



2017-2020 GOALS AND ACTIONS		
OUR 2017-2020 OBJECTIVES	EXPECTED RESULTS	HOW WILL WE REACH OUR THESE OBJECTIVES?
BUSINESS TARGETS		
	<ul style="list-style-type: none"> - Exploration resources discovered on 2-3 billion boe (2017-2020), 120 wells in over 20 countries 	<ul style="list-style-type: none"> - Conventional and high-impact exploration, in synergy with existing operational assets (near-field) or frontier areas close to final markets - 8 billion boe in reserves 2P awaiting conversion into ramp-ups and optimisation by 2020 - High level of operatorship (>80%)
The relaunch of the Gas & Power business	<ul style="list-style-type: none"> - Structurally positive EBIT from 2017 on - Average EBIT 2019/2020: +€600 million - Global LNG sales in 2025: 10 MTPA - Cumulative CFFO 2017-2020: €2.6 billion 	<ul style="list-style-type: none"> - Full realignment with the market of gas supply contracts - Reduction in logistics costs to align with current volumes - Integration with the Upstream area to maximise the value of our gas equity through a global scale marketing capacity - Spin-off of the Gas Retail business
Further reinforcement of the Downstream area	<ul style="list-style-type: none"> - Refining margin breakeven at \$3/bl in 2018 - R&M EBIT 2020: €600 million (with a scenario on par with 2016) - Cumulative CFFO 2017-2020: €3.3 billion - Chemicals EBIT: an average of €300 million per year in 2017-2020 - Cumulative CFFO 2017-2020: €1.2 billion 	<ul style="list-style-type: none"> - Optimisation of existing plant and facilities - Second phase of the Venice biorefinery and the start-up of Gela, with a production target of 1 million tons - Rationalisation of logistics - Growth in Marketing - Greater integration, optimisation and flexibility on the Chemicals portfolio - Refocus on high margin specialty chemicals - Green chemicals - International expansion
Commitment to the development of renewables and diversification of the production mix	<ul style="list-style-type: none"> - New energy Solutions: 460MW of installed capacity in 2020 - Growth in bio production in the Downstream 	<ul style="list-style-type: none"> - New Energy Solutions: 2017-2020 investments of around €550 million - Refining: start-up at Gela and ramp-up at Venice - Chemicals: start-up at Porto Marghera (bioplastics)
FINANCIAL TARGETS		
Investment plan	<ul style="list-style-type: none"> - Compared with the previous Plan, CAPEX 2017-2020: -8% (or -€2.8 billion) - Upstream CAPEX: -13% (vs. previous Plan) 	<ul style="list-style-type: none"> - €1 billion in savings from active portfolio management (Dual exploration model) - €2.3 billion in savings from revision of project lead-times and procurement
Programme of disposals	<ul style="list-style-type: none"> - Between €5-7 billion in disposals by 2020, of which 60% in the period 2017-2018 	<ul style="list-style-type: none"> - €3/4 billion from the Dual exploration model - €1.2/2 billion from non-core upstream assets - €0.5/1 billion from Mid-downstream assets
Cash flow dynamic	<ul style="list-style-type: none"> - Average CFFO 2017-2018: €10.5 billion (based on Brent at \$57/bl), +25% vs. 2016 - Average CFFO 2019-2020: €12 billion (based on Brent at \$57/bl) 	<ul style="list-style-type: none"> - In 2017-2018: €9.5 billion in Upstream CFFO thanks to the substantial impact of start-ups and ramp-ups - In 2019-2020: increase in Upstream CFFO to €10.5 billion thanks to the launch of projects with a long production plateau - Additional potential scenario upsides (€2 billion for every additional \$10/bl of Brent), disposals (€1 billion/year in 2019-2020), CAPEX flexibility (55% from 2019-2020 projects not yet sanctioned)
Dividend policy	<ul style="list-style-type: none"> - 2017: €0.80 per share (entirely in cash) - A progressive distribution policy, in line with profit growth, operating cash flow and the evolution of reference prices 	<ul style="list-style-type: none"> - 2017: organic coverage of dividends at \$60/bl - 2018-2020: organic coverage of dividends below \$60/bl