability Committee" 59 Internal Audits (by IA & SGQ)</p>
 <p>Co-processing of vegetable oils >50kton</p>	 <p>Foster Corporate Citizenship Existence of a Group Policy</p>	
 <p>Consumption & Losses <6,15% for refinery only</p>		



Additional information: ESG 2021 targets

#	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				
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				
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				