

**2015**  
**Investor day**

**2015-19 Strategic Plan**  
*New foundations for growth*

March 19, 2015





2015 Investor day

## Agenda



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<b>2014 main developments</b>	<b>Francesco Starace</b>	<b>CEO</b>
FY 2014 results	Alberto De Paoli	CFO
2015-2019 strategic plan	Francesco Starace	CEO
2015-2019 key financial figures	Alberto De Paoli	CFO
Closing remarks	Francesco Starace	CEO



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**Opening remarks**



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**Strong player in all technologies and across many geographies**

**New organizational structure implemented to address industry challenges**

**Management actions to address group complexity and unlock value**

**A new strategy to drive increased returns to shareholders**



2014 main developments

## Highlights



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**New Group organization established**

**Targeted disposals achieved**

**Financial targets delivered**



**Paving the way for a new strategic plan**



2014 main developments

## New Group organization established



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### Challenges

**Complex organization**

**Multiple decision making centers for capital allocation**

**Latam - Iberia different strategic challenges**

**Fragmented approach to innovation**



### Solutions implemented

**Structurally integrated group with focus on synergies**

**Global business lines**

**Separation of Endesa and Enersis**

**New focus on emerging businesses**

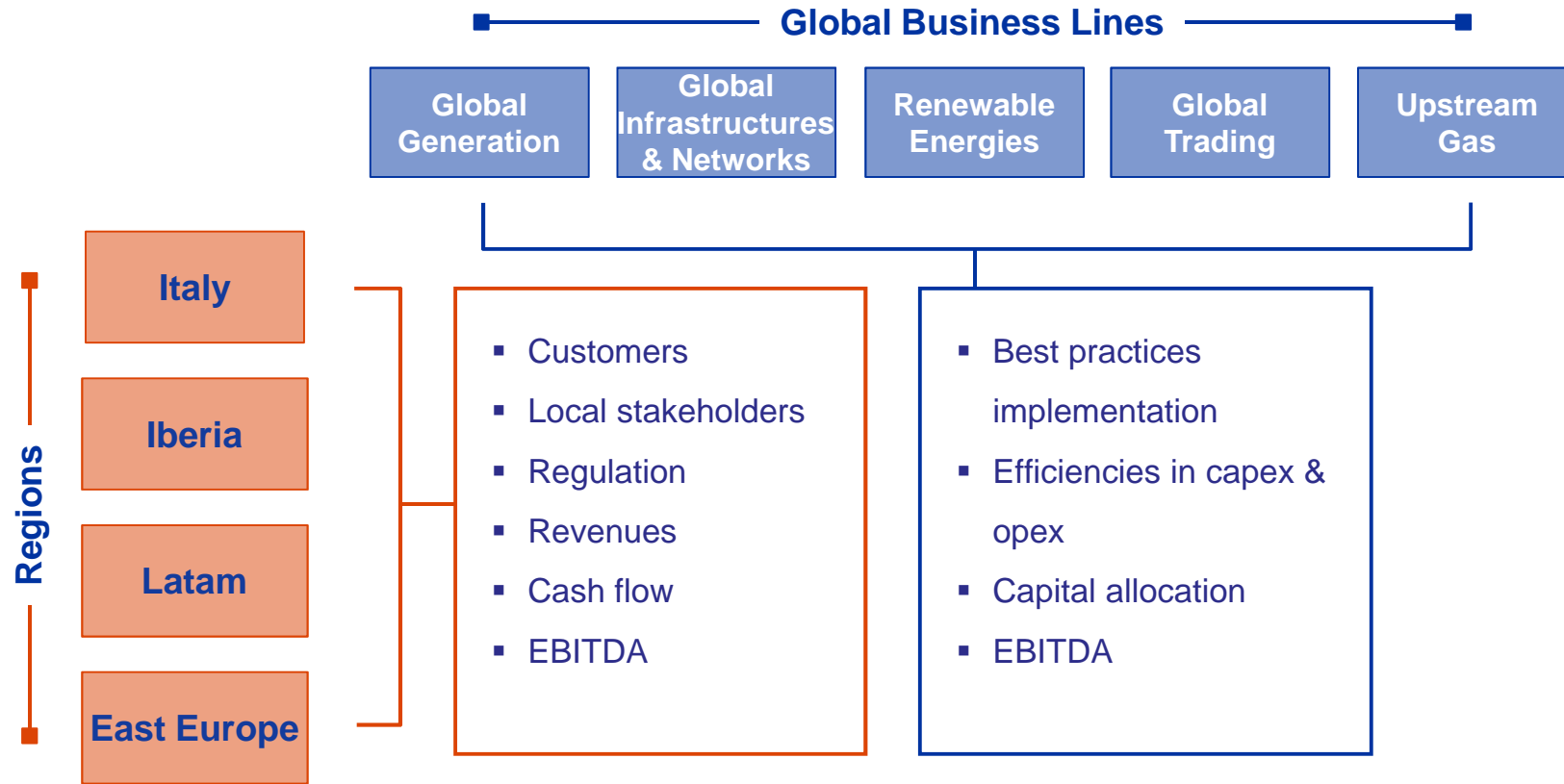


2014 main developments

## New Group organization established



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**Simple and focused organization**

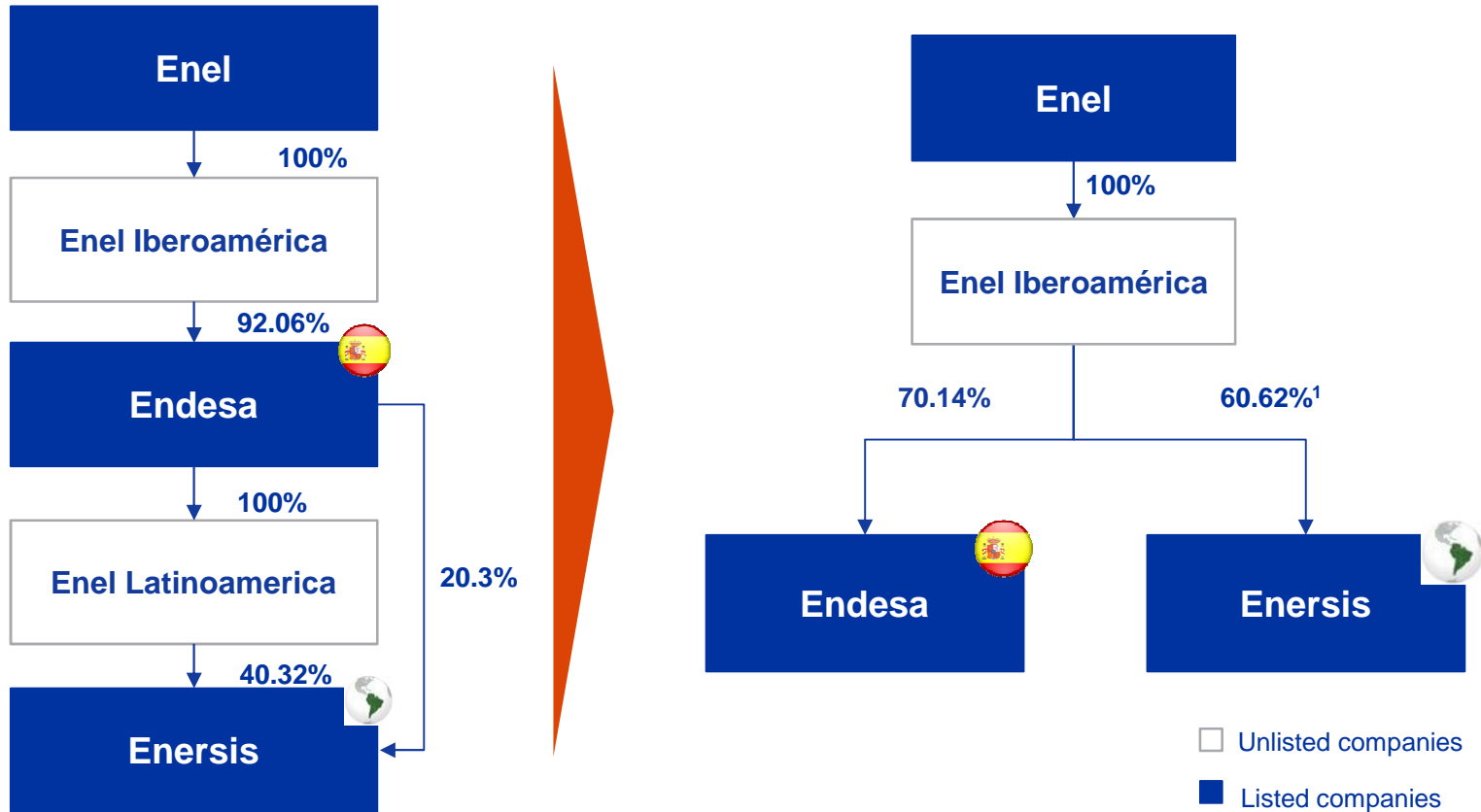


2014 main developments

# New Group organization established



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**Structure in line with market fundamentals**

1. Of which 40.32% owned through Enel Latinoamérica, 100% controlled by Enel Iberoamérica



## 2014 main developments

### Targeted disposals achieved



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2014 Disposals (€bn)	
Sale of ~22% Endesa	3.1
Renewables	0.5
Other assets	0.3
<b>Total proceeds</b>	<b>3.9</b>
<b>Target</b>	<b>~4</b>

Minorities buy-out and other operations (€bn)	
Minorities buy-out Latam	-0.6
4.8% of Enersis <sup>1</sup>	-0.7
Extraordinary dividend Endesa releverage	-0.5
Other	-0.4
<b>Total</b>	<b>-2.2</b>

**Proceeds achieved with a different mix of assets**

1. Indirect acquisition via extraordinary dividend from Endesa





## 2014 main developments

### Financial targets delivered



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	Actual 2014	Targets
Recurring EBITDA	15.5 €bn	15.5 €bn
Net ordinary income	3 €bn	3 €bn
Net debt	37.4 <sup>1</sup> €bn	37 <sup>2</sup> €bn
Dividend per share	0.14 €/sh	≥ 0.13 €/sh

**Commitment met despite challenging market conditions**

1. Excluding net debt of asset held for sale (0.6 €bn of Slovenske Elektrarne)
2. Target disclosed in March 2014



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2014 main developments	Francesco Starace	CEO
<b>FY 2014 results</b>	<b>Alberto De Paoli</b>	<b>CFO</b>
2015-2019 strategic plan	Francesco Starace	CEO
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Closing remarks	Francesco Starace	CEO



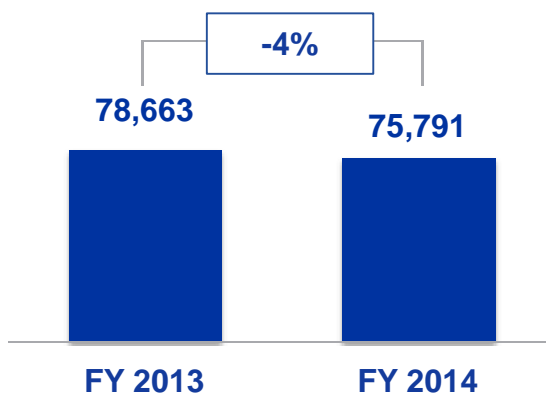
# FY 2014 results

## Consolidated results (€mn)

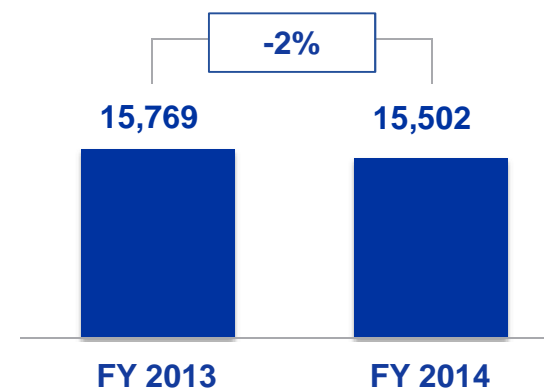


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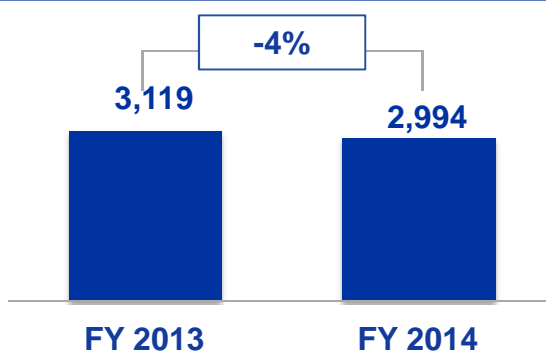
### Revenues



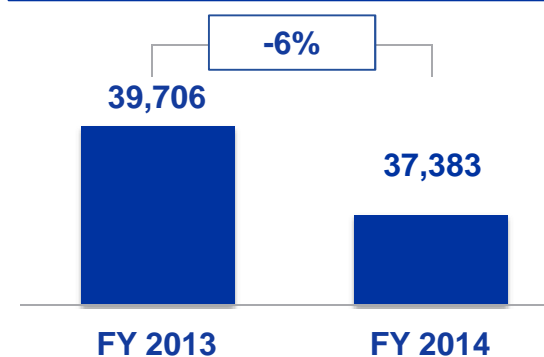
### Recurring EBITDA<sup>1</sup>



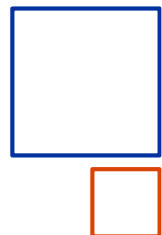
### Group net ordinary income<sup>2</sup>



### Net debt<sup>3</sup>



1. Excluding capital gains and losses equal to 922 €mn in 2013 and 255 €mn in 2014
2. Excluding extraordinary items equal to +116 €mn in 2013 and -2,477 €mn in 2014
3. Excluding net debt of asset held for sale (+10 €mn in 2013 and -620€mn mainly for Slovenske Elektrarne in 2014)

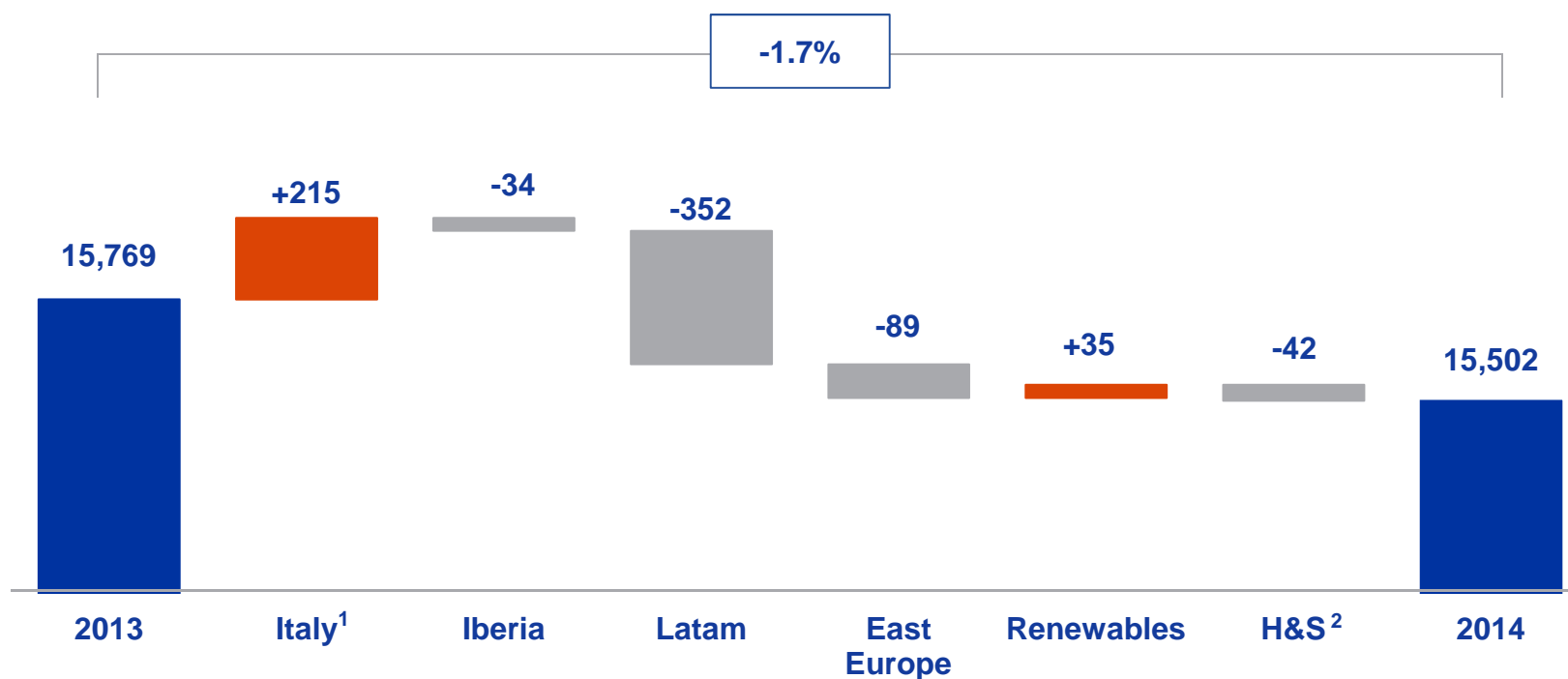


# FY 2014 results

## Group recurring EBITDA (€mn)



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1. Generation&Energy Management (GEM), Market, Infrastructures and Networks  
2. Holding and Services



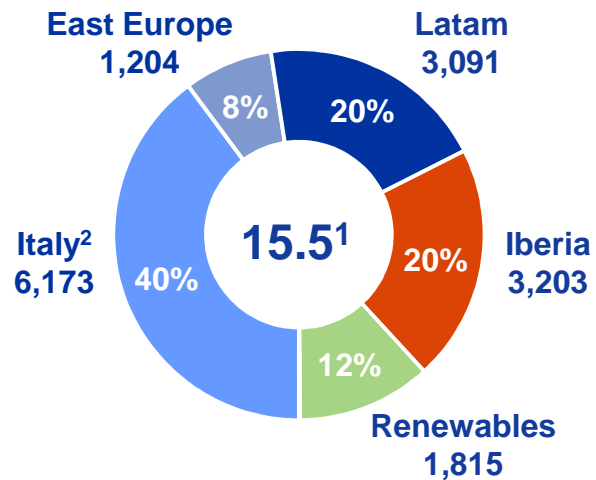
FY 2014 results

# Group recurring EBITDA analysis (€mn)

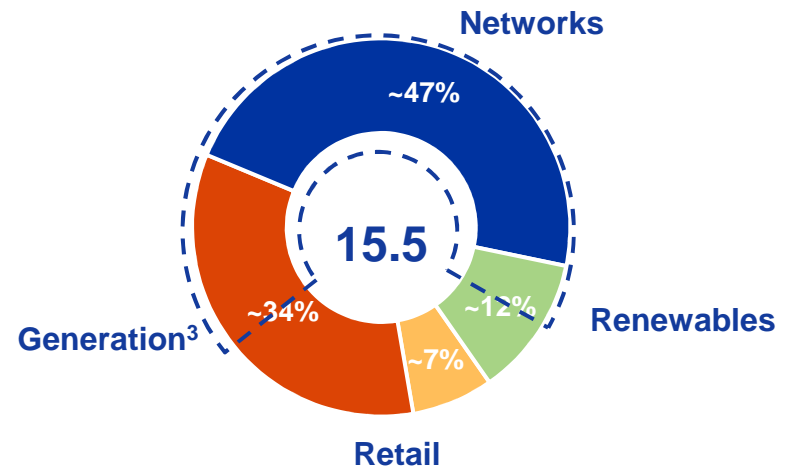


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By responsibility



By business



Regulated and quasi-regulated<sup>4</sup>

**70% EBITDA from regulated and quasi-regulated businesses**

1. Including Holding and Services (16 €mn)  
 2. GEM, Market, Infrastructures and Networks

3. Including retail in Iberia  
 4. Networks, generation with long term PPA (power purchase agreement), renewables with PPA and generation in the Iberian islands

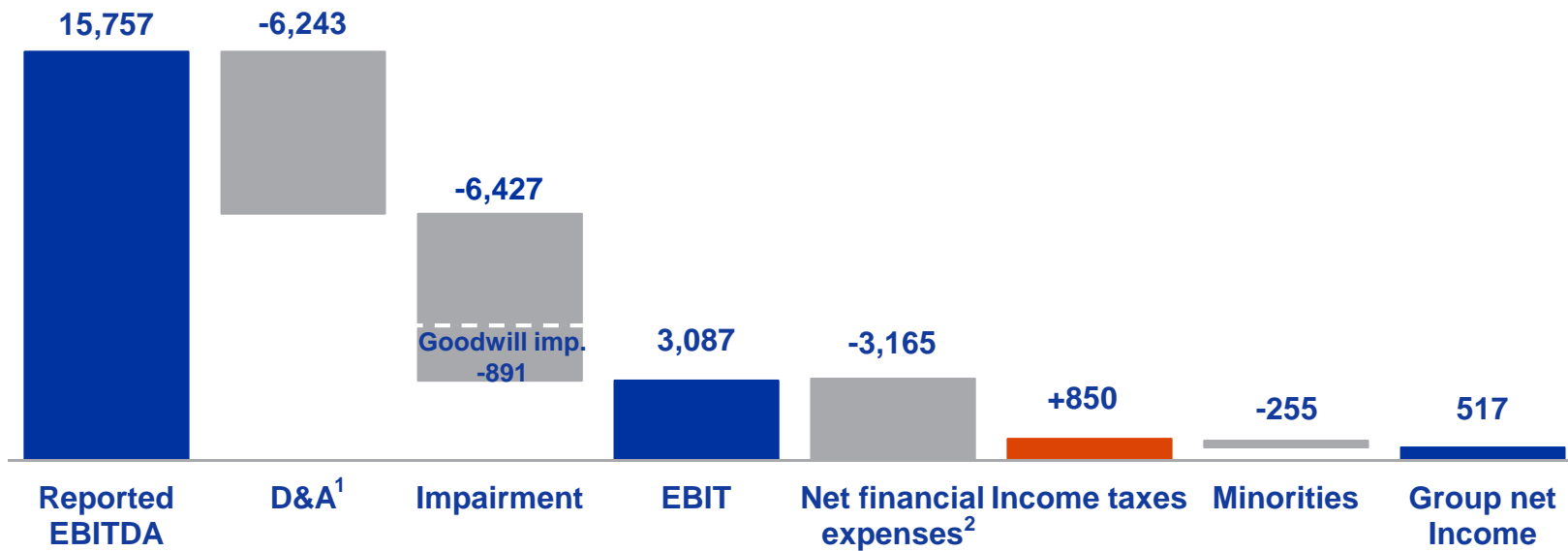


FY 2014 results

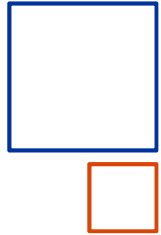
## From EBITDA to Group net income (€mn)



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1. Including accruals to bad debt provisions
2. Including equity income for -35€mn

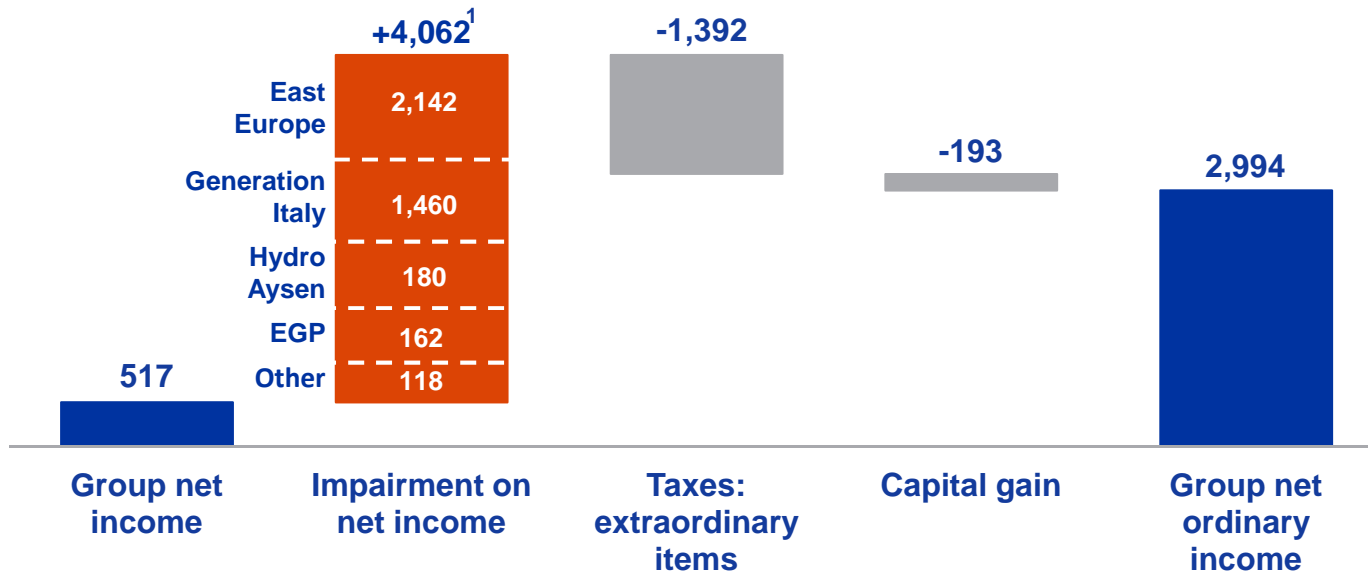


FY 2014 results

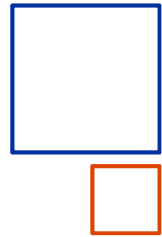
## From Net Income to Net Ordinary Income (€mn)



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1. Impairment on net income for ~4.1 €bn derives from: total impairment of ~6,4 €bn, other impairment on equity investments for ~0.2 €bn, lower taxes for ~-1,5 €bn and impairment pertaining to non-controlling interests for ~-1,0 €bn.



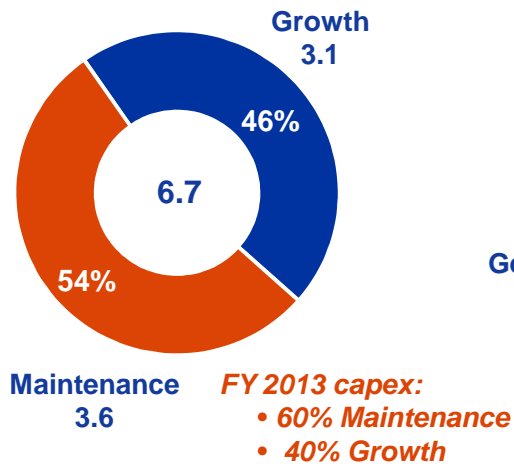
# FY 2014 results

## Capex<sup>1</sup> (€bn)

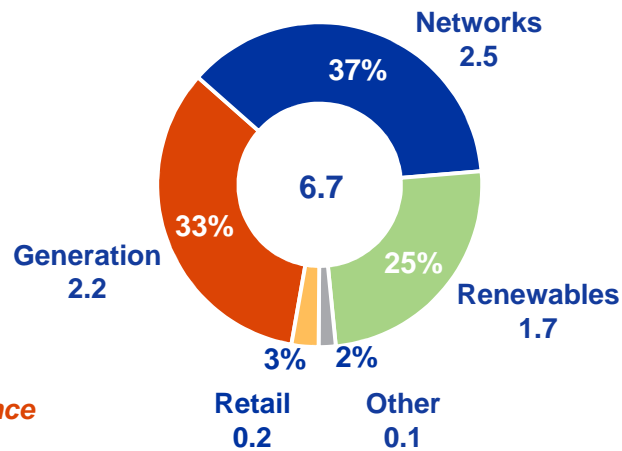


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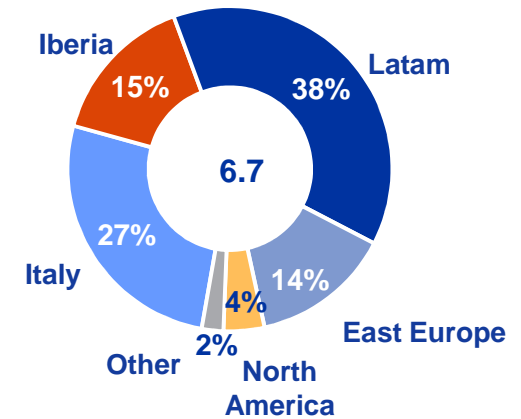
By activity<sup>2</sup>



By business



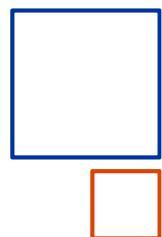
By region



**Anticipating re-focus on growth capex**

1. Gross of contributions 0.7 €bn  
2. Reclassified as per new investment plan



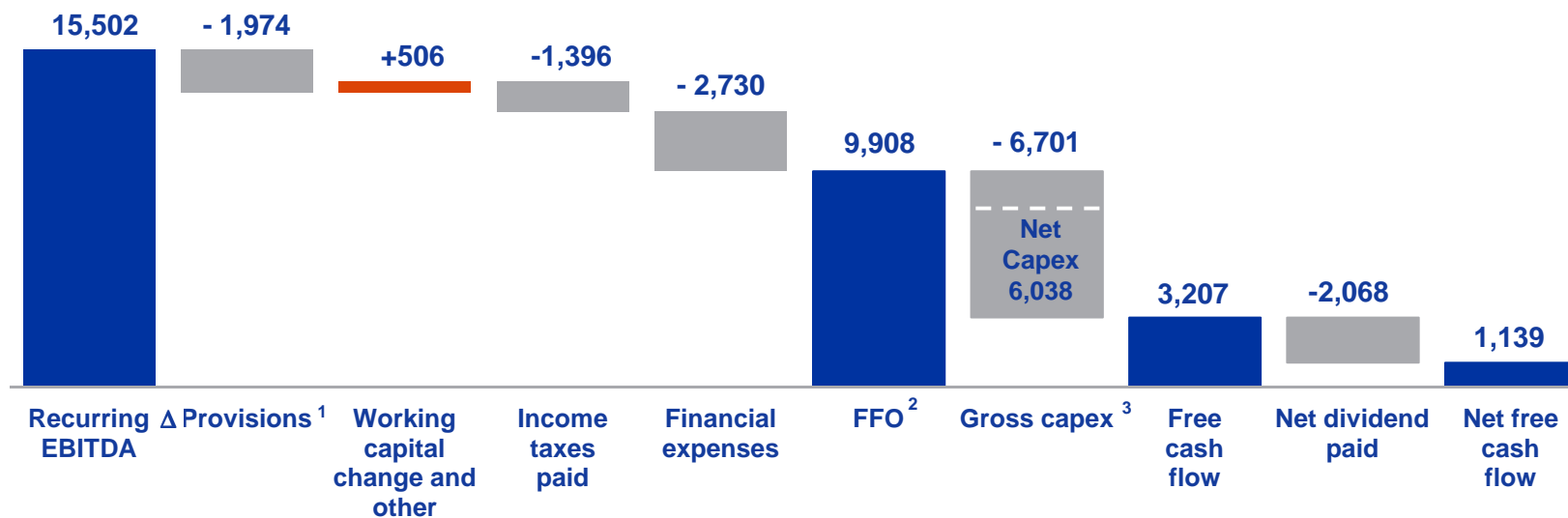


# FY 2014 results

## Net free cash flow (€mn)



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**1.1 €bn of net free cash flow delivered**

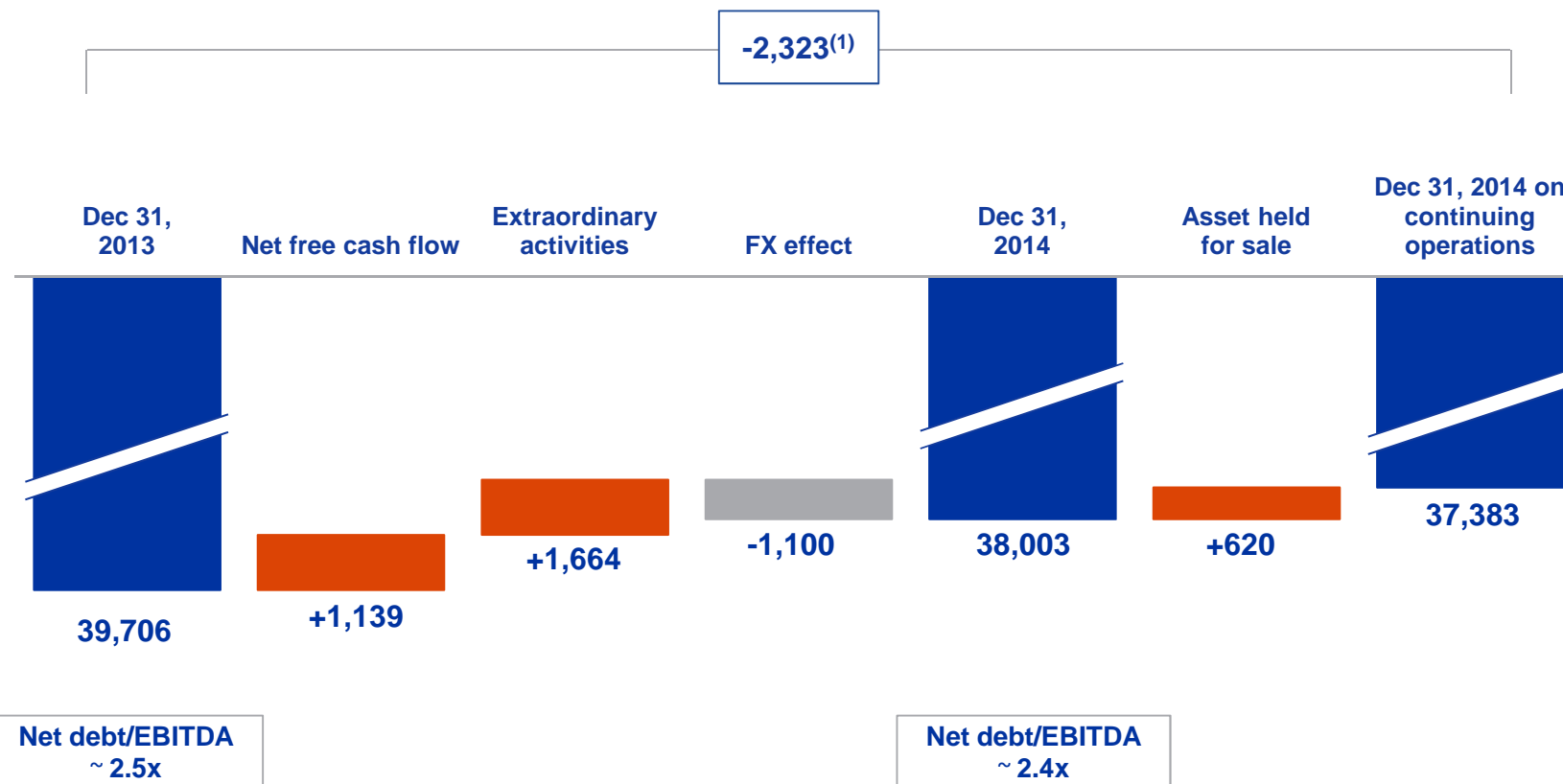
1. Accruals, releases, utilizations of provisions in EBITDA (i.e. personnel related and risks and charges). It includes bad debt provision accruals equal to 749 €mn
2. Funds from operations after working capital change
3. Gross of contributions



FY 2014 results  
**Net debt evolution (€mn)**



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1. Calculated on continuing operations



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## Agenda



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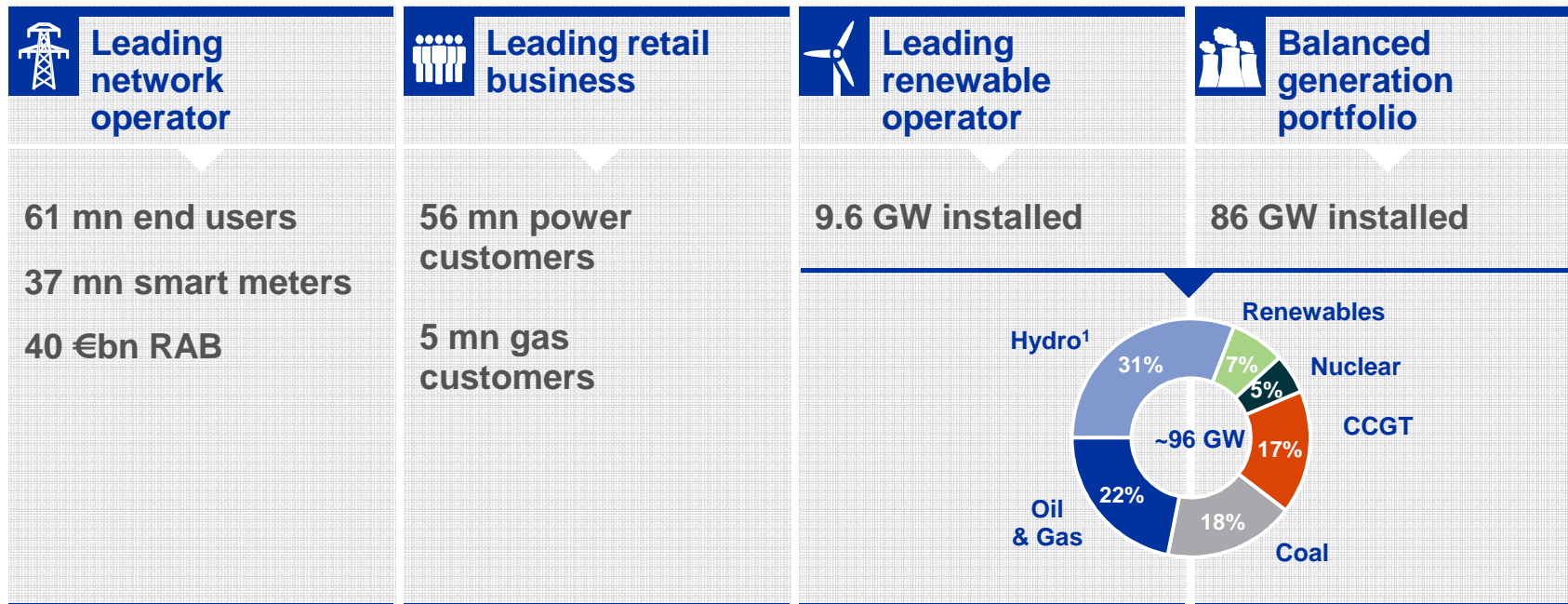


2015-2019 strategic plan

**Enel today**



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**Best positioned to capture opportunities**

1. Including EGP Hydro operations



2015-2019 strategic plan

**Enel today<sup>1</sup>**



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**North America**

**Capacity: 2.1 GW**

**Mexico & Central America**

**Capacity: 0.8GW**

**Latin America**

**Capacity: 14.3 GW**  
**End users: 14.4 mn**

**Europe**

**Capacity: 66.5 GW**  
**End users: 45.8 mn**

**Russia**

**Capacity: 9.1 GW**

**Africa**

**Capacity: 0.1 GW**

■ **Countries of presence<sup>2</sup>**

**Global diversified player**

1. Data as of 31<sup>st</sup> December 2014
2. Presence with operational assets

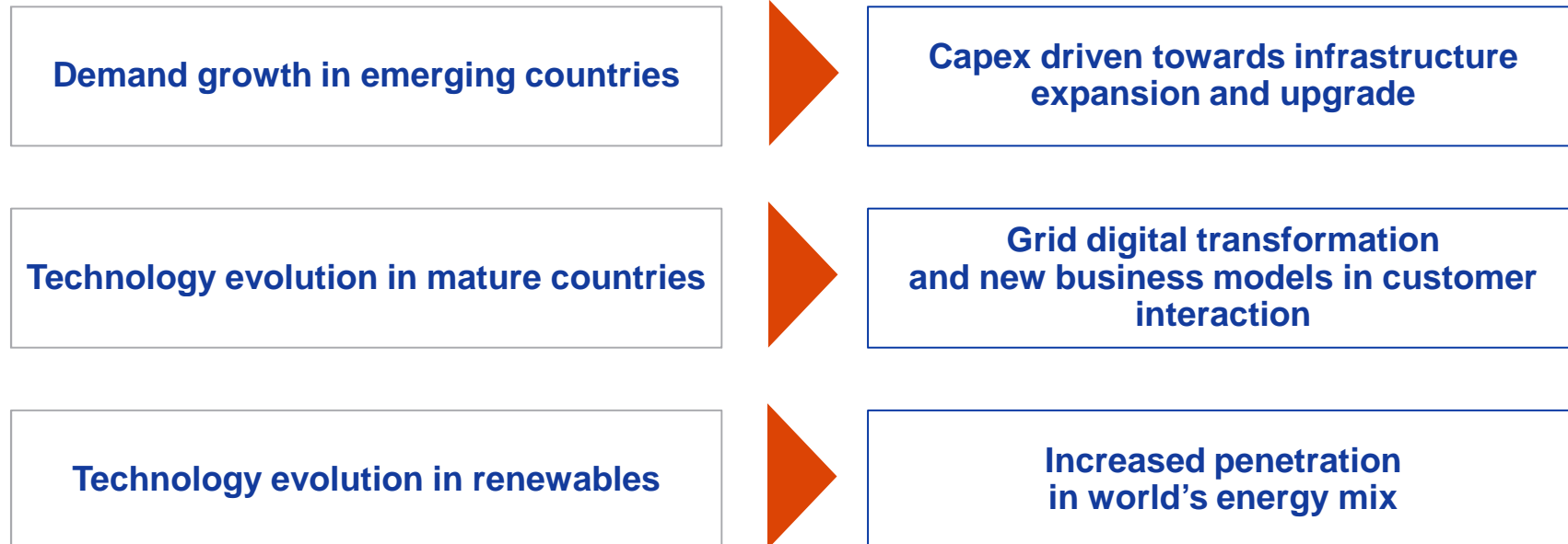


2015-2019 strategic plan

## Key global themes in the utility sector



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**Enel well positioned in this context**



2015-2019 strategic plan

# Key global themes in the utility sector: emerging



## countries



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### Key growth drivers

Electricity **consumption per capita** expected to increase **by 30%** by 2030

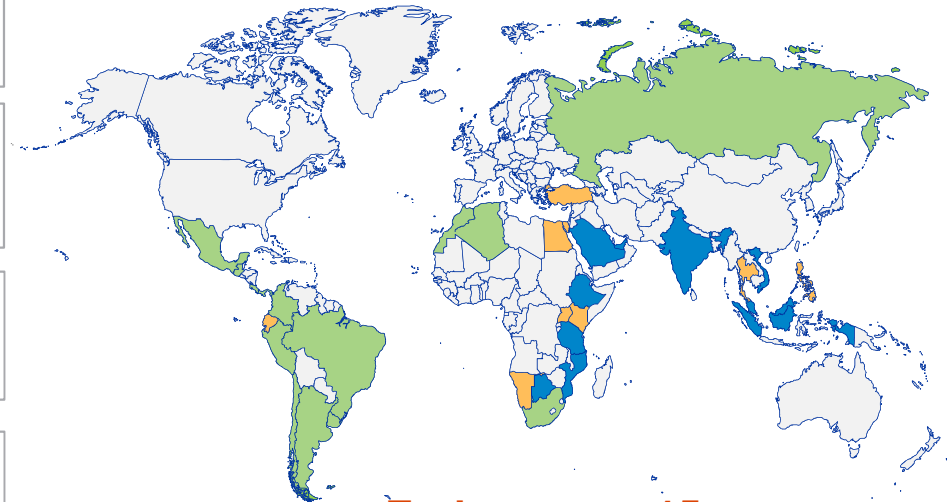
**6.3 bn** people will live in **urban** areas from **3.9 bn** of today by 2050

**800 million people** will get into the “**middle class**” segment by 2030

**1.5 bn** people in **Africa, Latam and Asia** will gain **access to electricity** by 2030

### Enel positioning<sup>1</sup>

■ Countries of presence   ■ Countries of interest   ■ Areas under screening<sup>2</sup>



**End users: ~ 15 mn**

**Installed capacity: ~ 27 GW**

**Strategic Pipeline: ~ 20 GW<sup>3</sup>**

1. 2014 data
2. East Africa, Middle East, Asia-Pacific
3. Including renewables and conventional generation







2015-2019 strategic plan

# Key global themes in the industry: mature countries

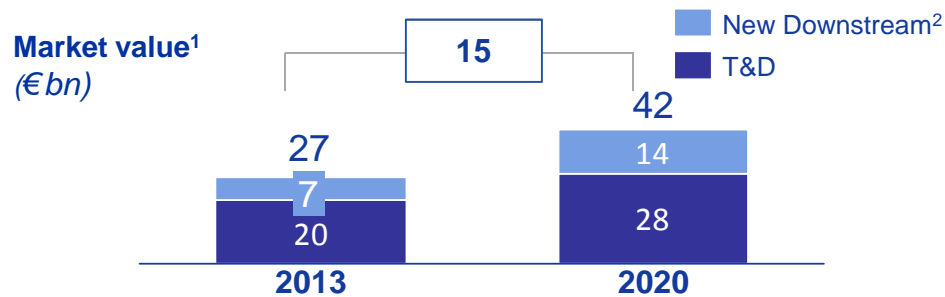
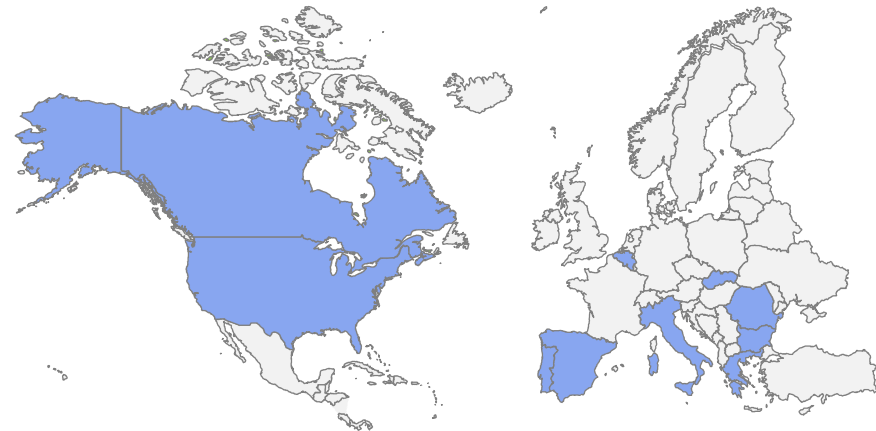


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## New business opportunities

-  Large scale innovation in infrastructure (storage, electric vehicles, smart grids)
-  Market integration through storage diffusion
-  Active customer and new home services
-  Innovation tech. for integrated energy services

## Enel positioning



**End users : ~ 46 mn**

*> 80% digitalized*

**Free Power & Gas customers: ~22 mn**

Enel elaboration on "Beyond the storm –value growth in the EU power sector" McKinsey & Company, December 2014

1 Calculated on EBIT

2 Energy efficiency, distributed generation





2015-2019 strategic plan

# Key global themes in the industry: renewables

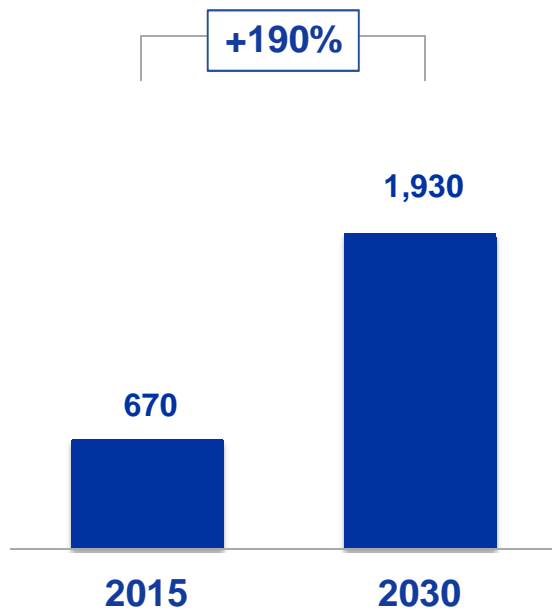


business

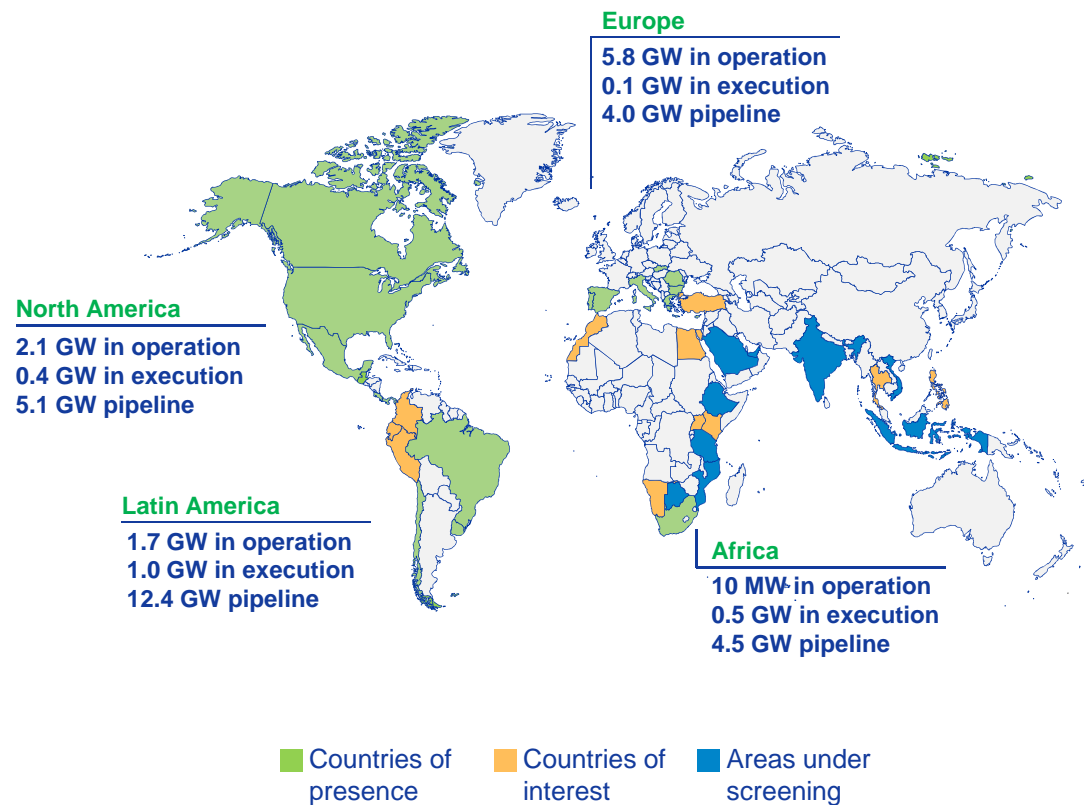


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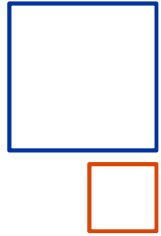
## World renewables capacity<sup>1</sup> (GW)



## Enel positioning



1. Source: World Energy Outlook 2014- IEA



2015-2019 strategic plan

## Key pillars



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- 1** Operational efficiency
- 2 Industrial growth
- 3 Active portfolio management
- 4 Shareholder remuneration



2015-2019 strategic plan

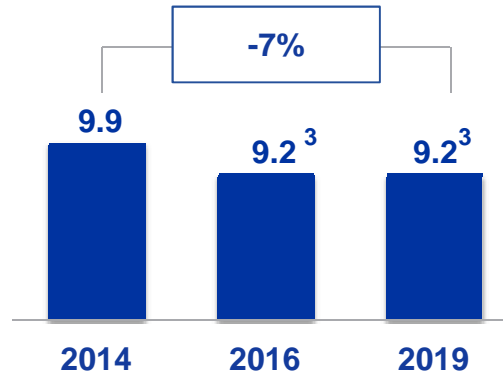
# Operational efficiency (€bn)



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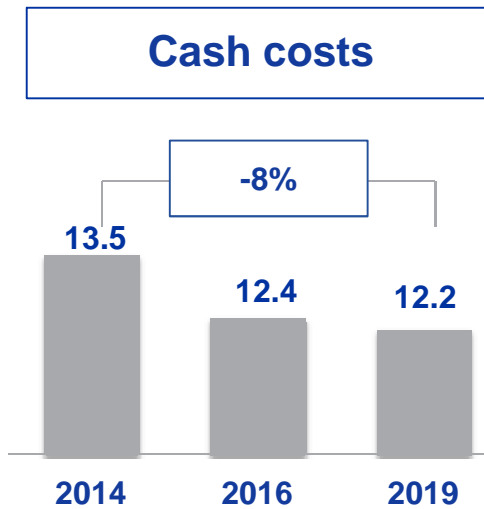
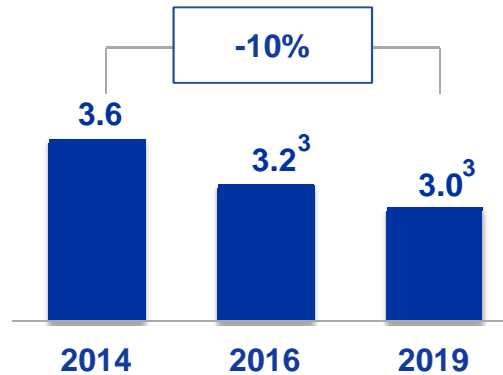
**Opex<sup>1</sup>**

Leverage on new organizational structure: integration and technology sharing



**Maintenance capex<sup>2</sup>**

Distribution and Generation: best practice sharing and capital allocation optimization



## Efficiency focus and optimization of maintenance capex

1. Total fixed costs in nominal terms (net of capitalizations). Reclassified as per new strategic plan criteria
2. Gross capex. Reclassified as per new strategic plan criteria
3. Net of perimeter effect



# 2015-2019 strategic plan

## Operational efficiency: focus on opex<sup>1</sup>

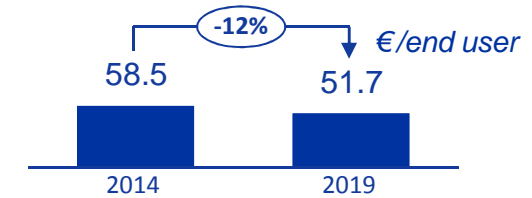


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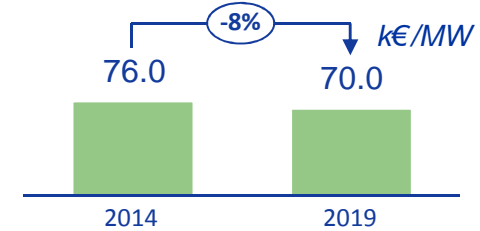
### Networks

- Network digitalization
- **Centralized planning**
- **Workforce management** using mobile devices
- Leverage global procurement



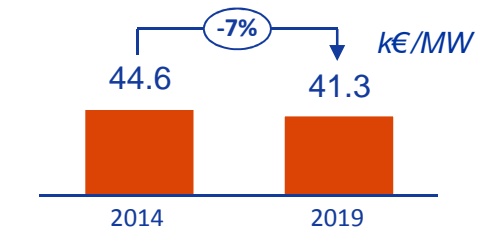
### Renewables

- Economies of scale
- O&M best practice standardization
- Maintenance contract optimization



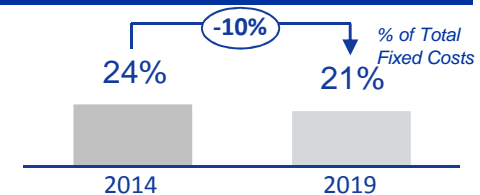
### Conventional Generation

- **Capacity shut down for ca. 13 GW<sup>2</sup>**
- Profitability assessment of each power plant
- **Workforce redeployment** to increase efficiency
- Leverage global procurement



### Staff

- **Cost Reduction for Holding and Country Services** via in-sourcing and headcount reduction



**Pursuing efficiency across all the businesses**

1. In nominal terms  
2. Cumulative 2014-19

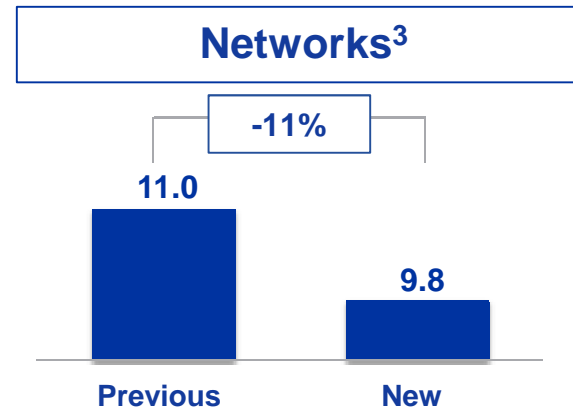
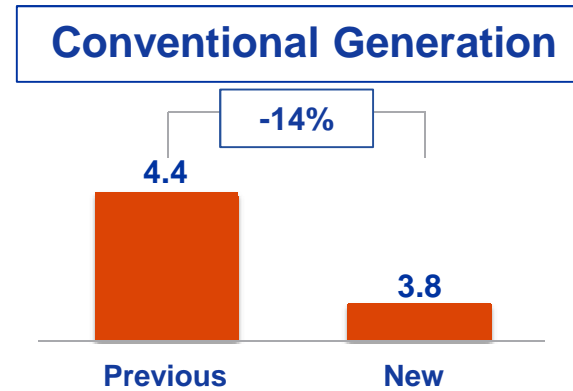
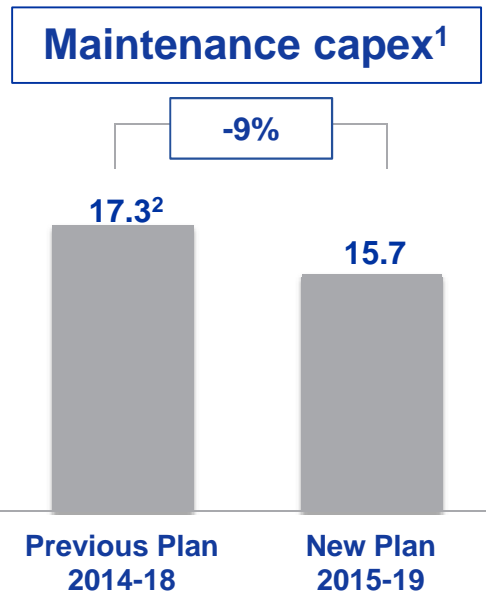


2015-2019 strategic plan

# Operational efficiency: focus on maintenance capex (€bn)



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**Optimizing maintenance capex through global integration**

- 1. Gross Capex.
- 2. Previous Plan (16.6 €bn) + contributions (2.0 €bn)+ reclassification as per new plan criteria (-1.3 €bn)
- 3. Reclassified as per new plan criteria



2015-2019 strategic plan

## Key pillars



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1

Operational efficiency

2

**Industrial growth**

3

Active portfolio management

4

Shareholder remuneration



2015-2019 strategic plan

## **Industrial growth: main criteria**



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**Decreasing business risk profile: no merchant exposure**

**Increasing optionality based on project size and diversification**

**Significant flexibility in total spending**

**Average time to EBITDA less than 2 years and high level of self financing**



**Solid EBITDA growth**

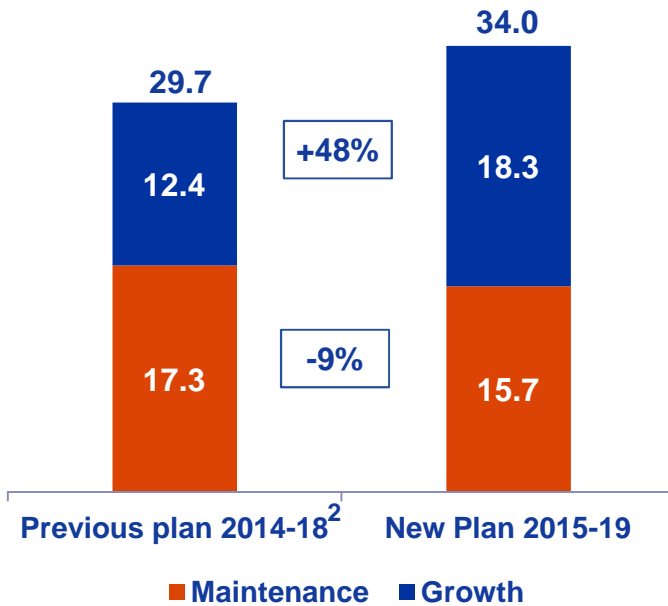


# 2015-2019 strategic plan Industrial growth (€bn)

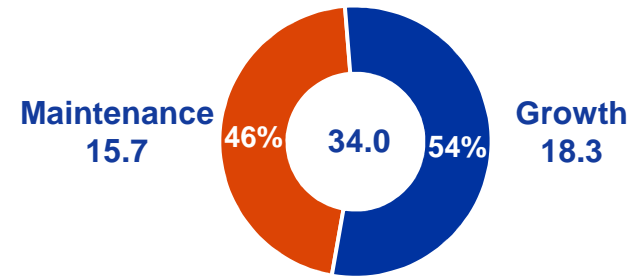


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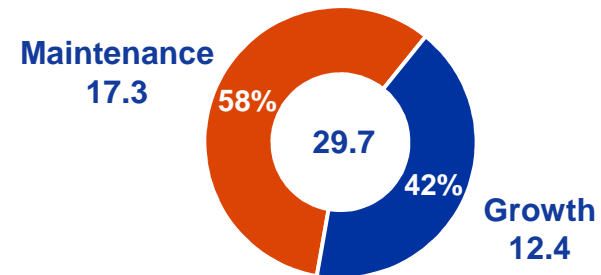
Capex plan<sup>1</sup>



New Plan



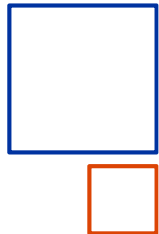
Previous Plan<sup>2</sup>



**+6 €bn of growth capex vs previous plan**

1. Gross of contributions (2.9 €bn in previous plan and 2.6 €bn in new plan)  
2. Reclassification as per new plan criteria



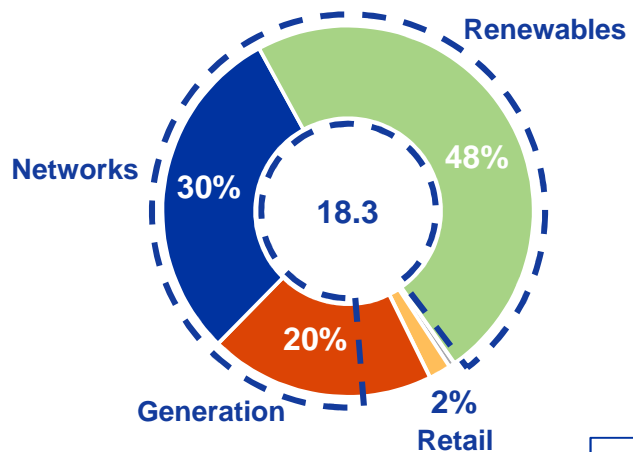


# 2015-2019 strategic plan Industrial growth (€bn)



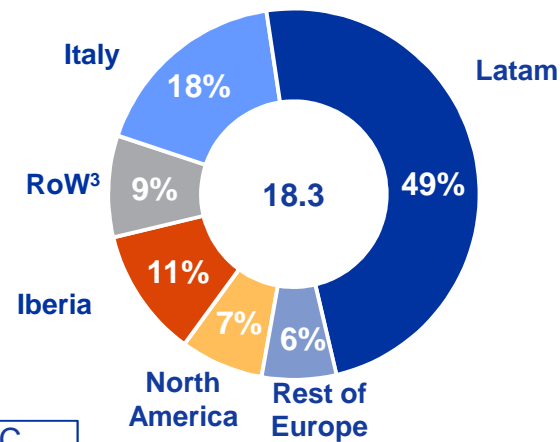
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### Growth capex by Business<sup>1</sup>



 Regulated and quasi-regulated<sup>2</sup>

### Growth capex by Geography<sup>1</sup>



Spread over WACC  
min 200 bps

Average time to EBITDA  
< 2 years

## Accelerating high quality growth and value creation

1. Gross Capex
2. Networks, generation with long term PPA (power purchase agreement), renewables with PPA and generation in the Iberian islands
3. Mainly Egypt, South Africa, Morocco, Turkey



2015-2019 strategic plan

# Industrial growth: EBITDA (€bn)



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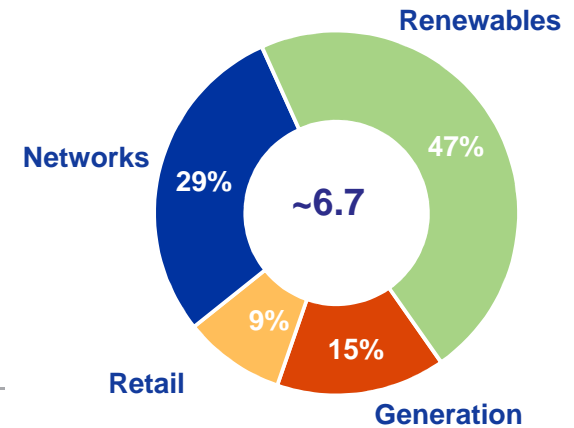
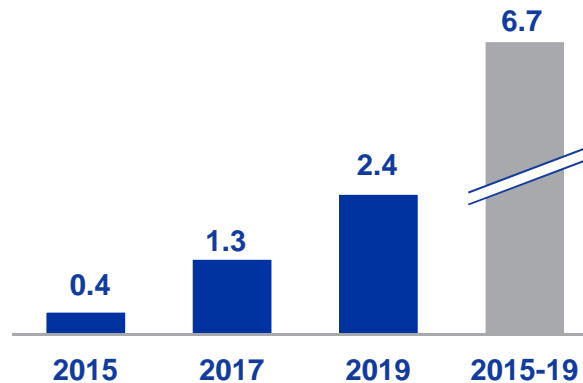
**90% of additional EBITDA in regulated and quasi regulated activities**

## Growth EBITDA

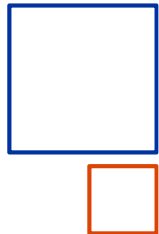
**Additional growth EBITDA by business (cumulative 2015-19)**

**~ 1 €bn EBITDA growth at 2016 from projects under execution**

**~ 2.4 €bn EBITDA growth in 2019**



**Solid and reliable growth**

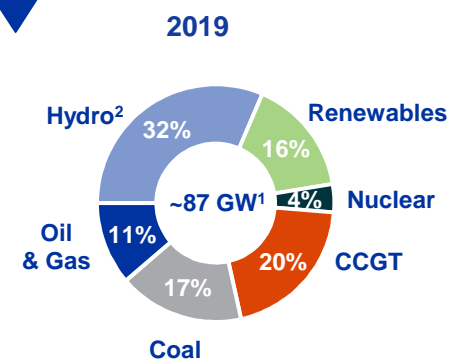
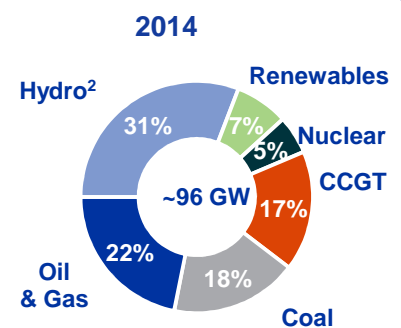
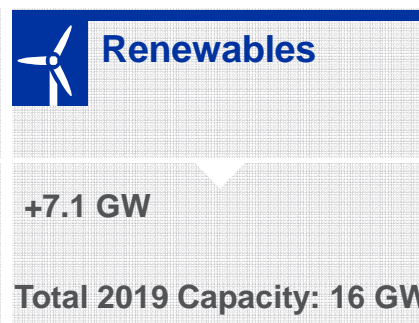
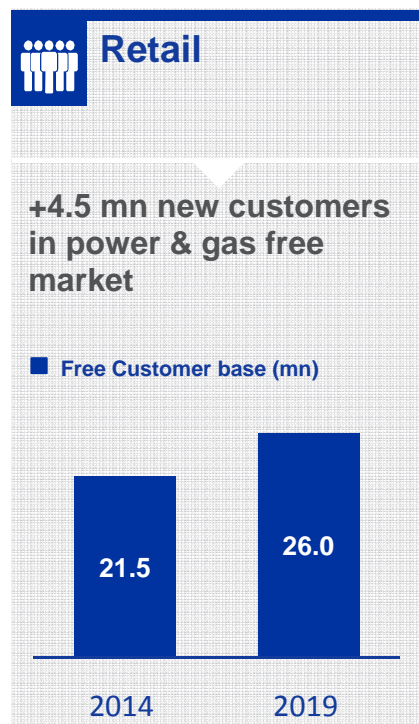
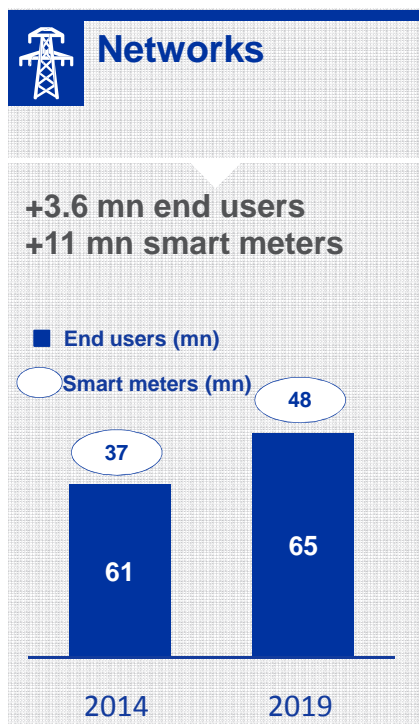


# 2015-2019 Strategic Plan

## Industrial growth



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1. Net of assets held for sale
2. Including EGP Hydro operations
3. Net of disposals.



2015-2019 strategic plan

# Industrial growth: networks (€bn)



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Stable returns over 40 €bn  
RAB

+11 mn smart meters  
installed

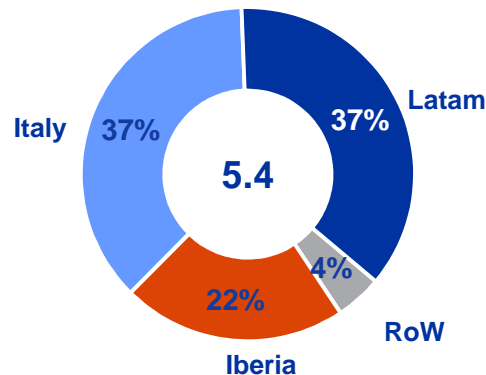
Strong focus on new  
technologies in Europe

40% decrease of average  
interruptions in Latam

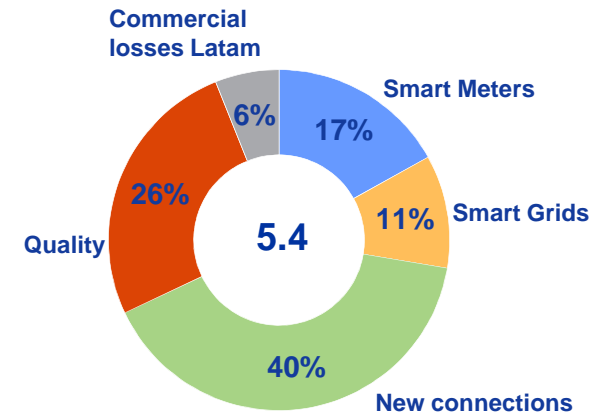
Average time to EBITDA  
< 2 years

Growth EBITDA in 2019 ~0.8 €bn

Growth capex<sup>1</sup> by region



Growth capex<sup>1</sup> by project



Spread over WACC<sup>2</sup> 200/300 bps

1. Gross Capex
2. Regulated WACC



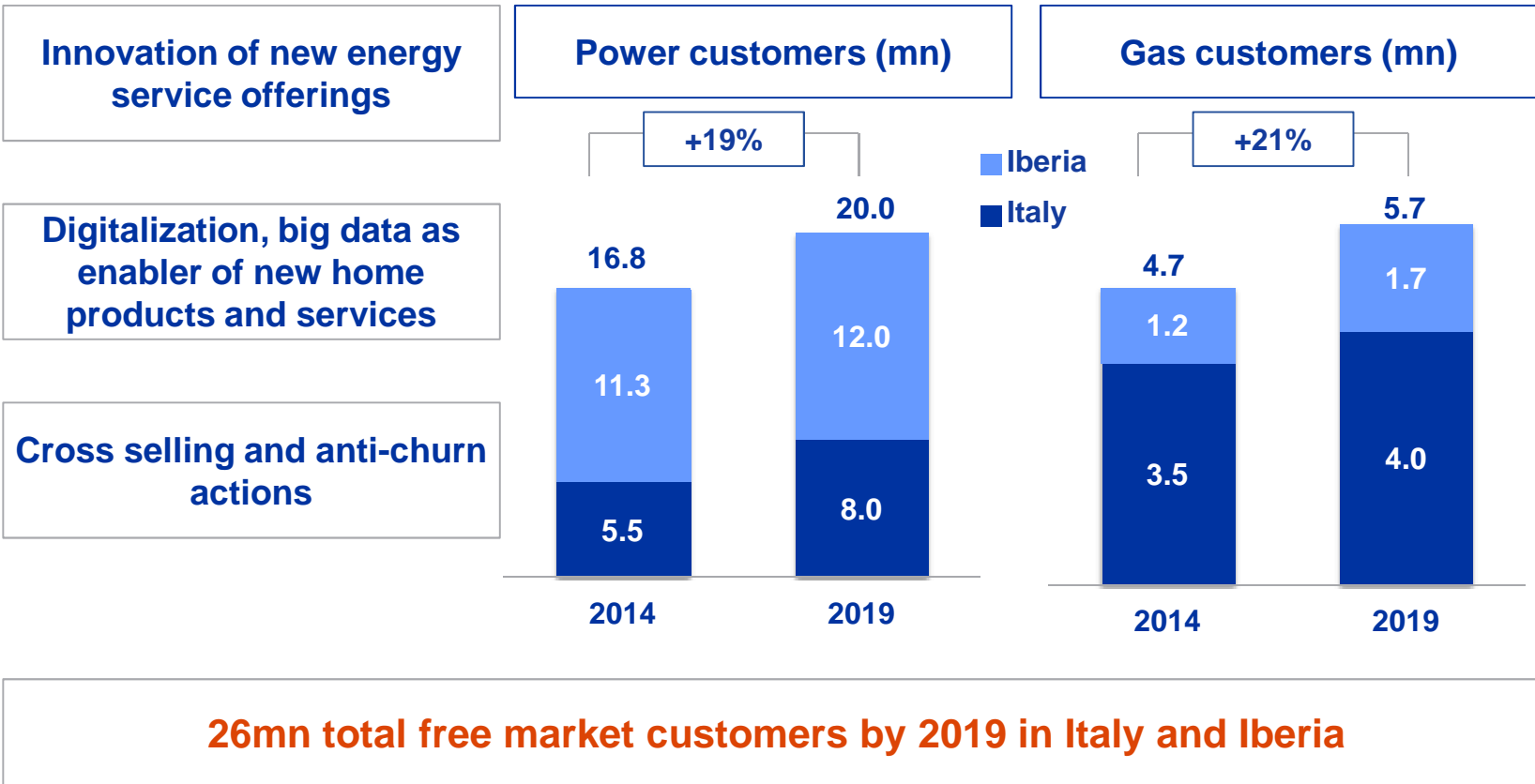
2015-2019 strategic plan  
**Industrial growth: retail**



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 Investor Relations



**Focus on free market**





2015-2019 strategic plan  
**Industrial growth: retail**



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**Focus on new energy services**

**New Energy Services**  
 commodity related & energy efficiency solutions

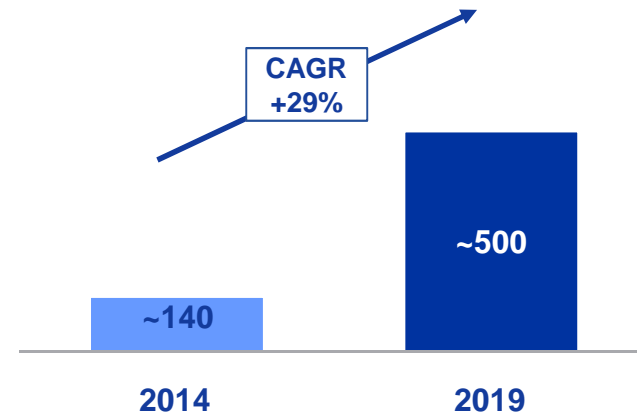
**'Simple' products**  
 LED, electric vehicles, home devices

**'Complex' products**  
 Heat pumps, boilers & solar

**Tailor made corporate offers**

**Average time to EBITDA < 1 year**

**New Energy services EBITDA<sup>1</sup> (€mn)**



**A new growth strategy based on turn-key and integrated services**

1. Including Italy, Iberia and Latam



2015-2019 strategic plan  
**Industrial growth: renewables**



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**Leverage sector growth trends**

**Predictable cash-flows**

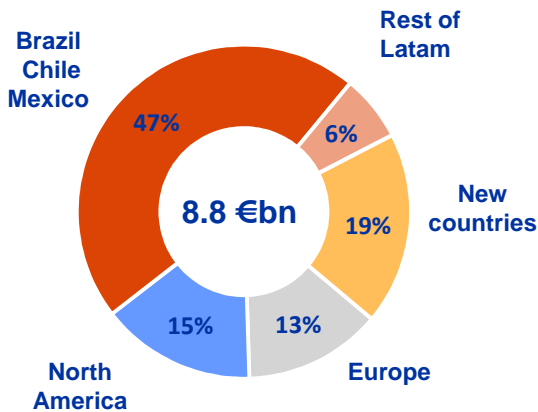
**Diversification reduces risk profile**

**Close to 50% of additional capacity addressed**

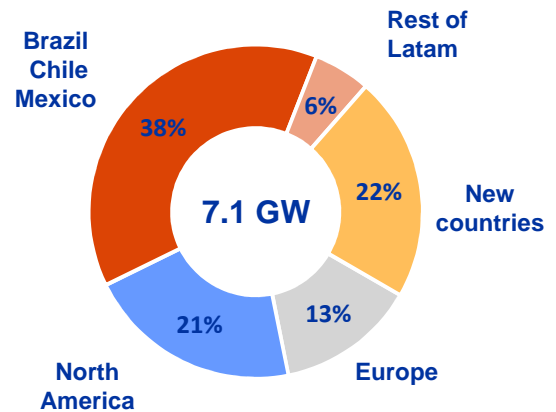
**Average time to EBITDA < 2 years**

**Growth EBITDA in 2019 ~1€bn**

**Growth capex <sup>1</sup>**



**Additional capacity**



**Spread over WACC 200/300 bps**

1. Gross Capex



2015-2019 strategic plan

# Industrial growth: conventional generation



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**0.7 GW additional capacity under PPA regime**

**0.7 GW under construction in 2019**

**Small size projects, sustainable and balanced pipeline**

**Average time to EBITDA ~4 years**

**Growth EBITDA in 2019 ~0.2 €bn**

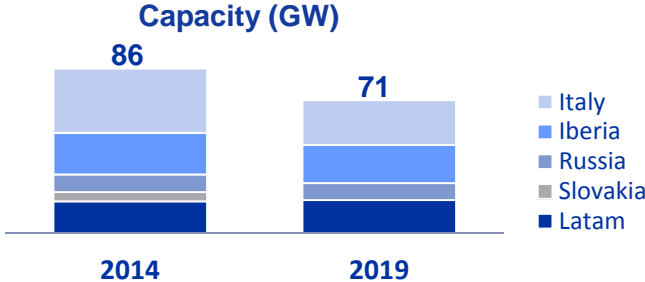
**Quimbo**

Country: **Colombia**  
 Technology: **Large hydro**  
 Capacity: **400 MW**  
 Expected production: **~2.0 TWh**  
 COD: **2015**



**Los Condores**

Country: **Chile**  
 Technology: **Hydro**  
 Capacity: **153 MW**  
 Expected production: **~0.5 TWh**  
 COD: **2018**



**Spread over WACC +200bps**



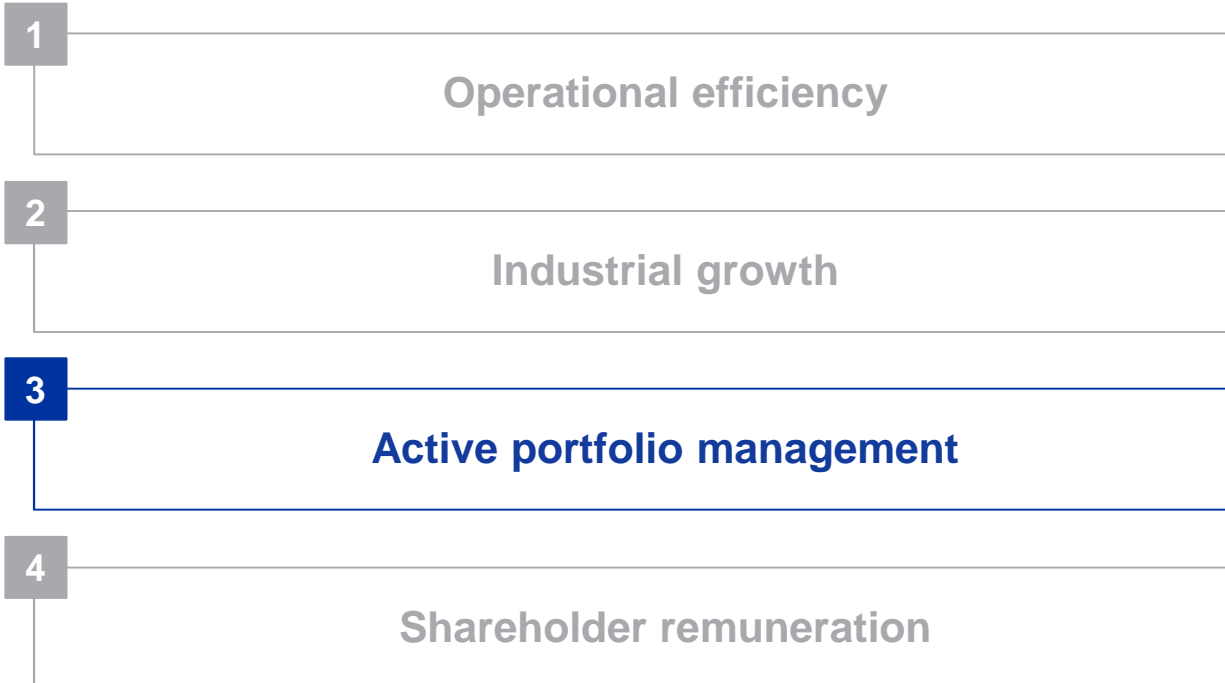


2015-2019 strategic plan

## Key pillars



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2015-2019 strategic plan

## Active portfolio management



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**All assets under ongoing review**

**Capital recycling to drive higher returns**

**Providing additional resources to fuel growth**

**Consistency with the strategic plan**



**~5% of total group invested capital**

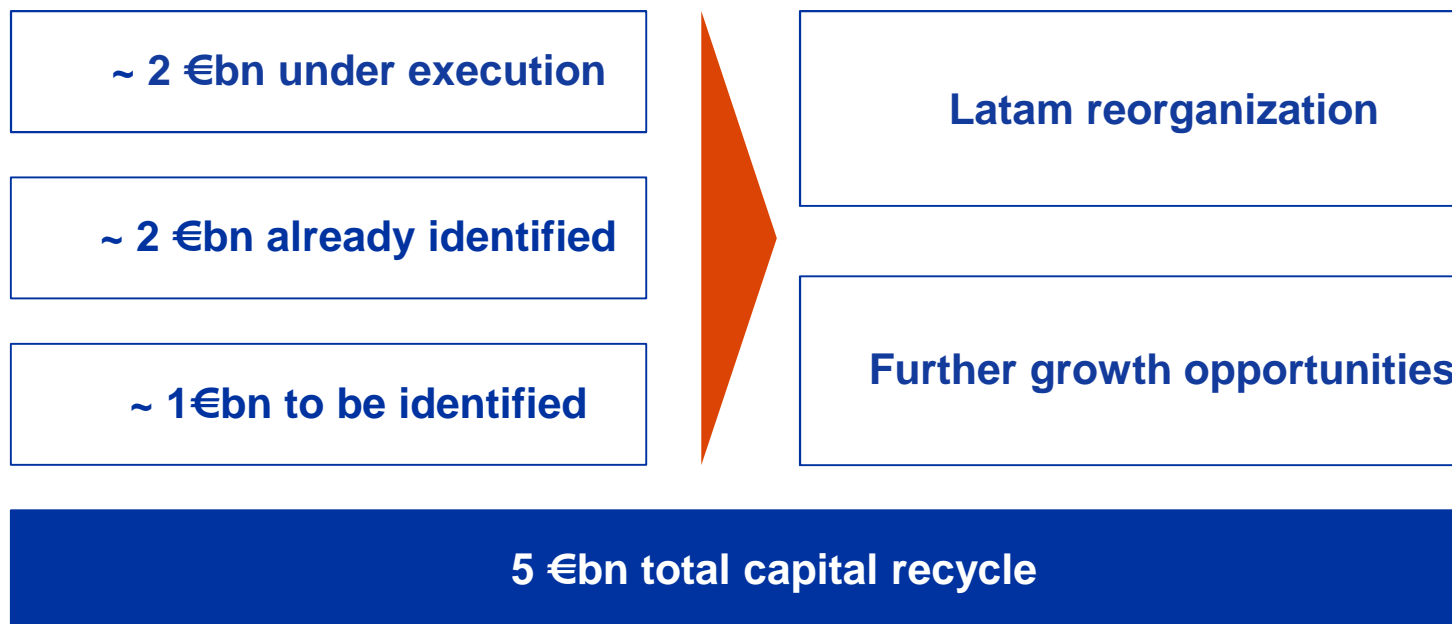


2015-2019 strategic plan

## Active portfolio management



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**Cash neutral over plan period**  
**Net income accretion<sup>1</sup> of ca. 200 €mn**

1. Net of disposals



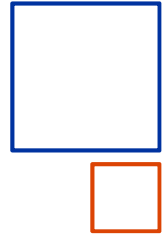
2015-2019 strategic plan

## Key pillars



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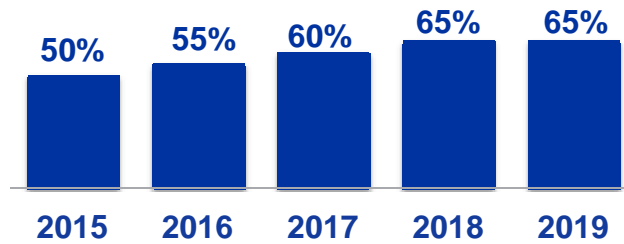
# 2015-2019 strategic plan

## Shareholder remuneration



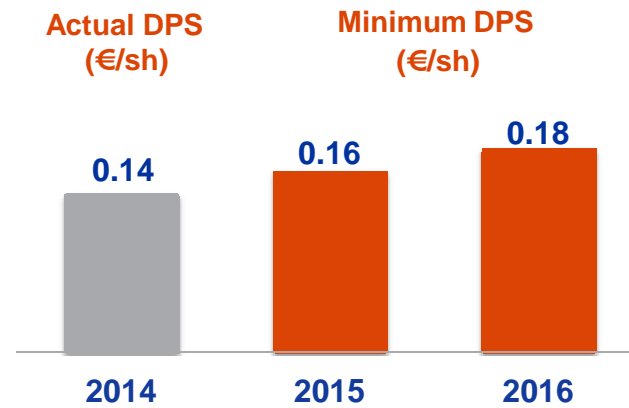
Enel Group  
Investor Relations

### Dividend policy



**Accelerating returns**

### Transition phase



**Short-term certainty**



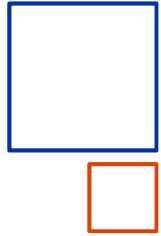
2015 Investor day

## Agenda



Enel Group  
Investor Relations

2014 main developments	Francesco Starace	CEO
FY 2014 results	Alberto De Paoli	CFO
2015-2019 strategic plan	Francesco Starace	CEO
<b>2015-2019 key financial figures</b>	<b>Alberto De Paoli</b>	<b>CFO</b>
Closing remarks	Francesco Starace	CEO



2015-2019 key financial figures

## Introduction



Enel Group  
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1

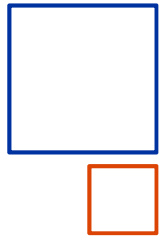
**EBITDA and Net income evolution**

2

**Financial plan and strategy**

3

**Focus on cash flow generation**

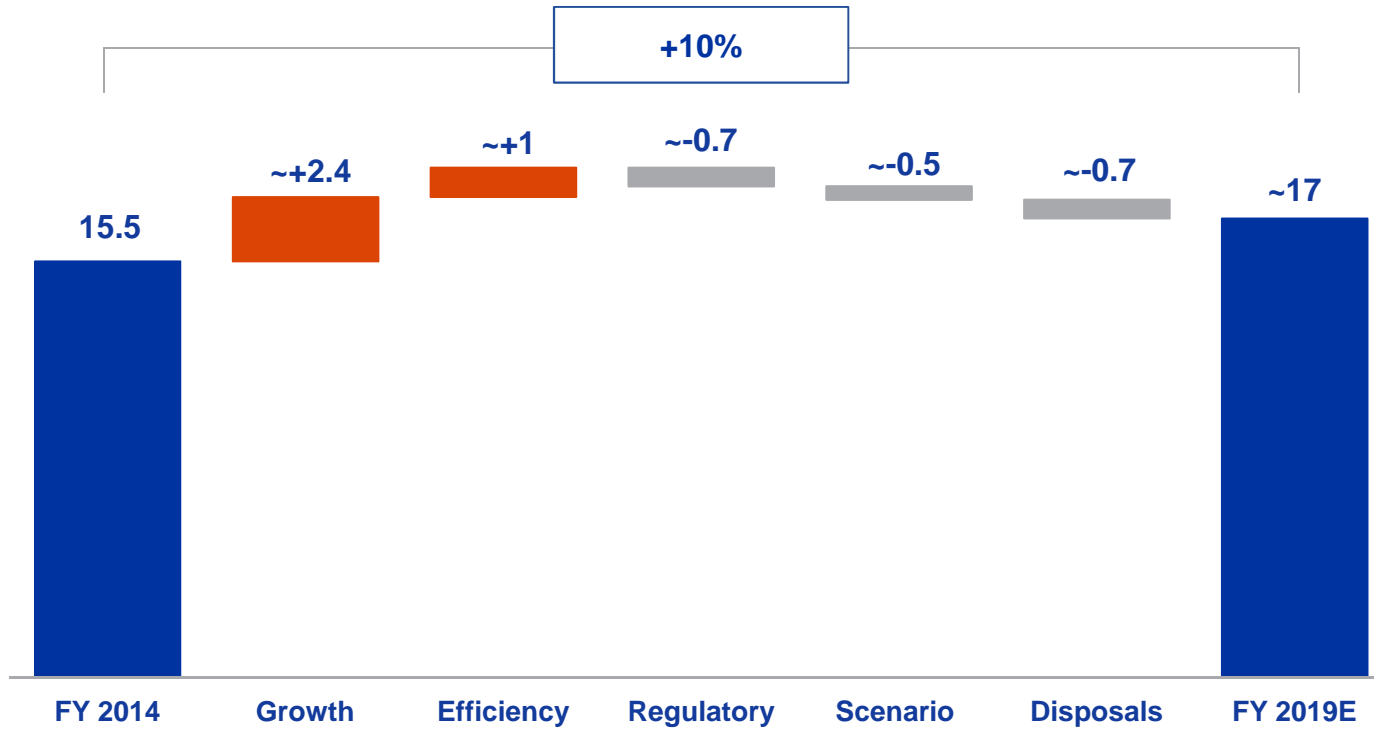


# 2015-2019 key financial figures

## EBITDA evolution (€bn)



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# 2015-2019 key financial figures

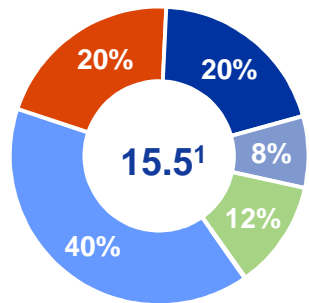
## EBITDA evolution (€bn)



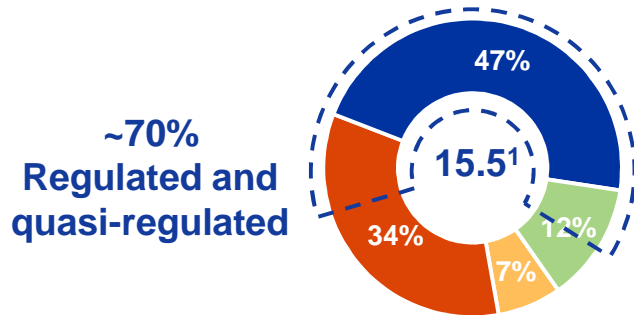
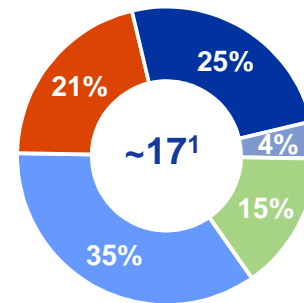
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2014

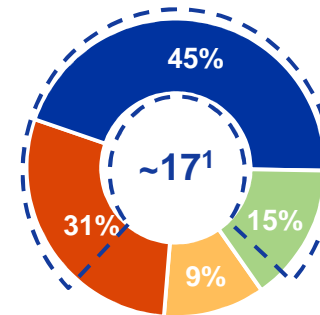
2019



- Italy
- Iberia
- Latam
- East Europe
- Renewables



- Networks
- Renewables
- Retail
- Generation<sup>2</sup>
- Regulated and quasi-regulated



**Decreasing business risk profile**

1. Including Holding and Services
2. Including retail in Iberia

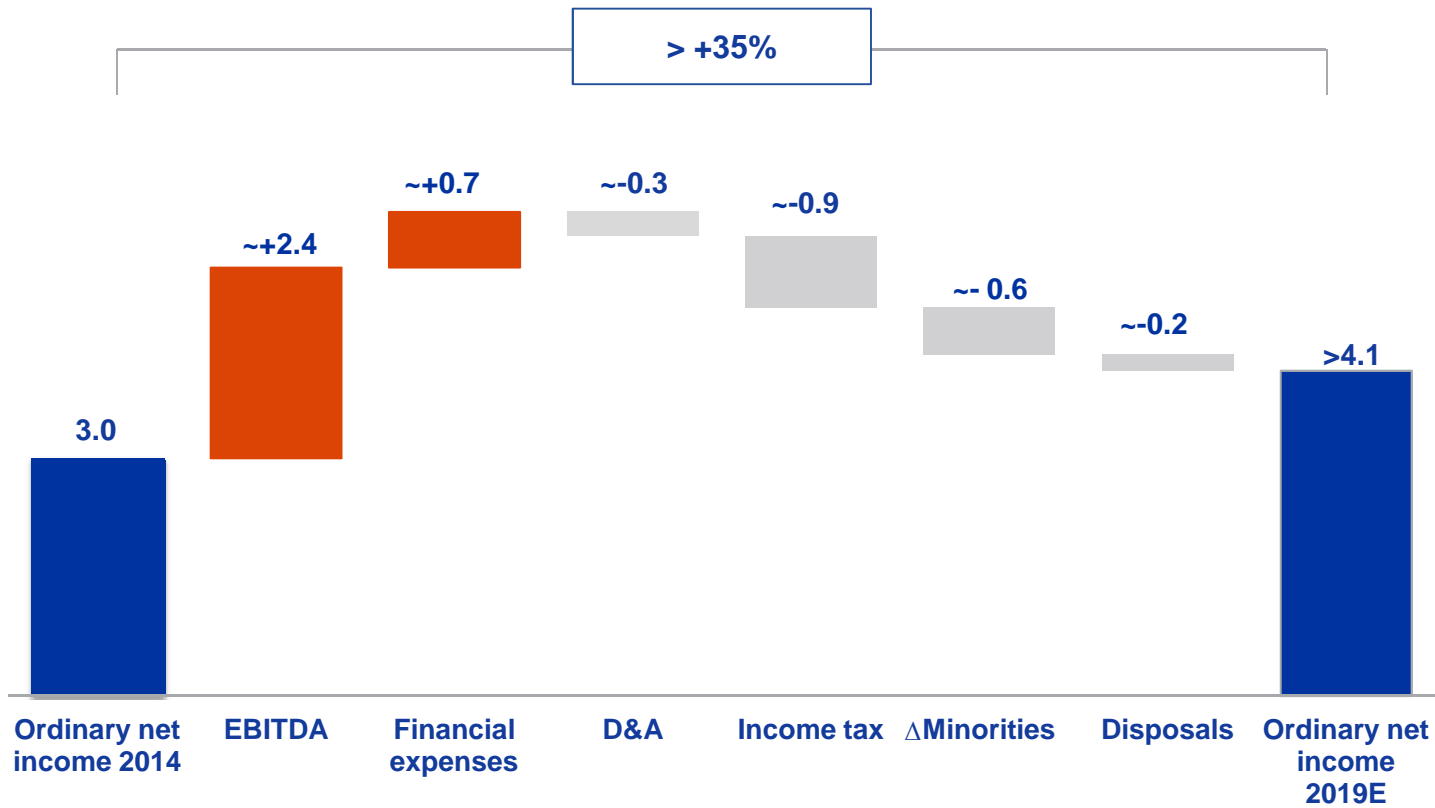


# 2015-2019 key financial figures

## Net income evolution (€bn)



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2015-2019 key financial figures

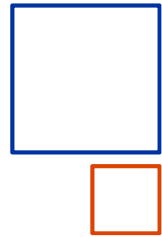
## Financial plan and strategy



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Actions completed	Further actions
Repayment of 4.3 €bn debt at maturity	Further repayment of debt at maturity with excess cash
Liability management Bond Tender/Exchange (~2.2 €bn)	Further liability management actions
Committed revolving credit line renegotiation (~11.6 €bn)	Additional pre-hedge operations to catch opportunities in low yield environment
Pre-hedge operations (~4 - 5€bn)	Debt maturity extension
Total annual savings vs 2014 >300 €mn	Optimized mix of fixed and floating of the next bond issuances

**Target of ca. 20% reduction in financial expenses on debt by 2019**



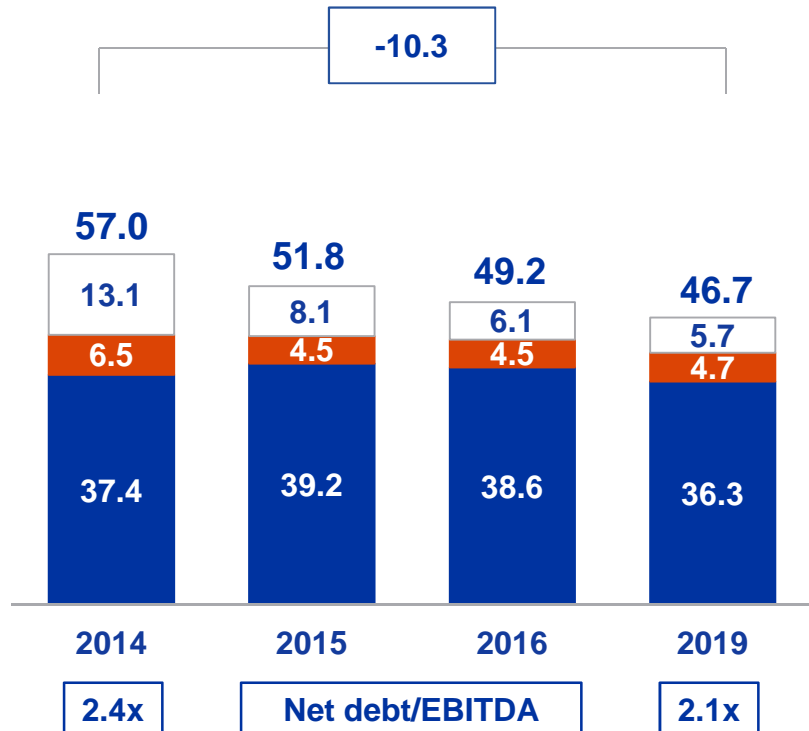
# 2015-2019 key financial figures

## Financial plan and strategy



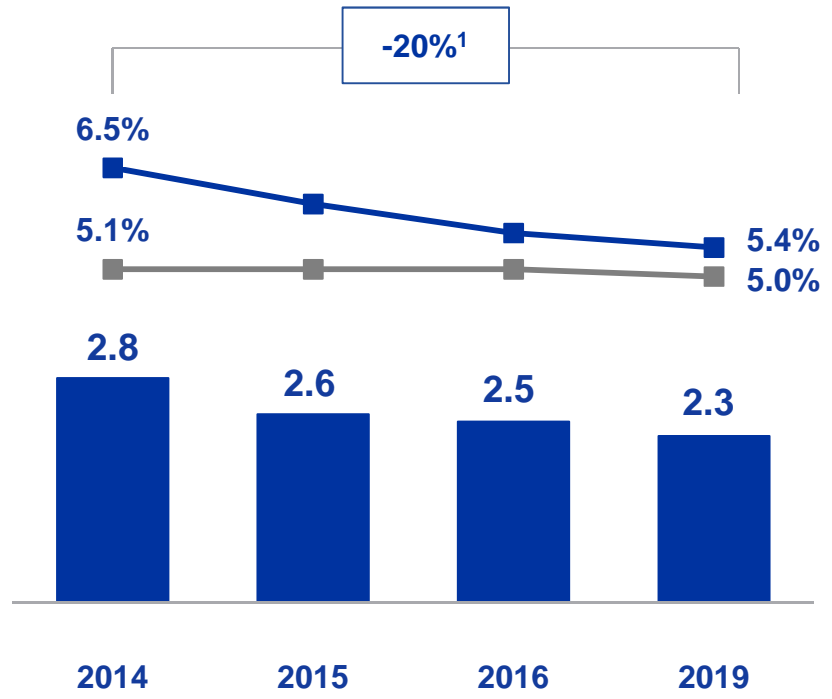
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**Gross and Net Debt (€bn)**



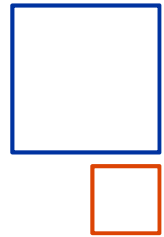
- Net debt
- Financial receivables
- Cash

**Net Financial expenses on Debt (€bn)**



- Net financial exp.
- Cost of net debt
- Cost of gross debt

1. On interest expenses on debt

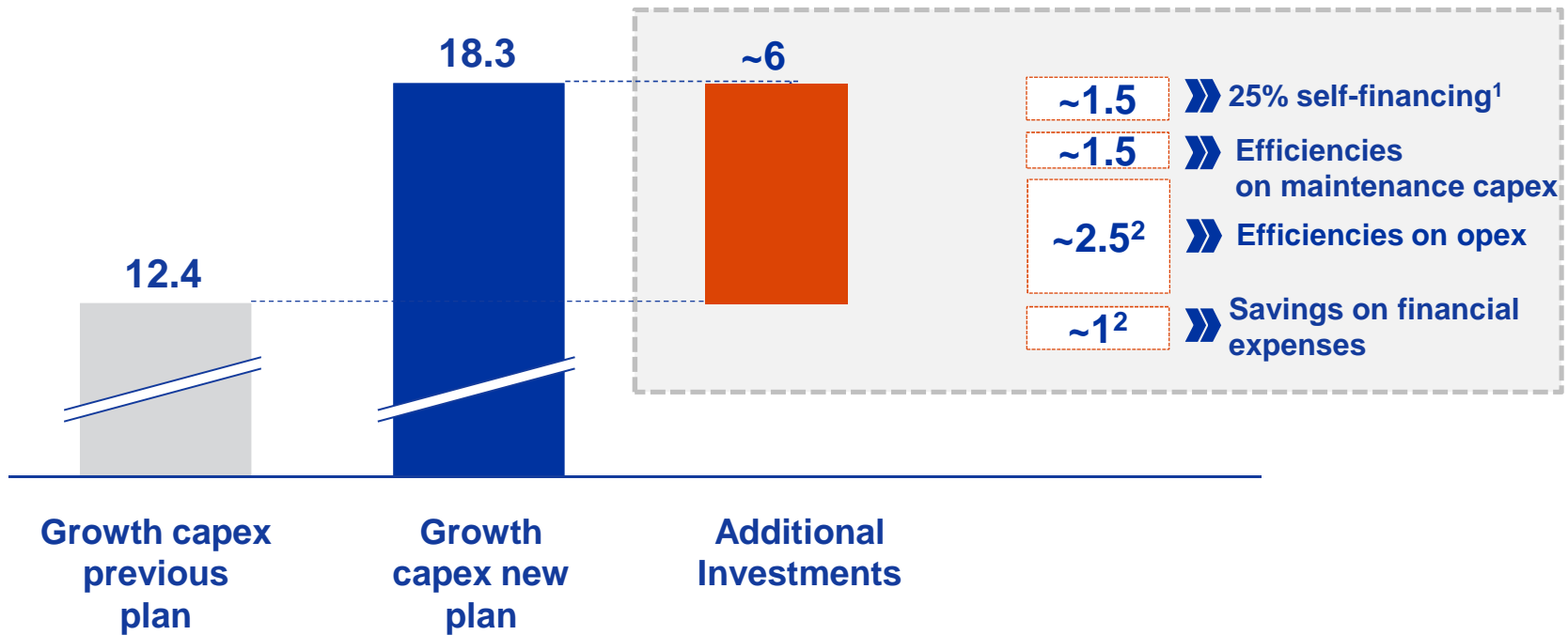


## 2015-2019 key financial figures

### Growth plan funding (€bn)

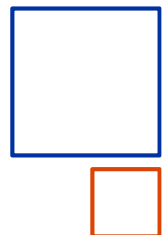


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**Additional growth fully funded by efficiencies and cash flow**

1. Self financing on additional investments (EBITDA net of taxes)
2. Post tax

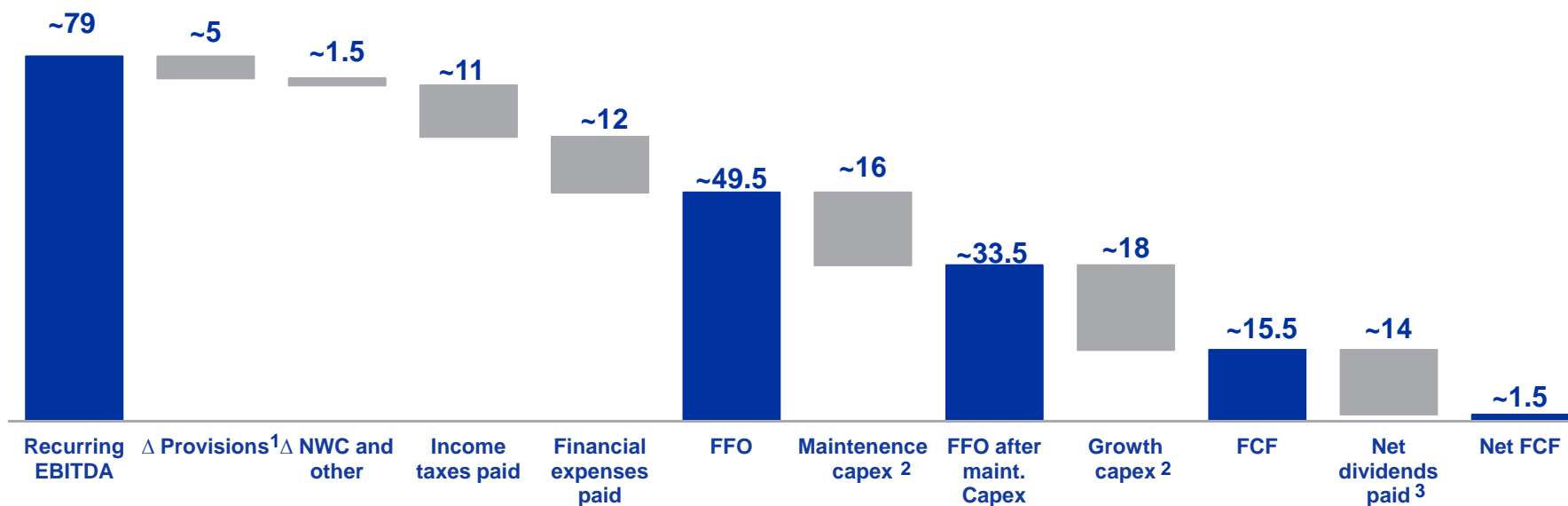


## 2015-2019 key financial figures

### Cash flow generation (€bn)



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**Positive Net Free Cash Flow of ca. 1.5 €bn**

1. Accruals, releases, utilizations of provisions in EBITDA (i.e. personnel related and risks and charges). It includes bad debt provision accruals equal to 2.6 €bn
2. Gross Capex (contributions 2.6 €bn)
3. Including dividends paid to minorities



2015 Investor day

## Agenda



Enel Group  
Investor Relations

2014 main developments	Francesco Starace	CEO
FY 2014 results	Alberto De Paoli	CFO
2015-2019 strategic plan	Francesco Starace	CEO
2015-2019 key financial figures	Alberto De Paoli	CFO
<b>Closing remarks</b>	<b>Francesco Starace</b>	<b>CEO</b>



2015 Investor day

## Closing remarks



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### Plan delivers

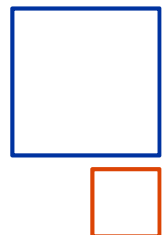
**Efficiency – ~5 €bn over the plan**

**Free cash flow generation of 15.5 €bn**

**Growth EBITDA of 2.4 €bn in 2019: +10% vs 2014**

**Attractive return to shareholders – Target payout 65%**





## 2015 Investor day Closing remarks

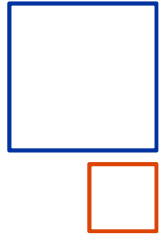


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	2015	2016	2017	CAGR (%) 2015-19
Recurring EBITDA	~15.0	~15.0	~15.6	~+3%
Net ordinary income	~3.0	~ 3.1	~3.4	~+10%
Minimum DPS	0.16 €/sh	0.18 €/sh		~+17%
Pay-out	50%	55%	60%	+7%
FFO/Net Debt	21%	24%	27%	~+9%

# 2015-19 Strategic plan annexes





# Assumptions Commodities



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**Brent \$/bbl**



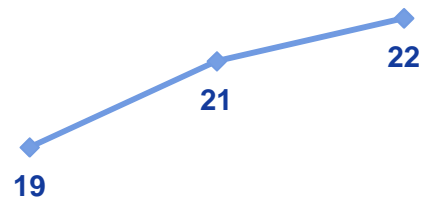
2015 2016 2017

**Coal \$/ton**



2015 2016 2017

**Gas TTF €/MWh**



2015 2016 2017

**CO2 €/ton**



2015 2016 2017

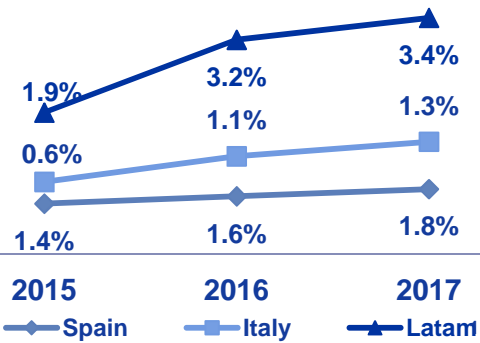


# Assumptions Macroeconomics

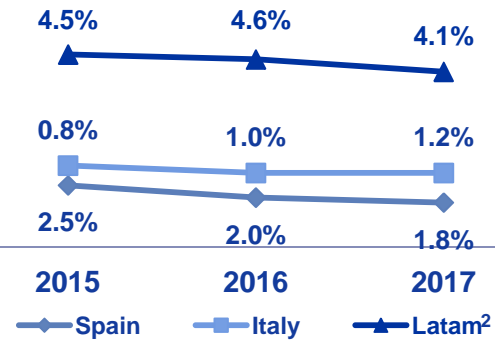


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Investor Relations

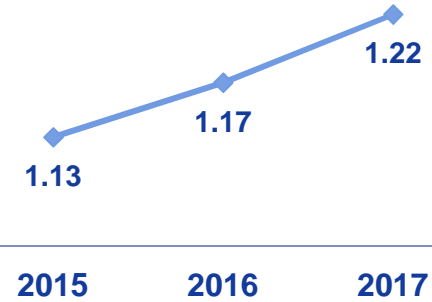
**GDP**



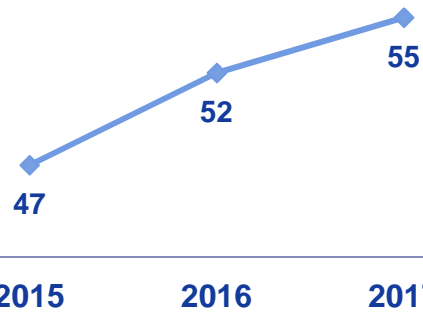
**Electricity demand (yoy)**



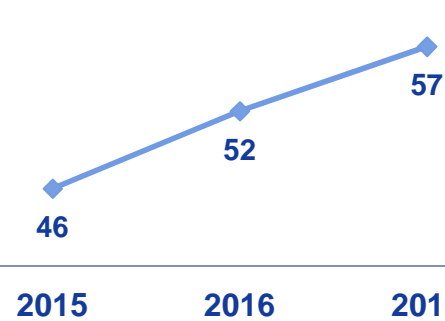
**FX - €/€**



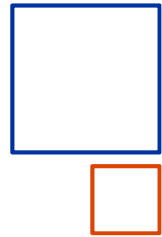
**Power Prices ITA €/Mwh**



**Power Prices Spain €/Mwh**



1. Argentina, Brazil, Chile (CIS), Colombia, Peru .GDP weighted by real levels
2. Argentina, Brazil, Chile (CIS), Colombia, Peru. Average growth weighted by Enel's production



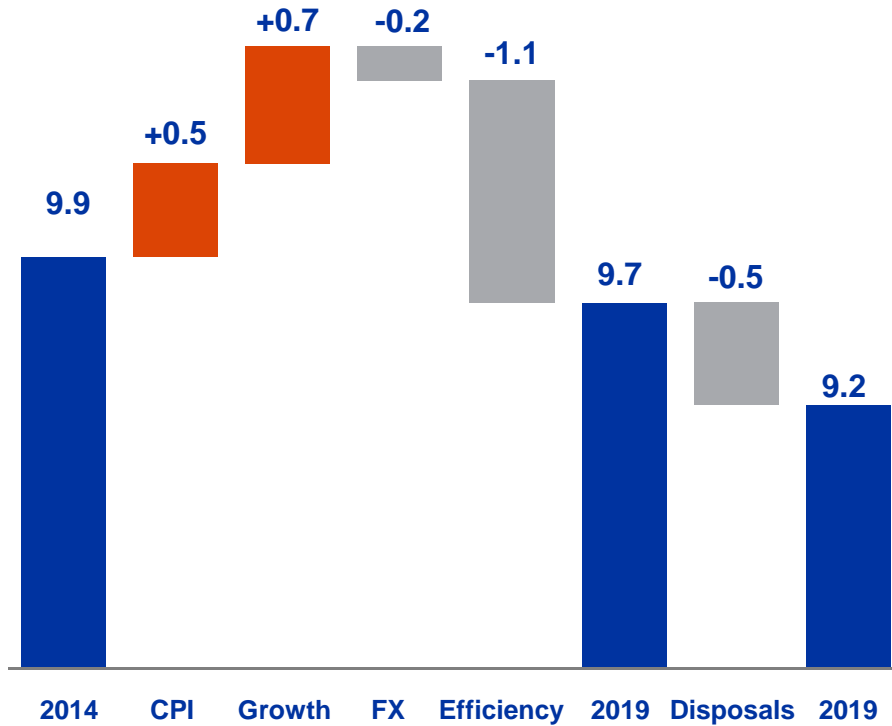
# Strategic plan 2015-19

## Focus on efficiency (€bn)

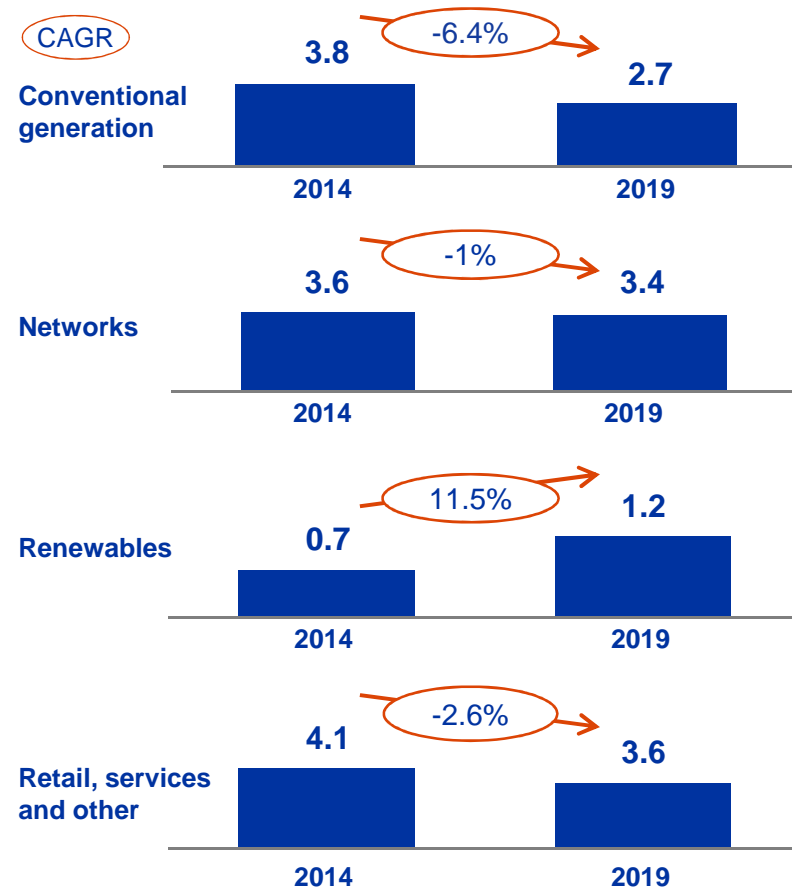


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### Opex evolution<sup>1</sup>



### Opex by business



1. Total Fixed Costs (net of Capitalizations)



2015-2019 strategic plan

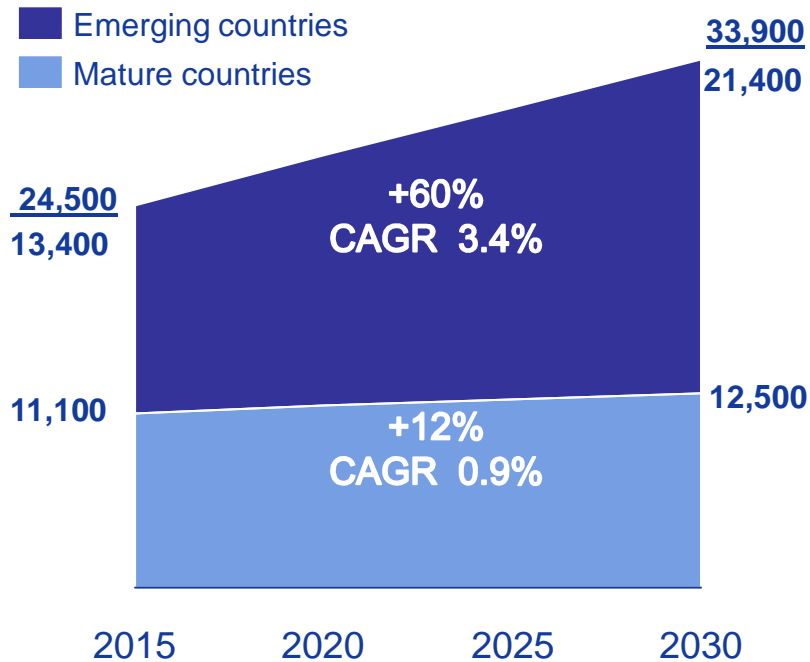
# Key global themes in the utility sector: demand growth



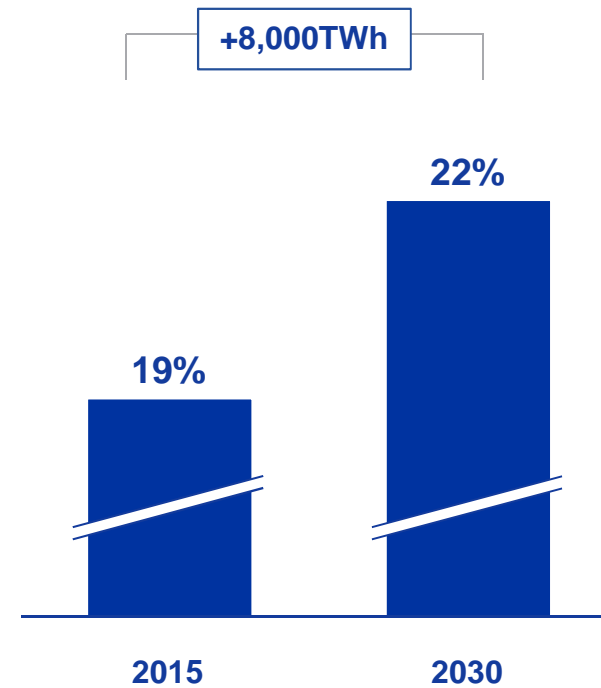
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## World electricity demand (TWh)



## Increasing share of electricity on total world energy consumption



**Prospective energy demand driven by emerging countries**

Source: World Energy Outlook 2014- IEA



Strategic plan 2015-19: focus on divisions

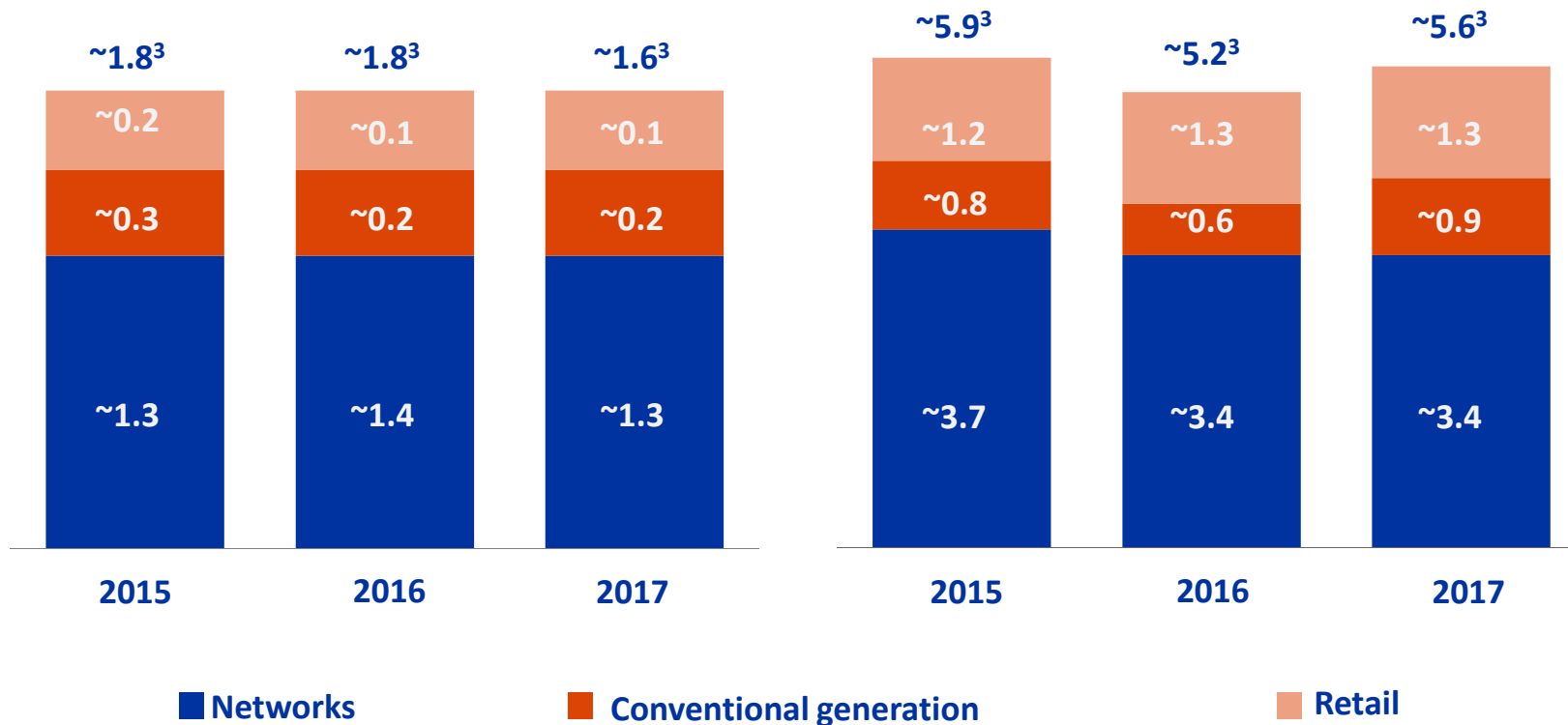
### Italian operations: targets<sup>1</sup>



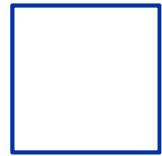
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Capex<sup>2</sup> (€bn)

EBITDA (€bn)



1. Gross of disposals  
 2. Gross Capex  
 3. Including Services



Strategic plan 2015-19: focus on divisions

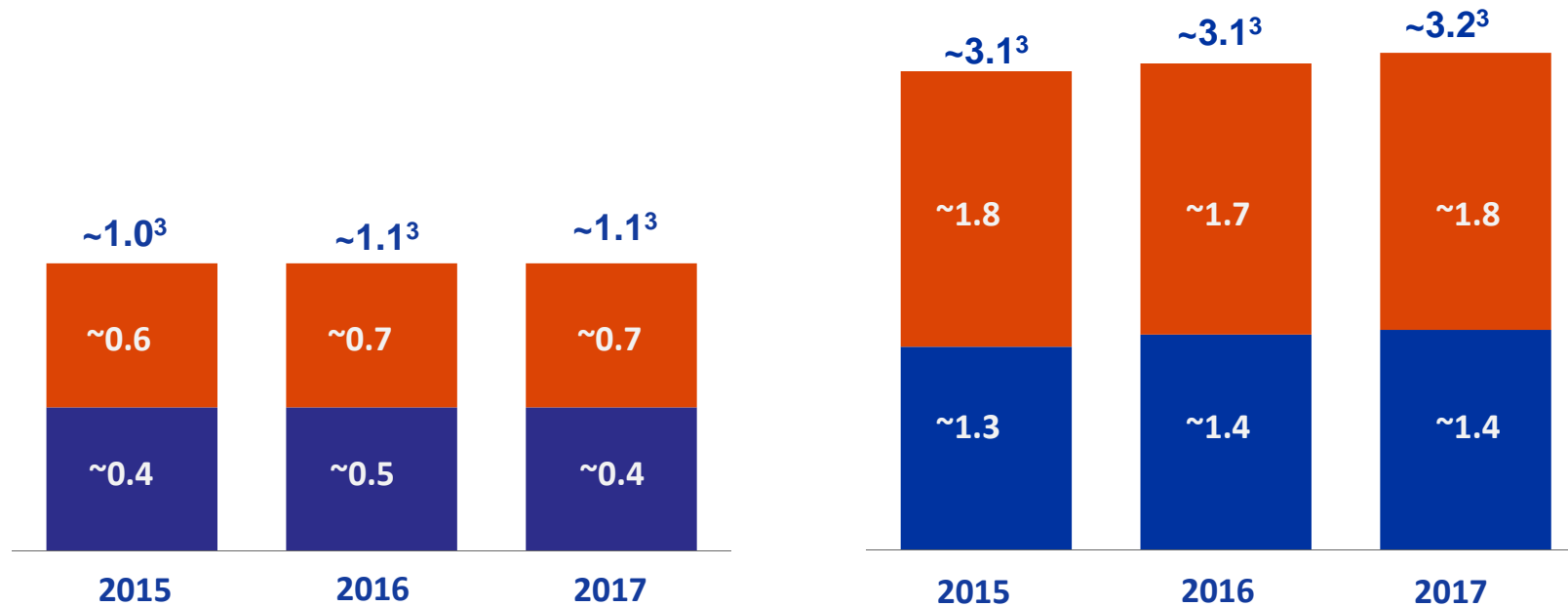
### Iberia: targets<sup>1</sup>



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Capex<sup>2</sup> (€bn)

EBITDA (€bn)



■ Conventional generation and Retail

■ Networks

- 1. Gross of disposals
- 2. Gross Capex
- 3. Including Services





Strategic plan 2015-19: focus on divisions

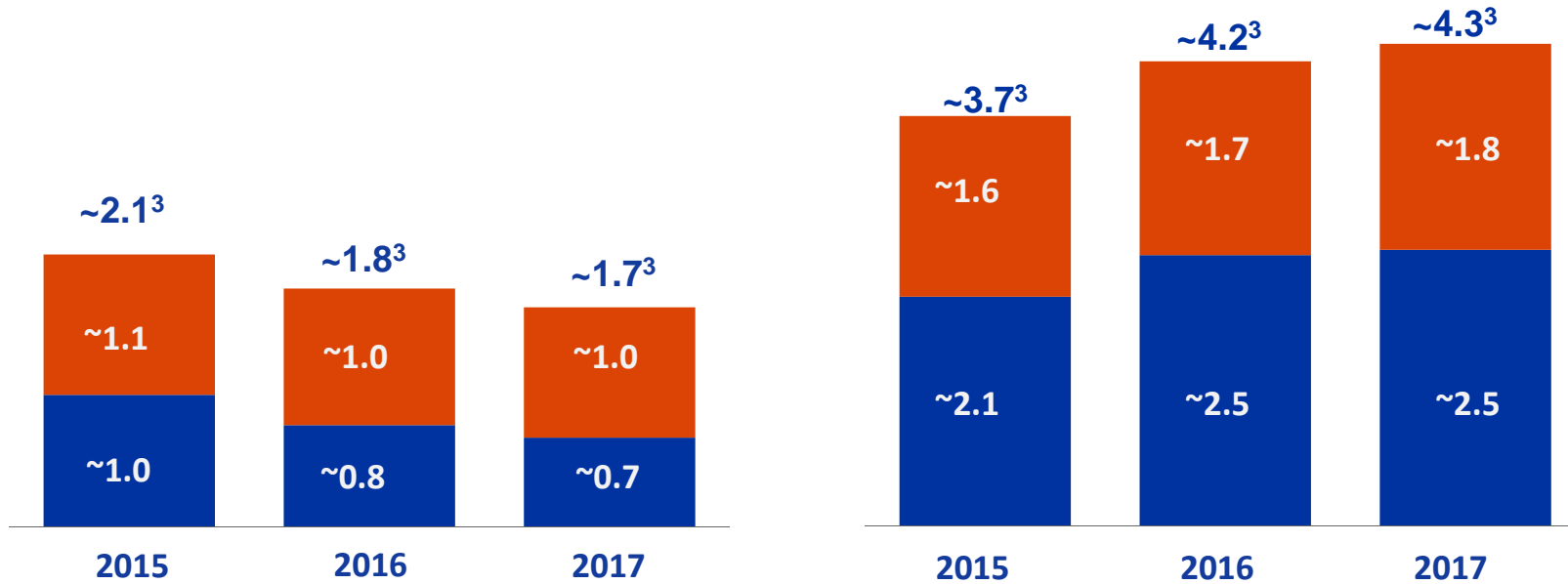
### Latam: targets<sup>1</sup>



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Capex<sup>2</sup> (€bn)

EBITDA (€bn)



■ Conventional generation

■ Networks

- 1. Gross of disposals
- 2. Gross Capex
- 3. Including Services



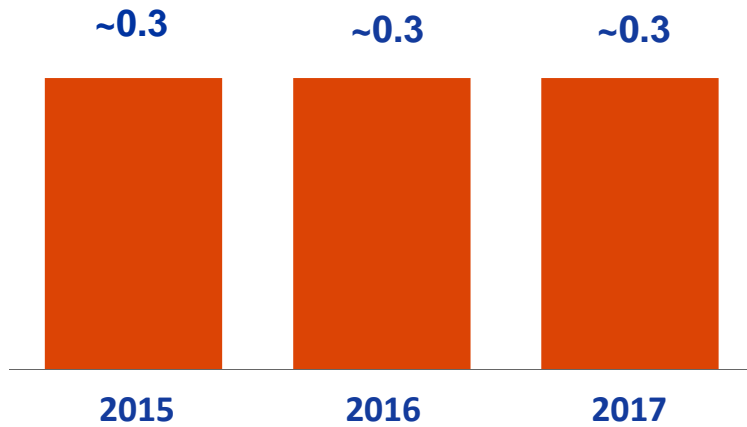
Strategic plan 2015-19: focus on divisions

## East Europe operations: targets<sup>1, 2</sup>

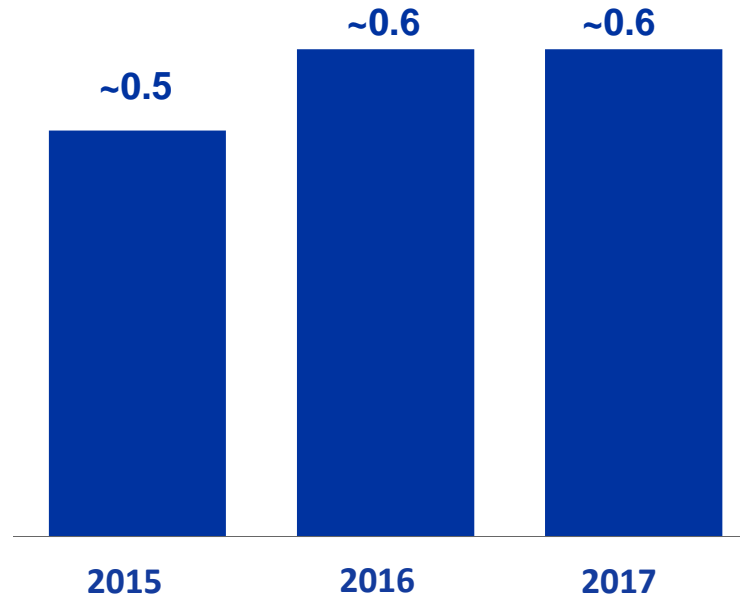


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Capex<sup>3</sup> (€bn)



EBITDA (€bn)



1. Net of assets held for sale
2. Gross of disposals
3. Gross Capex



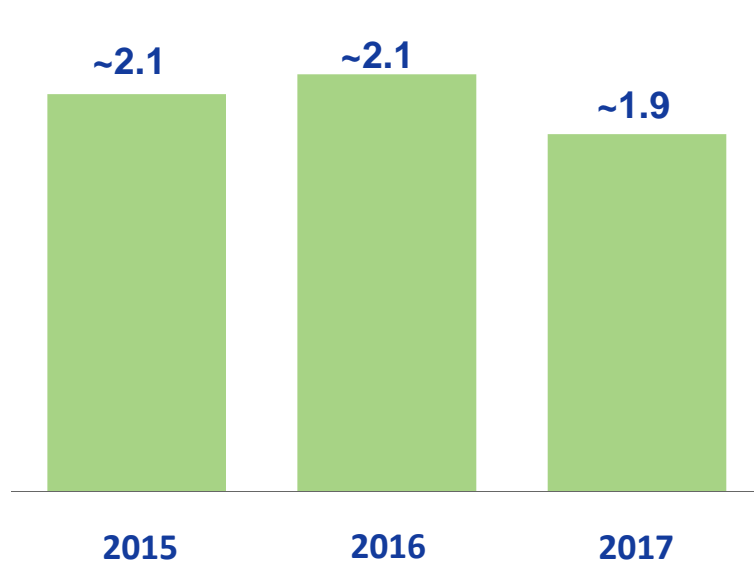
Strategic plan 2015-19: focus on divisions

## Renewables: targets<sup>1</sup>

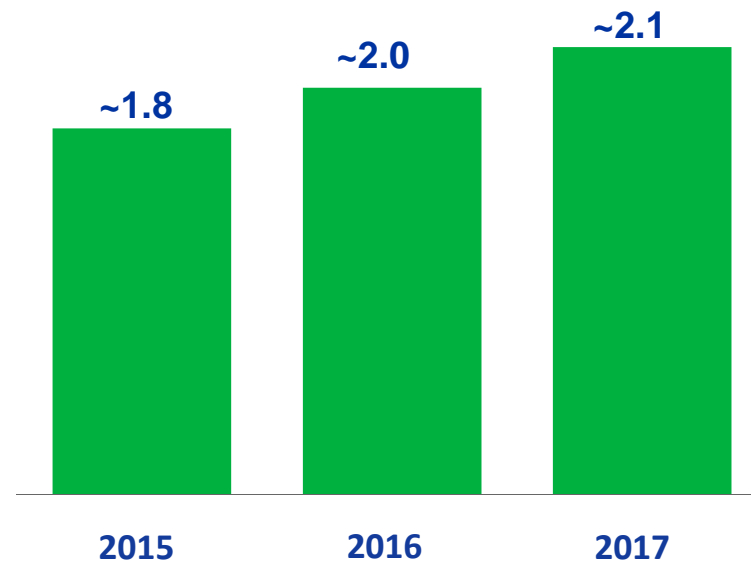


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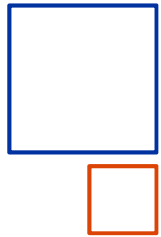
Capex<sup>2</sup> (€bn)



EBITDA (€bn)



1. Net of disposals  
2. Gross Capex

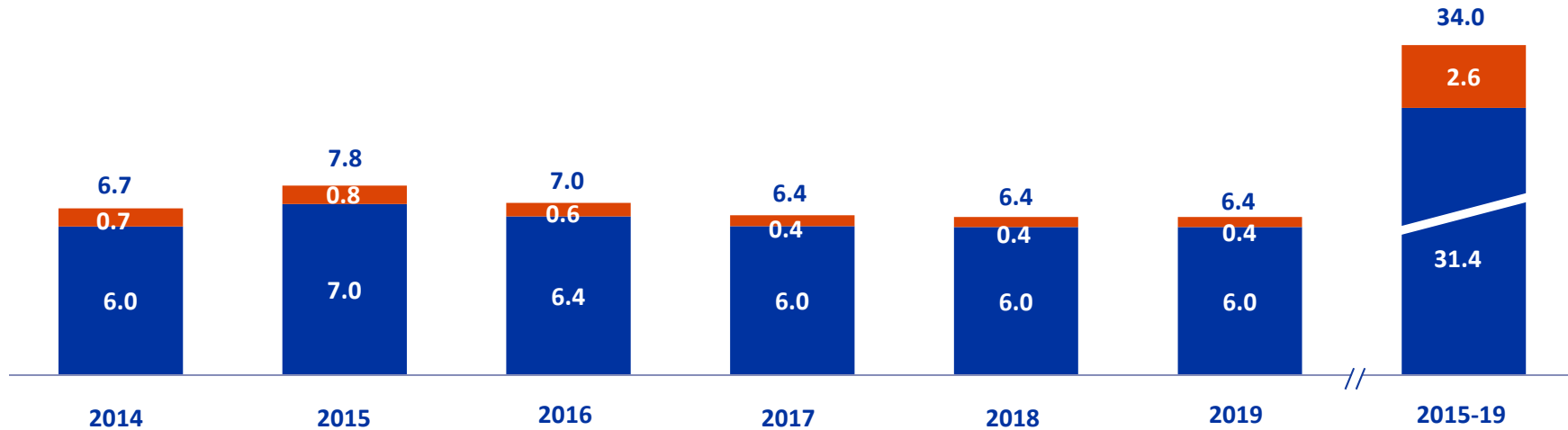


# Strategic plan 2015-19

## Capex plan (€bn)

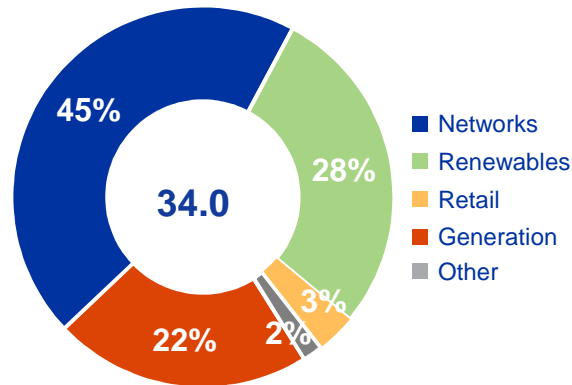


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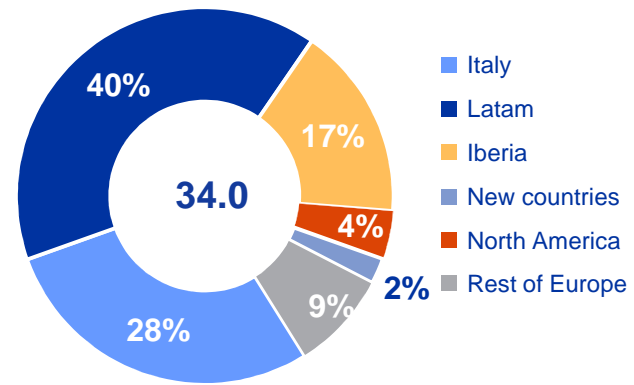


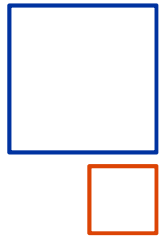
Contributions  
Net capex

By business



By country





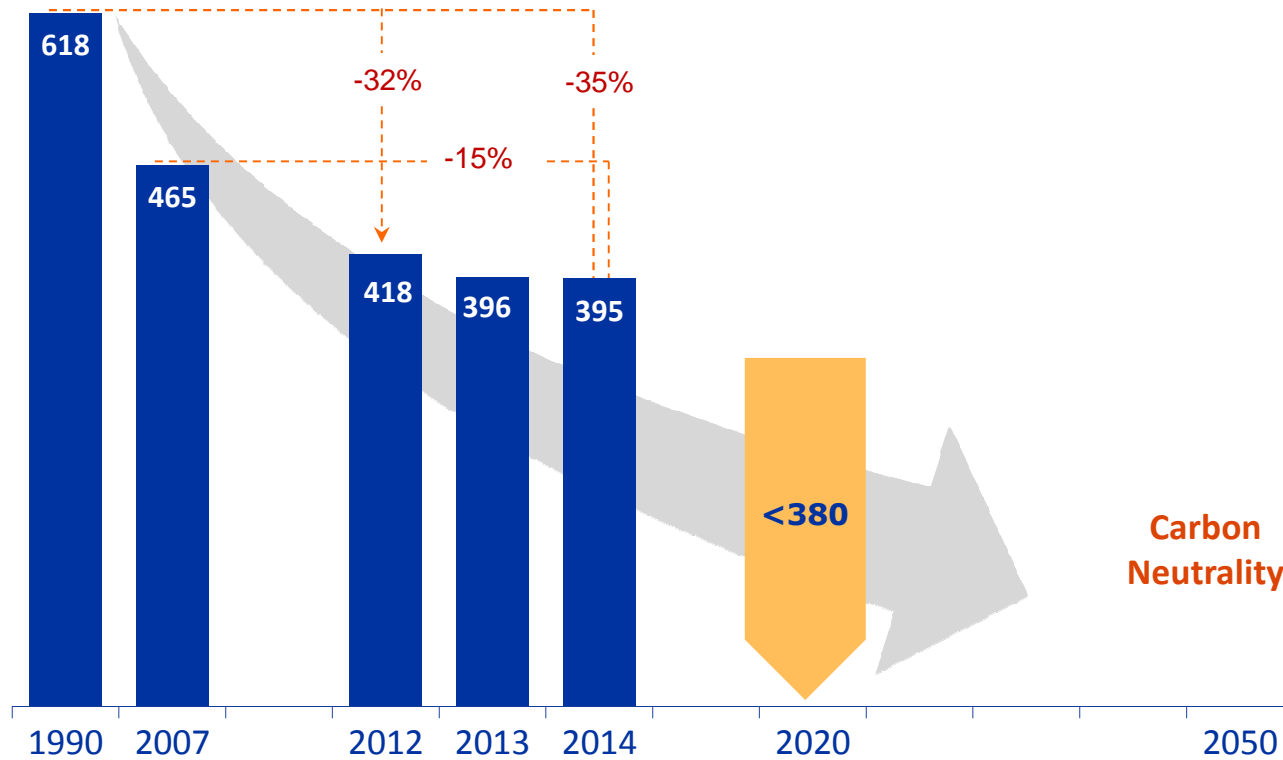
# Strategic plan 2015-19

## New CO<sub>2</sub> reduction Target



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CO<sub>2</sub> specific emissions performance and target of reduction  
(gCO<sub>2</sub>/kWh<sub>eq.</sub>)



# FY 2014 results annexes





FY 2014 results

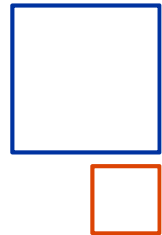
## From EBITDA to Net Income(€mn)



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	FY14 Reported	FY13 Reported Restated <sup>1</sup>	% vs	FY14 Ordinary <sup>2</sup>	FY13 Ordinary <sup>2</sup> Restated <sup>1</sup>	% vs
<b>EBITDA</b>	<b>15,757</b>	<b>16,691</b>	<b>-5.6</b>	<b>15,502</b>	<b>15,769</b>	<b>-1.7</b>
<b>D&amp;A</b>	<b>(12,670)</b>	<b>(6,951)</b>		<b>(6,243)</b>	<b>(5,973)</b>	
<b>EBIT</b>	<b>3,087</b>	<b>9,740</b>	<b>-68.3</b>	<b>9,259</b>	<b>9,796</b>	<b>-5.5</b>
<b>Net financial charges</b>	<b>(3,130)</b>	<b>(2,804)</b>		<b>(3,130)</b>	<b>(2,867)</b>	
Net income from equity investments using equity method	(35)	217		142	217	
<b>EBT</b>	<b>(78)</b>	<b>7,153</b>	<b>n.s.</b>	<b>6,271</b>	<b>7,146</b>	<b>12.2</b>
<b>Income tax</b>	<b>850</b>	<b>(2,373)</b>		<b>(2,007)</b>	<b>(2,432)</b>	
<b>Net income<sup>3</sup></b>	<b>772</b>	<b>4,780</b>		<b>4,264</b>	<b>4,714</b>	
<b>Minorities</b>	<b>(255)</b>	<b>(1,545)</b>		<b>(1,270)</b>	<b>(1,595)</b>	
<b>Group net income</b>	<b>517</b>	<b>3,235</b>	<b>-84.0</b>	<b>2,994</b>	<b>3,119</b>	<b>-4.0</b>

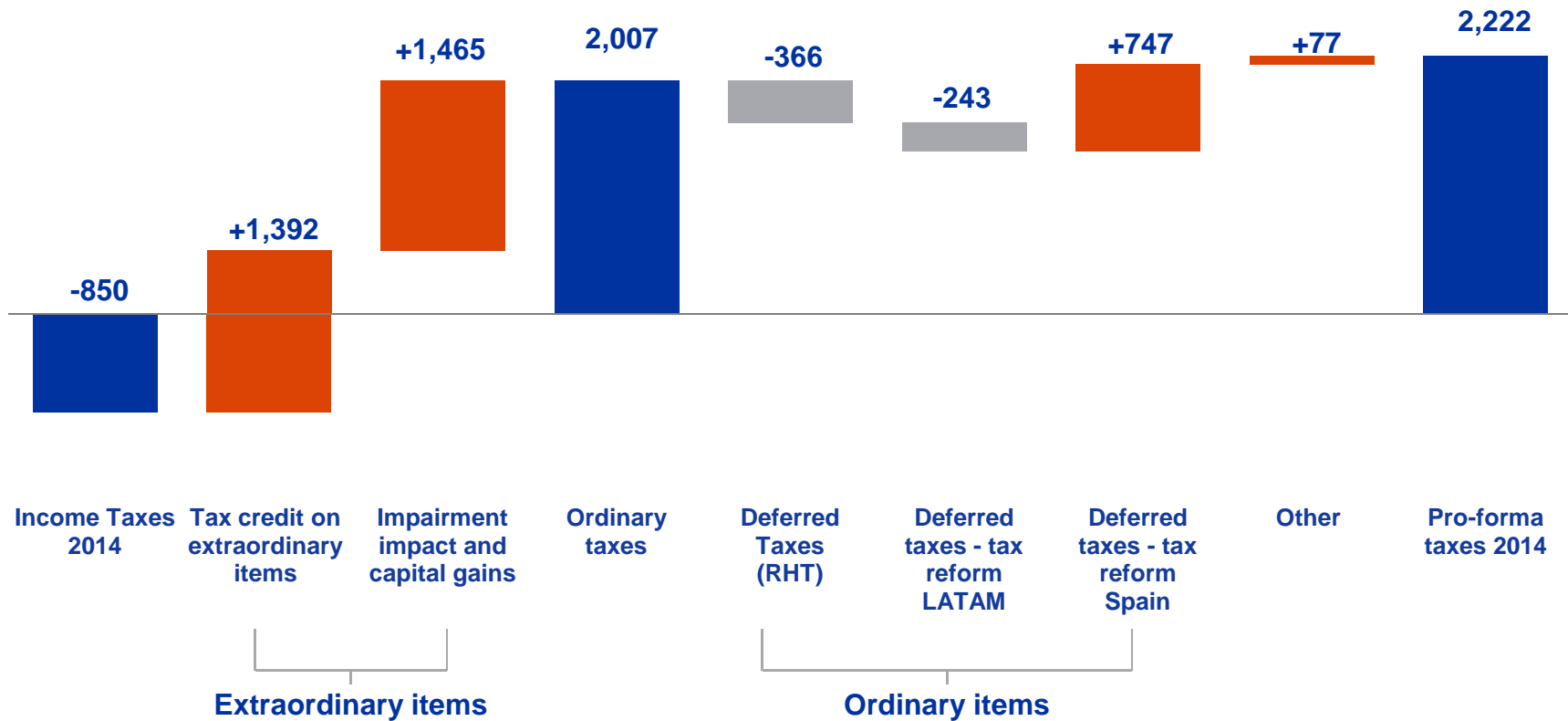
1. 2013 restated due to the application of IFRS 11
2. Continuing operations & including third parties
3. Excluding capital gains, losses and one-off items



FY 2014 results  
**Focus on taxes (€mn)**

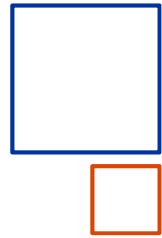


Enel Group  
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**Proforma tax rate equal to 33.7%**



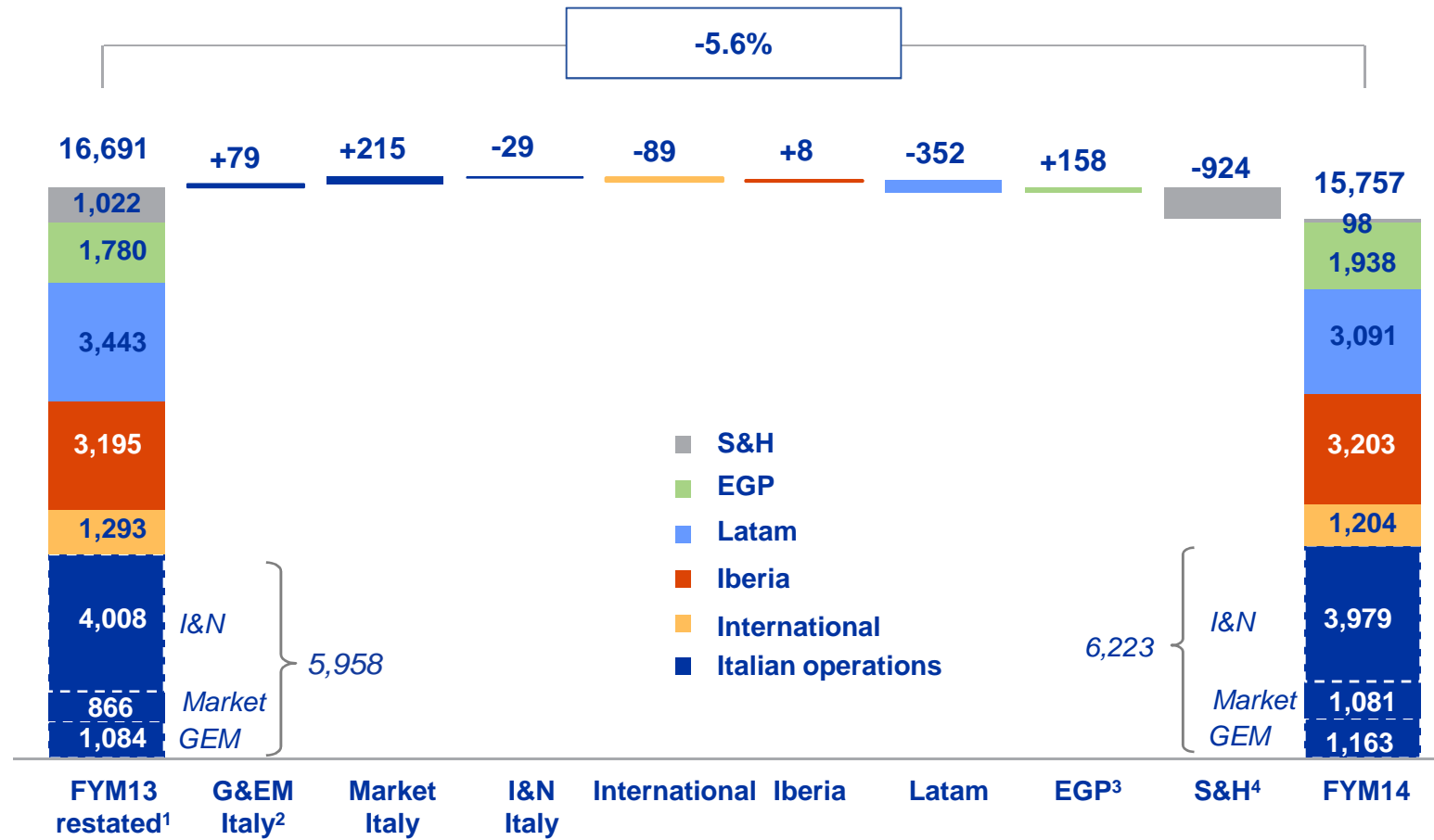


FY 2014 results

## Group reported EBITDA evolution (€mn)



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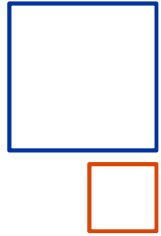


1. 2013 restated due to the application of IFRS 11

2. Including non recurring items of +50 €mn (remeasurement of fair value of SE Hydropower)

3. Including non recurrent items of +123 €mn (El Salvador settlement)

4. Including the Engineering & Research division and elisions. Including non recurring item of +82 €mn (Arctic Russia price adjustment)

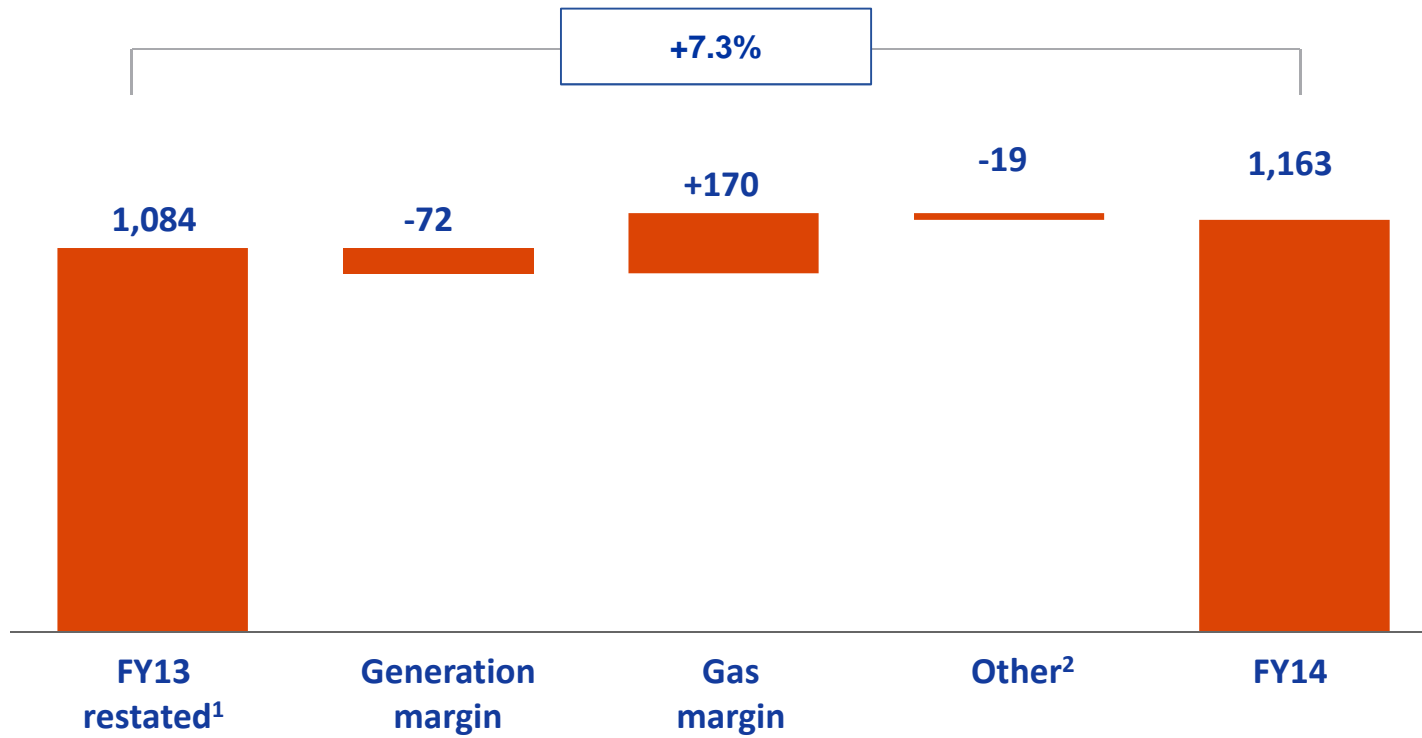


# FY 2014 results: EBITDA evolution

## G&EM Italy (€mn)

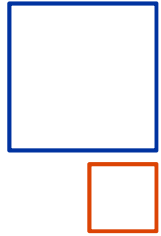


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1. Due to the application of IFRS 11

2. Including non recurring item of +50 €mn remeasurement of fair value of SE Hydropower

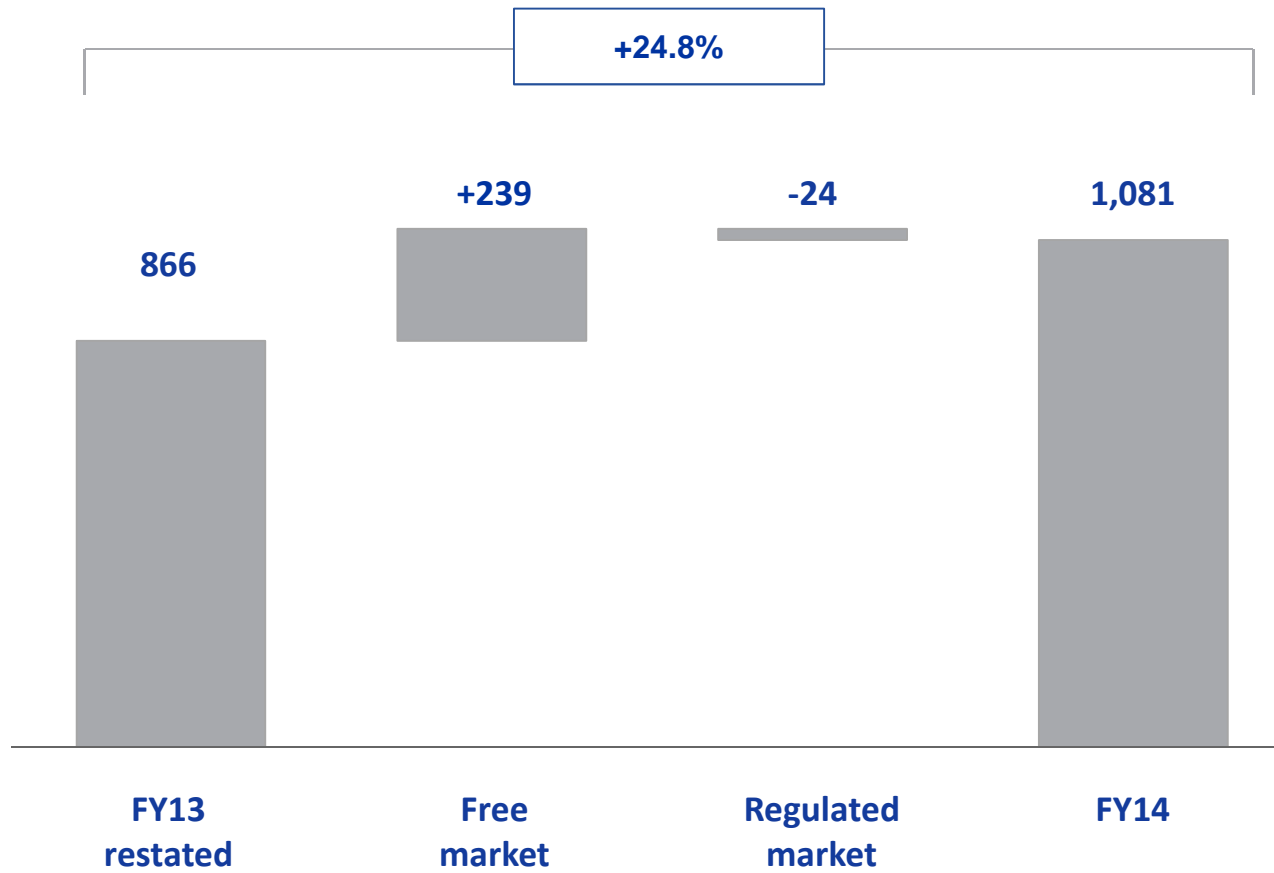


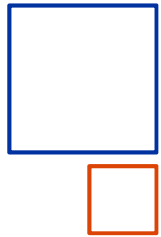
# FY 2014 results: EBITDA evolution

## Market Italy (€mn)



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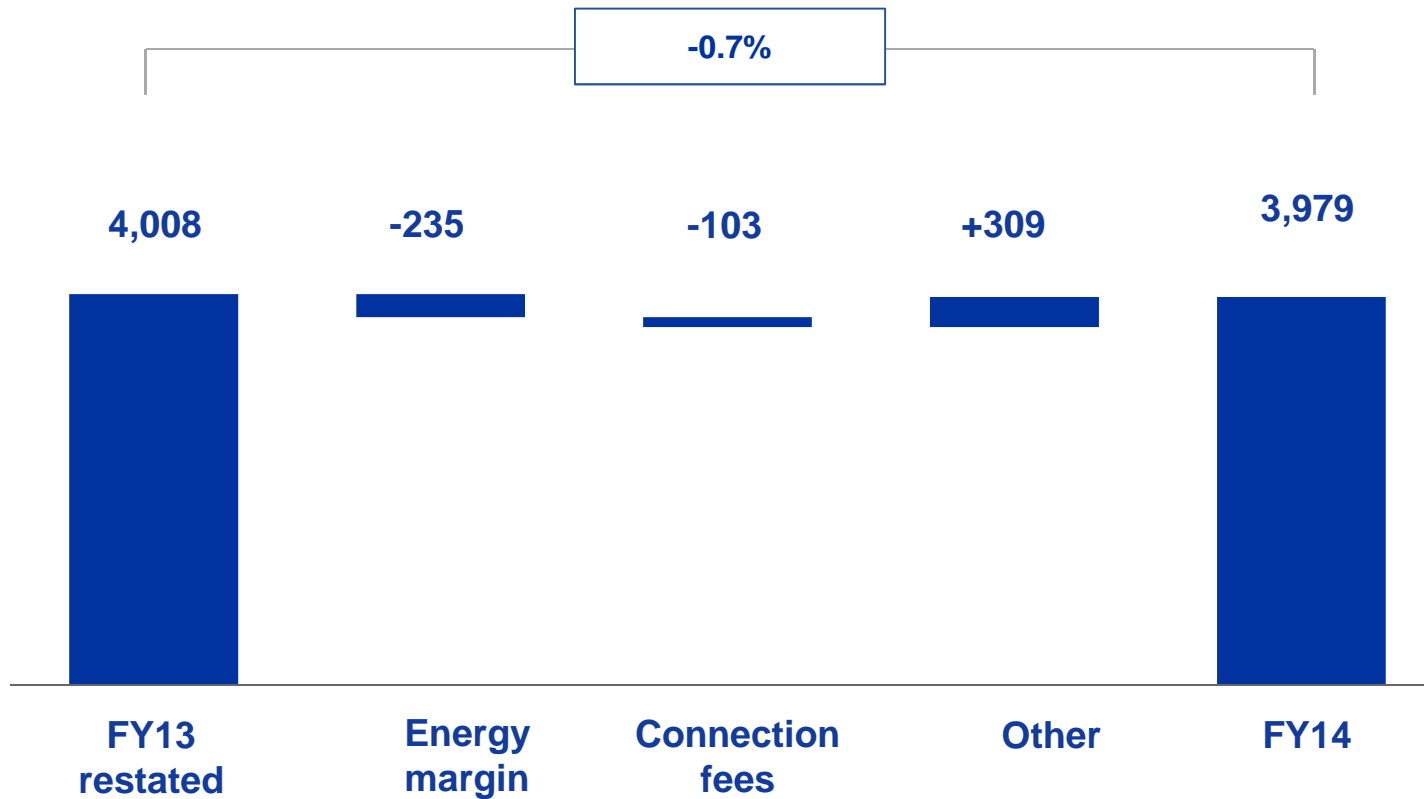


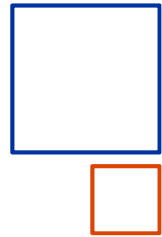
# FY 2014 results: EBITDA evolution

## Infrastructure & Networks Italy (€mn)



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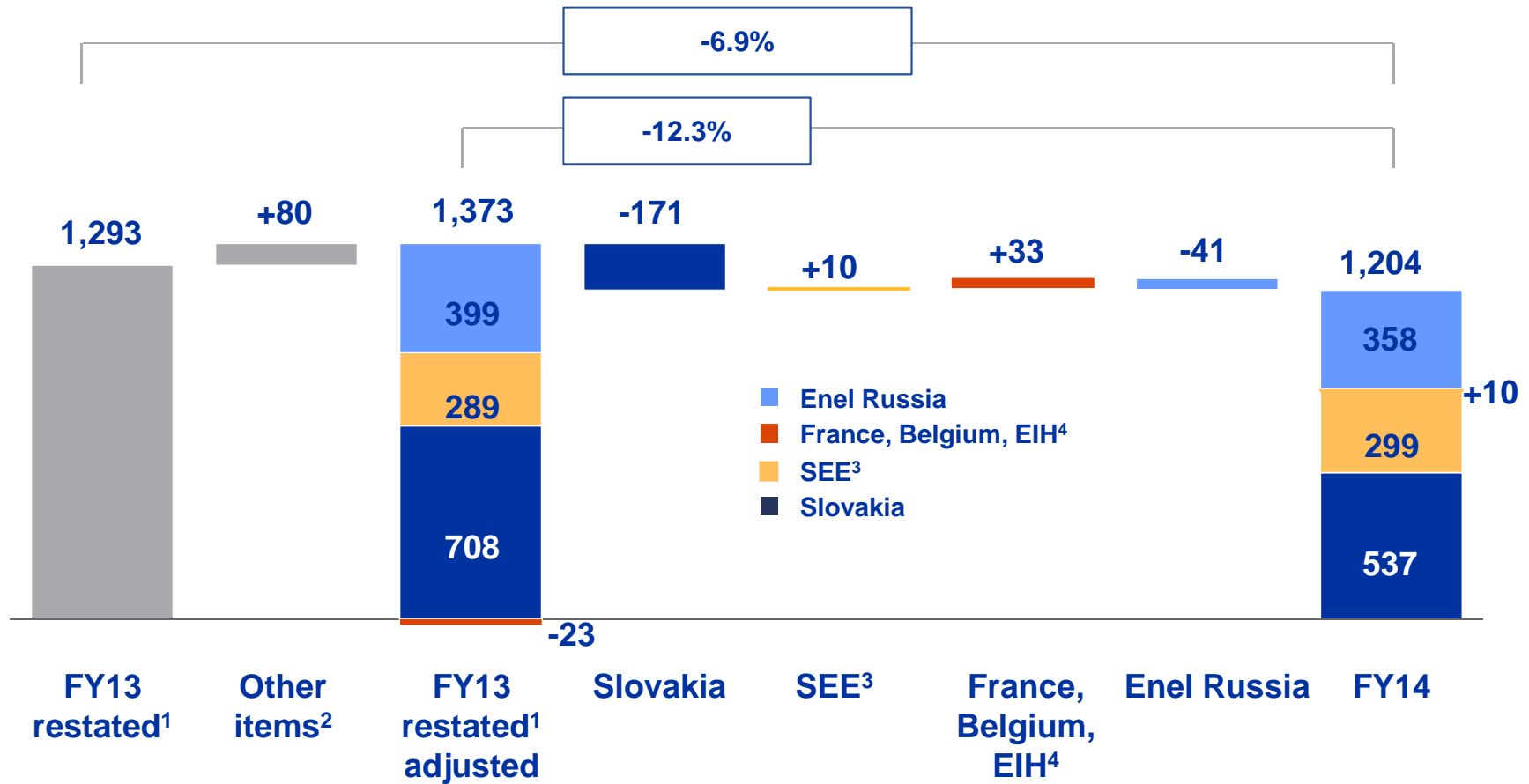




# FY 2014 results: EBITDA evolution International (€mn)

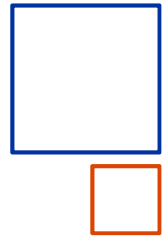


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1. Due to the application of IFRS 11  
2. Pertaining to Enel Investment Holding

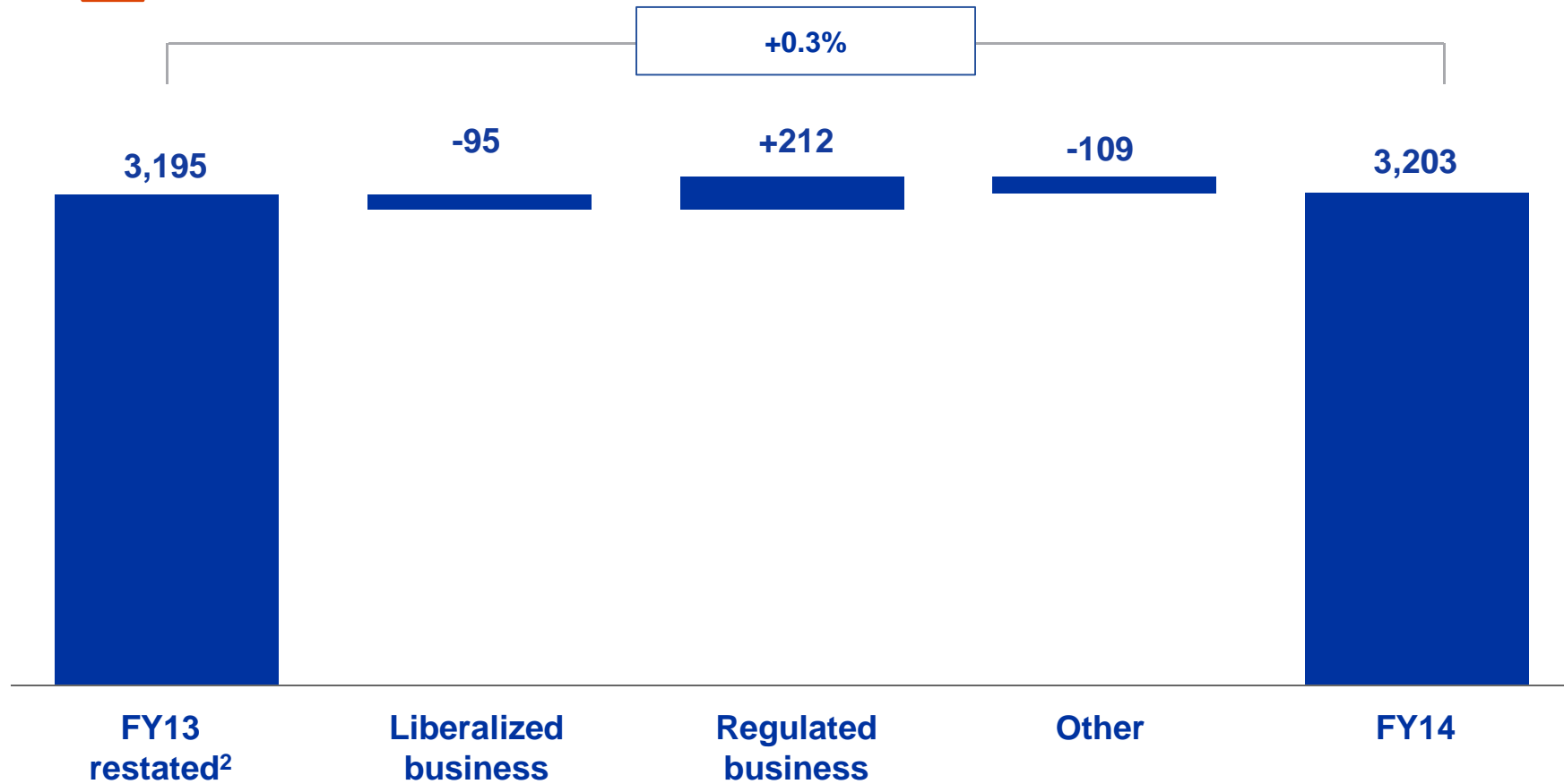
3. Romania and Greece  
4. Enel Investment Holding



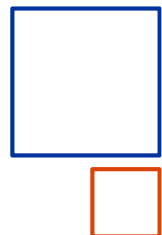
# FY 2014 results: EBITDA evolution Iberia<sup>1</sup> (€mn)



Enel Group  
Investor Relations



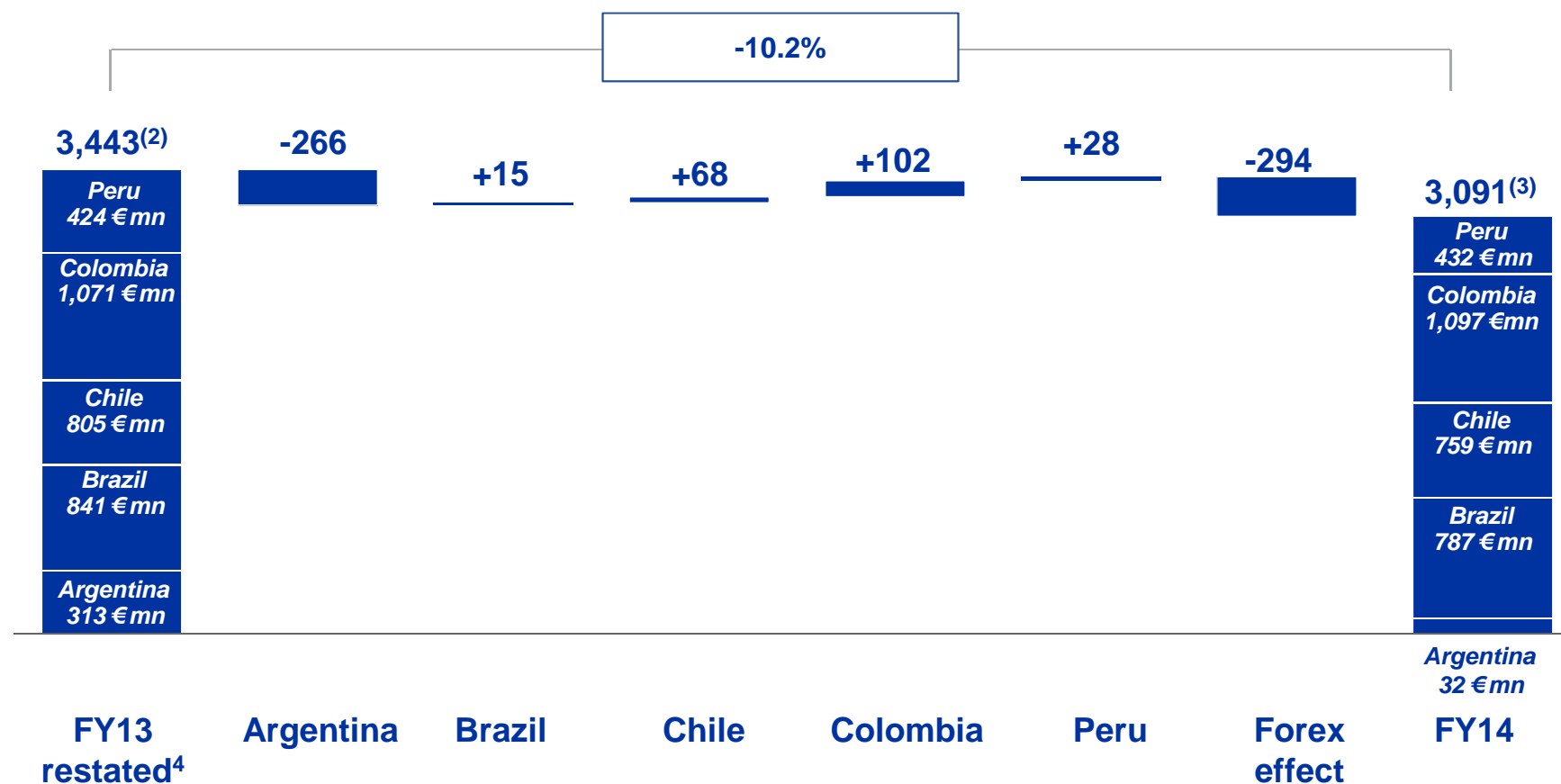
1. Enel GAAP  
2. Due to the application of IFRS 11



# FY 2014 results: EBITDA evolution Latam<sup>1</sup> (€mn)

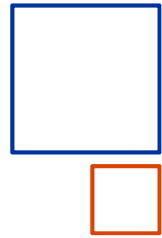


Enel Group  
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1. Enel's GAAP figure  
2. Including other items of -11 €mn

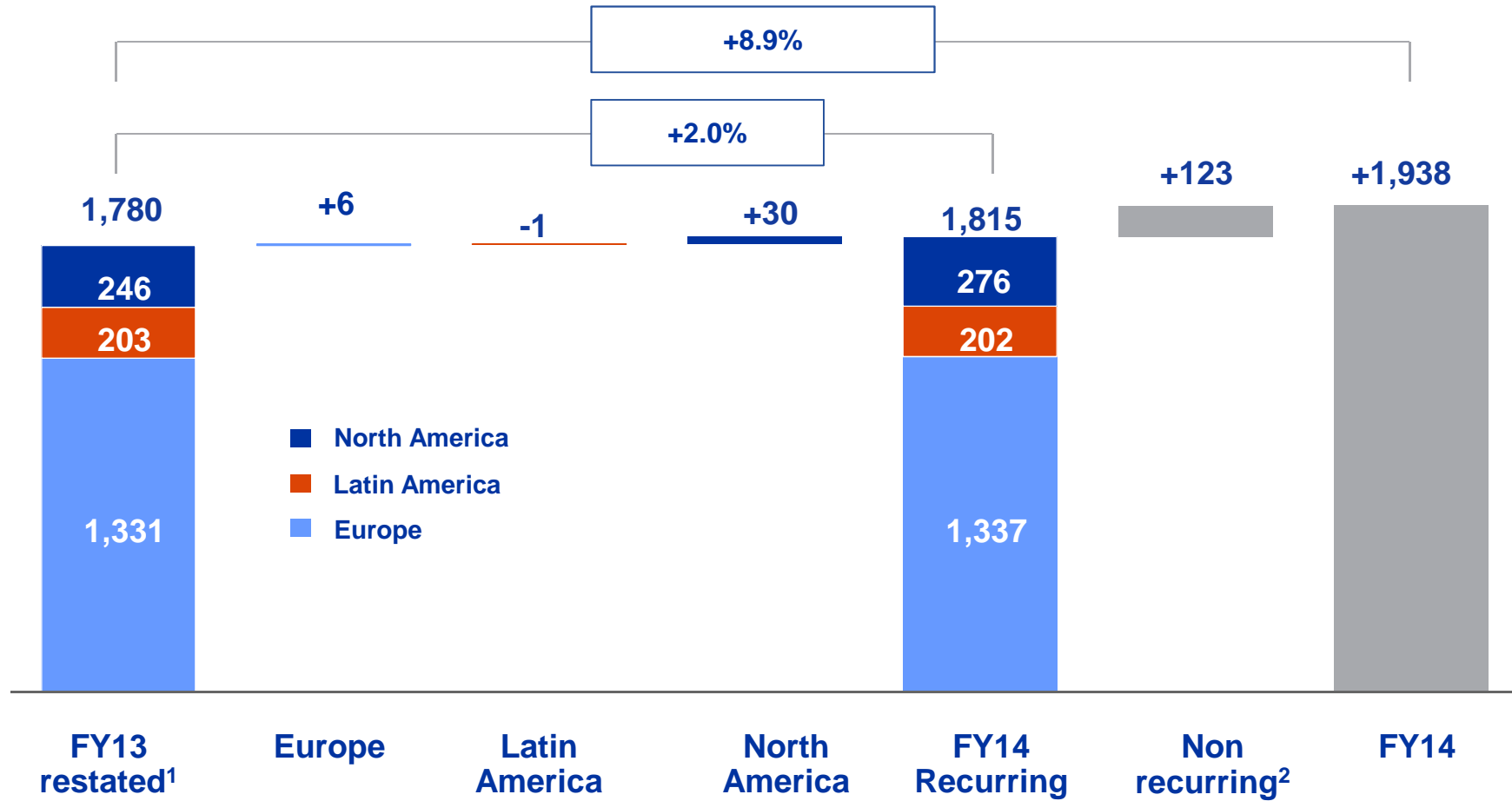
3. Including other items of -16 €mn  
4. Due to the application of IFRS 11



# FY 2014 results: EBITDA evolution Renewables (€mn)

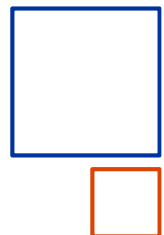


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1. Due to the application of IFRS 11  
 2. Non recurrent items of +123 €mn (El Salvador settlement)



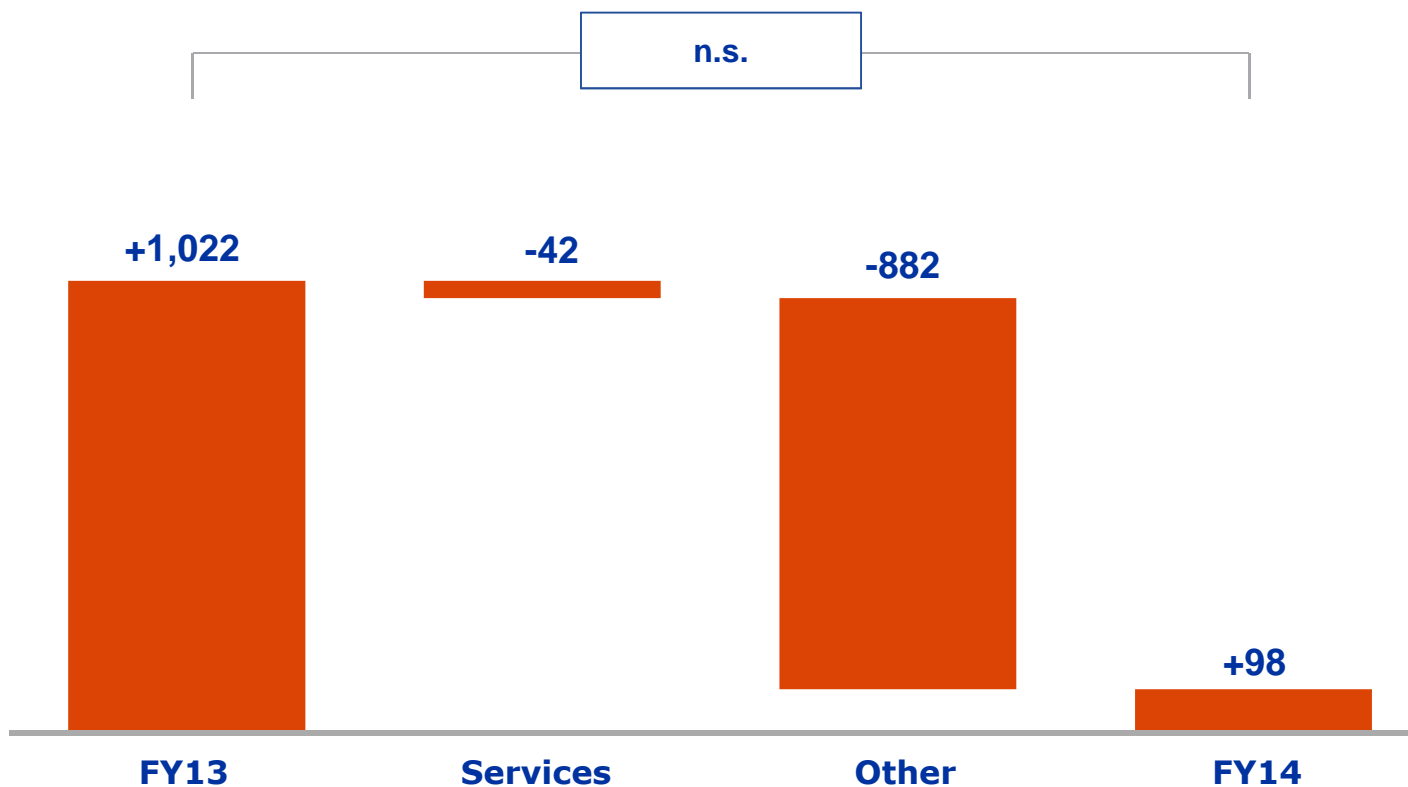


# FY 2014 results: EBITDA evolution

## Other<sup>1</sup> (€mn)



Enel Group  
Investor Relations



1. Including Services & Holding, Engineering & Research, upstream gas and nuclear activities

FY 2014 results  
**Forward sales**

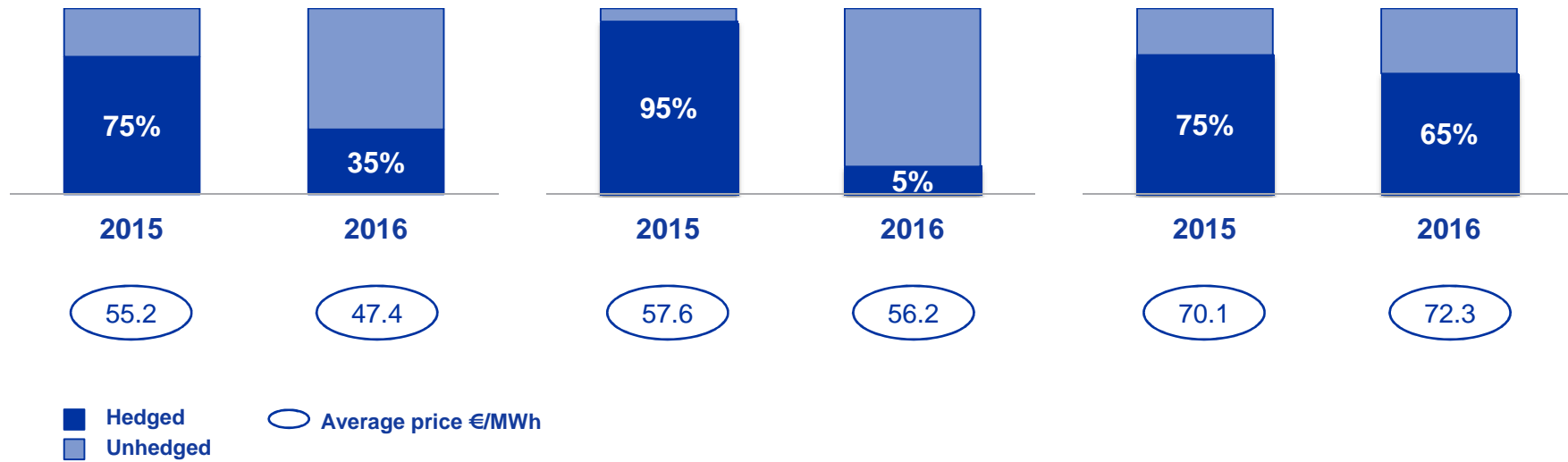


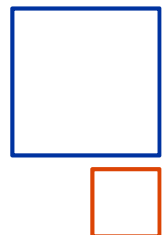
Enel Group  
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**Italy**

**Spain**

**Latam**



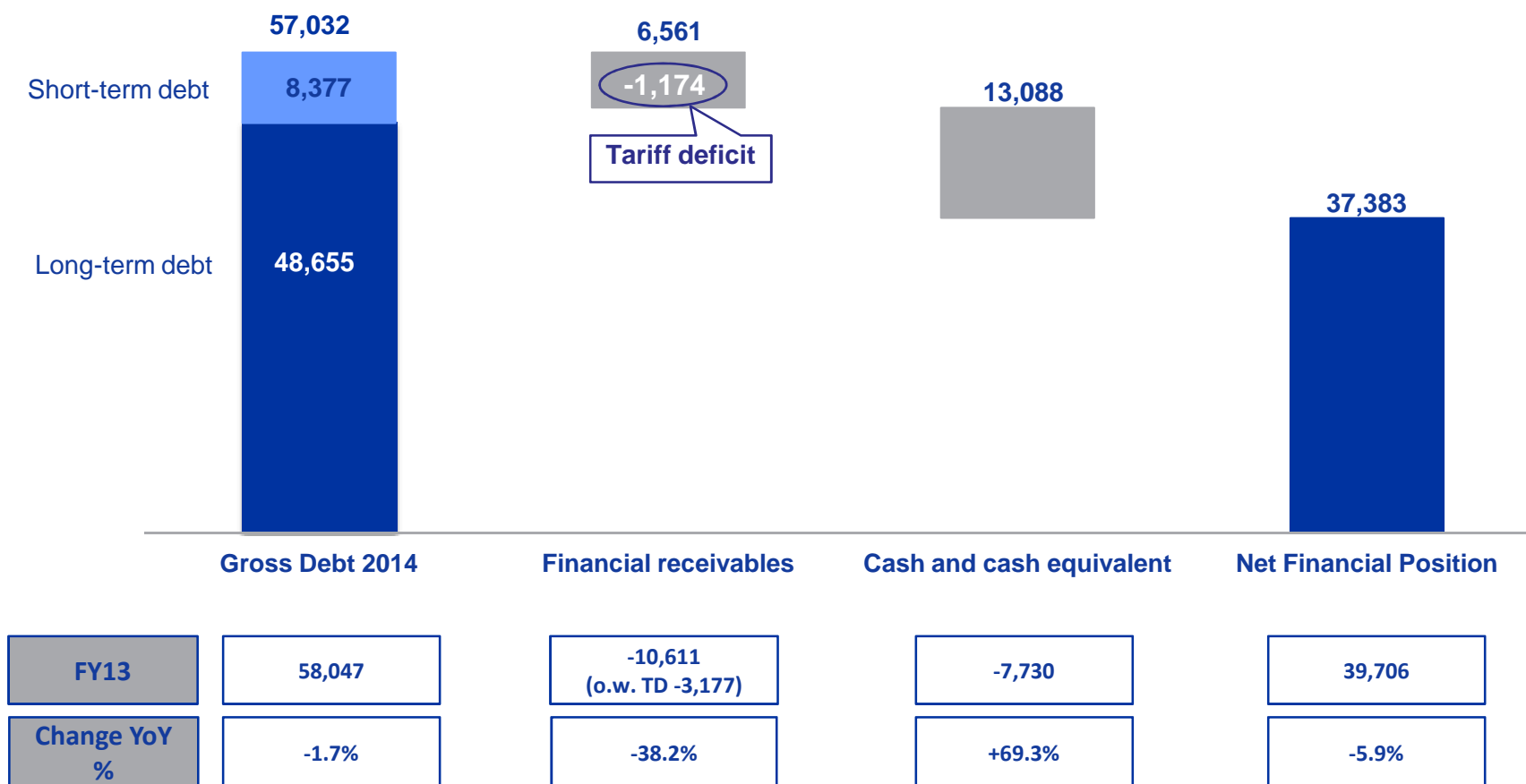


# Financial annexes: FY 2014

## From Gross Debt to Net Debt (€mn)



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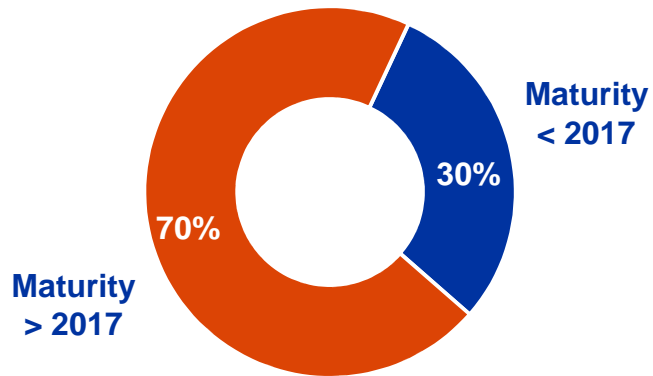
# Financial annexes: FY 2014

## Gross debt maturity profile and structure (FY 2014)

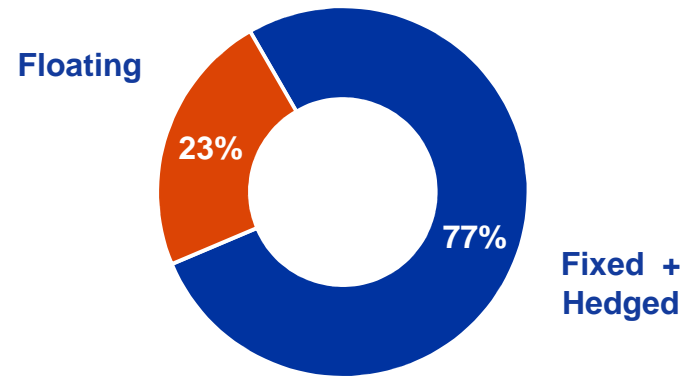


Enel Group  
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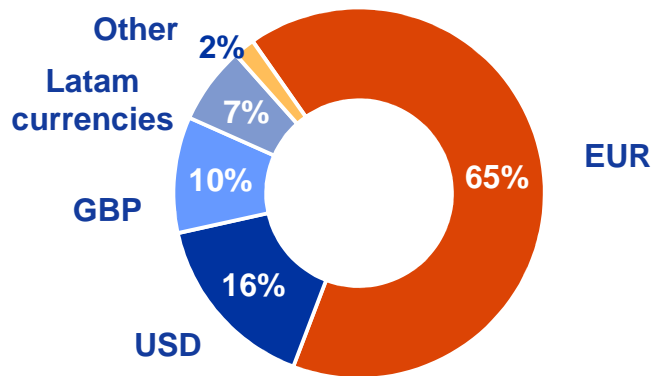
### Debt maturity



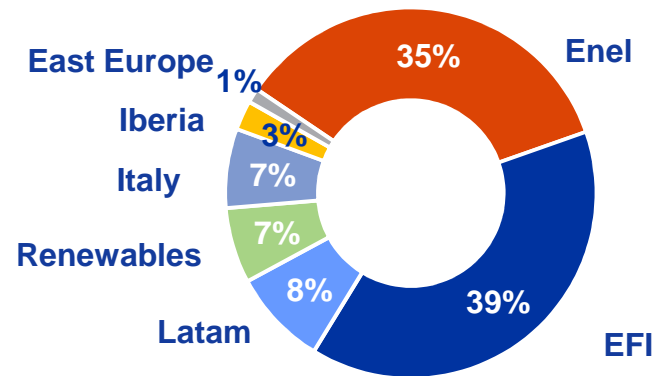
### Interest rate composition



### Currency composition<sup>1</sup>



### Third party debt composition



1. Long term only



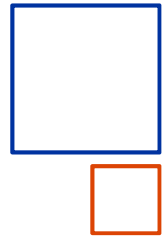
# Financial annexes: FY 2014

## Debt Structure by Instrument 2014



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Third Parties view								
Debt by instrument	Enel Spa	EFI	Italy	Iberia	Latam	Renewables	Eastern Europe & Other	Total
Bonds	19.65	19.91	-	0.15	3.82	-	0.27	<b>43.80</b>
Bank Loans	-	-	3.66	0.50	0.39	2.90	0.40	<b>7.85</b>
Tax Partnership	-	-	-	-	-	0.79	-	<b>0.79</b>
Other Loans	-	-	-	0.56	0.57	0.21	-	<b>1.34</b>
Other short term debt	0.43	-	0.10	0.06	-	0.03	0.03	<b>0.65</b>
Commercial Paper	-	2.40	-	0.20	-	-	-	<b>2.60</b>
<b>Gross debt</b>	<b>20.08</b>	<b>22.31</b>	<b>3.76</b>	<b>1.47</b>	<b>4.78</b>	<b>3.93</b>	<b>0.70</b>	<b>57.03</b>
Financial Receivables	-	-	-1.26	-0.53	-0.67	-0.42	-0.22	<b>-3.10</b>
Tariff Deficit	-	-	-	-1.17	-	-	-	<b>-1.17</b>
Other short term financial receivables	-0.67	-	-1.35	-0.02	-0.05	-0.19	-0.01	<b>-2.29</b>
Cash	-6.97	-1.01	-0.18	-0.65	-2.31	-0.33	-1.64	<b>-13.09</b>
<b>Net Debt</b>	<b>12.44</b>	<b>21.30</b>	<b>0.97</b>	<b>-0.90</b>	<b>1.75</b>	<b>2.99</b>	<b>-1.17</b>	<b>37.38</b>

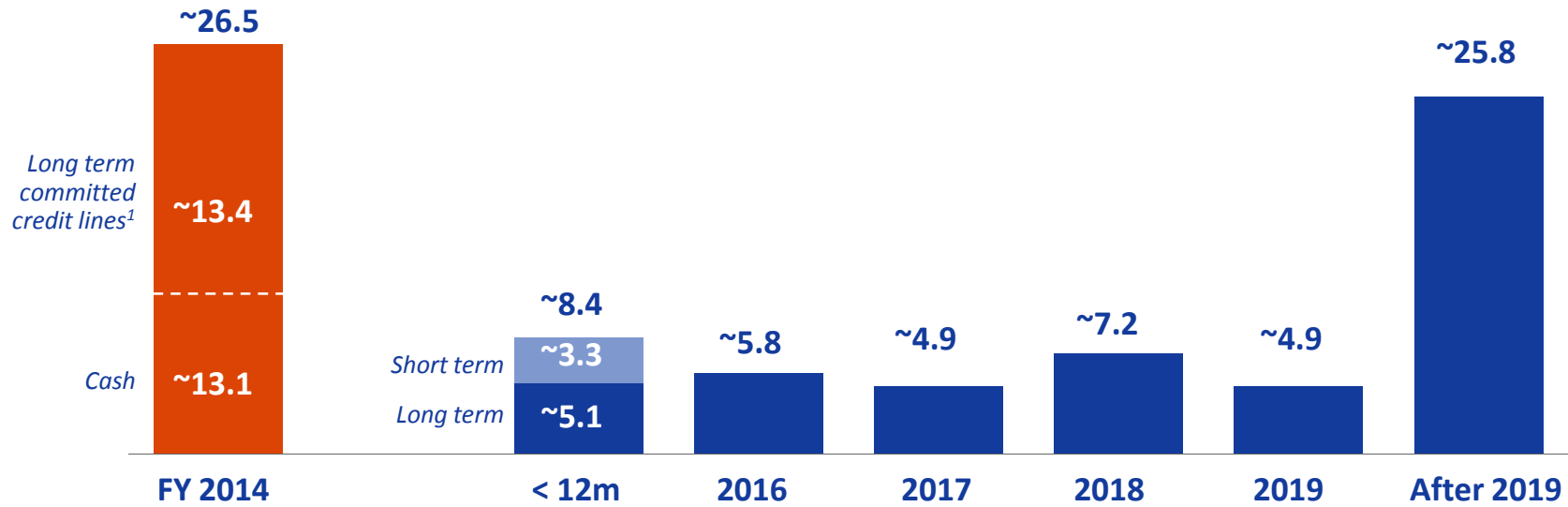


# Financial annexes

## Debt maturity coverage



Enel Group  
Investor Relations



1. Lines with maturities after December 2015 (including 9.4 €bn revolving forward start credit facility)



# FY 2014 Balance sheet



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Net financial debt	39,706	37,383	-5.9
Shareholders' equity	52,832	51,145	-3.2
Net capital employed	92,538	88,528	-4.3



FY 2014

## Generation & Energy Management - Italy



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Revenues	22,798	22,606	-0.8
EBITDA	1,084	1,163	+7.3
EBIT	493	(1,539)	n.s.
Capex	313	285	-8.9
Headcount	5,621	5,314	-5.5





FY 2014  
**Market - Italy**



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Revenues	16,921	15,226	-10.0
EBITDA	866	1,081	+24.8
EBIT	362	455	+25.7
Capex	99	111	+12.1
Headcount	3,687	3,633	-1.5



FY 2014

## Infrastructure & Network - Italy



Enel Group  
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€mn	FY13 restated	FY14	%
Revenues	7,698	7,366	-4.3
EBITDA	4,008	3,979	-0.7
EBIT	3,028	2,943	-2.8
Capex	1,046	996	-4,8
Headcount	17,689	17,398	-1.6



# FY 2014 International



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Revenues	6,296	5,278	-16.2
EBITDA	1,293	1,204	-6.9
EBIT	(23)	(2,682)	n.s.
Capex	924	936	+1.3
Headcount	11,439	10,403	-9.1



FY 2014

**Iberia**



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Revenues	21,123	20,900	-1.1
EBITDA	3,195	3,203	+0.3
EBIT	1,382	1,240	-10.3
Capex	845	993	+17.5
Headcount	10,933	10,500	-4.0



FY 2014  
**Latam**



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Revenues	9,551	9,647	+1.0
EBITDA	3,443	3,091	-10.2
EBIT	2,385	1,549	-35,1
Capex	1,315	1,609	+22.4
Headcount	11,608	12,301	+6.0

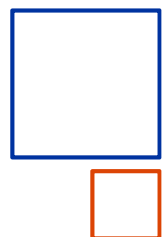


## FY 2014 Renewables



Enel Group  
Investor Relations

€mn	FY13 restated	FY14	%
Revenues	2,769	2,921	+5.5
EBITDA	1,780	1,938	+8.9
EBIT	1,205	1,124	-6.7
Capex	1,294	1,658	+28.1
Headcount	3,469	3,609	+4.0



FY 2014  
**Other<sup>1</sup>**



Enel Group  
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€mn	FY13 restated	FY14	%
<b>Revenues<sup>2</sup></b>	<b>2,885</b>	<b>2,013</b>	<b>-30.2</b>
<i>  Holding</i>	<i>  276</i>	<i>  246</i>	<i>  -10.9</i>
<i>  Services</i>	<i>  1,447</i>	<i>  1,434</i>	<i>  -0.9</i>
<i>  Engineering &amp; Research</i>	<i>  313</i>	<i>  347</i>	<i>  +10.9</i>
<i>  Upstream</i>	<i>  967</i>	<i>  84</i>	<i>  -91.3</i>
<b>EBITDA<sup>3</sup></b>	<b>1,022</b>	<b>98</b>	<b>-90.4</b>
<i>  Holding</i>	<i>  (65)</i>	<i>  (80)</i>	<i>  -23.1</i>
<i>  Services</i>	<i>  137</i>	<i>  105</i>	<i>  -22.8</i>
<i>  Engineering &amp; Research</i>	<i>  14</i>	<i>  12</i>	<i>  -14.3</i>
<i>  Upstream</i>	<i>  936</i>	<i>  61</i>	<i>  -93.5</i>

1. Including Services & Holding, Engineering & Research, upstream gas
2. Including Other & Elisions of -118€mn in FY13 and -98€mn in FY14
3. Including Other & Elisions of 0€mn in FY13 and 0€mn in FY14



# FY 2014

## Other<sup>1</sup> - Continued



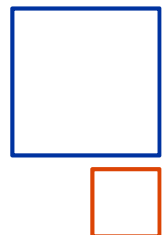
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€mn	FY13 restated	FY14	%
<b>EBIT<sup>2</sup></b>	<b>908</b>	<b>(3)</b>	<b>-100.3</b>
<i>  Holding</i>	<i>(74)</i>	<i>(92)</i>	<i>-24.3</i>
<i>  Services &amp; other</i>	<i>37</i>	<i>21</i>	<i>-41.7</i>
<i>  Engineering &amp; Research</i>	<i>9</i>	<i>8</i>	<i>-11.1</i>
<i>  Upstream</i>	<i>936</i>	<i>60</i>	<i>-93.6</i>
<b>Capex</b>	<b>84</b>	<b>113</b>	<b>+34.5</b>
<i>  Holding</i>	<i>13</i>	<i>11</i>	<i>-15.4</i>
<i>  Services &amp; other</i>	<i>60</i>	<i>88</i>	<i>+46.7</i>
<i>  Engineering &amp; Research</i>	<i>3</i>	<i>2</i>	<i>-33.3</i>
<i>  Upstream</i>	<i>8</i>	<i>12</i>	<i>+50.0</i>
<b>Headcount</b>	<b>5,803</b>	<b>5,896</b>	<b>-1.6</b>
<i>  Holding</i>	<i>789</i>	<i>791</i>	<i>+0.3</i>
<i>  Services &amp; other</i>	<i>3,865</i>	<i>3,803</i>	<i>-1.6</i>
<i>  Engineering &amp; Research</i>	<i>1,190</i>	<i>1,161</i>	<i>-2.4</i>
<i>  Upstream</i>	<i>52</i>	<i>48</i>	<i>-7.7</i>

1. Including Services & Holding, Engineering & Research, upstream gas

2. Including Other & Elisions of 0€mn in FY13 and 0€mn in FY14



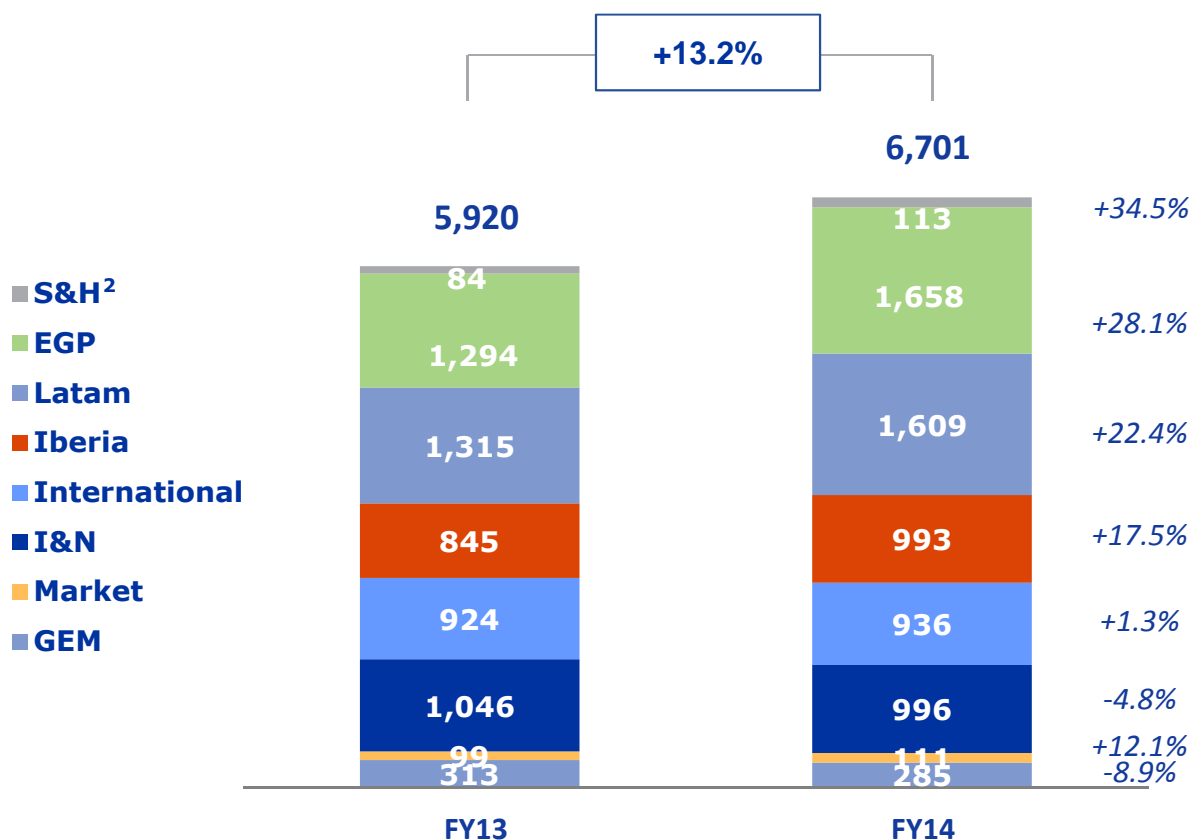


# FY 2014

## Capex by business area (€mn)<sup>1</sup>



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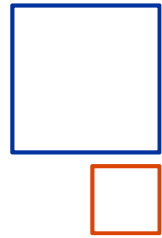


1. Continuing operations, gross of contributions

2. Including Services & Holding, Engineering & Research, upstream gas

# Operational annexes



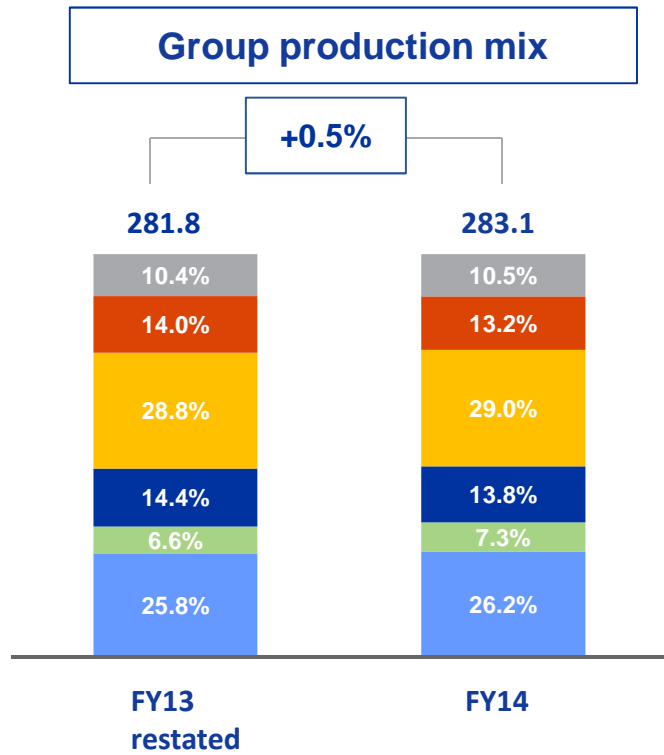


# Operational annexes

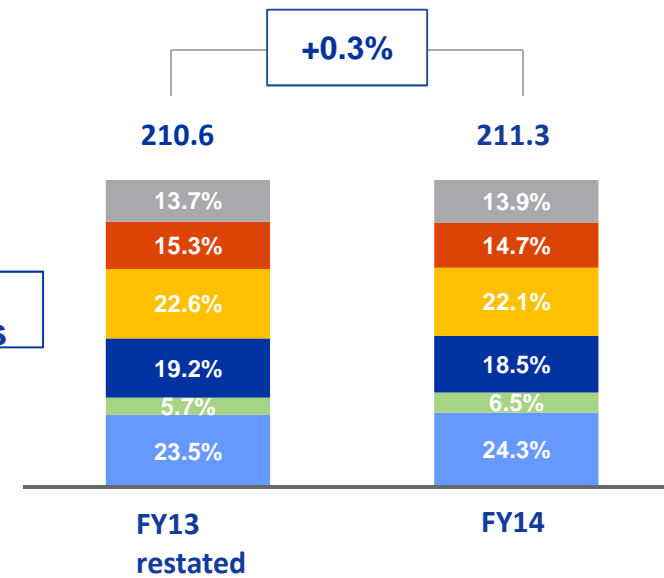
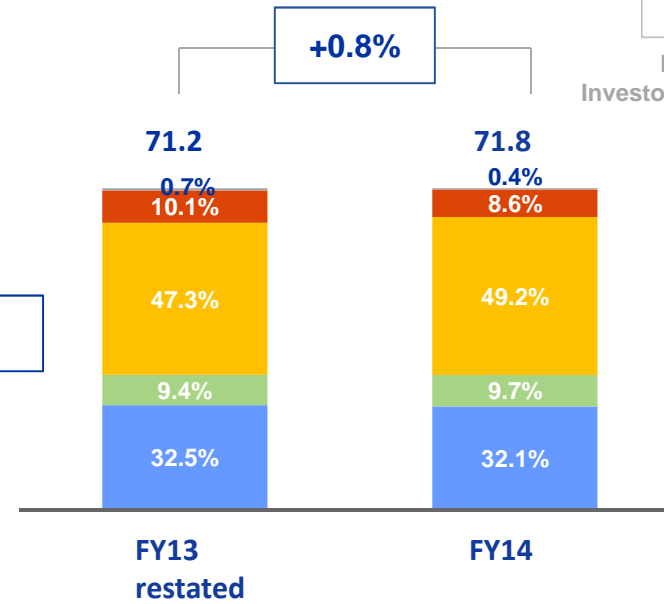
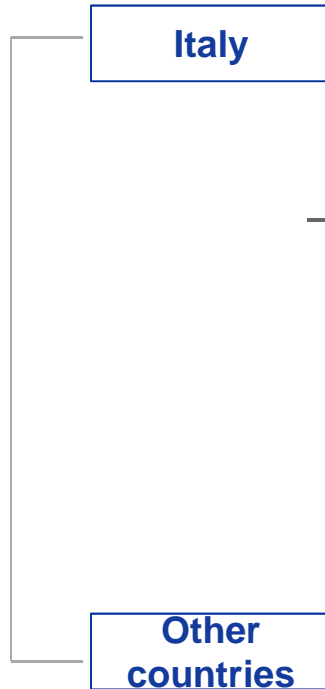
## Production mix (TWh)



Enel Group  
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- Other renewables
- Hydro
- Coal
- Nuclear
- Oil & gas
- CCGT





# FY2014 Group total net installed capacity<sup>1</sup>

## Breakdown by source and location



Enel Group  
Investor Relations

MW	Hydro	Other ren.	Nuclear	Coal	CCGT	Oil & gas ST/OCGT	TOTAL
Italy	12,698	1,662	-	6,486	5,199	10,778	36,823
Iberia	4,764	1,793	3,318	5,306	5,445	2,923	23,549
Centrel	2,329	28	1,814	797	-	-	4,968
SEE	19	847	-	-	406 <sup>(2)</sup>	-	1,272
Americas	9,843	2,809	-	836	4,253	2,642	20,383
Russia	-	-	-	3,623	809	4,675	9,107
Other countries (South Africa)	-	10	-	-	-	-	10
<b>TOTAL</b>	<b>29,653</b>	<b>7,149</b>	<b>5,132</b>	<b>17,048</b>	<b>16,112</b>	<b>21,018</b>	<b>96,112</b>

1. Including Group renewable capacity
2. Including 406 MW of installed capacity in Belgium



# FY2014 Group total net production<sup>1</sup>

## Breakdown by source and location



Enel Group  
Investor Relations

GWh	Hydro	Other ren.	Nuclear	Coal	CCGT	Oil & gas ST/OCGT	TOTAL
Italy	23,058	6,928	-	35,362	6,198	278	71,824
Iberia	8,899	4,238	24,762	24,365	5,538	6,238	74,040
Centrel	4,225	52	14,420	1,853	-	-	20,550
SEE	33	2,153 <sup>(2)</sup>	-	-	690 <sup>(3)</sup>	-	2,876
Americas	38,100	7,185	-	2,157	19,720	4,265	71,427
Russia	-	-	-	18,254	5,249	18,873	42,376
Other countries (South Africa)	-	8	-	-	-	-	8
<b>TOTAL</b>	<b>74,315</b>	<b>20,564</b>	<b>39,182</b>	<b>81,991</b>	<b>37,395</b>	<b>29,654</b>	<b>283,101</b>

1. Including Group renewable production
2. Including 347 GWh of net production in France and Belgium
3. Including 690 GWh of net production in France and Belgium



# FY2014 Enel Green Power net installed capacity: Breakdown by source and location



Enel Group  
Investor Relations



MW	Hydro	Geothermal	Wind	Other	TOTAL
Europe	1,574	761	3,202	298	5,835
Latam	732	-	829	137	1,698
North America	318	72	1,665	28	2,083
Other countries (South Africa)	-	-	-	10	10
<b>TOTAL</b>	<b>2,624</b>	<b>833</b>	<b>5,696</b>	<b>473</b>	<b>9,626</b>



# FY2014 Enel Green Power net production

## Breakdown by source and location



Enel Group  
Investor Relations



GWh	Hydro	Geothermal	Wind	Other	TOTAL
Europe	7,352	5,547	7,349	414	20,662
Latam	3,187	-	1,238	29	4,454
North America	913	407	5,309	45	6,674
Other countries (South Africa)	-	-	-	8	8
<b>TOTAL</b>	<b>11,452</b>	<b>5,954</b>	<b>13,896</b>	<b>496</b>	<b>31,798</b>



Contact us



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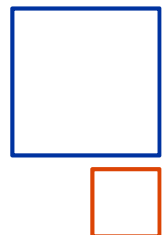
**Investor Relations Team ([investor.relations@enel.com](mailto:investor.relations@enel.com))**

**Tel. +39 06 8305 7975**

**Visit our website at:**

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