2015-2018 Strategy Presentation

Transforming eni, creating value

London, 13 March 2015
### 2014 achievements

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>new organization</td>
</tr>
<tr>
<td>upstream production in line with guidance RRR &gt;100%</td>
</tr>
<tr>
<td>positive results in g&amp;p</td>
</tr>
<tr>
<td>r&amp;m &gt;50% EBIT improvement</td>
</tr>
<tr>
<td>cash flow from operations +40%</td>
</tr>
<tr>
<td>capex -5%</td>
</tr>
<tr>
<td>leverage reduced to 22%</td>
</tr>
</tbody>
</table>
a challenging scenario ahead
completing eni’s transformation

**strategic objectives**
- cash and value growth
- sustainable shareholder distribution
- robust balance sheet

**actions**
- exploring for near and long term value
- faster time to market projects
- strict capex and cost control
- restructuring mid-downstream
- re-basing of dividend
main operating targets

**e&p**
- production **CAGR 3.5%**
- exploration: 2 bln boe @ 2,6 $ UEC
- avg 2017-2018 self financing ratio at ~140%

**g&p**
- supply 100% aligned to market by 2016
- ~100% recovery of ToP
- cumulative CFFO: 3 bn €

**r&m**
- 50% capacity cut vs 2012
- R&M CFFO and EBIT break-even in 2015
- refining EBIT breakeven in 2017

**chemicals**
- 30% capacity cut vs 2012
- specialties capacity at 50%
- CFFO and EBIT break-even in 2016

**costs**
- CAPEX reduced by 17%
- Upstream unitary opex -7%
- g&a saving 2 bn €

EBIT refers to adjusted figures
strong cash flow generation

2015 action plan

- capex cut -14%*
- unitary OPEX -7%
- g&a saving 500 mln €

* Assuming 2014 capex at 2015 FX rate (1.17€/$)
e&p – building on our exploration success

4YP target
2 bln boe at 2.6 $/boe (UEC)
* 3% at 100 $/bl
e&p - a valuable and resilient portfolio of new projects

new projects breakeven | $/boe

- oil price
- Δ = 55
- Δ = 25

BEP
new projects

cash flow per barrel | $/boe

@ 100 $/boe

peers

self financing ratio ~140% in 2017-18
### e&p – start ups underpinning growth

<table>
<thead>
<tr>
<th>Project</th>
<th>Operator</th>
<th>Start Up</th>
<th>Plateau Eq. Kboed</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOLIAT</td>
<td>eni</td>
<td>2H15</td>
<td>65</td>
</tr>
<tr>
<td>PERLA</td>
<td></td>
<td>1H15</td>
<td>75</td>
</tr>
<tr>
<td>15/06</td>
<td></td>
<td>dec-2014* 2H2017</td>
<td>45</td>
</tr>
<tr>
<td>OCTP</td>
<td></td>
<td>2H17</td>
<td>40</td>
</tr>
<tr>
<td>JANGKRIK</td>
<td></td>
<td>1H17</td>
<td>40</td>
</tr>
<tr>
<td>KASHAGAN</td>
<td></td>
<td>2H16</td>
<td>65</td>
</tr>
</tbody>
</table>

*already in production from 4 wells*
e&p - our integrated approach to exploration & development

**Marine XII**

- Loango
- Zatchi
- Nenè Marine
- Minsala Marine
- Litchendjili Marine

**Equity Production | kboed**

- Nenè
- Marine XII

**Plateau at 150 kboed**
e&p - sanctioning the 1st LNG in Mozambique

Coral

**equity production** | kboed

Plateau at 160 kboed

Coral

Coral + Mamba 2 trains

0 40 80 120 160 200

[Image of Coral oil platform]
g&p – successful turnaround

adj. EBIT | mln €

2013 2014 2015-16 2017-18

- complete gas supply renegotiation round
- reduce operating and logistic costs by €300m
- continue to deliver robust results in high value segments

CFFO €3 bln in 2015 - 2018
r&m – return to a stable and profitable performance

**refining margin SERM | $/bl**

- **Scenario 14-17**
- **New scenario 15-18**

**adj. EBIT | mln €**

- 2014
- 2018
- Sensitivity to +1 $/bl:
  - EBIT +150 M€
  - CFFO +100 M€

**EBIT adj breakeven anticipated to 2015**

**CFFO >€1.5 bln in 2015 - 2018**
refining - increasing resilience at lower margin

- **ongoing projects**
  - Venice green fully on stream
  - EST ramp up
  - Gela refinery closure
  - CRC stakeholding sale

- **further restructuring**
  - Gela conversion into green rationalizing weaker assets in Italy reducing international presence

- **efficiency and optimizations**
  - fixed cost reduction + energy saving

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**action plan**

**break-even margin EBIT adj | $/bl**

- 2014: >6
- 2018: 3
chemicals - refocusing on specialties and green products

optimization and reconversion opportunities
>30% reduction of commodity capacity
portfolio differentiation on specialties and bio-products
international development

€ 400 mln CFFO in 2015 - 2018
<table>
<thead>
<tr>
<th>Key Pillars of Financial Strategy</th>
</tr>
</thead>
</table>
| **disciplined CAPEX plan**      | 17% reduction vs. prior plan  
|                                  | 45% unsanctioned capex        |
| **cost efficiency**             | g&a reduced by 25% with savings of ~€2bn  
| (new vs. old plan)              | unitary opex reduced by 7%    |
| **assets disposals**            | € 8bn disposal plan           |
| **robust balance sheet**        | 30% leverage threshold commitment to “A” category credit rating |
| **dividend policy**             | competitive & sustainable     |
**capex** – flexible and focused capex plan

**four year plan capex | bln €**

- Exploration -13%
- Upstream -17%
- Other

**plan 2014-2017**

**plan 2015-2018**

**flexible spending | (%)**

*2015/2016*

- Unsanctioned
- Sanctioned

*2017/2018*
costs - enhanced efficiency in opex and G&A

**Upstream Opex** | $/boe

- **Peers:**
  - Peers have shown an increase in upstream opex over the years.
  - ENI's upstream opex remains relatively stable compared to peers.

**G&A Costs** | bln €/year

- **Original Plan**:
  - ENI's G&A costs are lower than peers.
  - There is a clear separation between costs abroad and in Italy.
  - ENI's G&A costs are projected to decrease by 25% compared to the original plan.

Peers: XOM, CVX, BP, RDS, TOT, REP
disposal – active portfolio management

8 billion € in the 4YP

disposal programme

- upstream mature assets
- Galp & Snam
- non core mid-downstream assets
- dual exploration model
- excess stake in discoveries
- Galp & Snam
- upstream mature assets
- non core mid-downstream assets

disposal figures pre-tax
**Cash flow** - robust generation through the cycle

- **solid self financing ratio** ~100% in 2015-16
- **strong cash growth from industrial improvement** (+25%)
- **continuous portfolio optimisation**
- **significant upside on scenario**

**Cash flow bln €**

- **Assets disposal**
- **Production growth**
- **Turnaround, efficiency & other**
- **Assets disposal**

**Average 15-16**

- **Brent 63$/bl**

**Average 17-18**

- **Significant financial flexibility even in prolonged low oil price environment**

**Capex**

- 90$/bl
- 85$/bl
- 75$/bl

**en**
shareholder remuneration – rebasing the dividend

**competitive distribution policy**
progressive with the growth of underlying earnings

**earnings pay out**

Earnings pay out (floor dividend)

> 100%

< 60%

Progressive dividend policy

Flexibility depending on earnings progression

2015-16  2017-18

**floor dividend cash sustainability**

cash neutrality

• $60/bl including disposals in 2016

• < $75/bl organic from 2017

additional financial flexibility

**2015 Dividend €0.8/share**
Transforming eni, creating value

- 3.5% CAGR production growth
- mid-downstream back to profit
- +40% cash flow from operations

a stronger and more resilient company
### Assumptions and Sensitivity

#### 4YP Scenario

<table>
<thead>
<tr>
<th>4YP Scenario</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brent dated</strong> ($/bl)</td>
<td>55</td>
<td>70</td>
<td>80</td>
<td>90</td>
</tr>
<tr>
<td><strong>FX avg</strong> (€/$)</td>
<td>1.17</td>
<td>1.17</td>
<td>1.20</td>
<td>1.20</td>
</tr>
<tr>
<td><strong>Std. Eni Refining Margin</strong> ($/bl)</td>
<td>4.0</td>
<td>3.5</td>
<td>3.3</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Henry Hub</strong> ($/mmbtu)</td>
<td>3.0</td>
<td>3.4</td>
<td>3.6</td>
<td>3.9</td>
</tr>
<tr>
<td><strong>NBP</strong> ($/mmbtu)</td>
<td>6.8</td>
<td>7.1</td>
<td>7.3</td>
<td>7.4</td>
</tr>
</tbody>
</table>

#### 4YP Sensitivity*

<table>
<thead>
<tr>
<th>4YP Sensitivity*</th>
<th>Ebit adj (bln €)</th>
<th>Net adj (bln €)</th>
<th>FCF (bln €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brent (-1$/bl)</td>
<td>-0.3</td>
<td>-0.15</td>
<td>-0.15</td>
</tr>
<tr>
<td>Std. Eni Refining Margin (-1$/bl)</td>
<td>-0.15</td>
<td>-0.1</td>
<td>-0.1</td>
</tr>
<tr>
<td>Exchange rate €/$ (+0.05 $/euro)</td>
<td>-0.3</td>
<td>-0.1</td>
<td>-0.05</td>
</tr>
</tbody>
</table>

*average sensitivity in the 4YP. Sensitivity is applicable for limited variations of prices
### Key Start-Ups

<table>
<thead>
<tr>
<th>Project</th>
<th>Country</th>
<th>Op</th>
<th>Start Up</th>
<th>Equity (kboed)</th>
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<tbody>
<tr>
<td>West Franklin</td>
<td>UK</td>
<td>no</td>
<td>Jan15</td>
<td>7</td>
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<tr>
<td>Eldfisk</td>
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<tr>
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<td>75</td>
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<td>Goliat</td>
<td>Norway</td>
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<td>65</td>
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<tr>
<td>Val d’Agri PSV</td>
<td>Italy</td>
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<td>1H15</td>
<td>30</td>
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<tr>
<td>Litchendjili gas</td>
<td>Congo</td>
<td>yes</td>
<td>2H15</td>
<td>15</td>
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<tr>
<td>Junin 5 EP</td>
<td>Venezuela</td>
<td>yes</td>
<td>2H15</td>
<td>15</td>
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<tr>
<td>Kizomba Sat Ph2</td>
<td>Angola</td>
<td>no</td>
<td>2H15</td>
<td>10</td>
</tr>
<tr>
<td>Asgard &amp; Mikkel</td>
<td>Norway</td>
<td>no</td>
<td>2H15</td>
<td>10</td>
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<tr>
<td>West Hub Ph2+ph3</td>
<td>Angola</td>
<td>yes</td>
<td>2H15/1H18</td>
<td>20</td>
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<tr>
<td>Mafumeira Sul</td>
<td>Angola</td>
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<td>1H16</td>
<td>10</td>
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<td>Kashagan EP</td>
<td>Kazakhstan</td>
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<td>2H16</td>
<td>65</td>
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<tr>
<td>Nenè phase II</td>
<td>Congo</td>
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<td>2H16</td>
<td>40</td>
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<td>CAFC oil</td>
<td>Algeria</td>
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<td>1H17</td>
<td>30</td>
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<tr>
<td>Bahr Essalam Ph2</td>
<td>Libya</td>
<td>yes</td>
<td>2H17</td>
<td>85</td>
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<tr>
<td>Wafa compression</td>
<td>Libya</td>
<td>yes</td>
<td>1H 16</td>
<td>60</td>
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<tr>
<td>Jangkrik</td>
<td>Indonesia</td>
<td>yes</td>
<td>1H17</td>
<td>40</td>
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<tr>
<td>Block 15-16 East Hub</td>
<td>Angola</td>
<td>yes</td>
<td>2H17</td>
<td>15</td>
</tr>
<tr>
<td>OCTP (oil and gas)</td>
<td>Ghana</td>
<td>yes</td>
<td>2H17</td>
<td>40</td>
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<tr>
<td>Argo cluster</td>
<td>Italy</td>
<td>yes</td>
<td>2H 18</td>
<td>15</td>
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