



2015-2018 Strategy Presentation

Transforming eni, creating value

London, 13 March 2015

eni.com

2014 achievements

new organization

**upstream production in line with guidance
RRR >100%**

positive results in g&p

r&m >50% EBIT improvement

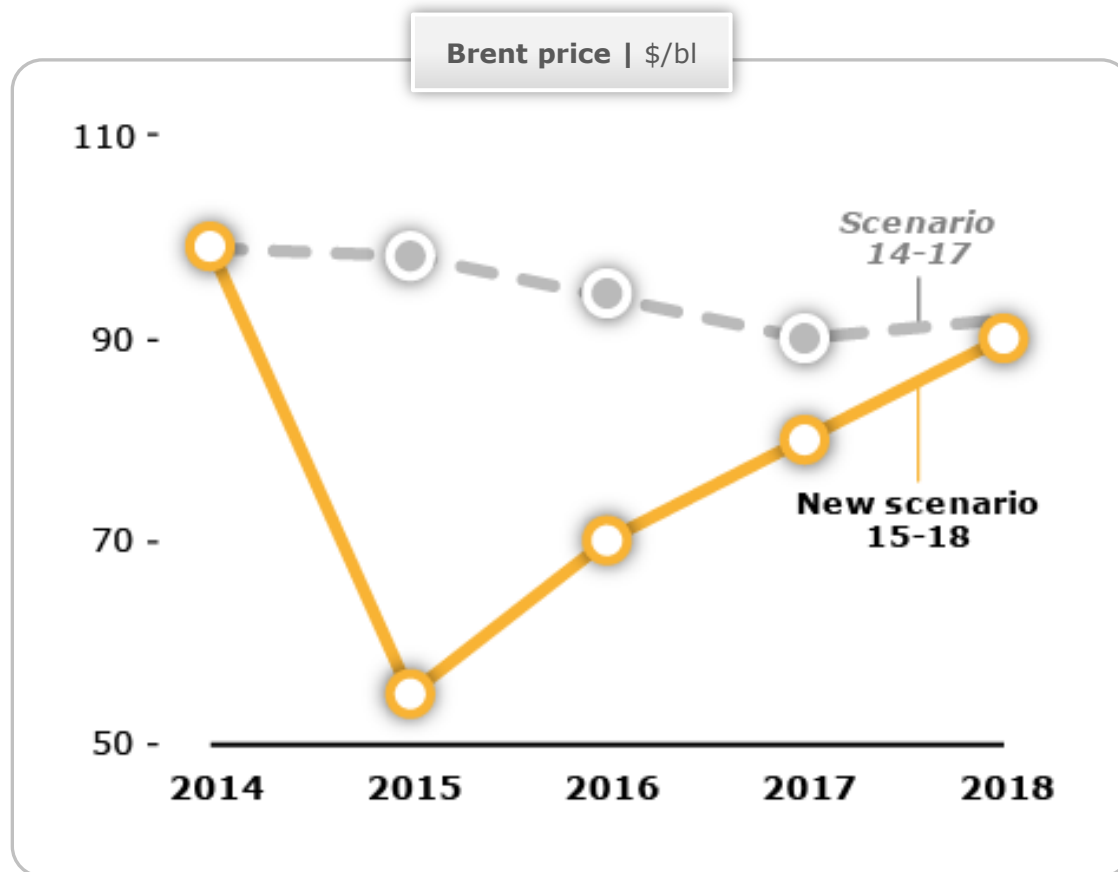
cash flow from operations +40%

capex -5%

leverage reduced to 22%



a challenging scenario ahead



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

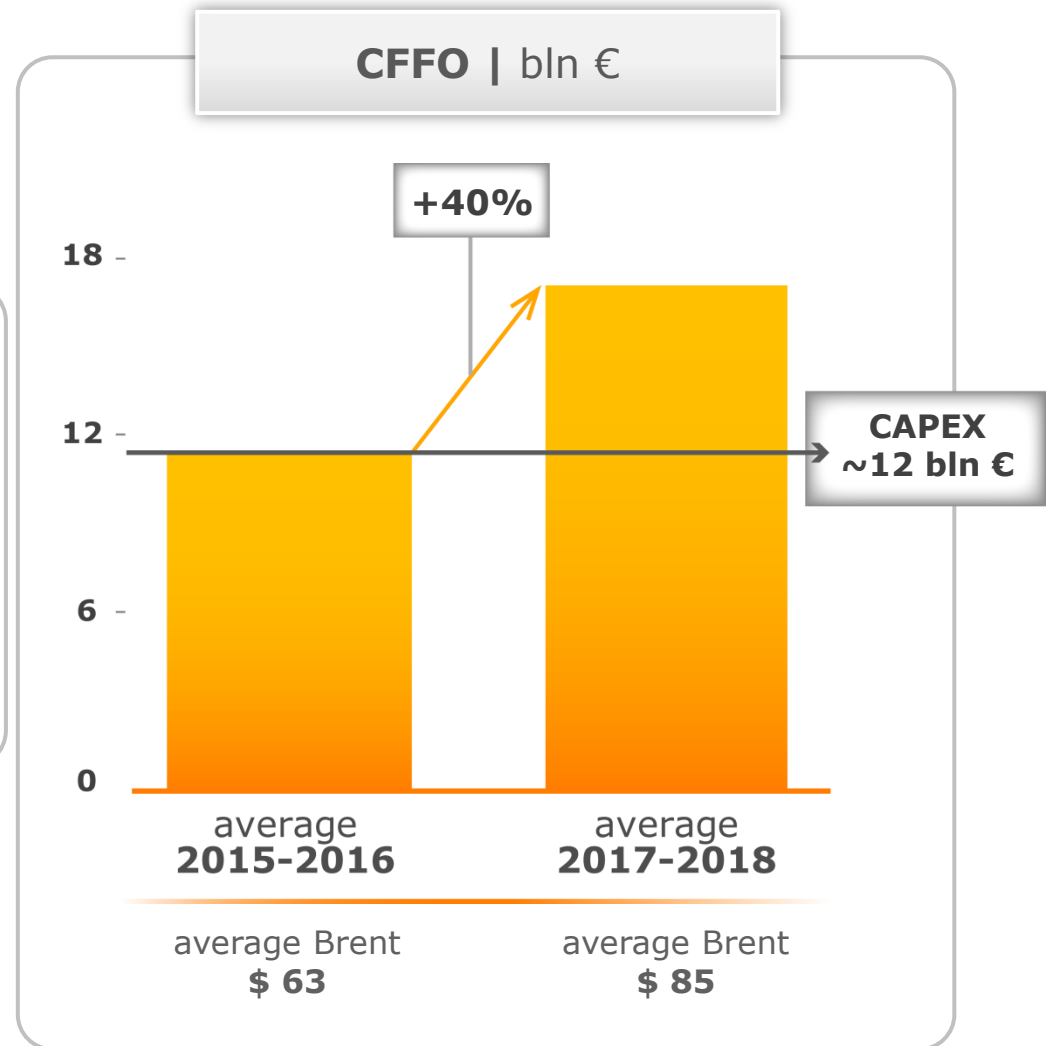
CAPEX reduced by 17%
Upstream unitary **opex -7%**
g&a saving 2 bn €



strong cash flow generation

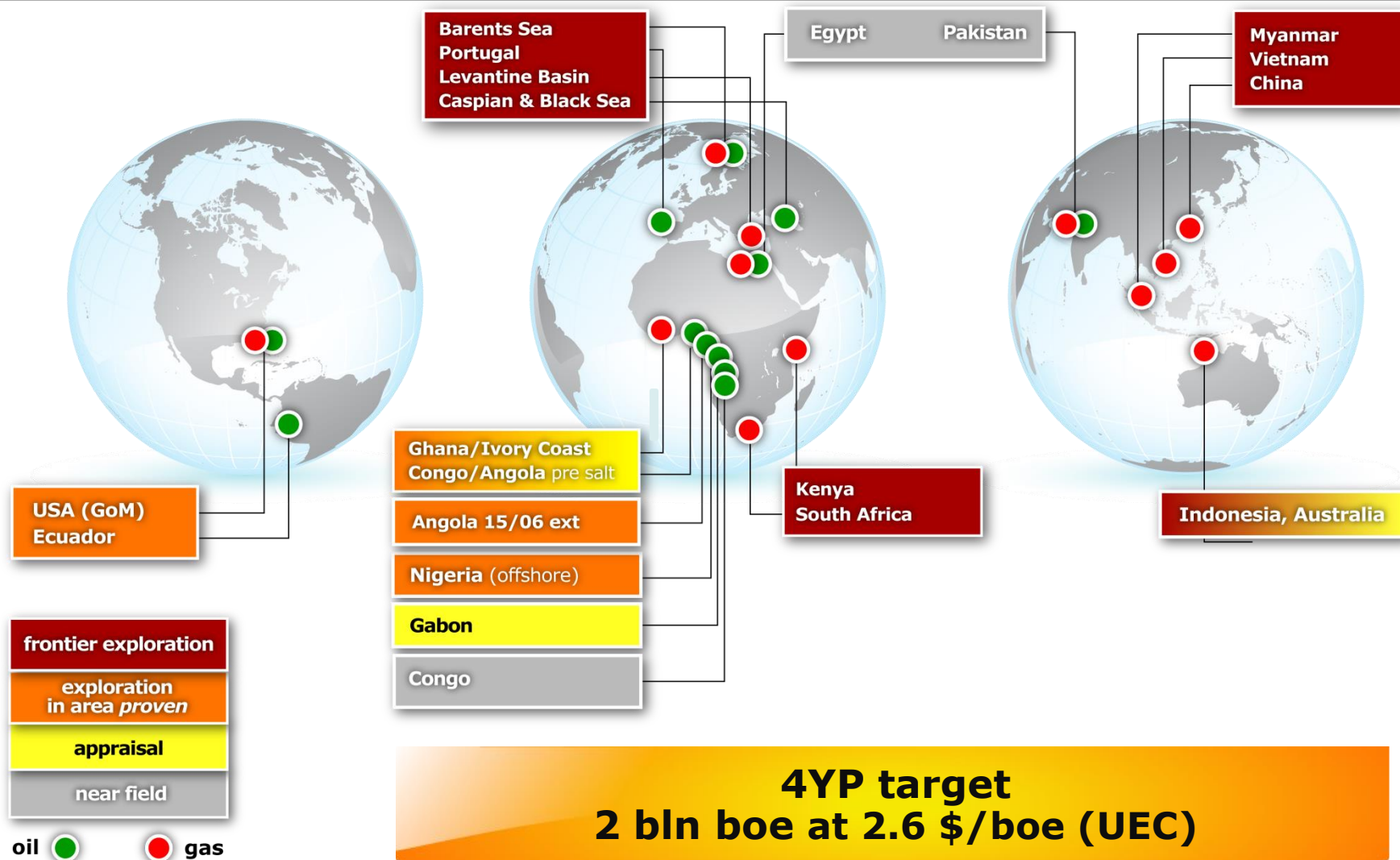
2015 action plan

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

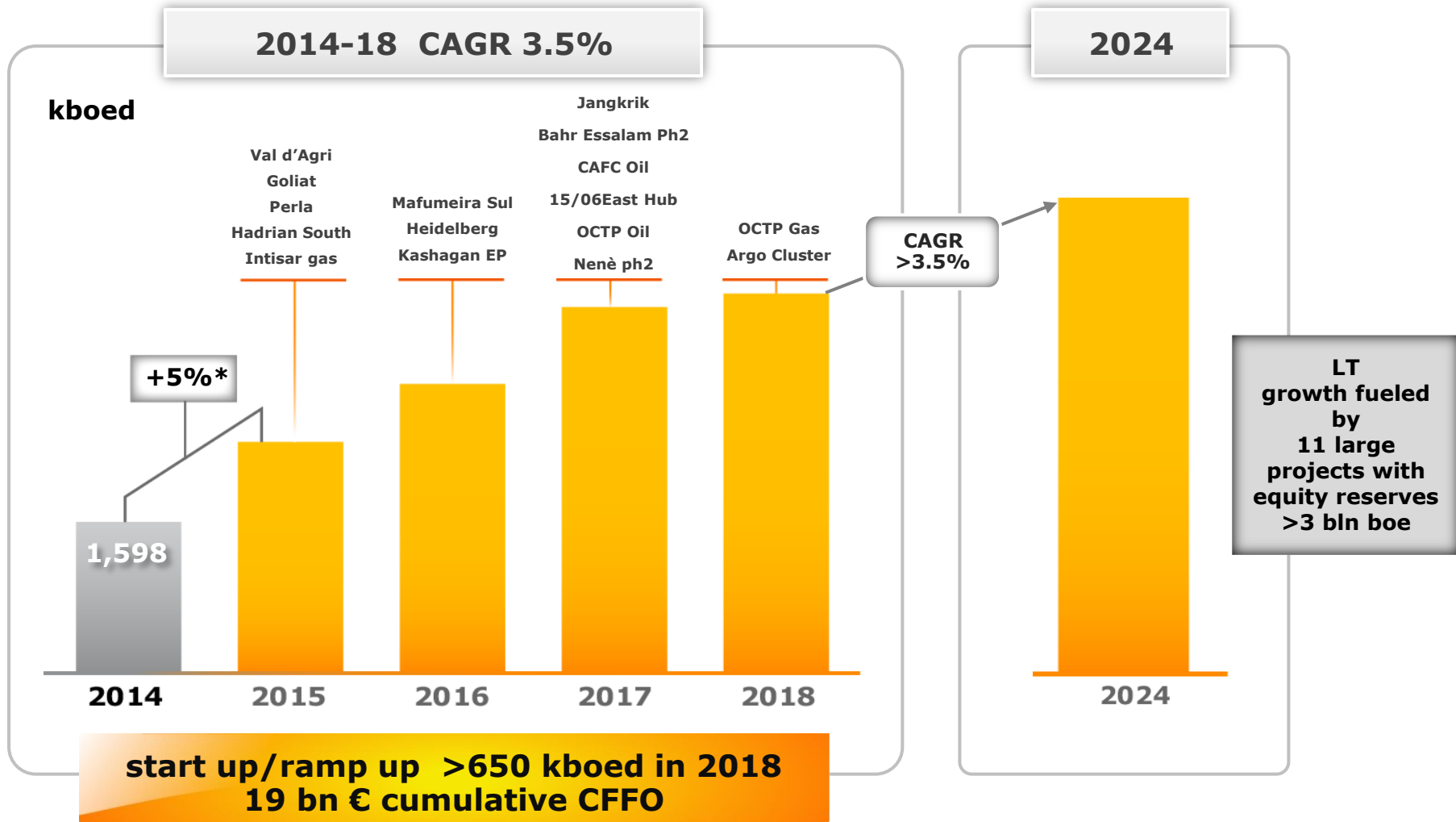


* Assuming 2014 capex at 2015 FX rate (1.17€/€)

e&p– building on our exploration success

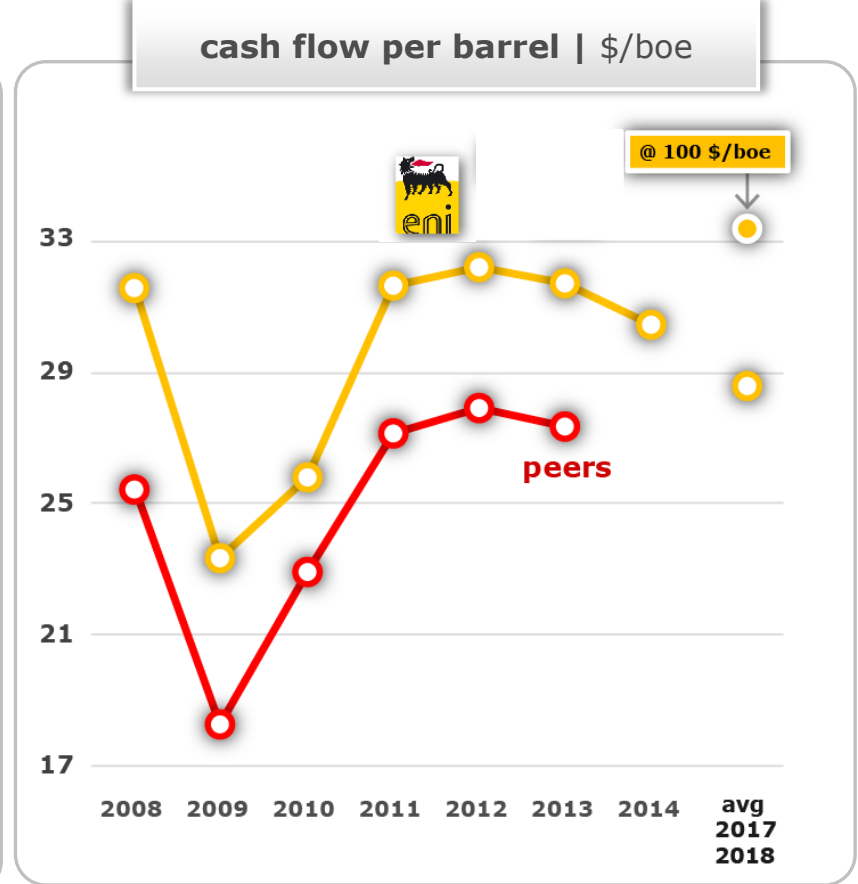
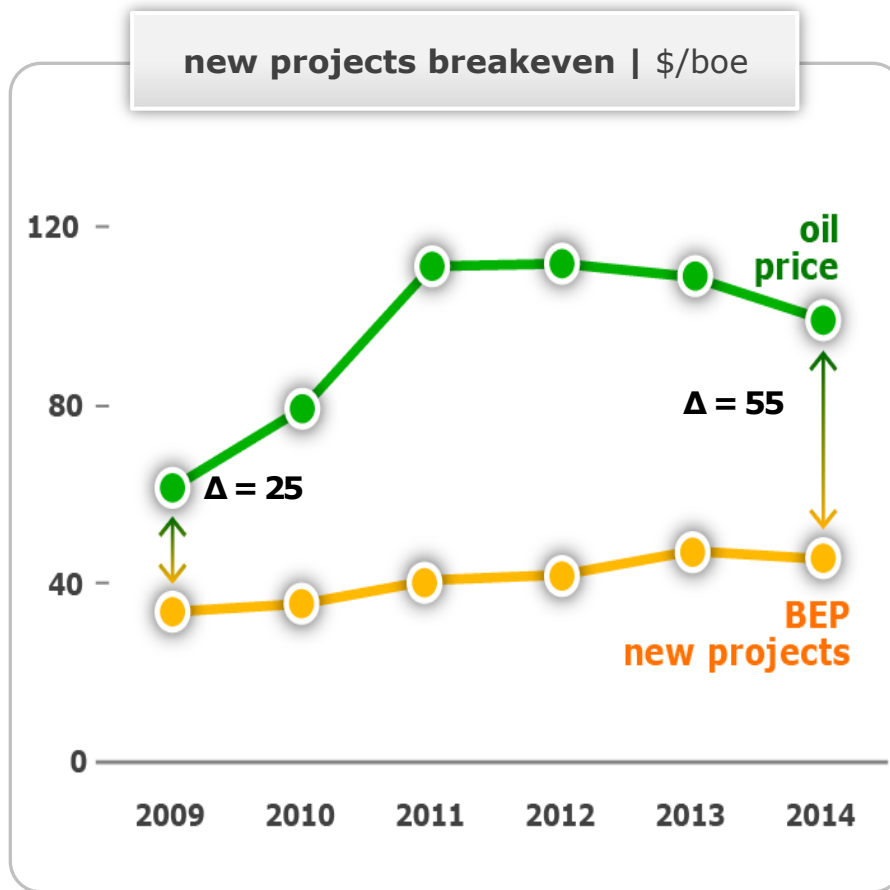


e&p– long term production growth



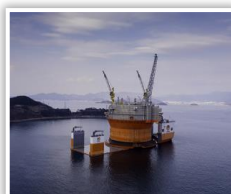
* 3% at 100 \$/bl

e&p - a valuable and resilient portfolio of new projects



self financing ratio ~140% in 2017-18

e&p– start ups underpinning growth



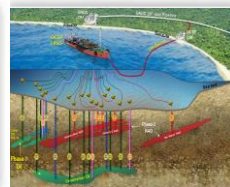
GOLIAT
Norway



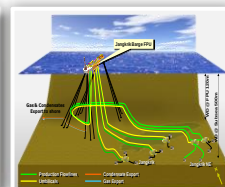
PERLA
Venezuela



15/06
Angola



OCTP
Ghana



JANGKRIK
Indonesia



KASHAGAN
Kazakhstan

eni
operator



start up

2H15

1H15

dec-2014*
2H2017

2H17

1H17

2H16

plateau
eq. kboed

65

75

45

40

40

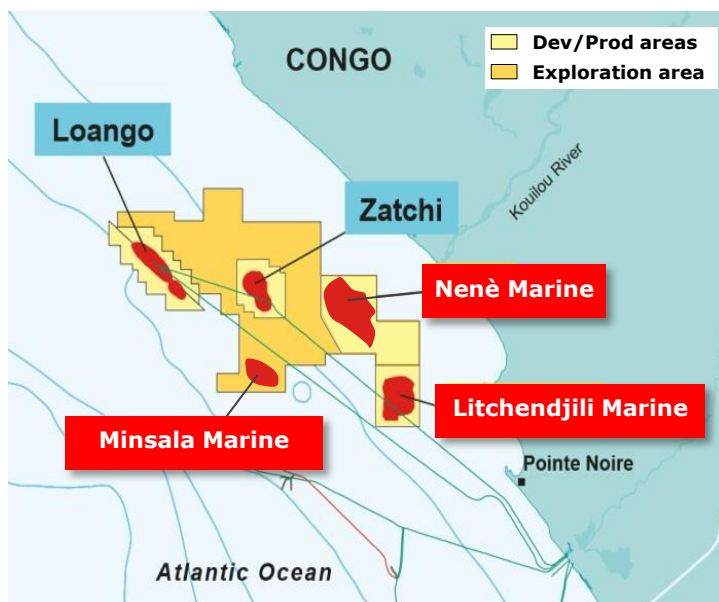
65



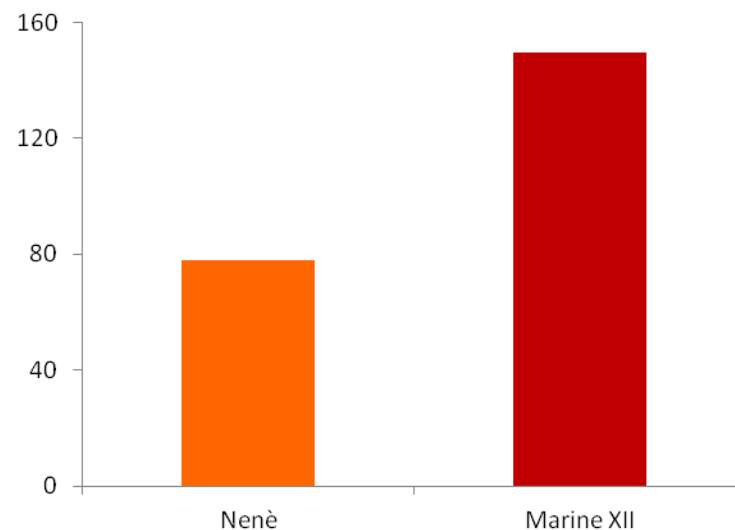
*already in production from 4 wells



Marine XII



equity production | kboed



Plateau at 150 kboed

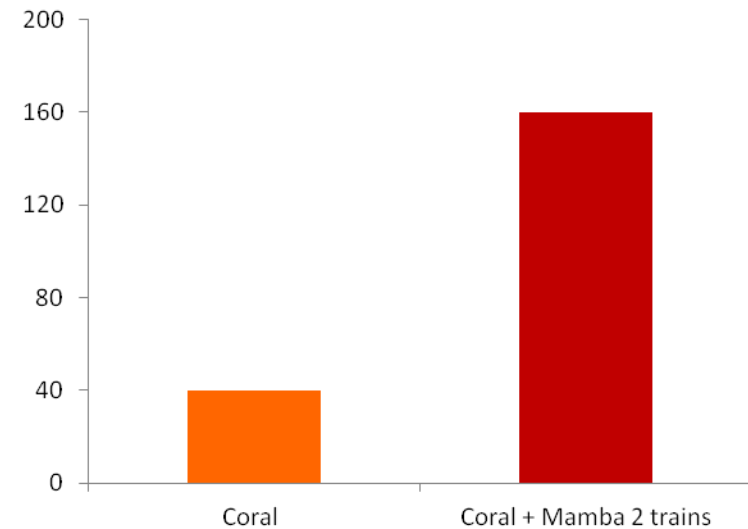
e&p - sanctioning the 1st LNG in Mozambique



Coral

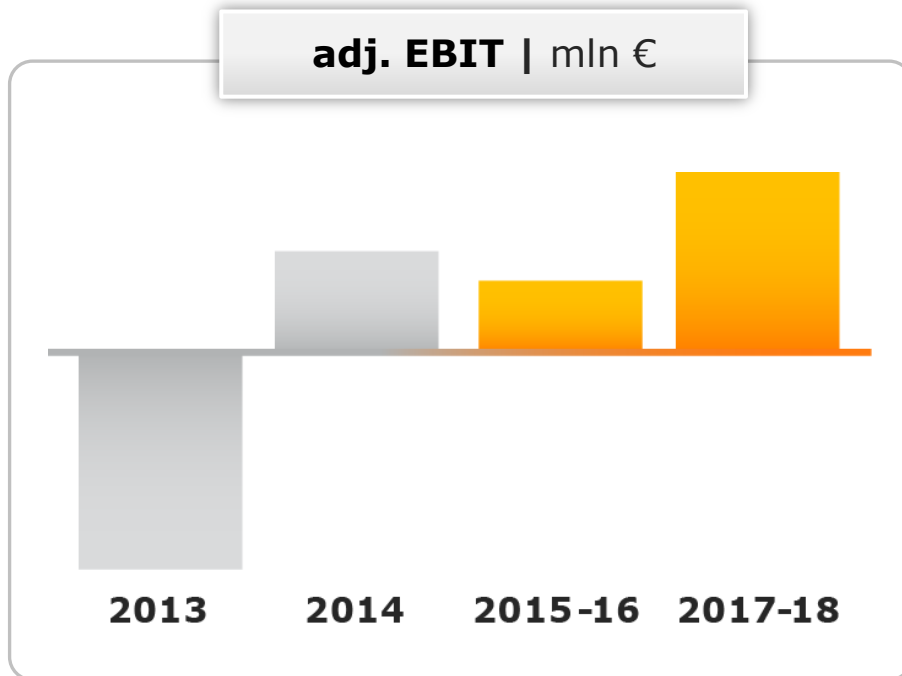


equity production | kboed



Plateau at 160 kboed

g&p – successful turnaround



**complete gas supply
renegotiation round**

**reduce operating and logistic
costs by €300m**

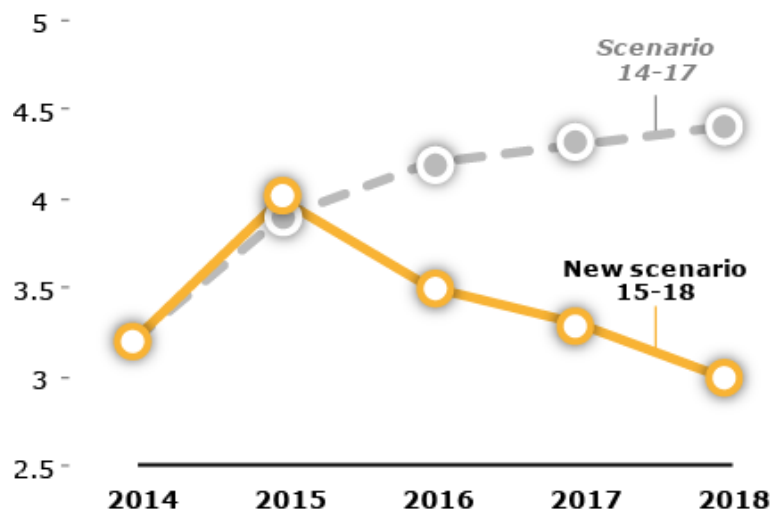
**continue to deliver robust
results in high value segments**

CFFO €3 bln in 2015 - 2018

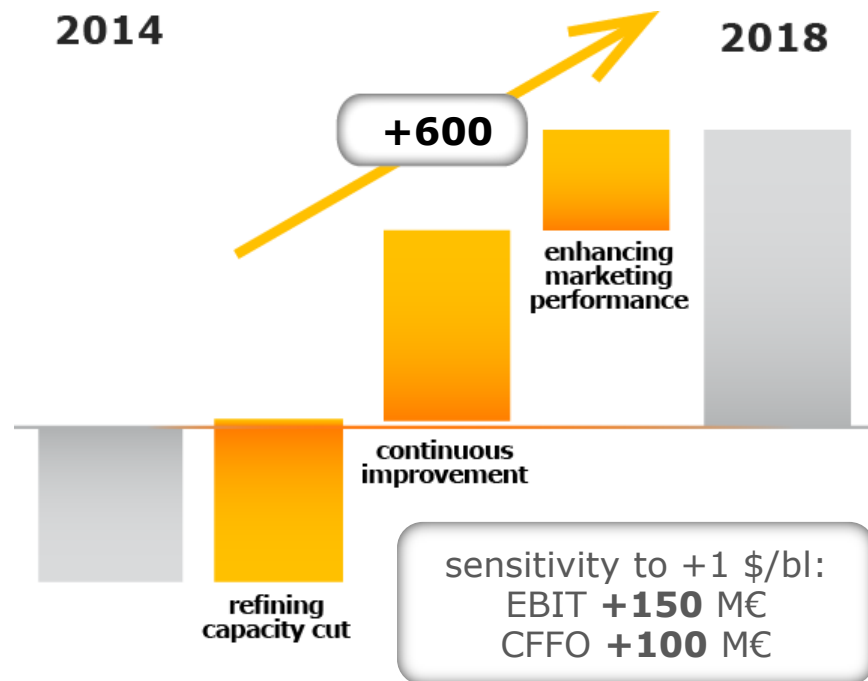


r&m – return to a stable and profitable performance

refining margin SERM | \$/bl



adj. EBIT | mln €



EBIT adj breakeven anticipated to 2015
CFFO >€1.5 bln in 2015 - 2018



refining - increasing resilience at lower margin

action plan

- **ongoing projects**

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

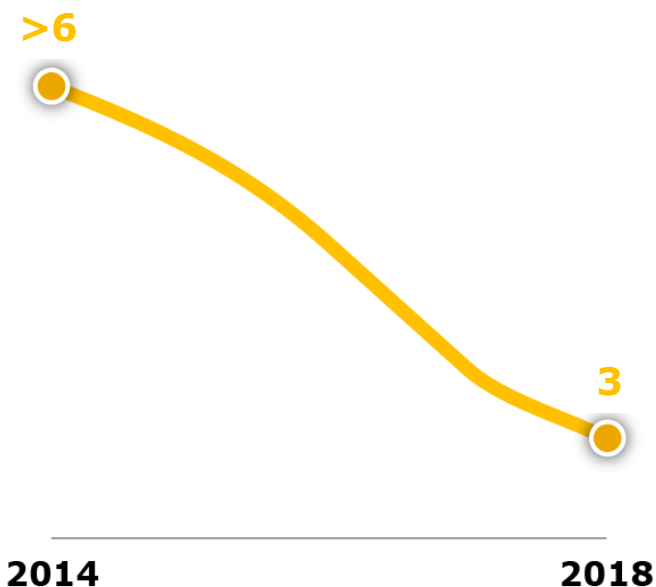
- **further restructuring**

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

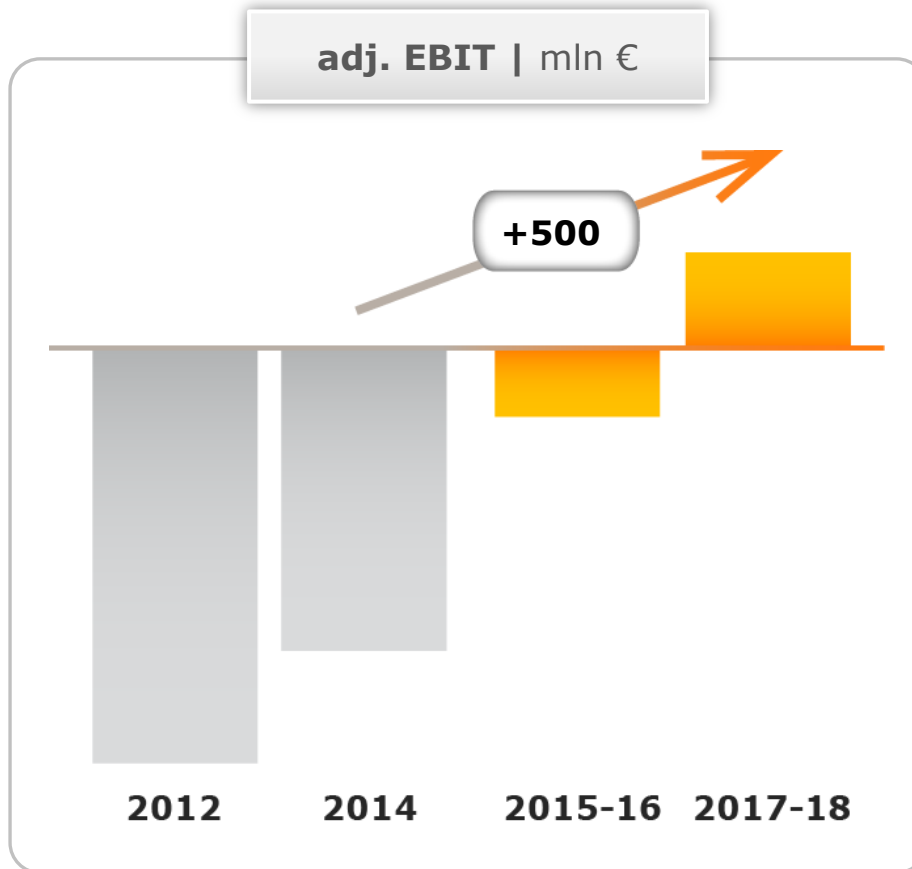
- **efficiency and optimizations**

fixed cost reduction + energy saving

break-even margin EBIT adj | \$/bl



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

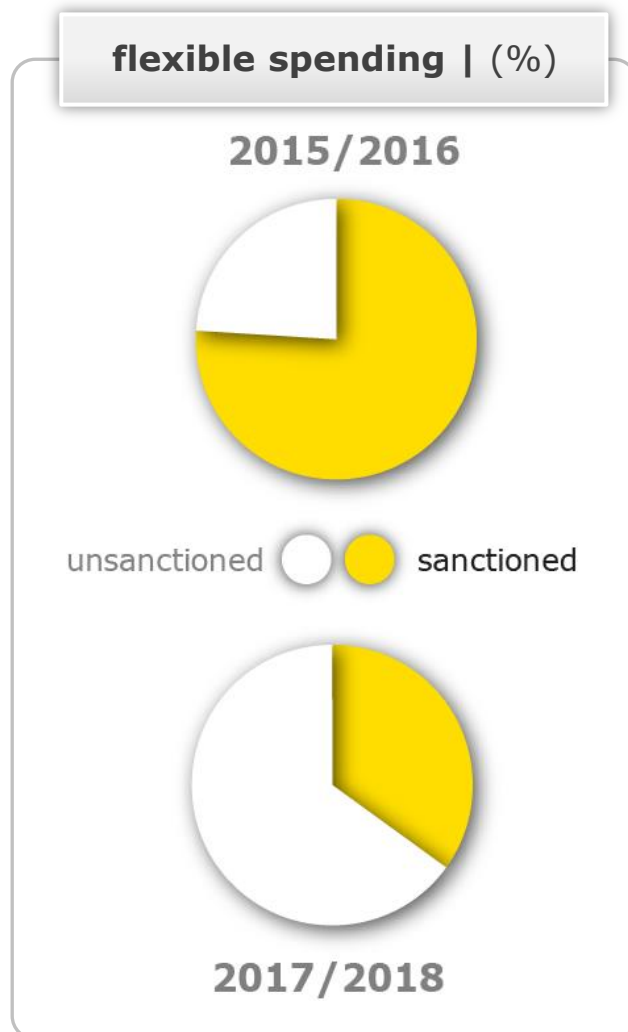
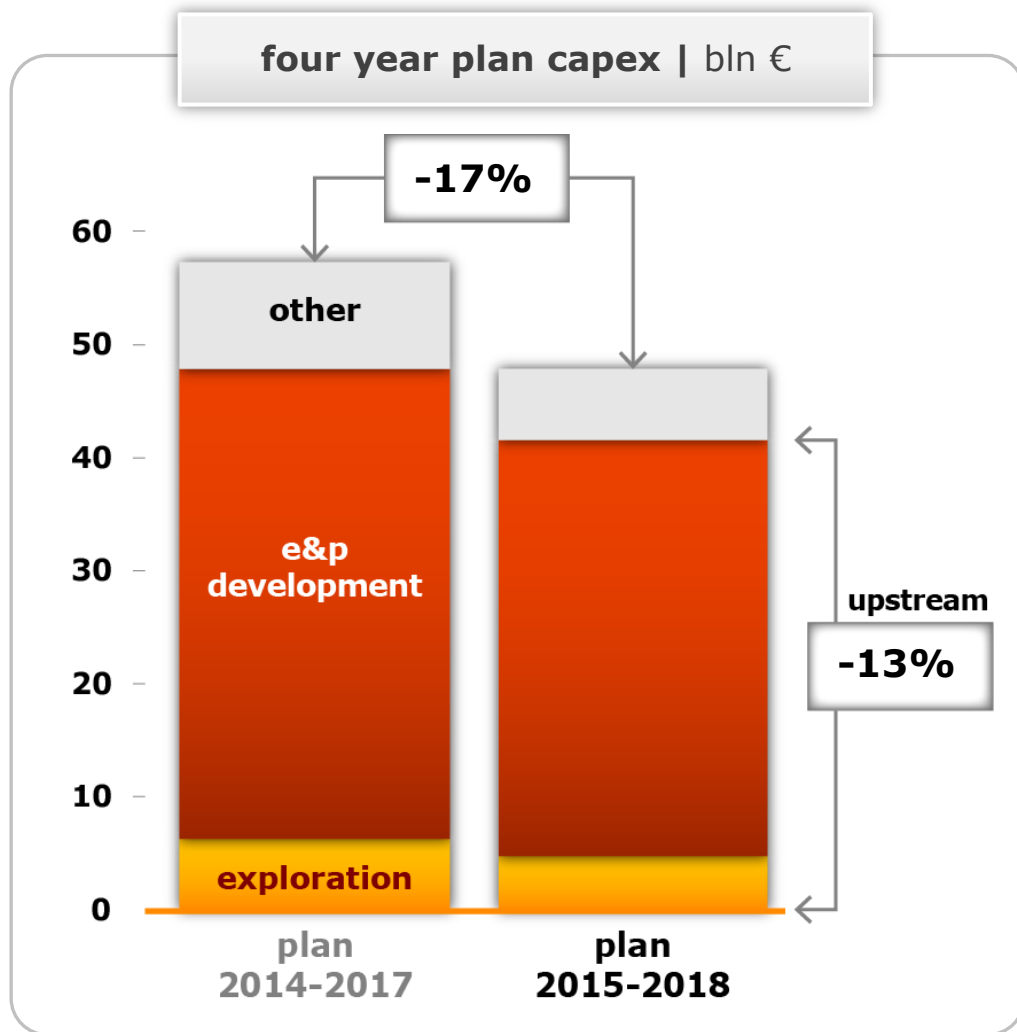
€ 400 mln CFFO in 2015 - 2018



Key pillars of financial strategy

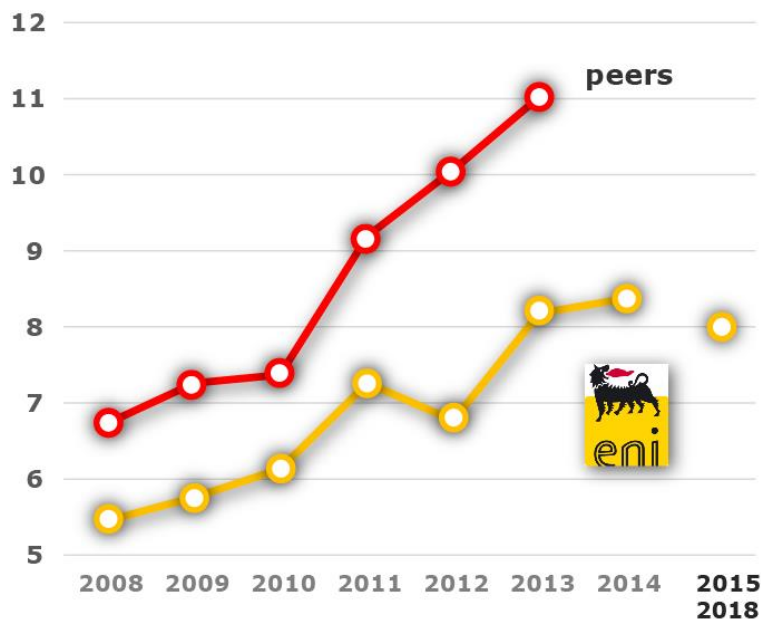
disciplined CAPEX plan	17% reduction vs. prior plan 45% unsanctioned capex
cost efficiency (new vs. old plan)	g&a reduced by 25% with savings of ~€2bn unitary opex reduced by 7%
assets disposals	€ 8bn disposal plan
robust balance sheet	30% leverage threshold commitment to "A" category credit rating
dividend policy	competitive & sustainable

capex – flexible and focused capex plan

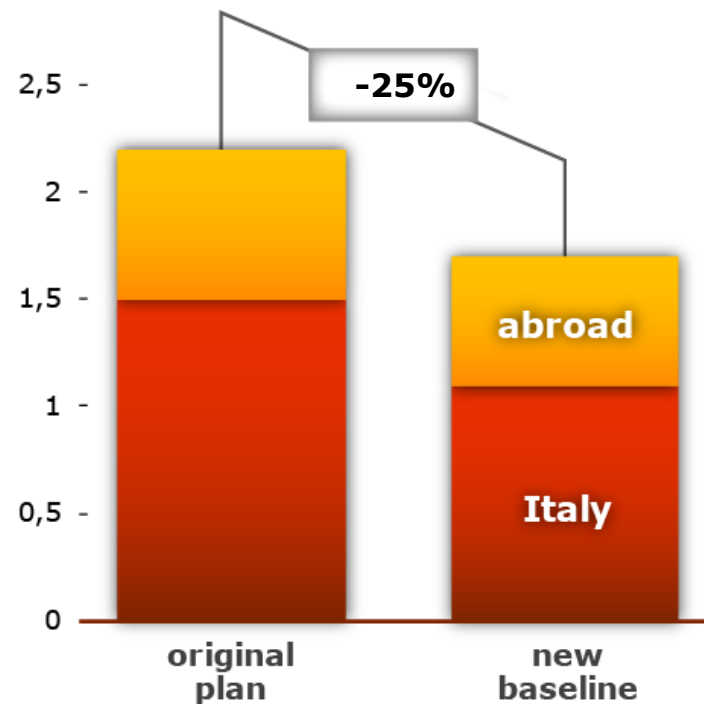


costs - enhanced efficiency in opex and G&A

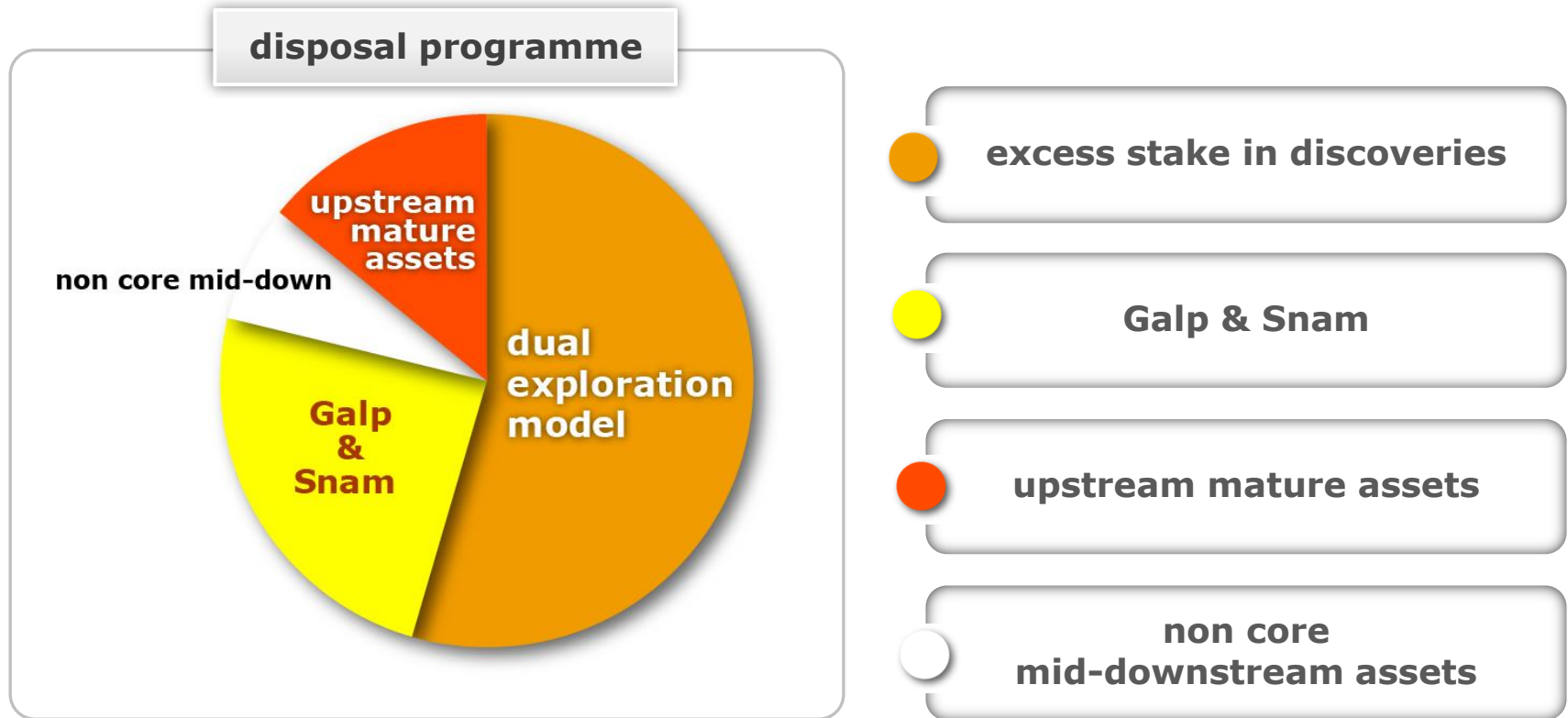
upstream opex | \$/boe



G&A costs | bln €/year



disposal – active portfolio management



8 billion € in the 4YP



cash flow - robust generation through the cycle

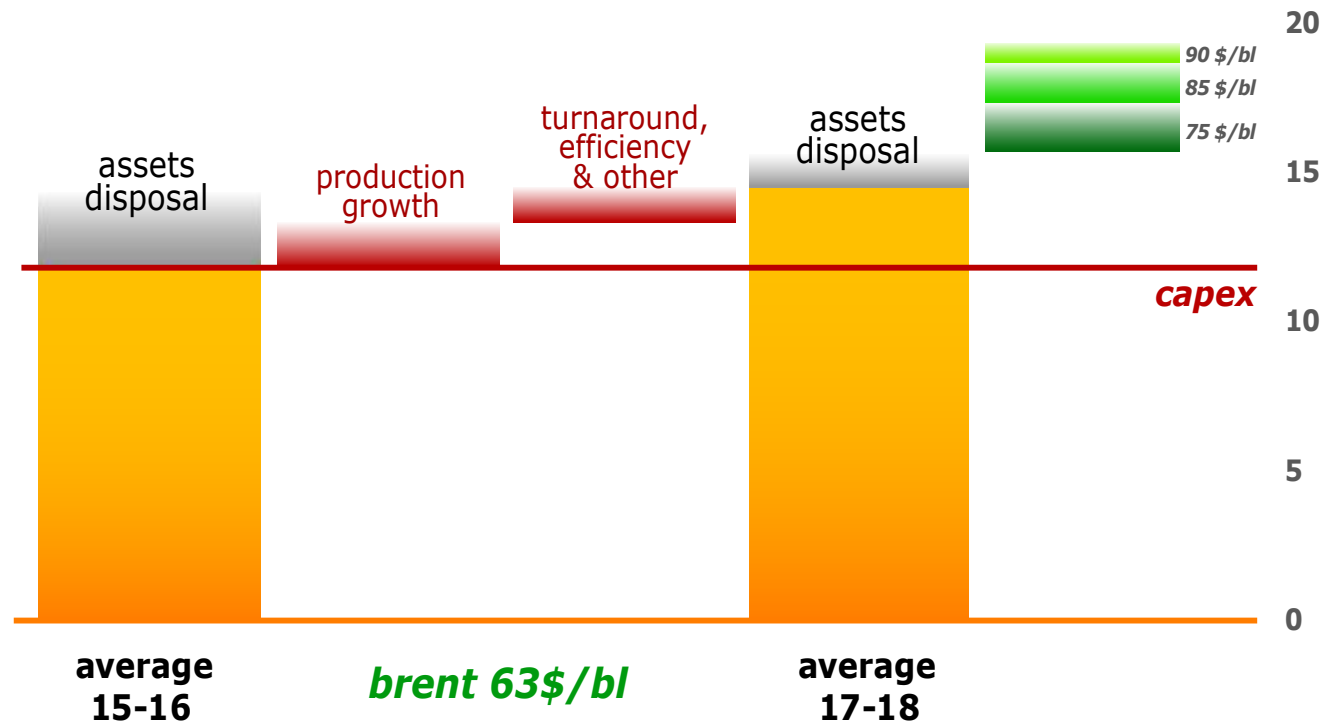
Cash flow bln €

solid self
financing ratio
~100%
in 2015-16

strong cash
growth from
industrial
improvement
(+25%)

continuous
portfolio
optimisation

significant upside
on scenario



Significant financial flexibility even in prolonged low oil price environment



shareholder remuneration – rebasing the dividend

competitive distribution policy
progressive with the growth of underlying earnings

earnings pay out

**Earnings pay out
(floor dividend)**

**Progressive dividend
policy**

> 100%

< 60%

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





appendix

assumptions and sensitivity

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

4YP sensitivity*	Ebit adj (bln €)	Net adj (bln €)	FCF (bln €)
Brent (-1\$/bl)	-0.3	-0.15	-0.15
Std. Eni Refining Margin (-1\$/bl)	-0.15	-0.1	-0.1
Exchange rate €/ \$ (+0.05 \$/euro)	-0.3	-0.1	-0.05



*average sensitivity in the 4YP. Sensitivity is applicable for limited variations of prices

key start-ups

project	country	op	start up	Equity (kboed)
West Franklin	UK	no	Jan15	7
Eldfisk	Norway	no	Jan15	10
Hadrian South	USA	no	1H15	15
Perla	Venezuela	yes	1H15	75
Goliat	Norway	yes	2H15	65
Val d'Agri PSV	Italy	yes	1H 15	30
Litchendjili gas	Congo	yes	2H15	15
Junin 5 EP	Venezuela	yes	2H15	15
Kizomba Sat Ph2	Angola	no	2H15	10
Asgard & Mikkel	Norway	no	2H15	10
West Hub Ph2+ph3	Angola	yes	2H15/1H18	20
Mafumeira Sul	Angola	no	1H16	10
Kashagan EP	Kazakhstan	no	2H16	65
Nenè phase II	Congo	yes	2H16	40
CAFC oil	Algeria	yes	1H17	30
Bahr Essalam Ph2	Libya	yes	2H17	85
Wafa compression	Libya	yes	1H 16	60
Jangkrik	Indonesia	yes	1H17	40
Block 15-16 East Hub	Angola	yes	2H17	15
OCTP (oil and gas)	Ghana	yes	2H17	40
Argo cluster	Italy	yes	2H 18	15

