Capital Markets Day

Strategic Plan 2018-20

Francesco Starace
CEO & General Manager

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Agenda

Opening remarks	Francesco Starace
2018-20 Strategic Plan Key Pillars	Francesco Starace
2018-20 Strategic Plan Financials	Alberto De Paoli
Global Infrastructure & Networks	Livio Gallo
Global Renewable energies	Antonello Cammisecra
Global e-Solutions	Francesco Venturini
Global Thermal Generation	Enrico Viale
Global Trading	Claudio Machetti
Closing remarks	Francesco Starace

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Enel today: evolution since 2014[1]

enel

#1 private **network** operator globally
65 mn end users and 44 mn digital meters

+4.5 mn end users
+8.4 mn smart meters[3]

~20 mn free **retail** customers
#1 in Italy, Iberia and top 3 in Latam

+5 mn free customers
+20% electricity sold in free market

#1 **renewable** operator
~40GW managed capacity[2]

+6 GW
+80% additional capacity

~47 GW **thermal** capacity
Highly flexible and efficient assets

10 GW
capacity closure

e-Solutions
+5.7 GW demand response

Countries of presence[4]

1. 2014-2017 delivery. As of 2017E
2. Consolidated capacity equal to 37 GW (including 25 GW of large hydro)
3. Including replacement of smart meters 2.0 in Italy equal to 1.4 mn. Enel global market share equal to 24% (BNEF 3Q17 Energy Smart technologies market Outlook)
4. Presence with operating assets

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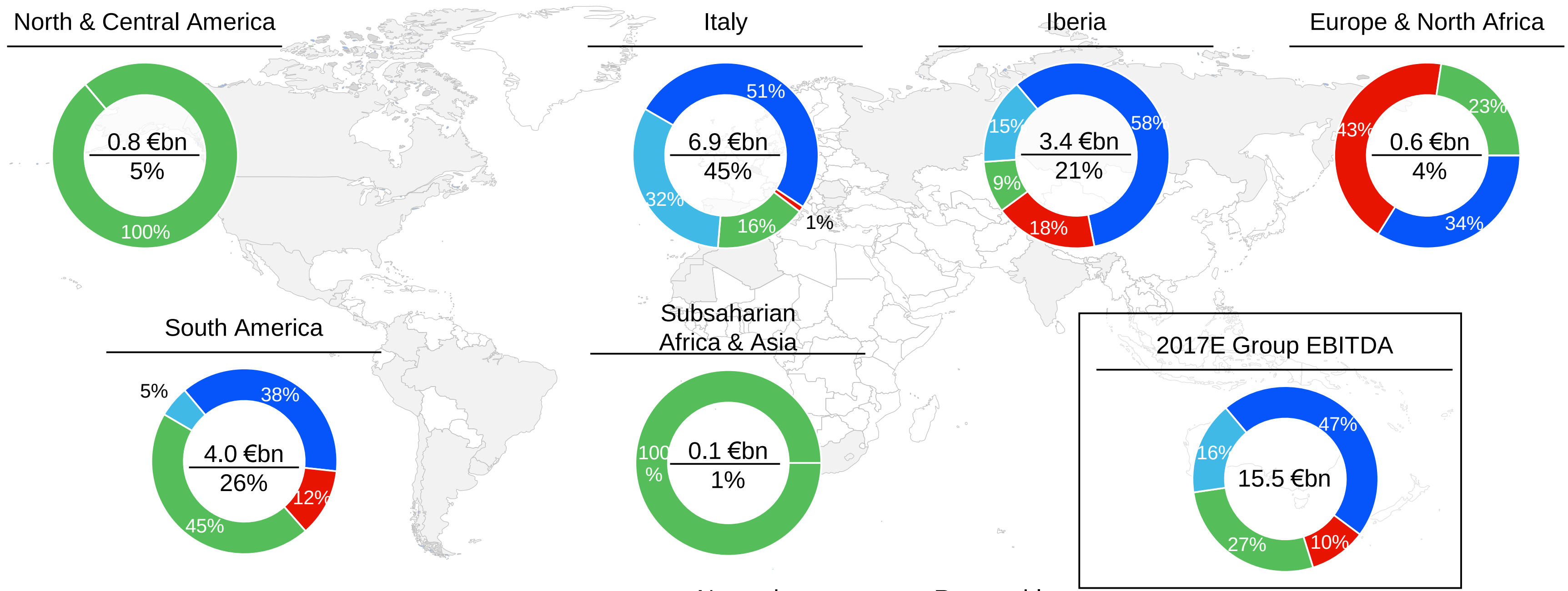
Enel today: global and diversified operator[1]



■ Networks ■ Renewables
■ Thermal generation ■ Retail

~75% regulated / quasi-regulated

1. As of 2017E. Breakdown excludes -0.3 €bn from holding and services
Presence with operating assets

Investor presentation

Updated organizational structure


L. Gallo
Global Infrastructure & Networks


A. Cammisecra
Global Renewable Energies


E. Viale
Global Thermal Generation


C. Machetti
Global Trading


F. Venturini
Global e-Solutions

C. Tamburi  **Italy**

J. D. Bogas Galvez  **Iberia**

R. Deambrogio  **Europe & North Africa**

L. D'Agnese  **South America**

A. Cammisecra *(ad interim)*  **North & Central America**

A. Cammisecra *(ad interim)*  **Sub-Saharan Africa & Asia**

- Customers
- Local stakeholders
- Regulation
- Revenues
- Cash flow
- EBITDA

- Best practices implementation
- Efficiencies in capex & opex
- Capital allocation
- EBITDA

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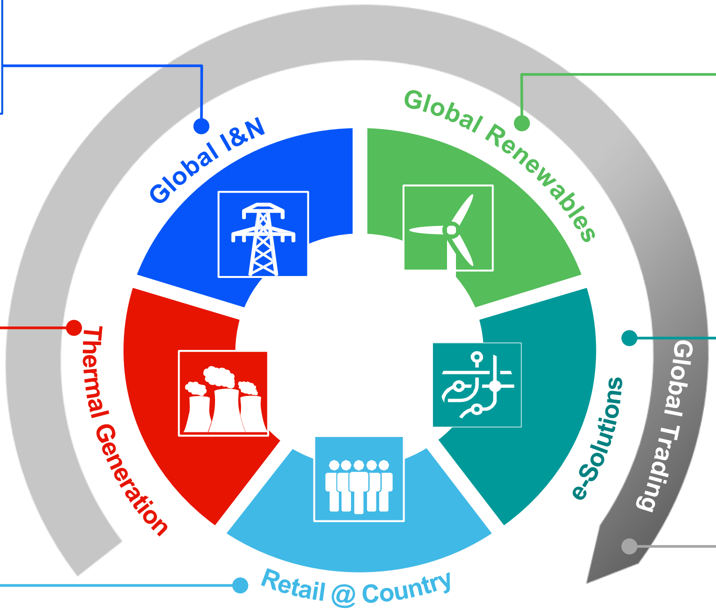
Integrated model fit for digitalized, low carbon world

Cash flow generation
Digital infrastructure platform
Global risk mitigation

Portfolio balancing and reliability
Efficiency through digitalization

Customers reach
Margins resilience



Generation growth engine
Leading geographic expansion

Leading the energy transition
Digital platform proposition
Customer empowerment

Global portfolio optimization
Integrated margin management

Fully integrated business model drives value and synergies

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Delivery on strategic plan

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Delivery on strategic plan: financial targets

	2015 actual		2016 actual		2017 target	CAGR
Ordinary EBITDA (€bn)	15.0	✓	15.2	target 15.0	15.5	~2%
Net ordinary income (€bn)	2.9	✓	3.2	✓	3.6	~11%
DPS (€/sh)	0.16	✓	0.18	✓	0.23[1]	~15%
Pay-out	50%	✓	55%	✓	65%	~14%
FFO/Net debt	25%	target 21%	26%	target 25%	27%	~2%

Financial targets met across the board

1. Minimum DPS equal to 0.21 €/sh

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Delivery on strategic plan: strategic pillars

2015-17 Delivery

1	Operational efficiency	**1 €bn opex savings** in 2017 in real terms **Maintenance capex down by over 10%** ✓
2	Industrial growth	**16 €bn growth capex** in the past three years **800 €mn** 2017 growth EBITDA[1] fully secured ✓
3	Group simplification	From 69 to 53 companies in South America **EPS accretion:** from **64% to 73%** of economic interest[2] ✓
4	Active portfolio management	**6.3 €bn** asset rotation finalized **5.8 €bn** for acquisitions, minority buyouts and growth ✓
5	Shareholder remuneration	**Payout** raised **from 50% to 65%** **DPS floor at 0.21 €/share** for 2017 ✓

Sound progress on all strategic pillars

1. Including connection contribution
2. Calculated as Group Net income on Net income pre-minorities

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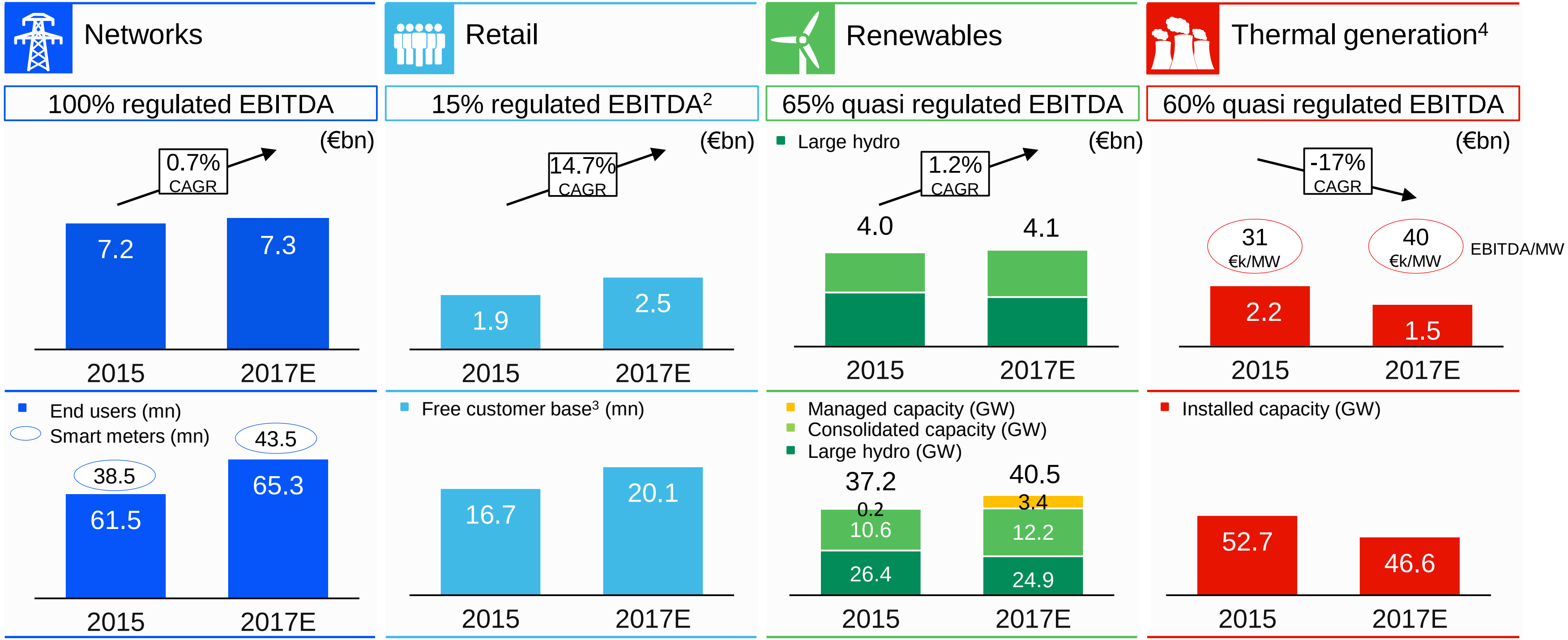
Delivery: business drivers[1]



1. EBITDA figures are rounded
2. Global retail including e-Solutions equal to 0.1 €bn in 2017
3. Includes only power and gas free customers

4. Including Global Trading and nuclear in Iberia. 2015 EBITDA includes Slovenske Elektrarne sold in 2016

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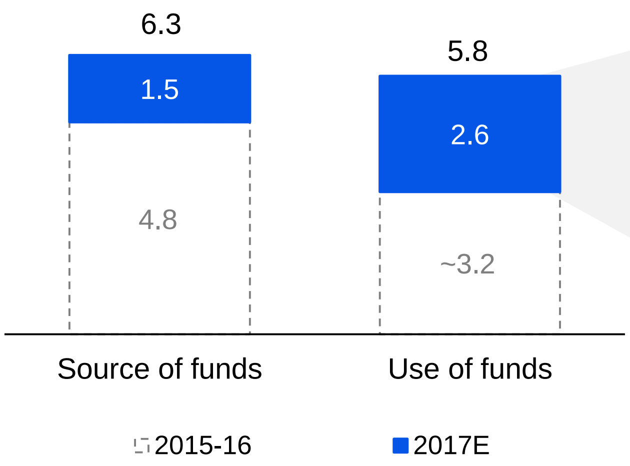
Delivery on active portfolio management

2015-17 active portfolio management (€bn)[1]



2017 Use of funds (€bn)[1]

80% of 2015-2019 plan completed

1. Impact on net debt

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Delivery: Mexico BSO

Key figures

1.7 GW capacity
0.4 MW operating assets
1.3 GW under construction

2.2 €bn asset value

0.2 €bn capital gain
expected in 2017

1.6 €bn debt reduction

Description and main drivers

Sale of majority stake to financial investors[1]

Equity IRR 11%

Long term contracts
Stable cash flow generation

Option to reconsolidate through new projects contribution

First successful application of BSO strategy outside the US

1. Caisse de dépôt et placement du Québec, and CKD Infrastructura Mexico

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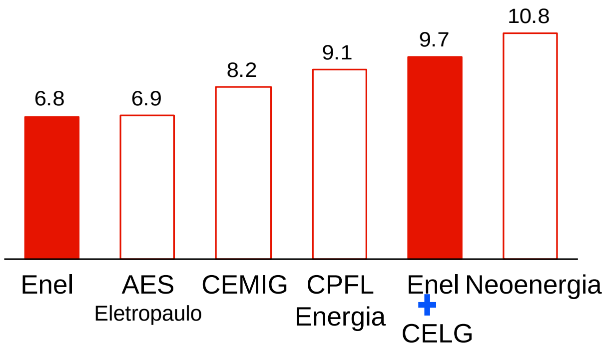
Delivery: positioning in a digitalized, low carbon world

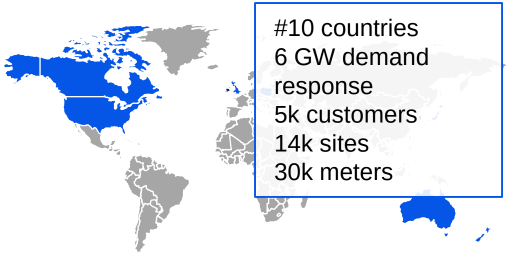
CELG-D

Distribution companies in Brazil (# customers, mn)



Second Brazilian network operator[1]

EnerNOC



Leader in demand response worldwide

Demand Energy

- Behind-the-meter storage market
- 3 MW/9 MWh of installed capacity in USA and South America
- Pipeline in excess of 30 MW/100 MWh

eMotorWerks

- V1G e V2G platforms[2]
- US customer base > 22 k
- Charging stations in US and South America
- Synergies with Demand Energy and Enernoc

Bolt-on acquisitions in networks and demand response to strengthen positioning

1. In terms of number of customers
2. Vehicle to Grid

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Delivery: a sustainable strategy

Enel commitments to the global SDGs	
4 Quality Education	400,000 people by 2020
7 Affordable and Clean Energy	3 million people by 2020, mainly in Africa, Asia and Latin America
8 Decent Work and Economic Growth	1.5 million people by 2020
13 Climate Action	< 350 gCO_2 /kWh_{eq} by 2020 (-25% vs base year 2007)

Delivery	2017E	2015-17E[1]
4 Quality Education	~200,000	~500,000 ✓
7 Affordable and Clean Energy	~400,000	1.7 million
8 Decent Work and Economic Growth	~300,000	1.5 million ✓
13 Climate Action	399 gCO_2 /Kwh_{eq}[2]	n.a.

1. Cumulated figure
2. -14% vs base year 2007. Including BSO

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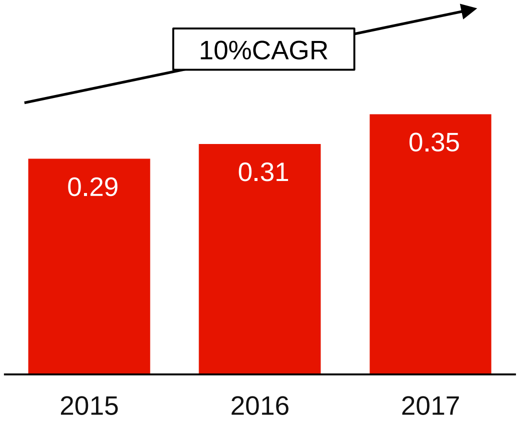
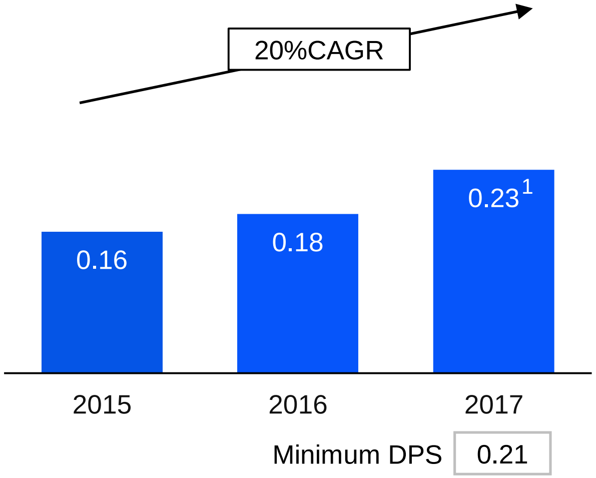
Delivery: shareholders' remuneration

EPS (€/sh)



DPS (€/sh)



Strategy has delivered strong earnings and dividend growth

1. DPS based on payout

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2018-20 strategic plan

Key pillars

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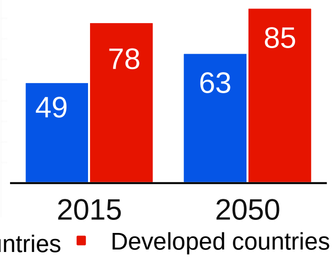
Sector trends

Urbanization trend

By 2050, 6.3 bn people will live in cities
66% on total population
Cities will have to be smart and resilient

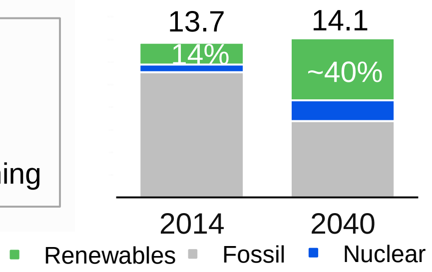
Urbanization rate[1] (%)



Decarbonization

By 2040, ~40% of generation will come from renewables
Achievement of Paris Agreement entails fuel switching

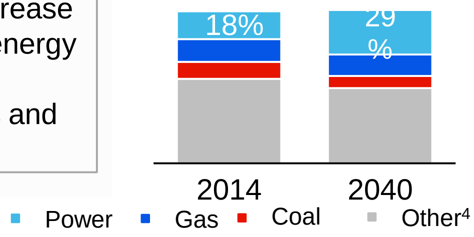
Primary energy mix[2] ('000 Mtoe)



Electrification

By 2040, electricity will increase from 18% to 29% of total energy demand driven by the electrification of transports and heat production

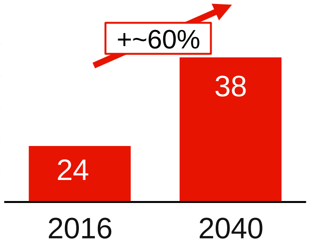
% on final energy demand[3]



Demand increase

By 2040, electricity demand will increase globally by ~60%

Electricity demand[5] ('000 TWh)



1. United Nations, World Population Prospects, The 2014 and 2015 revision.
2. IEA-IRENA Perspectives for the Energy Transition 2017
3. IEA: WEO 2016 and IEA IRENA 2017 - NPS (New Policies Scenario)

4. . Other include Oil, Heat, Biomass & Waste and Hydrogen

5 BNEF NEO 2017, June 2017

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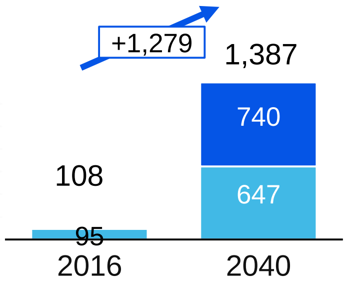
Sector trends

Small scale PV and demand response

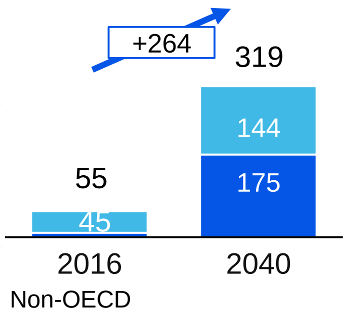
Distributed generation and demand response will drive the increase in number of “prosumers”

Low cost and low-carbon technologies will allow a greater deployment of decentralised electricity access solutions in rural areas in particular

Small scale PV (GW)[1]



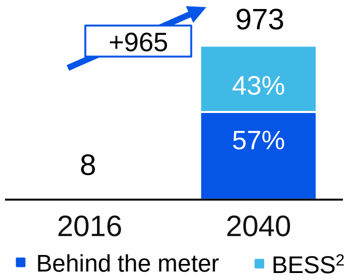
Demand response (GW)[1]



Storage and electric vehicles[1]

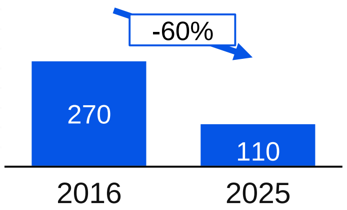
Storage is in the uptake path, will ease renewable integration into the market and push distributed solutions penetration transforming the customer journey

Energy storage (GW)[1]



Electric Vehicles[1]

Lithium battery cost ($/KWh)



1. BNEF NEO 2017, June 2017
2. Battery Energy Storage Systems

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Integrated model fit for digitalized, low carbon world

Sector trends	Enel positioning: 2020 targets
Decarbonization	Generation: 48 GW renewables, 39 GW thermal Specific CO_2 emissions < 350 gCO_2/KWheq
Electrification Storage & Demand Response	0.6 GW storage capacity 10.7 GW demand response 313 k charging stations
Urbanization	67 mn end-users 47.9 mn smart meters 17.4 mn second generation smart meters

Leading positioning in the energy transition

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Strategic pillars

Digitalization

Customer focus

Operational efficiency

Industrial growth

Group simplification & active portfolio management

for a data-driven Company

for more shared value

Attractive shareholder remuneration

Sustainable long-term value creation

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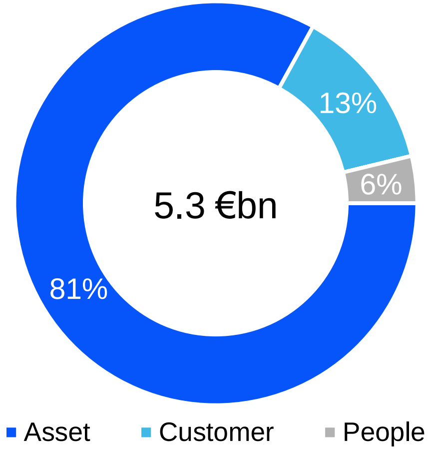
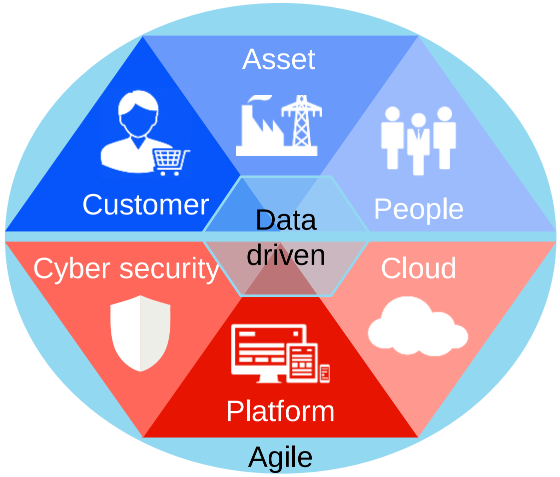
Digitalization

2018-20 digitalization capex



Key levers for digitalization



Agile operating model maximizing speed and efficiency through optimal use of data

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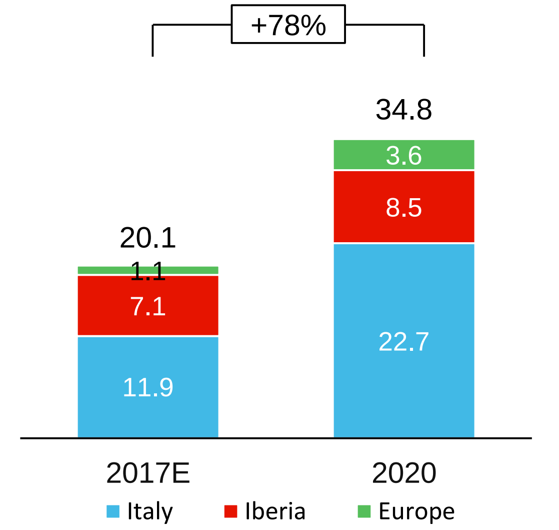
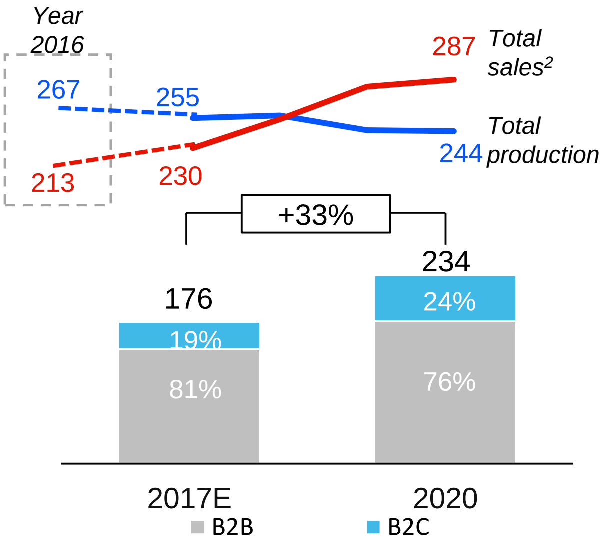
Customer focus: commodity retail

Free customers[1] (mn)



Power sold in free market (TWh)



Free customers growing in all countries

Liberalization in Italy: opportunity to increase volumes and clients

Iberia: gas margin recovery thanks to higher competitiveness of gas contracts

South America: opening of the market now limited to big industrial customers

From long energy to long customers

1. It includes power and gas customers. South America number of customers <1mn
2. Including power sold with PPAs

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Customer focus: e-Solutions 2020 targets

e-Industries	e-Mobility	e-Home	e-City
Demand Response *(GW generating revenues)*	Public infrastructure *(Public charging stations installed)*	Maintenance and repair *(Customer base)*	Smart Lighting *(Light Points)*
>10GW	~9 k >100% CAGR	>2mn >100% CAGR	3mn +7% CAGR
Storage / BtM *(MW installed/year)*	Private charging *(wall-box installed managed by Enel)*	Credit cards *(Total Credit Cards)*	Fiber deployment *(houses passed)*
>200 MW	>300k >100% CAGR	~2 mn >100% CAGR	7.5 mn[1] 77% CAGR

Addressing new customer needs with innovative technologies

1. Only A&B clusters

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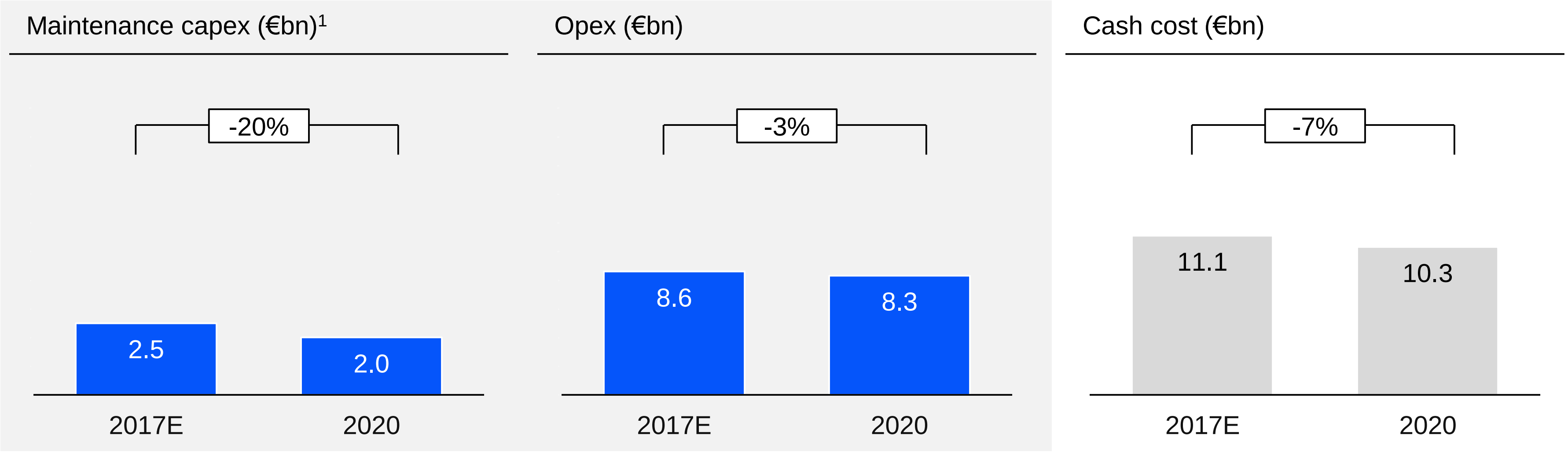
Operational efficiency



Digitalization enables acceleration on operational efficiency

1. Net of network connections

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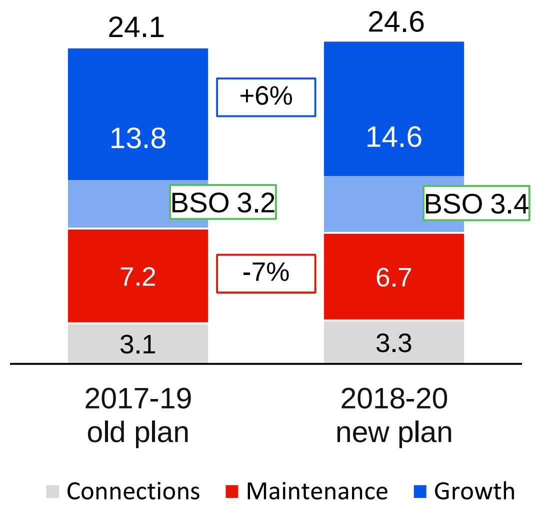
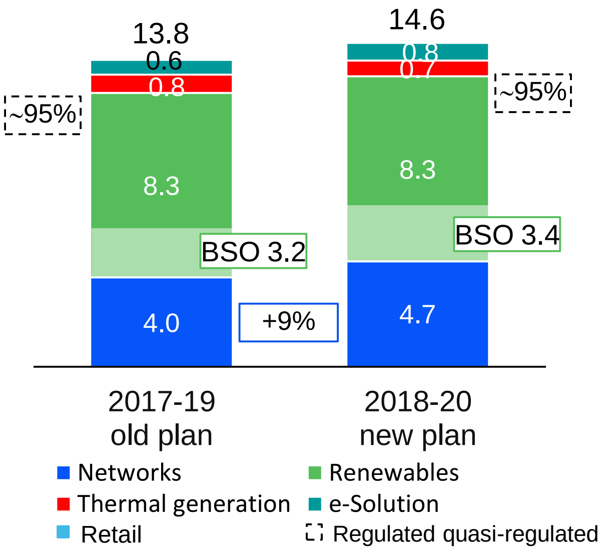
Industrial growth: 2018-20 capex plan

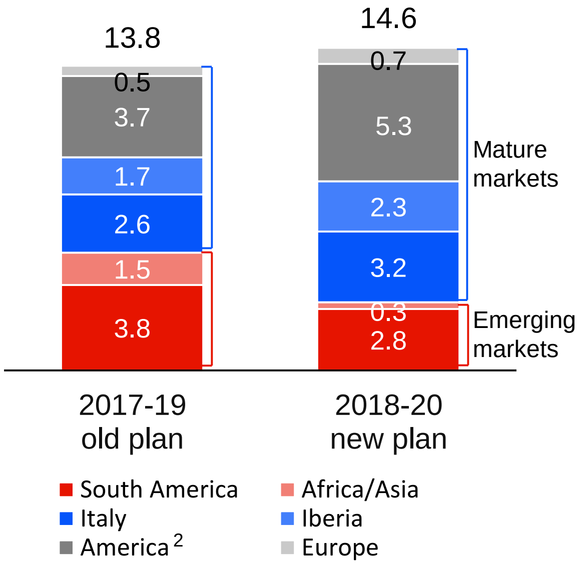
Total gross capex (€bn)



Growth capex by business line[1] (€bn)



Growth capex by geography[1] (€bn)



Rebalancing capex in networks and developed countries

1. Net of connections in networks. Total growth capex includes other
2. North & Central America

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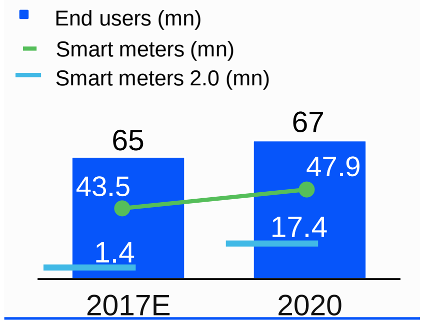
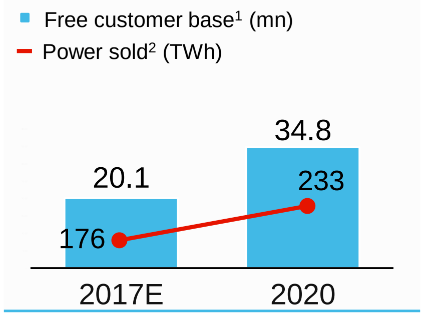
Industrial growth: operational targets by business

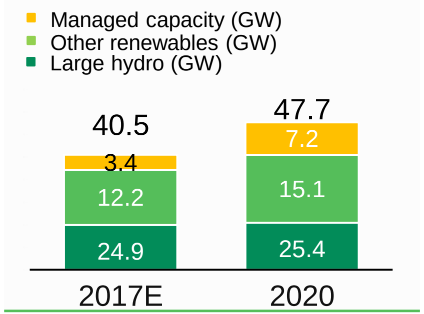
Networks



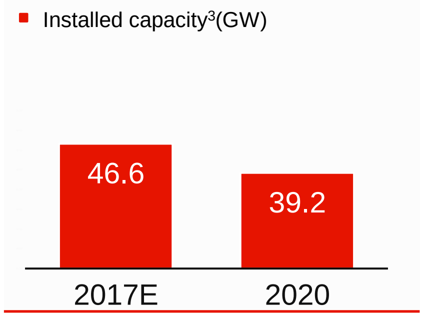
Retail



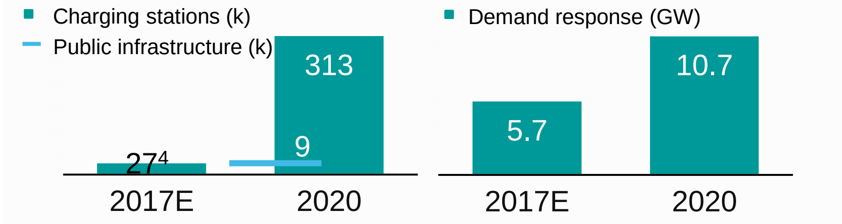
Renewables



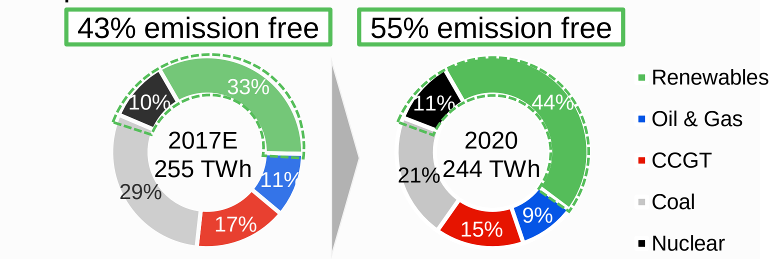
Thermal generation



E-solutions



Net production



1. Includes only power and gas free customers
2. In free market

3. Includes nuclear in Iberia
4. Of which ~1.1 public infrastructure

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Group simplification & active portfolio management

	Simplification	Minority reduction
Delivery	From 69 to 53 # companies in South America	Romania
	Sale of minority stakes in Electrogas and Bayan	Peru
Next steps	To below 30 # companies in South America	Chile integration of renewable assets and tender offer on Enel Generation Chile
	Simplification of subsidiaries in Enel Americas, Enel Romania and Enel Investment Holding	

A leaner, more agile and simple structure

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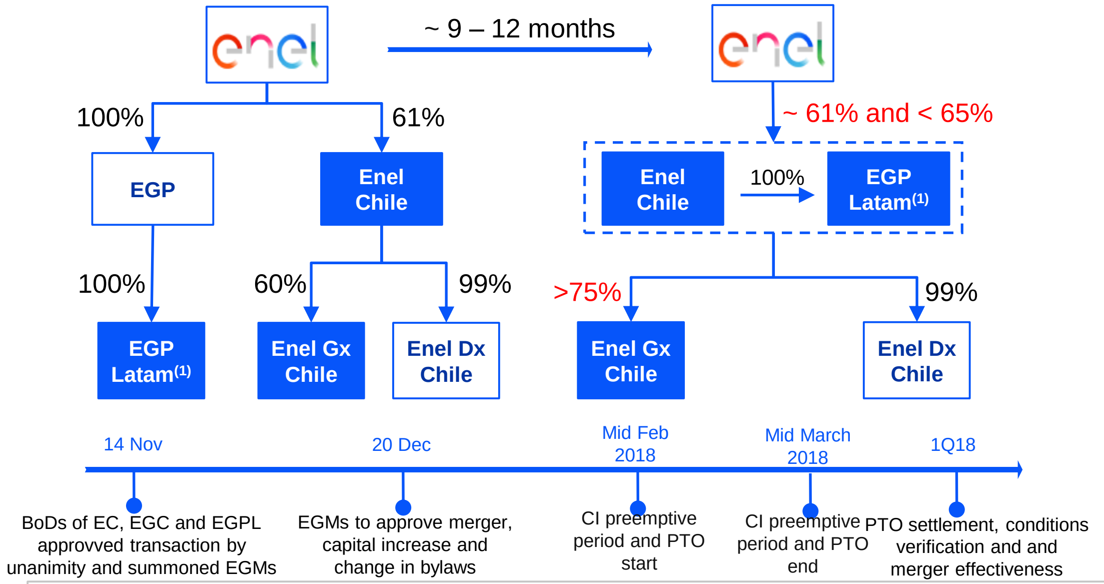
Group simplification & active portfolio management

Current structure

Post reorganization structure



Rationale

Integration of renewable energy platform of assets in Chile

EPS accretion and reducing holding discount

Tender offer on EGC: **354 CLP/sh + ~2.88** newly issued shares of EC (**20.7%** premium over the cash portion)

Merger EC/EGPC: exchange ratio **15.80x**
1.7 $bn of equity value for renewable assets

Cash out up to **1.6 $bn** of the overall transaction in case of 87.5% of acceptance in tender offer[2]

Chilean reorganization

1. Enel Green Power Latin America (holding company of EGP assets in Chile)
2. Including 5% withdrawal rights in EC

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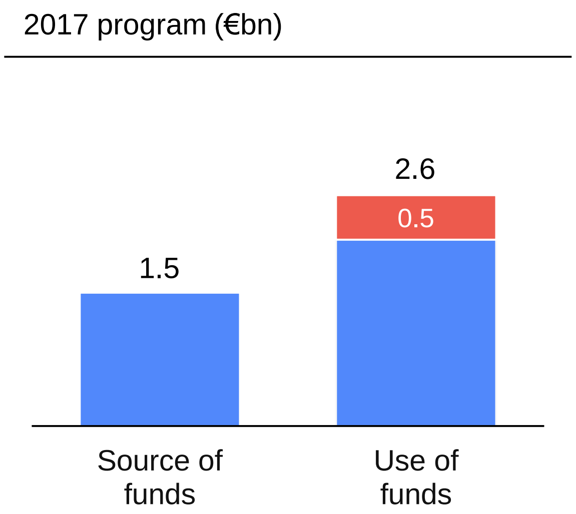
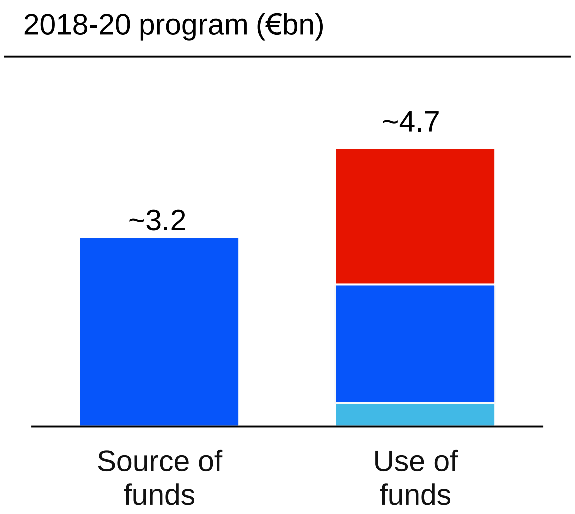
Group simplification & active portfolio management: the new plan





2018-20 use of funds (€bn)

~2.3	Minority buy-out & share buy back
~2	Acquisition focused on networks and e-Solutions
~0.4	Equity partnerships

Higher minority buy-outs leading to 3% earnings accretion

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Communities and people

Local communities (mn beneficiaries)

	2017E	2020[1]	
High-quality, inclusive and fair education	0.5	0.8 (2x)	From 0.4
Access to affordable and clean energy mainly in Africa, Asia and Latin America	1.7	3.0	
Employment and sustainable and inclusive economic growth	1.5	3.0 (2x)	From 1.5

Our people

	2020
Talent attraction and retention	
Appraise performance of people we work with[2]	100% of people involved 99% of people appraised 95% of people interviewed
Climate corporate survey[2]	100% of people involved 86% of people participating
Diversity	
Global implementation of the diversity and inclusion policy	Recruiting should ensure equal gender splitting of the candidates (c. 50%)
Training	
Enable digital skills diffusion among people we work with	NEW 100% of people involved in digital skills training

1. 2015-20 cumulated target
2. Eligible and reachable people having worked in the Group for at least 3 months

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Innovation

Key highlights

+2,300 startups scouted
+100 active projects
+30 startups scaled

18 agreements
with Venture Capital Funds

21 innovative partnerships globally

4 Community
(Blockchain, Storage, Drones, Augmented reality)
Crowdsourcing initiatives

7 Hubs in the world to catch innovation where it happens

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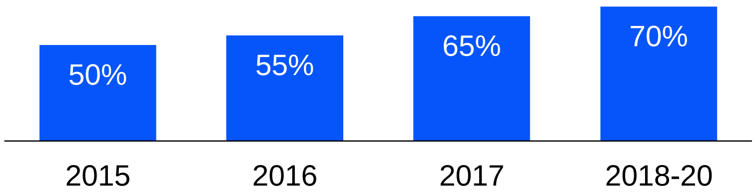
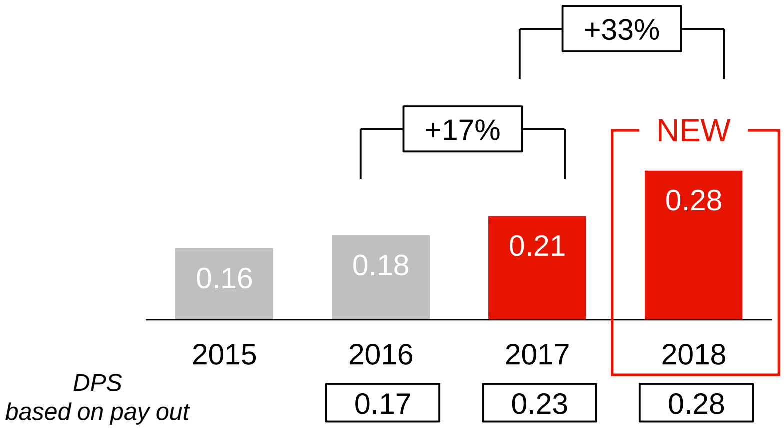
Shareholder remuneration

Dividend policy



Minimum DPS (€/sh)



Confidence on strategy delivery and revised plan allows improved shareholder return

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Strategic Plan 2018-20

Alberto De Paoli - CFO

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2018-20 strategic plan

Key financials

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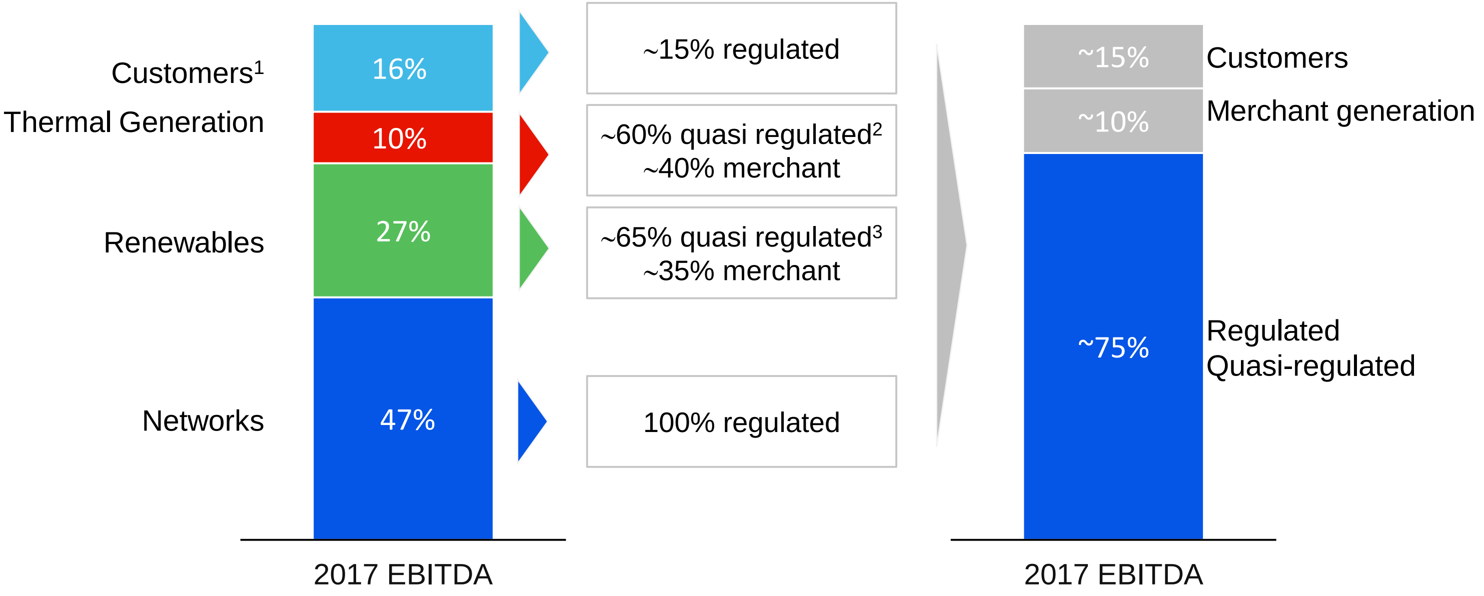
Enel today: diversified and resilient operator



Low volatility in earnings

1. Includes Retail and e-Solutions
2. Regulated, i.e. Iberian Island, essential plants, contracted under long term PPAs
3. Contracted under long term PPAs and incentivized

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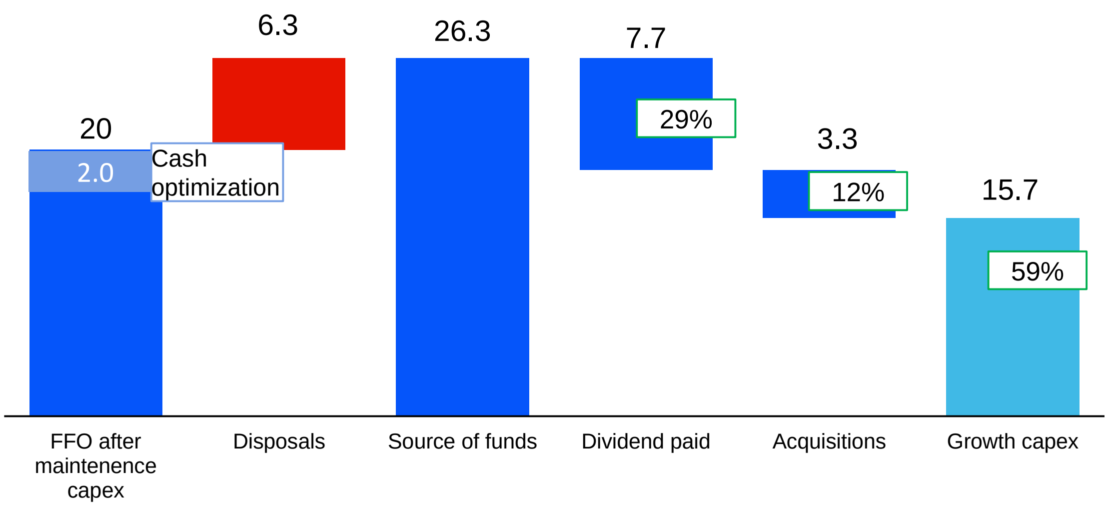
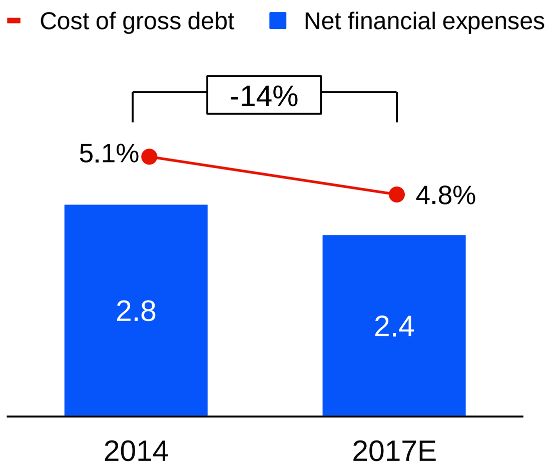
Delivery: financial targets

Funds allocation for growth and shareholders' remuneration 2015-17 (€bn)



Net financial expenses on debt (€bn)



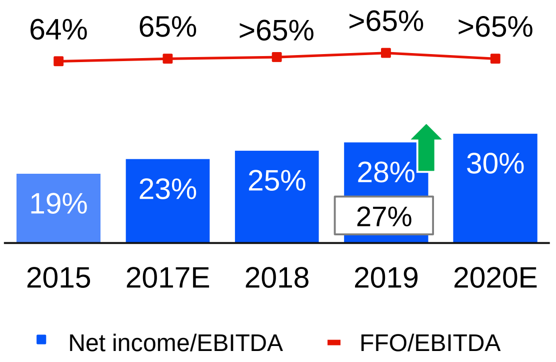
	2014	2017E
Net debt	37.4	37.8
Net debt/EBITDA	2.4x	2.4x

26 €bn of funds to fuel growth and remunerate shareholders

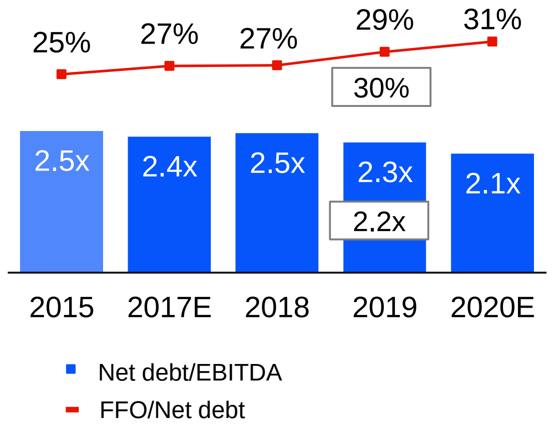
Capital Markets Day

Enel transformation and 2020 targets

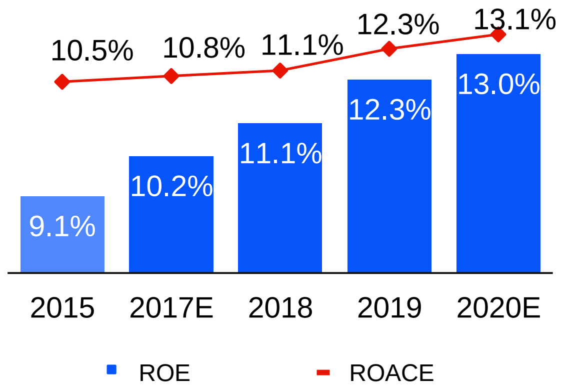
Profitability & cash generation



Leverage



Returns



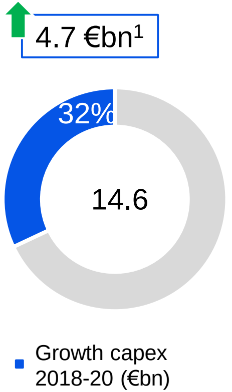
Continuous improvement in cash generation, profitability and returns

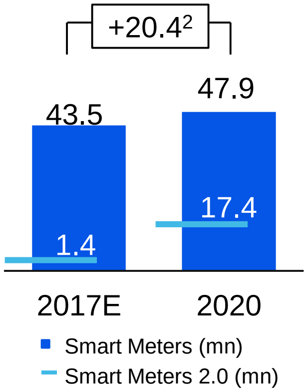
| - | 2019 target old plan |

Capital Markets Day

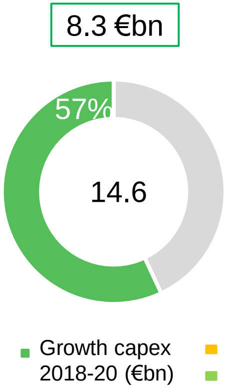
Integrated model fit for digitalized, low carbon world

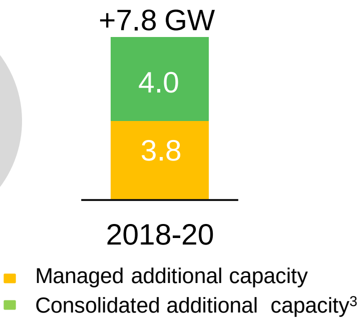
Networks



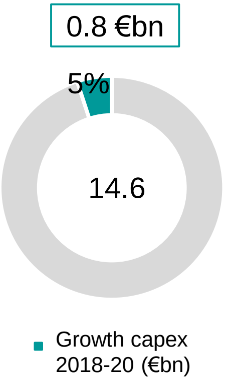


Renewables

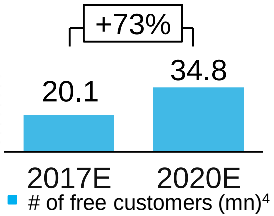




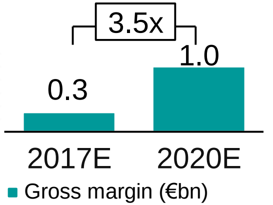
Customers



Retail



e-Solutions



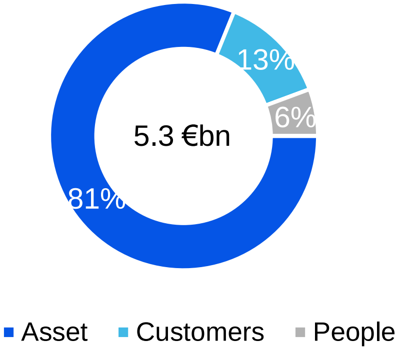
Investing to strengthen our positioning in the energy transition

1. Excludes connections for 3.3 €bn
2. Meters installed plus meters replaced with smart meters 2.0 in Italy
3. Including 0.3GW of projects to be consolidated in 2019 not included in the growth capex
4. Power and gas customers

Capital Markets Day

Digitalization

2018-20 cumulative digitalization capex



	Plan 2017-19	Plan 2018-20
Asset	3.9 €bn	4.3 €bn
Customer	0.7 €bn	0.7 €bn
People	0.1 €bn	0.3 €bn
	4.7 €bn	5.3 €bn

2018-20 cumulative benefits[1]

	Gross Margin	Opex	EBITDA
Asset	1.0 €bn	(0.3) €bn	1.3 €bn
Customer	0.2 €bn	(0.2) €bn	0.4 €bn
People	0.0 €bn	(0.2) €bn	0.2 €bn
	1.2 €bn	(0.7) €bn	1.9 €bn
	1.1 €bn	(0.5) €bn	1.6 €bn

Focus on assets, customers and people development

1. In real terms.

- Old plan

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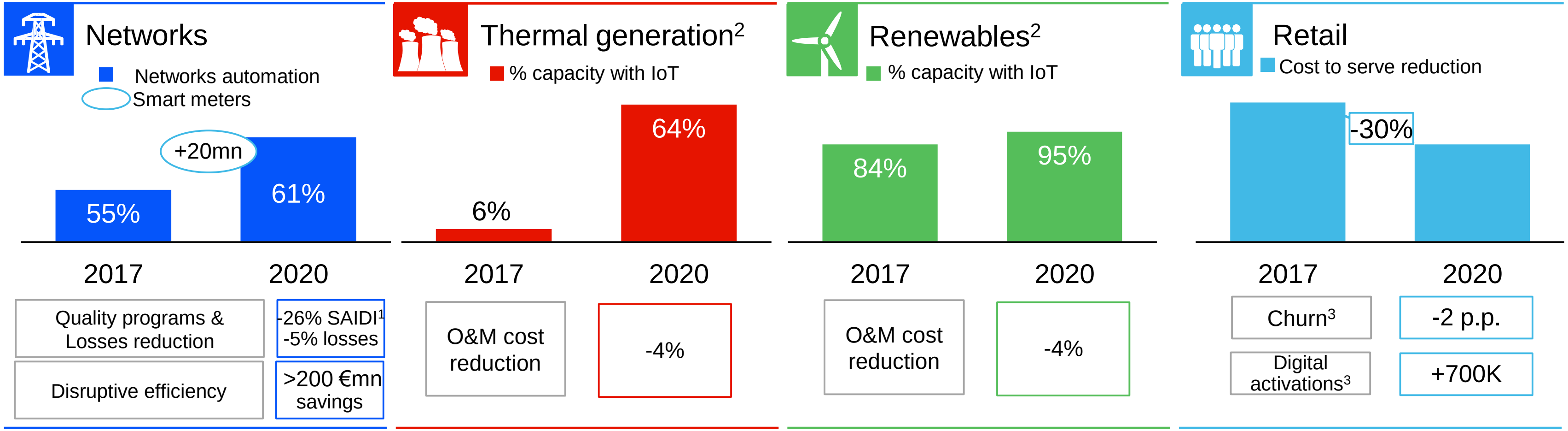
Digitalization



Maintenance capex: 300 €mn savings vs old plan

Cloud migration: 85% of data center already migrated into cloud, 20% opex reduction at regime

Driving efficiency and best in class service

1. Duration of the interruptions
2. KPIs are calculated only on power plants included in digital projects.
3. It refers to Italy

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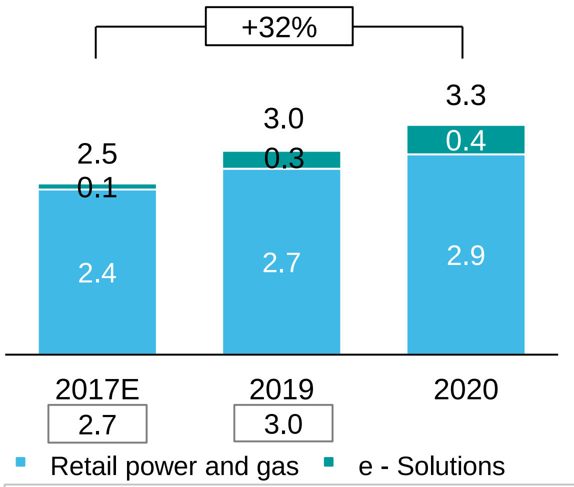
Customer focus: global retail and e-Solutions

EBITDA (€bn)



Key drivers	Key figures
Growth of retail customer base worldwide	+13.9 mn power customers +0.8 mn gas customers
Higher focus on corporate customers in Latam	33% increase in power volumes 15% increase in gas volumes
Digitalization in customer relationship	Cost to serve -30%
e-Solutions global business line start up	e-Solutions: >50% EBITDA CAGR

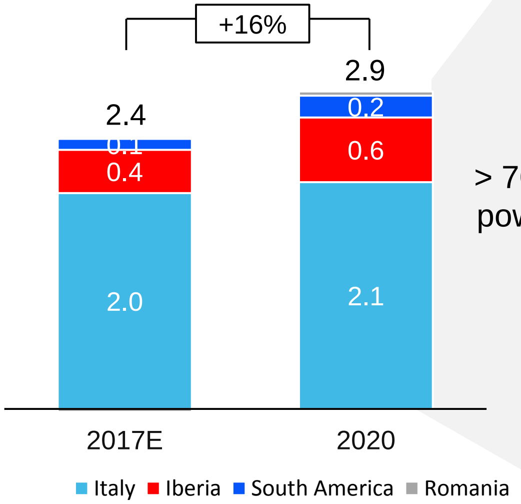
Confirming trend and enhancing 2020 targets

| - | Old plan |

Capital Markets Day

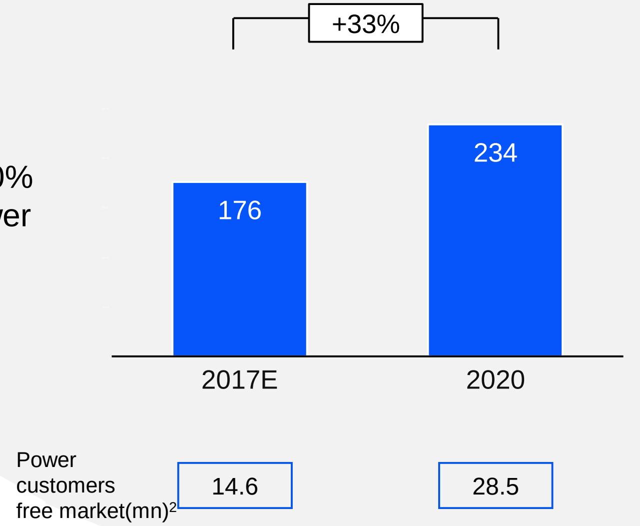
Customer focus: global retail

EBITDA retail power and gas (€bn)[1]

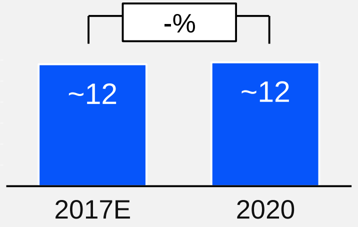


> 70% power

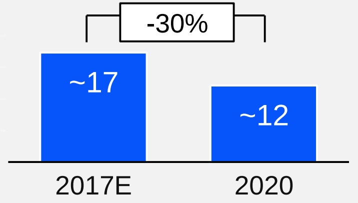
Power sold in free market (TWh)



Power unitary margin in free market (€/MWh)



Cost-to-serve (€/customer)[3]



Growing volumes and efficiency driving EBITDA increase

1. Including regulated EBITDA. Romania equal to -0.05 in 2017 and +0.04 in 2020
2. Power and gas
3. Italy, Iberia and Romania

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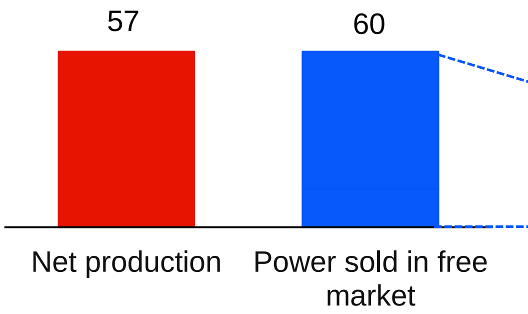
Customer focus: Italian retail

Enel supply and demand balance 2017

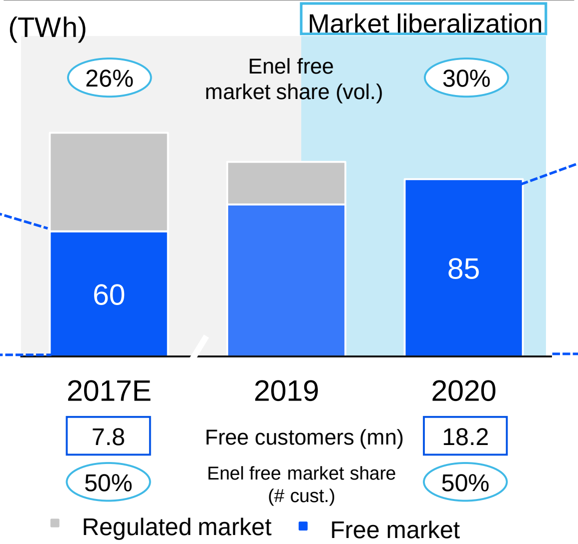
(TWh)



Long customers position already achieved in 2017

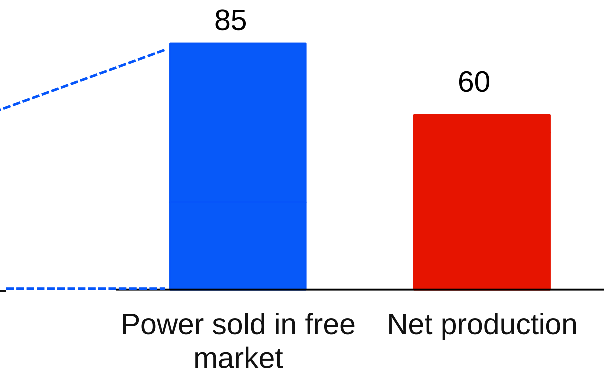
Enel power sold

(TWh)



Enel supply and demand balance 2020

(TWh)



Further improvement by 2020

Value migration towards final customers

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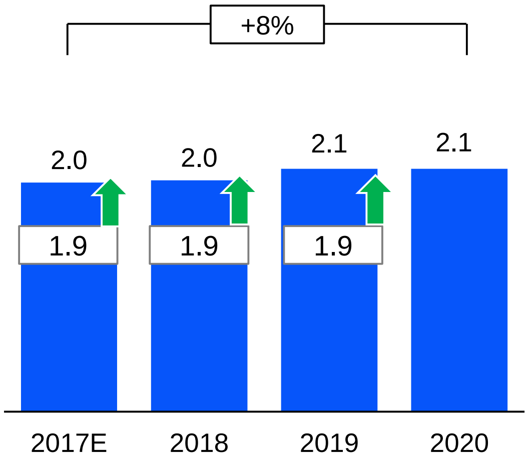
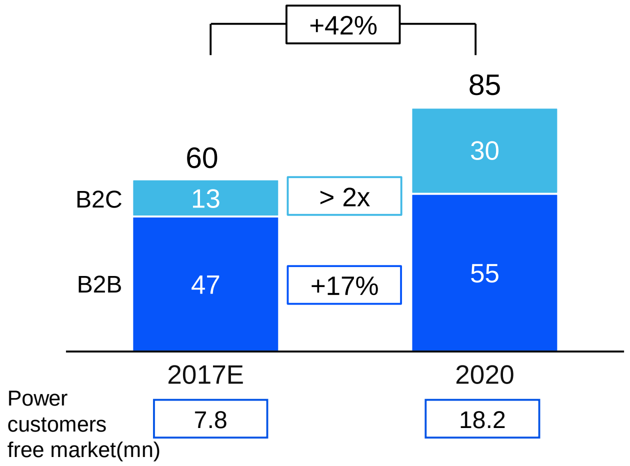
Customer focus: Italian retail

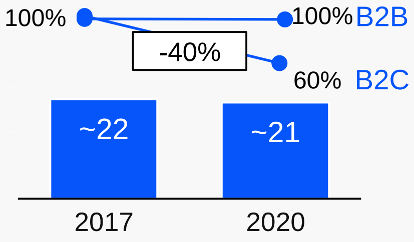
EBITDA (€bn)[1]



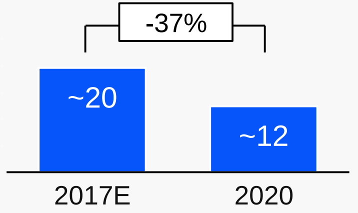
Power sold in free market (TWh)



Power unitary margin in free market (€/MWh)



Cost-to-serve (€/customer)



Evolution in strategy resiliency in margins

1. Including regulated EBITDA

| - | Old plan |

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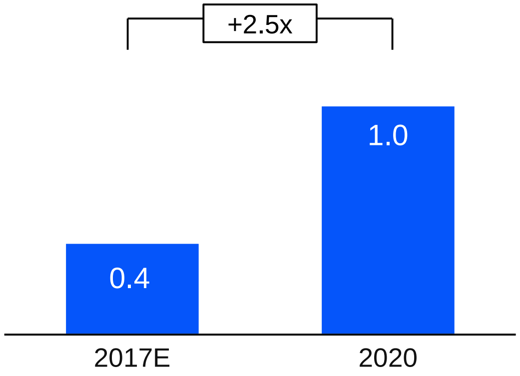
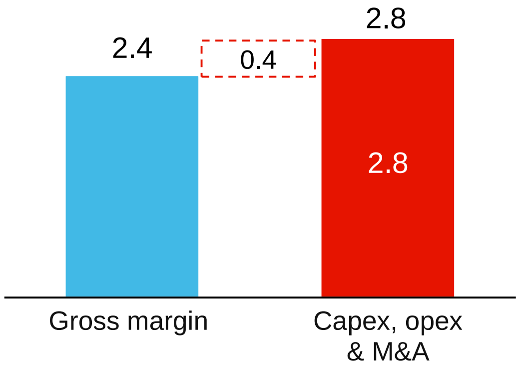
Customer focus: e-Solutions

Gross margin (€bn)



Cumulated 2018-20 (€bn)



Key highlights

- 0.4 €bn EBITDA in 2020
- >10 GW demand response
- +300 k private, +9 k public charging stations
- 4.5 mn customers in e-Home business

Positioning for the energy transition

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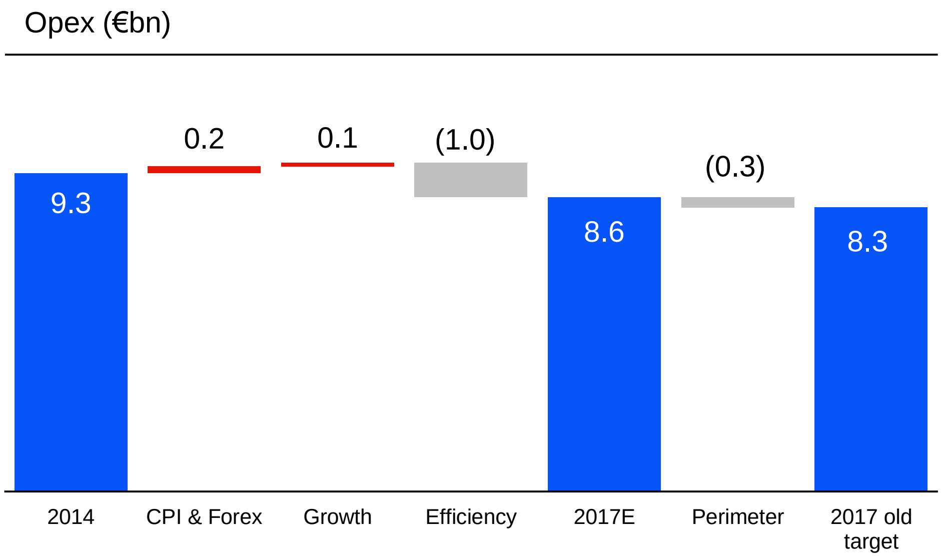
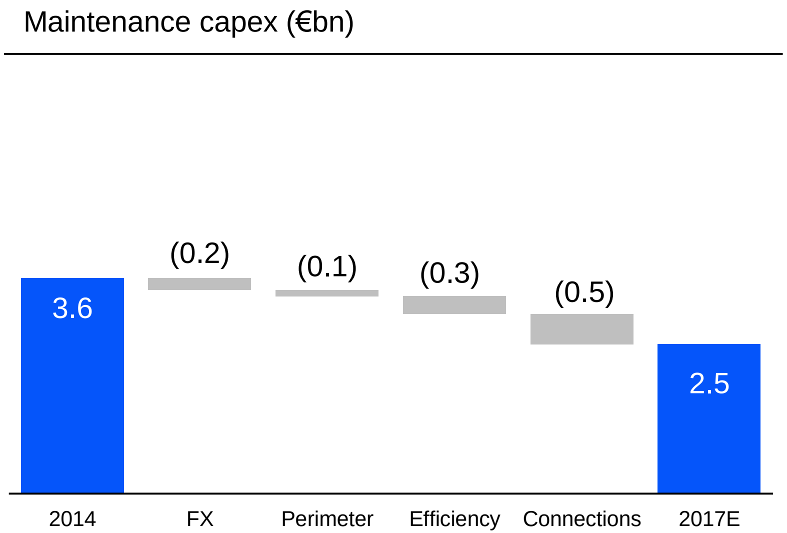
Operational efficiency: delivery 2014-17





Completed efficiency plan launched in 2014

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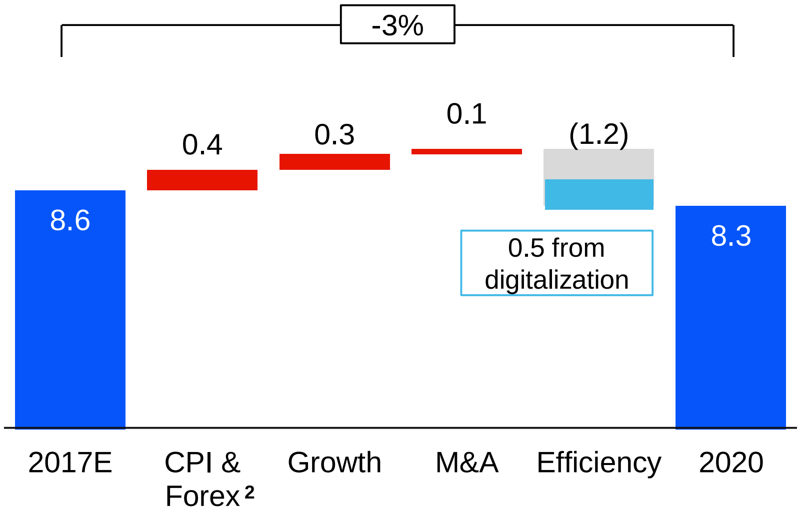
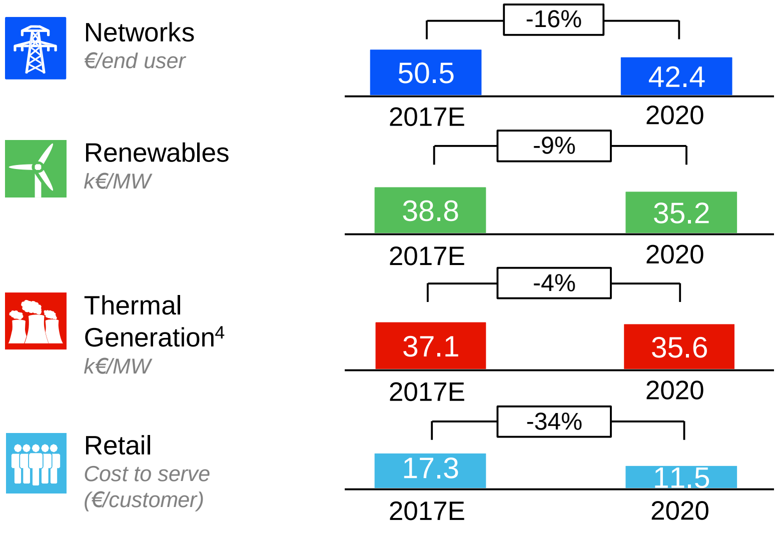
Operational efficiency: focus on opex

Opex evolution (€bn)[1]



Opex by business[3]



Digitalization will accelerate further opex reduction

1. Total fixed costs in nominal terms (net of capitalizations). Impact from acquisitions is not included.
2. Of which CPI +0.7 €bn and forex -0.1 €bn.
3. In real terms. Adjusted for delta perimeter
4. Excludes nuclear in Iberia

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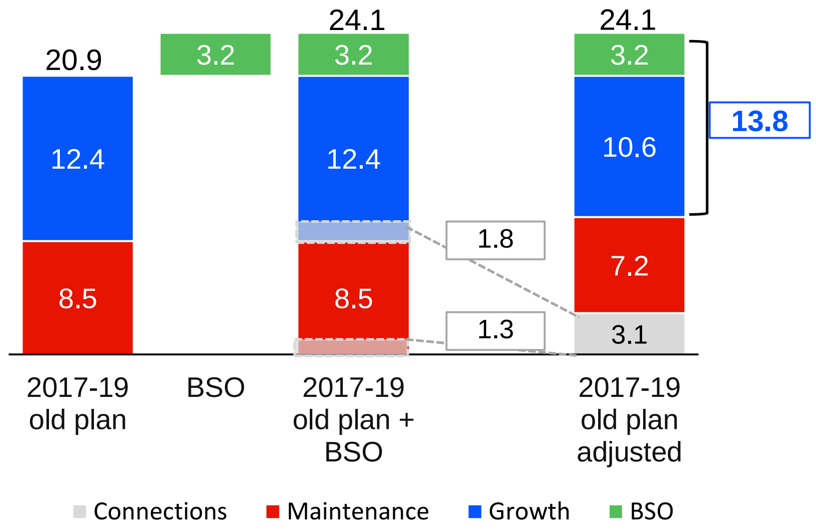
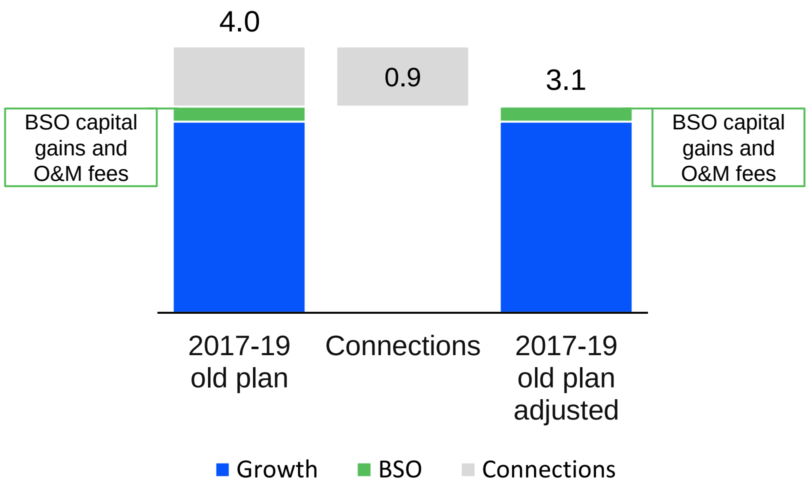
Industrial growth: capex and growth EBITDA reconciliation

2017-19 total capex (€bn)



2017-19 cumulated growth EBITDA (€bn)



Main differences are for connections and BSO capex

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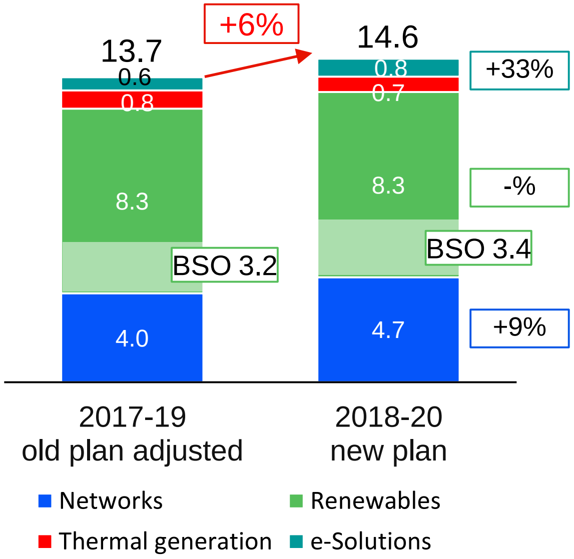
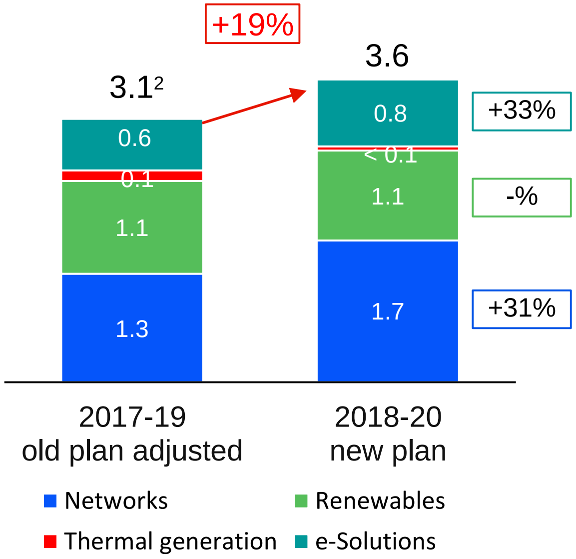
Industrial growth: focus on growth capex and growth EBITDA

Growth capex by business line[1] (€bn)



2018-20 cumulated growth EBITDA[1] (€bn)



Growth capex increase and re-allocation driving higher returns vs previous plan

1. Net of connections. Rounded figures
2. Old target 2017-19 equal to 4 €bn 2017-19 minus contribution from connections (300 €mn per year).

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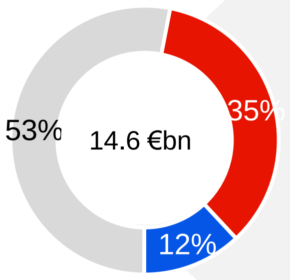
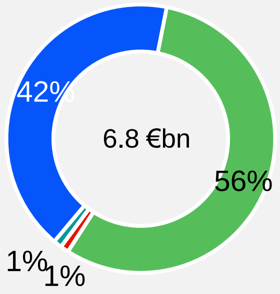
Industrial growth: focus on growth EBITDA

2018-20 growth capex



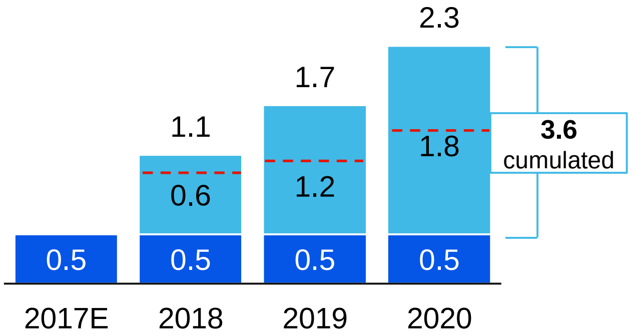
Capex addressed by business



By year[1]

2018	70%
2019	45%
2020	27%

Growth EBITDA by year[2] (€bn)



Increased contribution from networks and e-solutions

1. Portion of committed capex on total yearly amount
2. Net of connections equal to an average of 300 €mn

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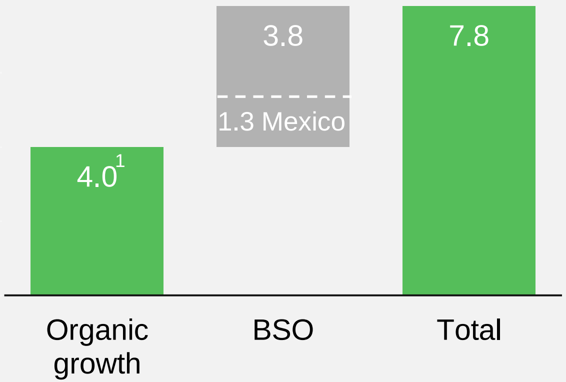
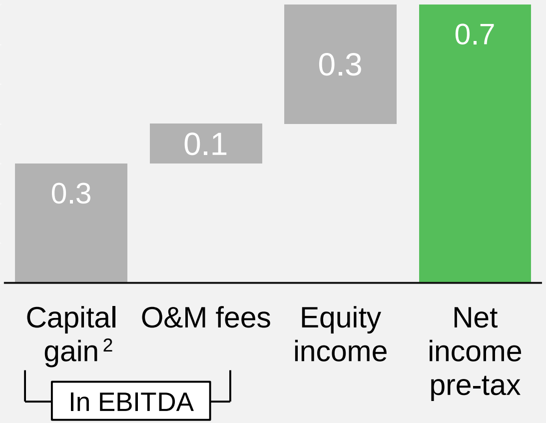
Industrial growth: renewables, Build Sell & Operate model (BSO)

Capacity additions 2018-20 (GW)



8.3 €bn growth capex

BSO model benefits (cumulative 2018-20)



Rationale

Capital gain
>100 k€/MW from 80 K€/MW in previous plan

EBITDA cumulative impact ~0.4 €bn

Spread over WACC 150 bps for consolidated and 200 bps for BSO

Option to reconsolidate assets

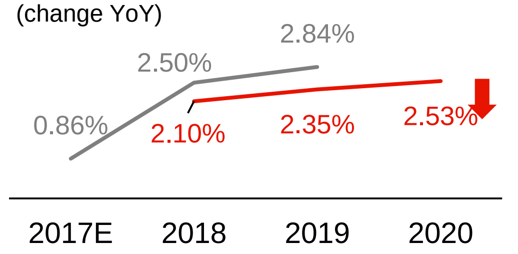
Strong lever to accelerate value creation

1. Including 0.3 GW of projects to be consolidated in 2019 not included in the growth capex
2. Not including capital gain for 1.3 GW already sold in Mexico in 2017

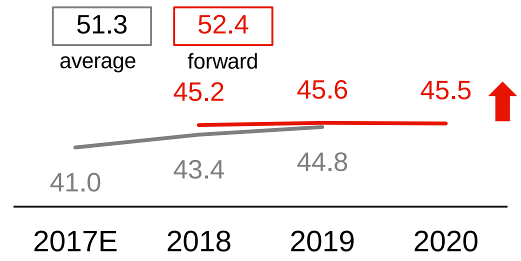
Capital Markets Day

Macro scenario: revised assumptions for commodities and prices

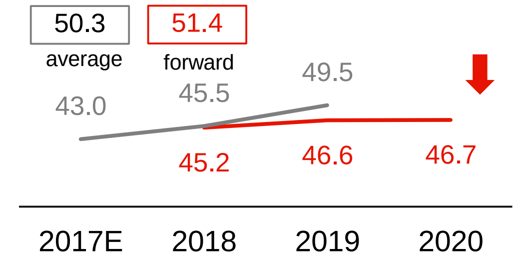
Electricity demand South America



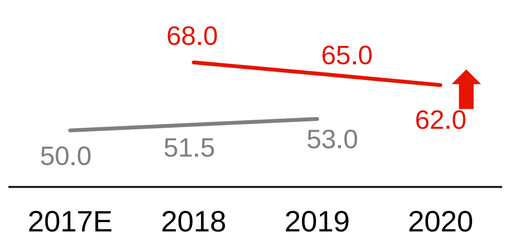
Italy power price (€/MWh)



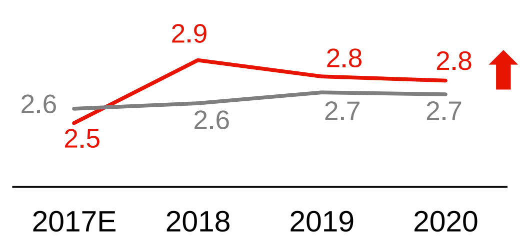
Spain power price (€/MWh)



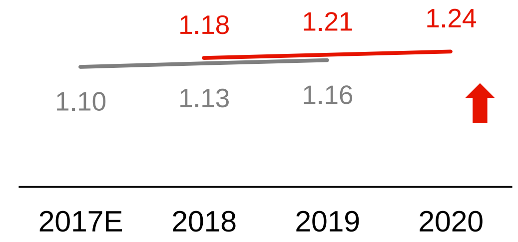
Coal price - API2 (USD/ton)



CPI all countries (% YoY)[1]



FX EUR/USD



More conservative macro scenario assumptions

1. It includes: Italy, Spain, Russia, Romania, United States, Mexico, Argentina, Brazil, Chile, Colombia, Peru

Old plan New plan

Capital Markets Day

What has changed

Macro assumptions (€bn)

Yearly impact on average EBITDA	
-0.1	Demand
-0.1	Price curve and commodities
-0.1	FX
-0.1	Lower hydro availability
-0.1	Inflation

Total on EBITDA: **-0.5 €bn**

Managerial actions (€bn)

Yearly impact on average EBITDA	
+0.1	Higher efficiency and margins driven by higher digitalization capex
+0.15	Higher growth capex in networks
+0.1	Higher retail in Italy and Iberia
+0.3	Regulatory reviews in South America
-0.15	e-Solution start-up

Total on EBITDA: **+0.5 €bn**

Minorities buyout

HIGHER EARNINGS ACCRETION

LOWER COST OF DEBT

The plan delivers higher CAGR in EBITDA and net income trajectory

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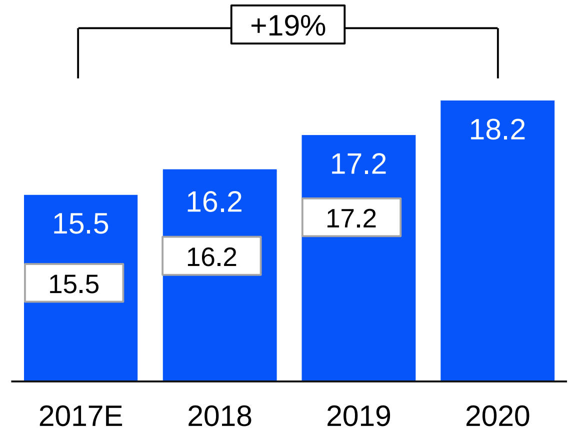
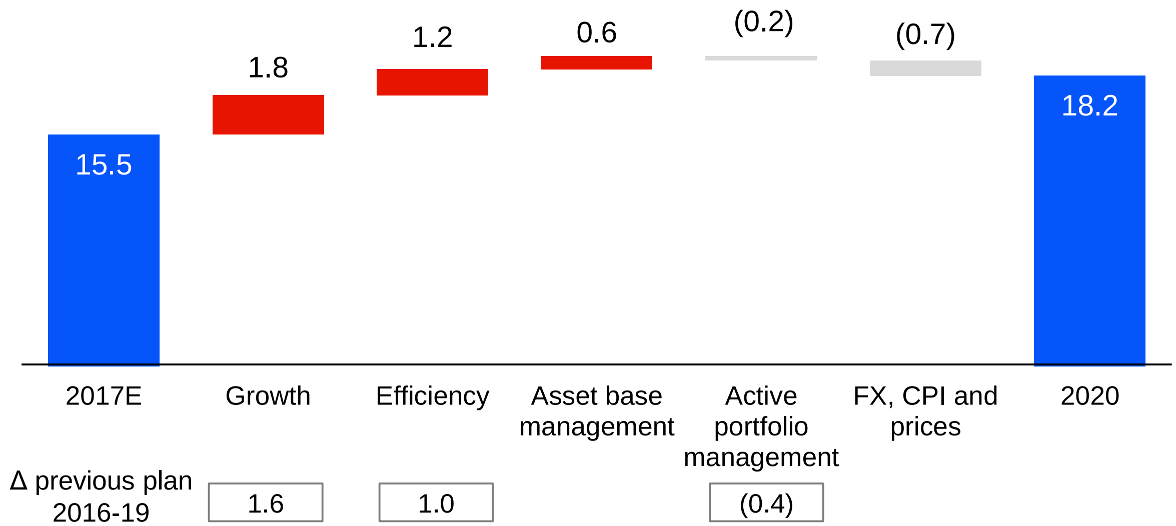
EBITDA evolution

Ordinary EBITDA (€bn)



2017-20 ordinary EBITDA evolution (€bn)



Growth and efficiency driving performance

- Old plan

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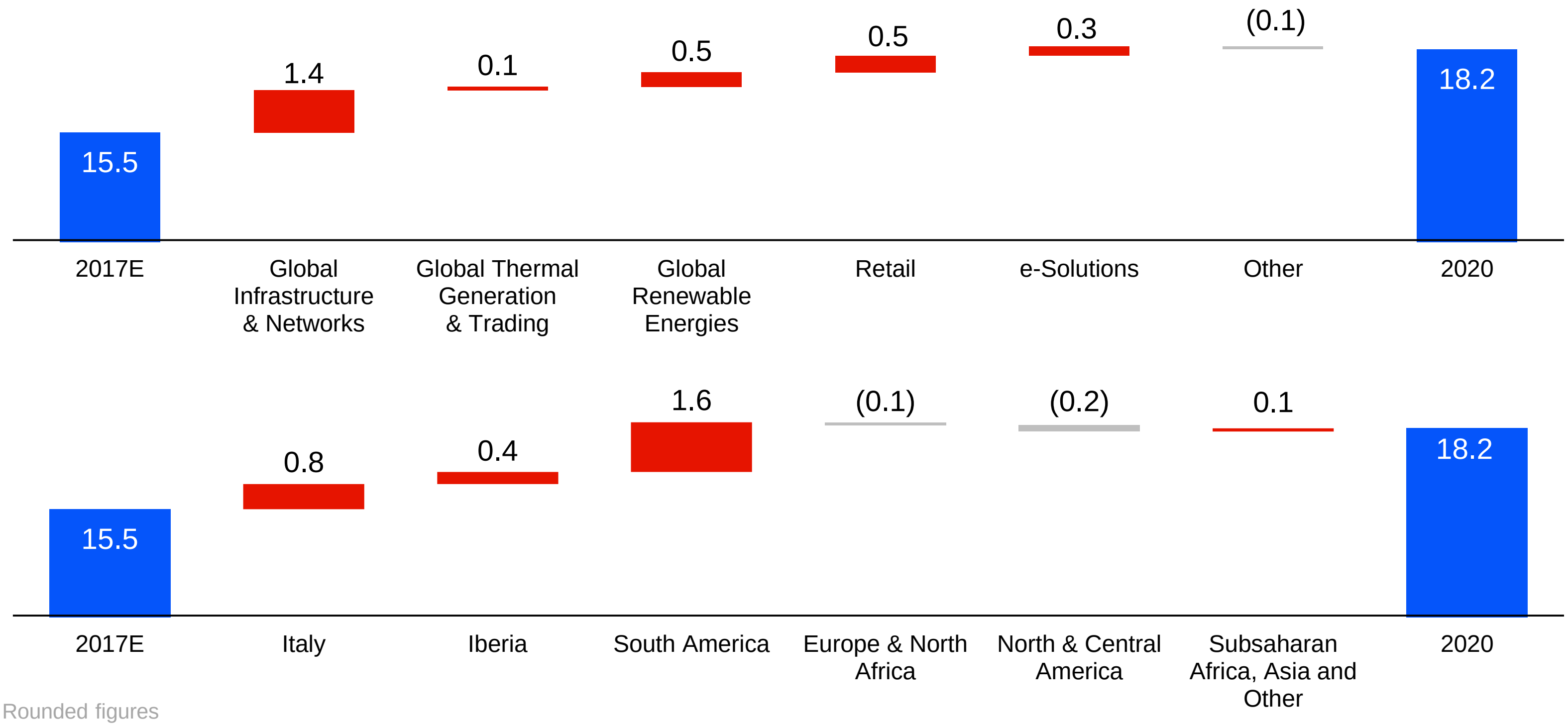
EBITDA evolution[1]

2017-20 EBITDA evolution by business line and country (€bn)



1. Rounded figures

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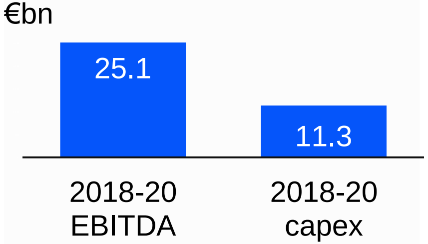
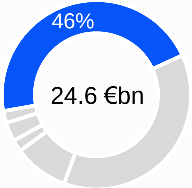
Summary by business line

Networks

EBITDA CAGR[1] +6%



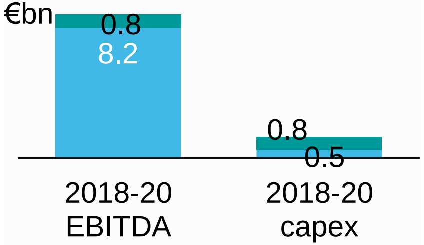
Capex plan



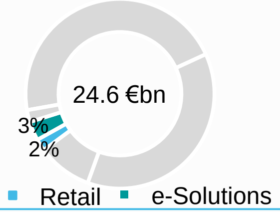
~400 bps spread over WACC

Customers

EBITDA CAGR[1] +10%



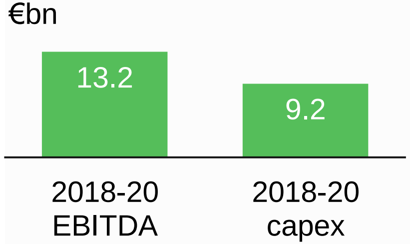
Capex plan



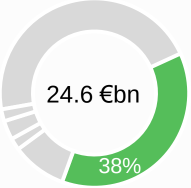
~100-150 bps spread over WACC

Renewables

EBITDA CAGR[1] +5%



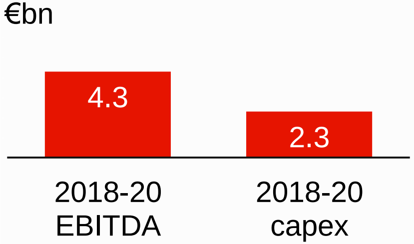
Capex plan



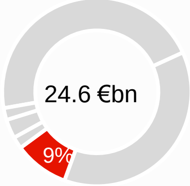
150-200 bps spread over WACC

Thermal generation[2]

EBITDA CAGR[1] +2%



Capex plan



~250-300 bps spread over WACC

1. 2017-20 CAGR
2. Including Global Trading and nuclear in Iberia

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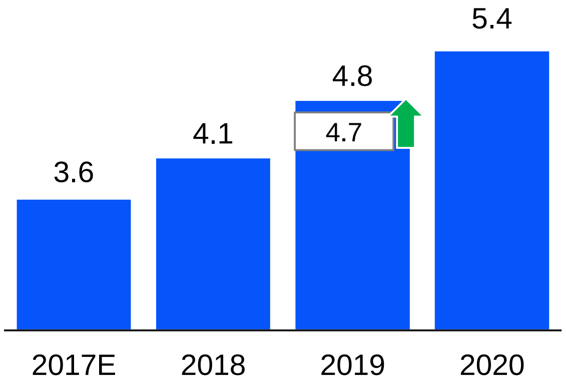
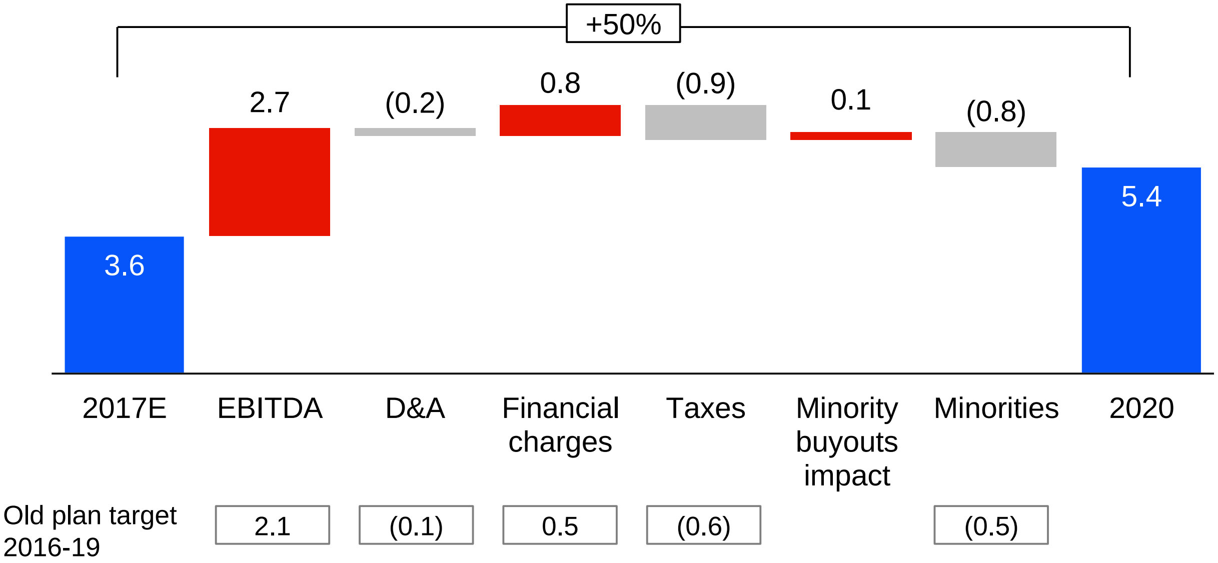
Key financials: Group net income evolution

Group net ordinary income (€bn)



2017-20 group net ordinary income evolution (€bn)



Accelerating net income accretion

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Financial strategy

2017 actions completed (€bn)

7	Yankee bonds issuance
1.25	Green bond issuance
0.5	EIB financing for Open Meter
1.5	Liability management
4.3	Repayment of bond maturities

Total savings in interest expenses of ~125 €mn

Financial strategy for 2018-20 (€bn)

5.7	Bond refinancing including green bonds program
2.7	Hybrid refinancing
9.4	Renegotiation of credit line
0.5	Further EIB financing for Open Meter
	Capital structure optimization in higher growth countries
	Further liability management actions

Additional reduction of financial expenses on debt of ~300 €mn by 2020

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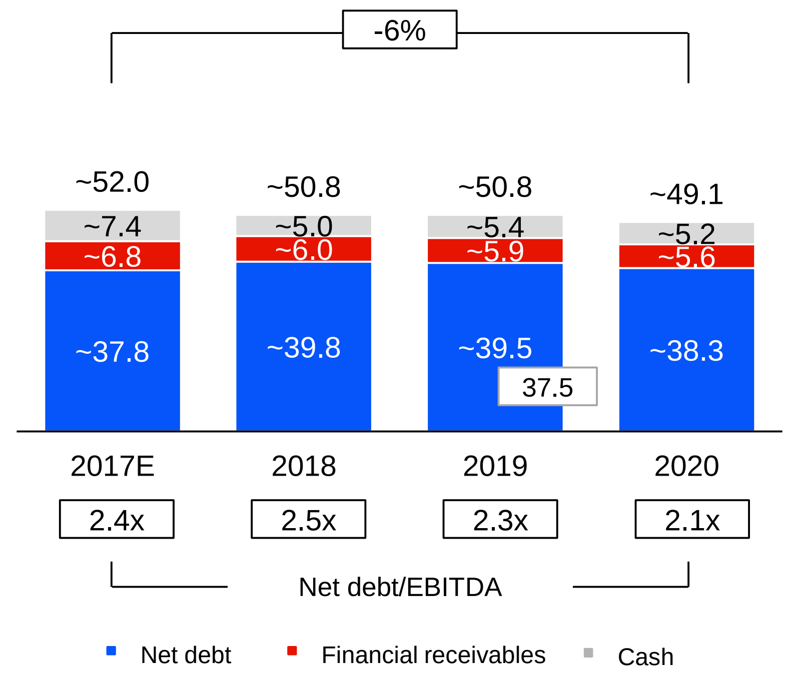
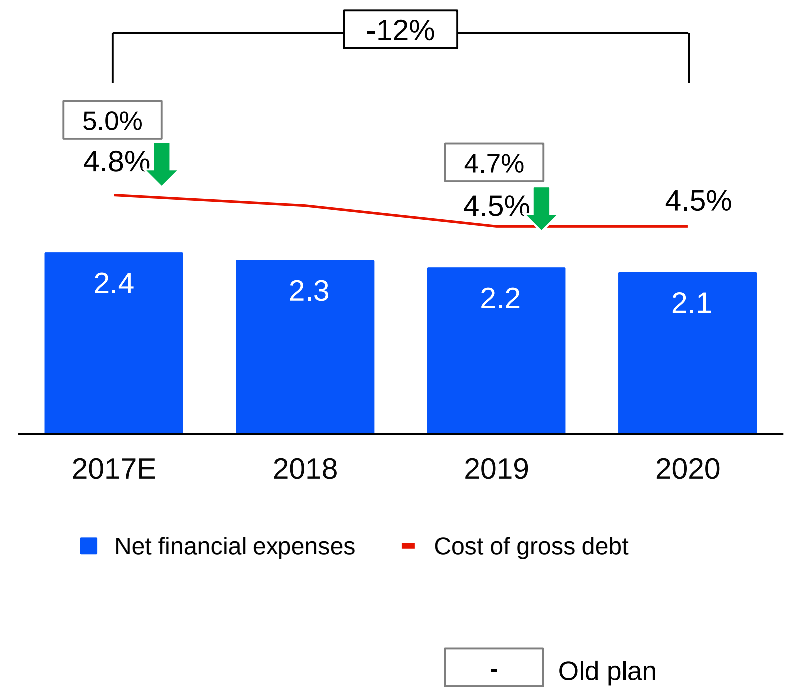
Financial plan and strategy

Gross and net debt (€bn)



Net financial expenses on debt (€bn)



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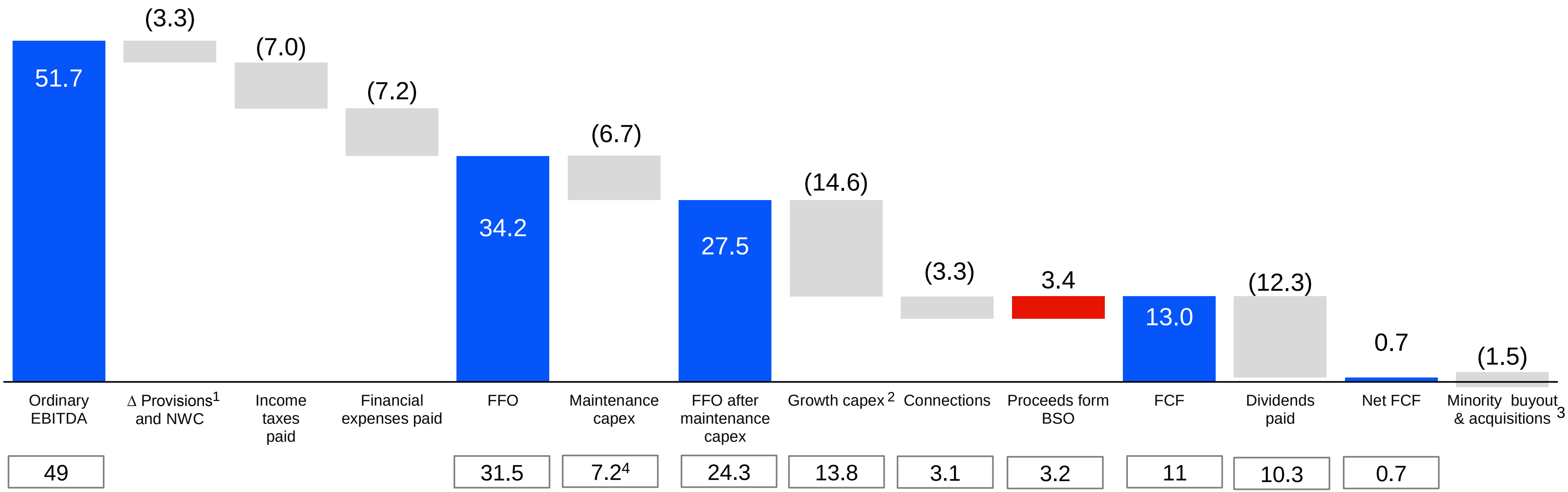
2018-20 cumulated cash flow (€bn)



Stronger organic cash flow generation versus the previous plan

1. Accruals, releases, utilizations of provisions in EBITDA (i.e. personnel related and risks and charges). Inclusive of bad debt provision accruals
2. Including 3.4 €bn BSO capex
3. Including +3.2 €bn disposals and -4.7 €bn minority buyouts and acquisitions

4. Net of connections

-	Old plan

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Group targets

	2017E	2018	2019	2020	*CAGR (%) 2017-20*
Ordinary EBITDA (€bn)	~15.5	~16.2	~17.2	~18.2	~+6%
Net ordinary income (€bn)	~3.6	~4.1	~4.8	~5.4	~+15%
Minimum dividend per share (€)	0.21	0.28	-	-	-
Pay-out ratio	65%	70%	70%	70%	+5 p.p.
Implicit DPS (€)	0.23	0.28	0.33	0.37	~+17%
FFO/Net Debt	27%	27%	29%	31%	~+4 p.p.

- Improved vs. old plan

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Global Infrastructure and Networks

Livio Gallo

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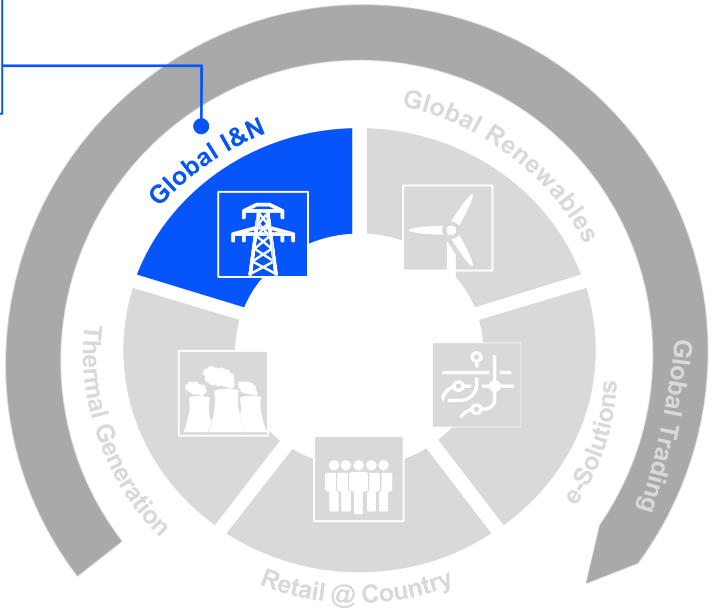
Integrated model fit for digitalized, low carbon world

Cash flow generation
Digital infrastructure platform
Global risk mitigation



Solid backbone of our growth

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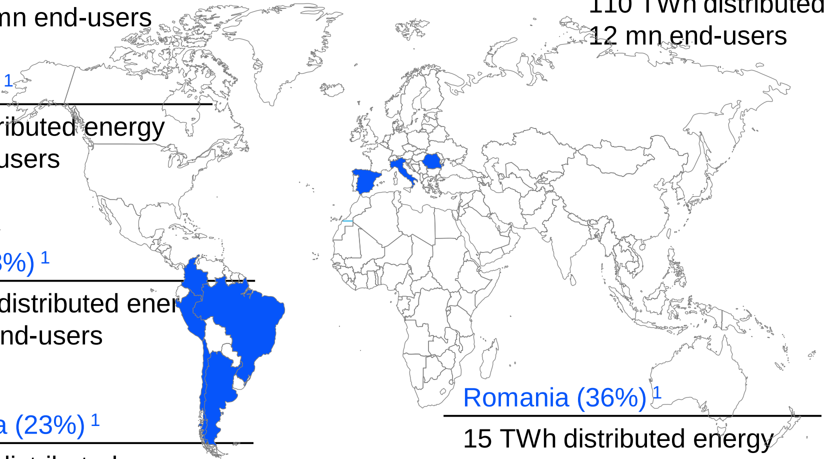
Positioning and key figures



Italy (85%)[1]
224 TWh distributed energy
31.5 mn end-users

Argentina (16%)[1]
18 TWh distributed energy
2.5 mn end-users

Iberia (42%)[1]
110 TWh distributed energy
12 mn end-users

Brazil (12%)[1]
35 TWh distributed energy
9.9 mn end-users

Chile (33%)[1]
16 TWh distributed energy
1.9 mn end-users

Romania (36%)[1]
15 TWh distributed energy
2.8 mn end-users

Colombia (23%)[1]
14 TWh distributed energy
3.3 mn end-users

Peru (25%)[1]
8 TWh distributed energy
1.4 mn end-users

Key figures	2017
Distributed energy (TWh)	441
End-users (mn)	65

Financials (€bn)	2017
EBITDA	7.3
Opex	3.3
Maintenance capex	1.2
Growth capex	1.1
Connection capex	1.2
Total capex	3.5

1. 2016 market share in terms of number of end-users

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Regulatory scenario: Europe

	Country	WACC	Next regulatory cycle	Highlights
Regulatory framework	Italy	5.6%	2024	Totex in 2020
	Iberia	6.5%[1]	2020	Return revision in 2020
	Romania	7.7%	2019	Smart meter roll-out

Stable regulatory frameworks

47% of Group EBITDA

Stable RAB of ~ 31 €bn over the plan

Long term stability

1. Nominal pre-tax

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Regulatory scenario: South America

	Country	WACC	Next regulatory cycle	Highlights
Regulatory framework	Argentina	12.5%	2022	Improved scenario in Argentina
	Brazil Rio/Celg	12.3%	2018	New Rio concession conditions from March 17
	Brazil Cearà	12.3%	2019	RAB maximization
	Chile	10%	Nov 2020	Regulatory framework already set
	Colombia	13.5%	2018	New regulatory framework
	Peru	12%	Nov 2018	Stable scenario

RAB of 10 €bn growing over 30% in the plan

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Digitalization

Pipeline model			Platform model	
Efficiency	Excellency	Processes convercence Products Technologies	Disruptive efficiency	Digitalized processes Digital supply chain Lighthouse projects
Digital transformation	Smart grids	Improve quality, efficiency and hosting of distributed generation	Data driven networks	Networks automation Remote control IoT Resilience
End-user & new services	End-user value	Technologies to enable new services	End-user experience	Crowdworking Smart meter Blockchain

Moving from a pipeline to a platform model

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Digitalization

2017E KPI	Italy	Iberia	Romania	South America
Digital process status[1]	3.1	2.8	2.9	2.5
Digital data network status	84%	41%	50%	24%
Advanced network metering[2]	99%	89%	26%	25%

Degree of digitalization and capex plan 2018-20 (€bn)

Italy	Iberia	Romania	South America	Digitalization drivers
0.2	0.1	0.1	0.1	Disruptive Efficiency
0.4	0.5	0.2	1.0	Data Driven Networks
1.3	0.1	0.1	0.1	End-user Experience
1.9	0.7	0.4	1.2	% achieved status by 2020

Total capex 4.2

Long-term value creation

1. Digital process status: max level 5
2. This KPI considers smart meters 1.0

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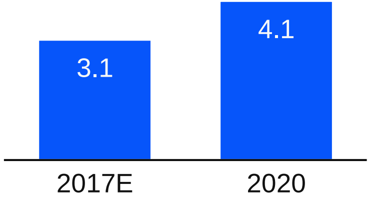
Disruptive efficiency pilot: Digitaly

Project key figures

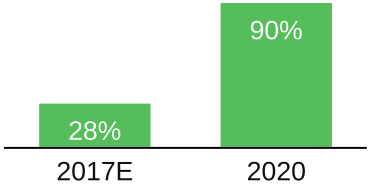
- Analysed and reviewed all core processes end to end under operation and digital perspective
- More than 50 initiatives identified
- Expected ~120 €mn savings[1] per year

Main achievements

Process digitalization



Networks monitored by smart tech



Applied solutions

Asset

- Advanced sensors
- Drones
- Augmented reality
- Network images recognition and 3D modelling

End-users

- Digital agenda
- Customer storyline
- Chatbot and virtual assistant

Digital disruption and saving achievement

1. 2018-20

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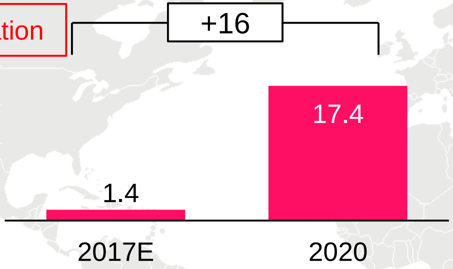
Industrial growth: focus on smart meter roll out

Italy - Smart meter 2.0 (#mn)

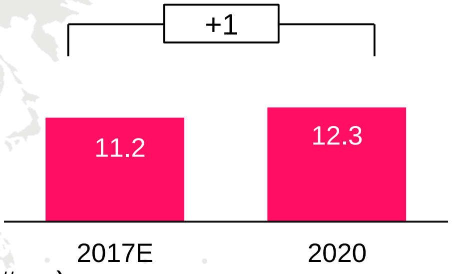
2° wave of digital transformation

55% completed by 2020



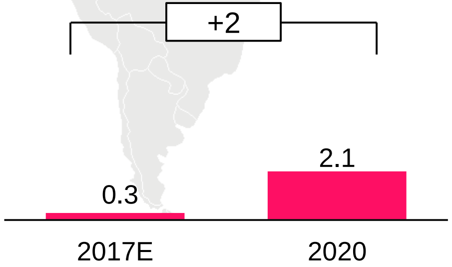
Iberia - Meters (#mn)

100% completed by 2018



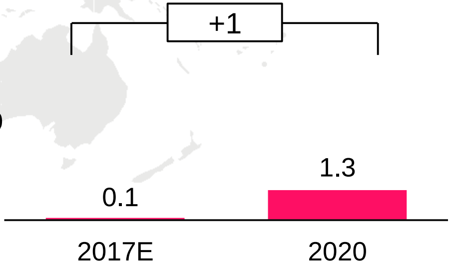
Romania - Meters (#mn)

70% completed by 2020



South America - Meters (#mn)

6% completed by 2019



1.6 €bn capex, more than 20mn of meters installed

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Italy: Smart meter 2.0 's key features and benefits

Replacement of 16 million meters with new generation ones

1.3 €bn investment in the 2018-20 period

Totex regulation

End-users

- Consumption profile
- Increased awareness
- Active demand

Energy operators

- Quarter-hourly load curves
- Flexible rates
- Enabling value added services

Network operations

- Power outages advanced diagnostics
- Widespread network monitoring
- Network planning improvement

Metering processes

- Big data analytics
- Local energy balances
- Enhanced fraud detection

Key technology for network digitalization

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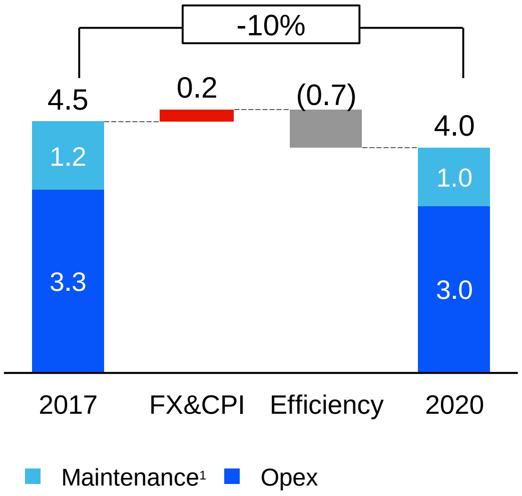
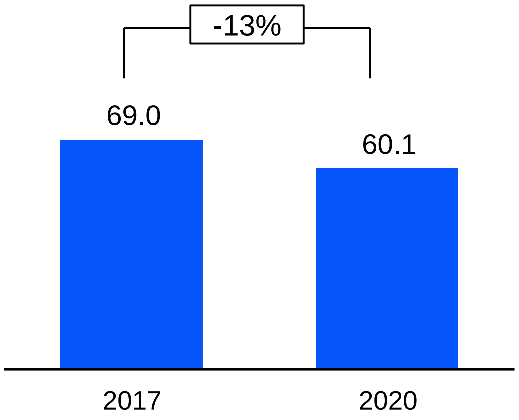
Efficiency

Cash cost evolution[1] (€bn)

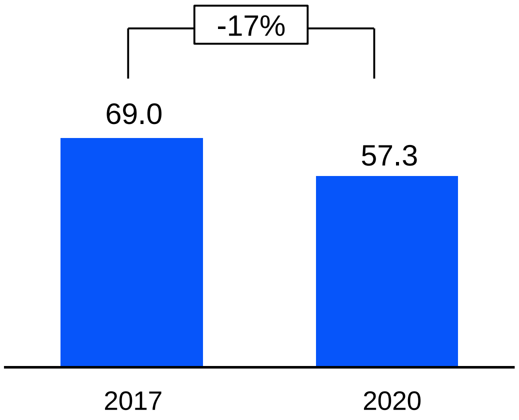


Cash cost/end users nominal (€)



	2017		2020
Europe	66.1	-13.3%	57.3
South America	75.3	-12.0%	66.3

Cash cost/end users real (€)



	2017		2020
Europe	66.1	-17.0%	54.9
South America	75.3	-16.6%	62.8

1. Excluding one-off

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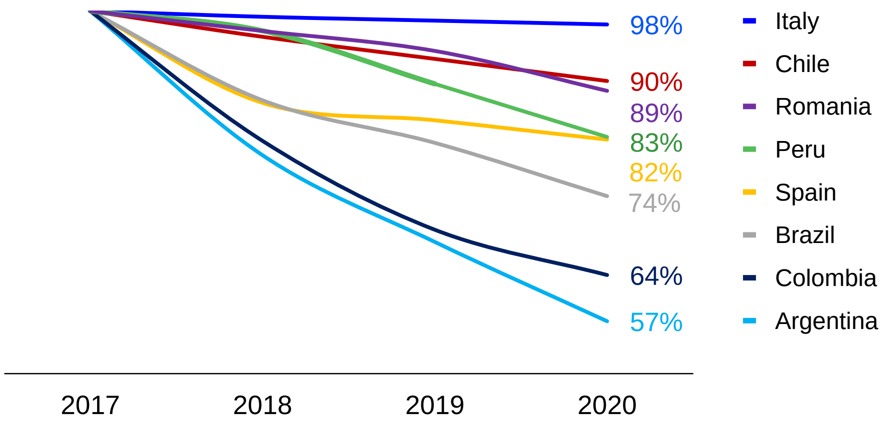
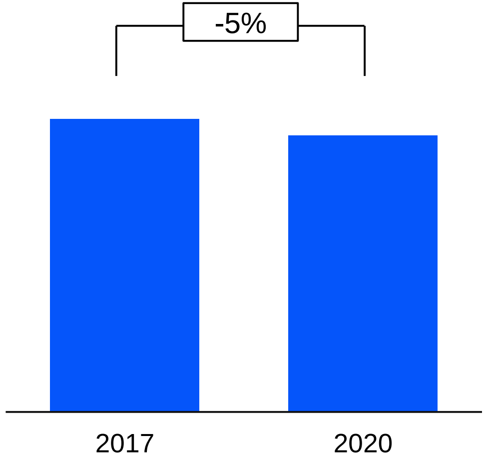
Quality of Service and Network Losses

Minutes of interruption



Network Losses (%)



Europe	-4%
South America	-9%

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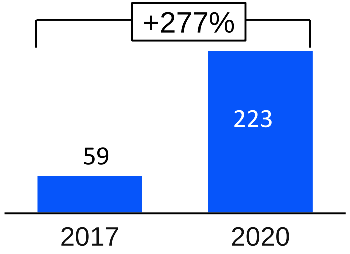
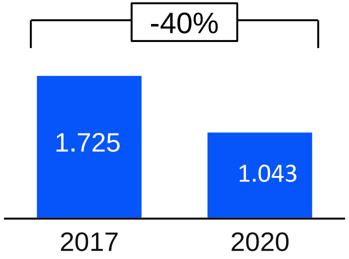
CELG 2020 Project

Key perfomance indicators

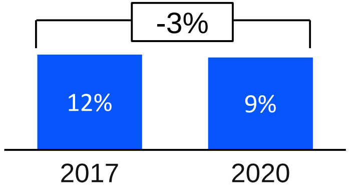
New MV lines (km)



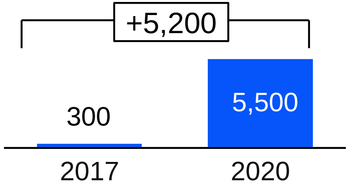
Minutes of interruption



Losses



Network automation (nodes)



Project plan (€m)

Total capex	~ 560
RAB 2020	+21% vs 2017

Annual recurring potential benefits (from 2020)

Opex saving	~85
Higher margin	~40
Capex efficiency	~20

Actions

- 160 initiatives
- 6 working groups

Remarkable restructuring leads to more than 200% EBITDA increase

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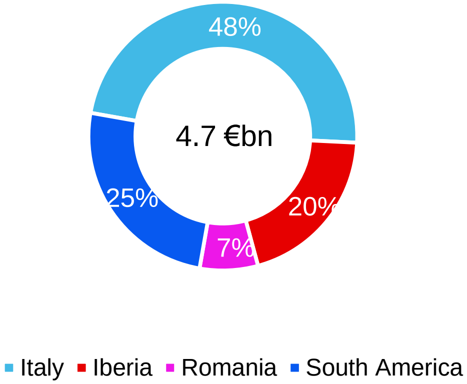
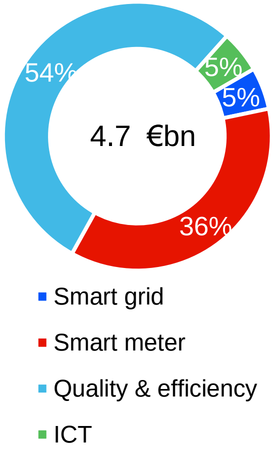
Industrial growth 2018-20

Growth capex[1] by area (€bn)



Growth capex[1] by technology (€bn)



Key figures

67.2 mn connected end users

Cumulative growth EBITDA[1] 1.7 €bn

Average time to EBITDA < 1.5 years

Spread over WACC ~ 400 bps

Digitalization as key lever

1. Excluding one-off

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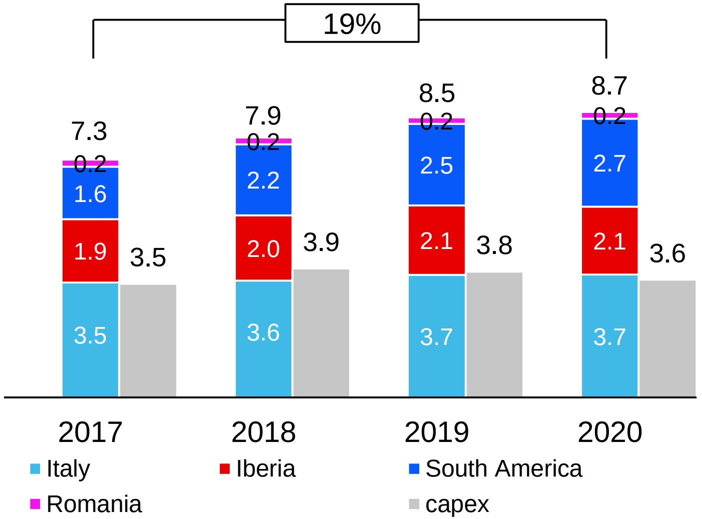
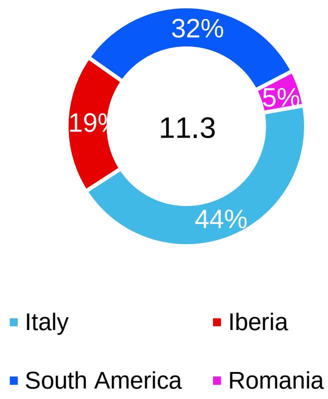
Financial targets

EBITDA by geograghy and capex 2017-20 (€bn)



Capex by geography 2018-20 (€bn)



Key trends

Diversified geographical footprint

Stable regulatory framework with predictable returns

Strong efficiencies

Further growth through committed investments

Strong and sustainable cash generating growth

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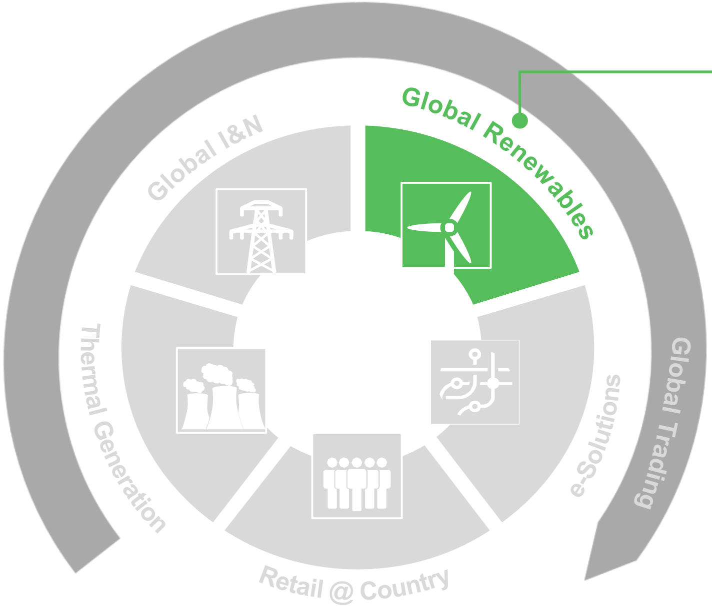
Global Renewable Energies

Antonio Cammisecra

Capital Markets Day – Global renewable energies

Integrated model fit for digitalized, low carbon world



Generation growth engine
Leading geographic expansion

Growth engine for the utility of the future

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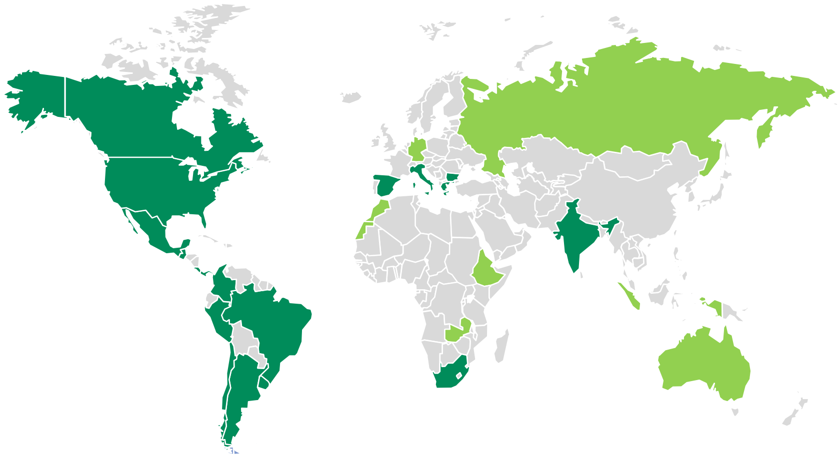
Presence and key figures



■ Countries of presence ■ Countries with advanced stage of development

Consolidated capacity (GW)	6.6	2.2	27.5	0.8
Managed capacity (GW)	2.6	0.4	0.3	0.1

Key figures	2017	Managed
Capacity (GW)	37.1	40.5
Production (TWh)	85.1	92

Key financials (€bn)	2017
EBITDA	4.1
Opex	1.4
Maintenance capex	0.3
Growth capex	3.4

Geo Hydro Wind Solar

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2017 key relevant events: a very competitive battleground

March	April	May	June	July	Sept.	Oct.	Nov.	Nov. – Dec.
USA Cimarron Bend COD (wind 400 MW)	Entry in to Australia (PV 138 MW)	Tender in Spain (wind 540 MW)	Entry into Russia (wind 291 MW)	Tender in Spain (PV 339 MW)	Starting up Chile Cerro Pabellon (geo 48 MW)	BSO Mexico signing	Awarded Chile DISCO tender (PV, wind, geo 239 MW)	USA wind COD 898 MW
Mexico Start of Villanueva construction (PV 754 MW)					Brazil 546 MW PV in operation	Entry into Ethiopia (PV 100 MW)	Mexico Tender[1] (wind 593 MW)	
					Awarded Volta Grande plant (hydro 380 MW)		Peru Rubi COD (PV 180 MW)	

2.6 GW of additional capacity and over 2.5 GW of tender already awarded

1. Based on preliminary awarding

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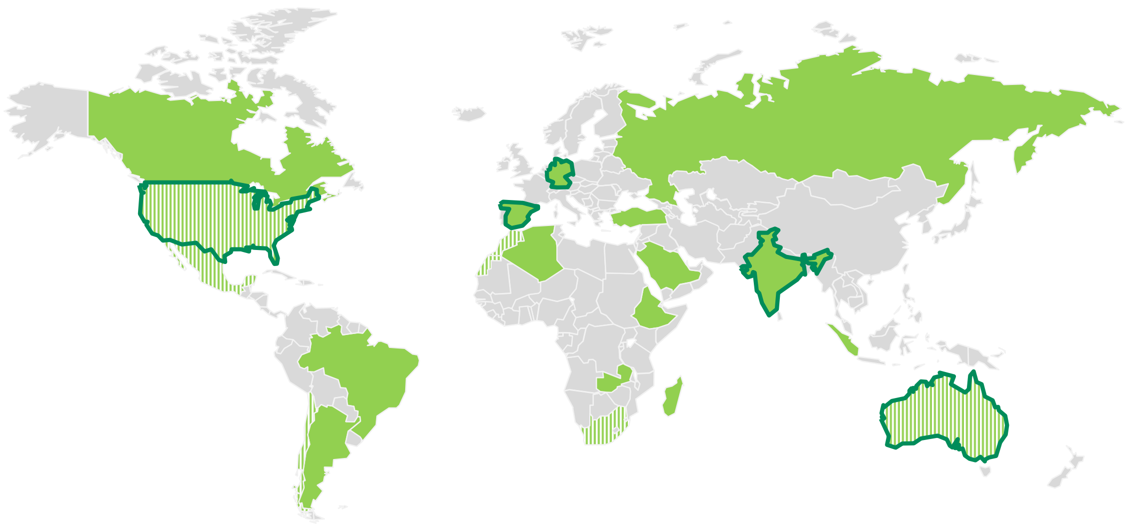
Diversified regulatory framework



Renewable auctions

Capacity auctions,
PPA with customers C&I

No more incentives in the future

Renewable auctions

- High competition and number of participants
- Price driven
- All operators
- Regulatory and local content risk
- Commodity

PPA with customers C&I[1]

- High competition and low number of participants
- Product and services driven
- Global partnership
- Product flexibility
- Brand value

The end of subsidies

- Technological evolution as an enabler for the new role of renewable energies
- Opening towards market services
- Storage plus renewables to minimize system costs

The scope of the analysis only includes GRE countries of interest
1. C&I: Commercial and industrial

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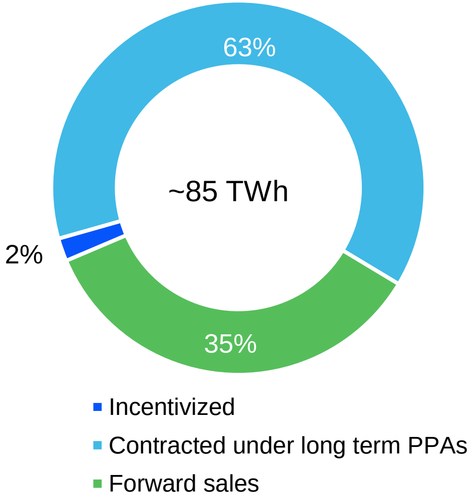
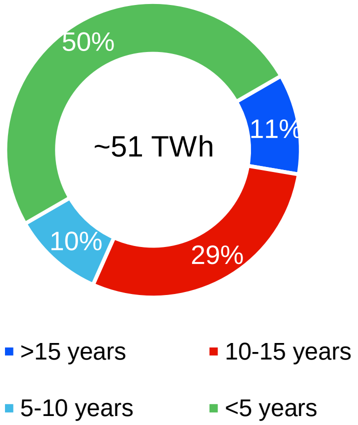
Portfolio composition

2017 sales portfolio composition

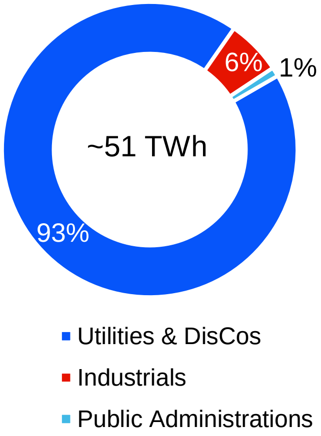


2017 sales: focus on PPA

Residual duration



Offtaker Segmentation



Long term PPAs and incentives account for ~65% of the total sales portfolio

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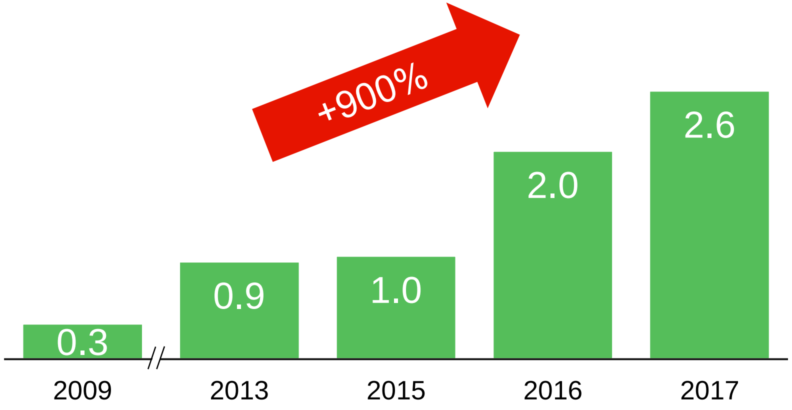
Additional capacity

Evolution per year[1] (GW)



Main achievements

- Leadership in construction and plant commissioning
- Increase in average size of plants
- Construction across 5 continents
- Implementation of technologically advanced and innovative solutions

Solid industrial capability

1. 2017 includes not consolidated capacity

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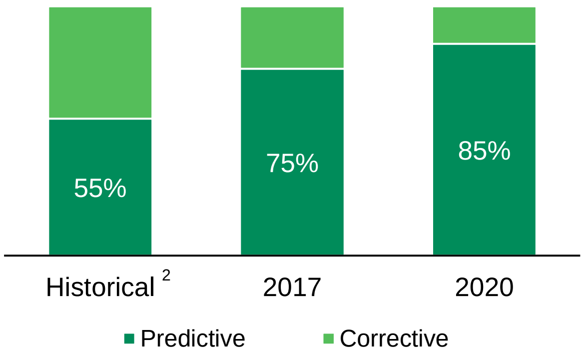
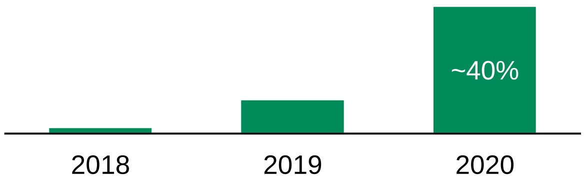
Digitalization strategy along plant lifecycle

Predictive maintenance through big data[1]



Maintenance and lost production saving thanks to avoided failure

Digitalized and automated construction



Reduction in Capex/MW and time to EBITDA

Digitalization and automation key drivers for competitiveness

1. Refers to Wind Power Plants
2. 2014-16 average data

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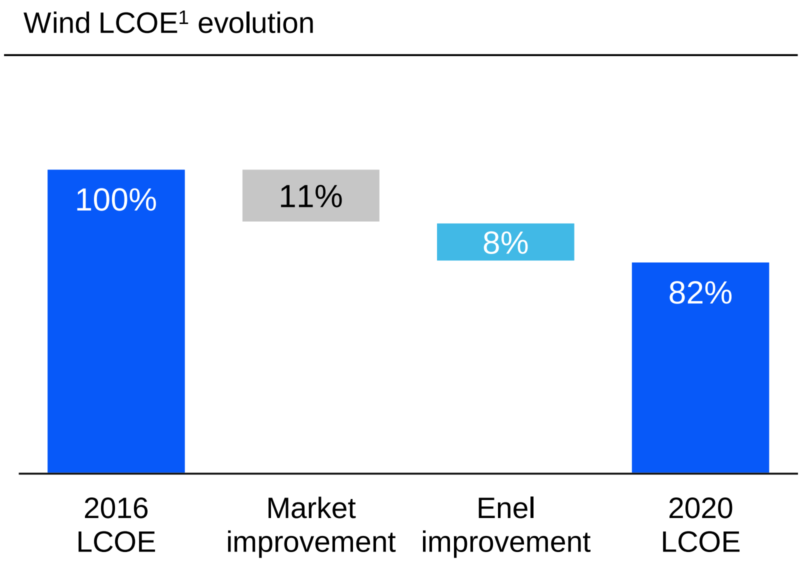
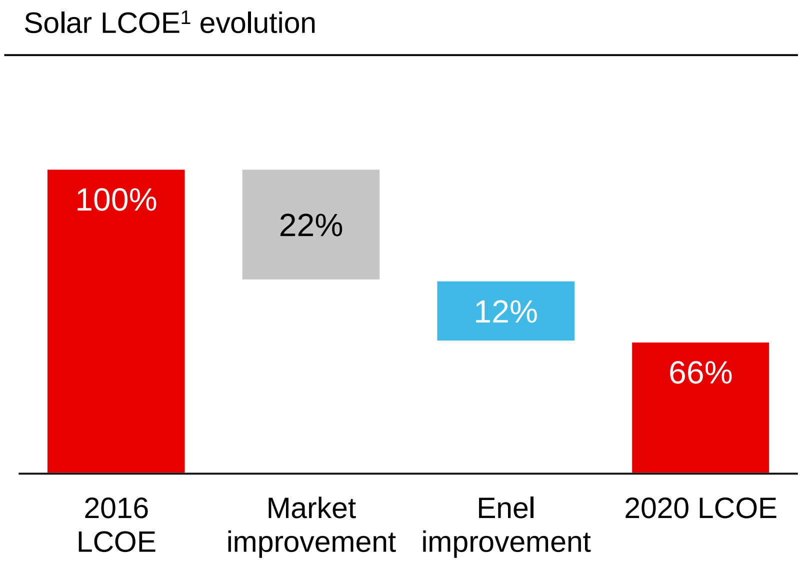
Engineering and technological leadership





Best in class in reducing costs and increasing our competitive advantage

1. Normalised LCOE based on 2016 levels

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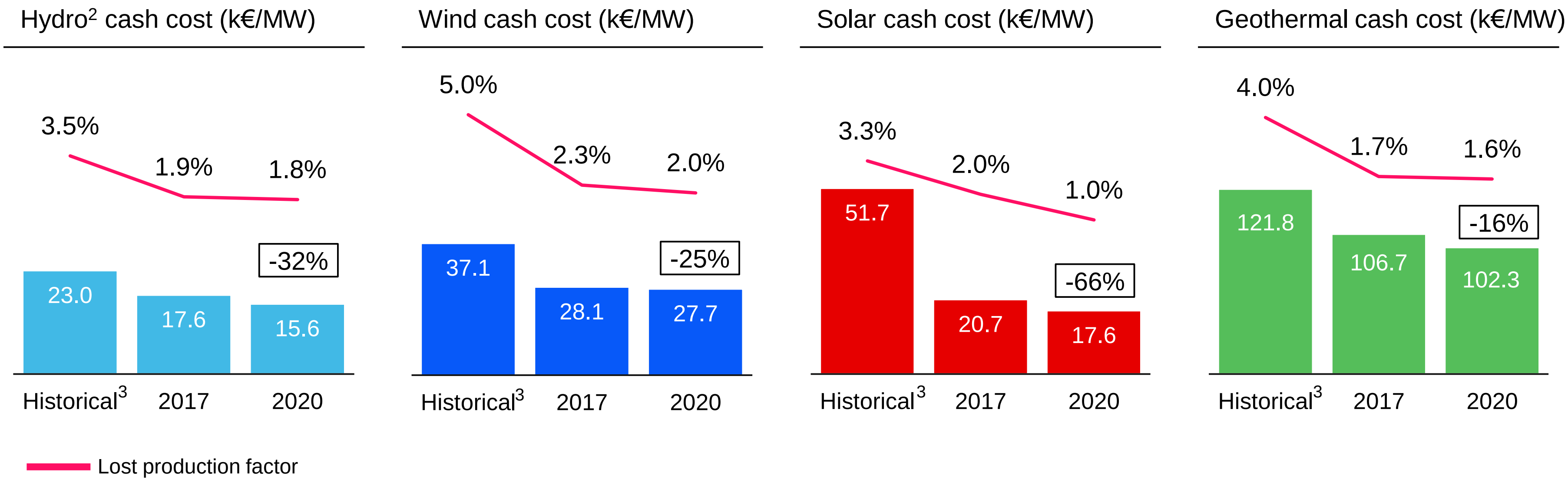
Operational efficiency: key performance indicators[1]



Continuous path of performance improvement and efficiency leveraging on digitalization and innovation

1. O&M Cash Costs/MW deflated and at forex 2017 excluding taxes, insurance, contribution and not recurring
2. Hydro KPIs refer to the Total Hydro perimeter (~28 GW)
3. Historical values refer to year 2009-11, except solar which refers to 2013-14

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Asset value maximization: sample of projects in execution

	Spain	Chile	USA[1]	Australia	Russia
Technology	Wind/Solar	Solar/Wind/Geo	Wind	Solar/Wind	Wind
Capacity (MW)	~900	~240	~320	~320	~300
Capex (USD bn)	~0.9	~0.3	~0.4	~0.4	~0.4
COD	2019	2023-24	2018	2018-19	2020-21
Currency	EUR	USD	USD	AUD	RUB
Equity IRR	10-12%	12-15%	10-12%	10-12%	17-19%

As demonstrated in Chile, Enel outbids competition preserving returns

1. USA remuneration also includes NOLs (5 years) and PTCs (10 years)

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BSO and equity partnership

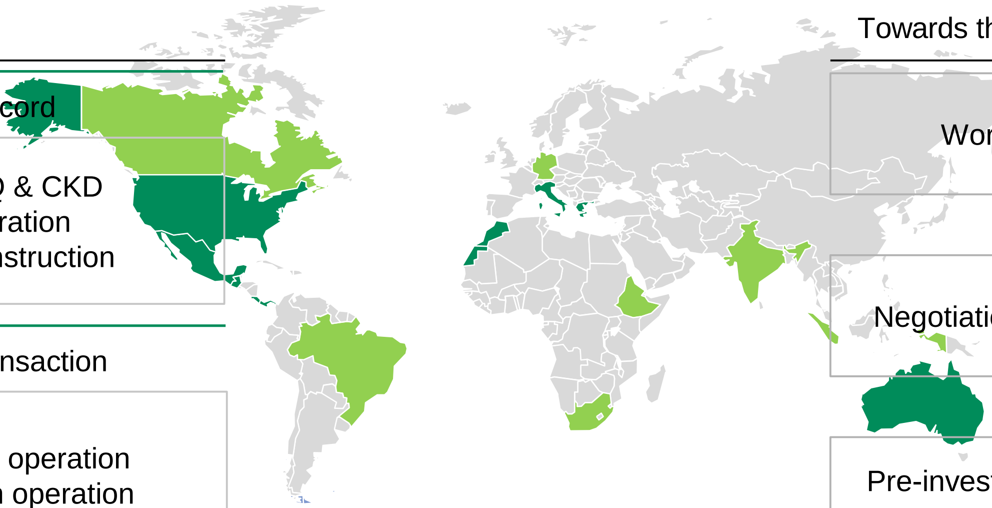
2017 Track record

Mexico – 2017 track record

20/80 with CDPQ & CKD
0.4 GW in operation
1.3 GW under construction

US – 2017 ongoing transaction

20/80 of 0.3 GW in operation
50/50 on 0.4 GW in operation



- Partnership in place
- Countries of interest

Towards the future

Worldwide dedicated team

Negotiation ongoing in new countries

Pre-investment, during construction or post COD deal

Continuing the execution to further crystallize value

1. Percentage of equity partnership (Enel/Partner)

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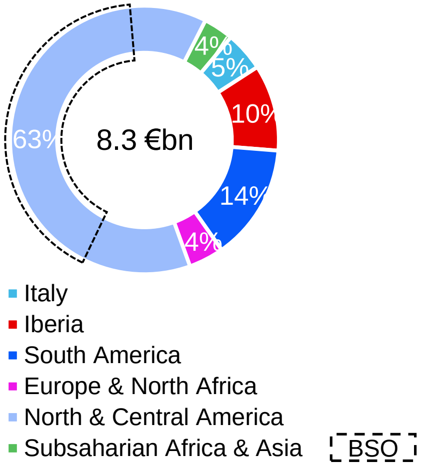
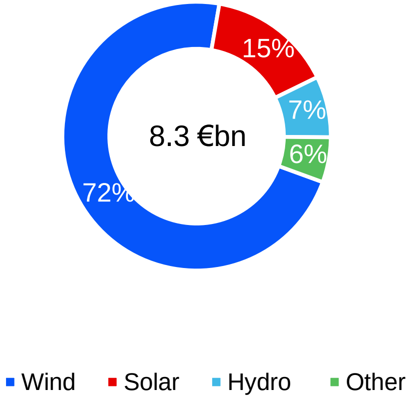
Industrial growth: 2018-20 capacity additions and growth capex

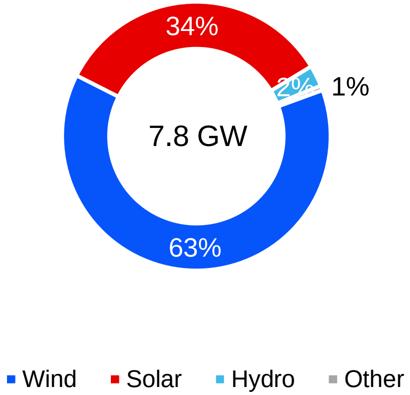
Growth capex by geography



Growth capex by technology



Capacity additions[1] by technology



Balanced organic investment portfolio and accelerated pipeline monetization through BSO

1. Additional capacity includes 1,3 GW of Mexican projects sold in 2017 and 0,3 GW Australia Solar projects consolidation

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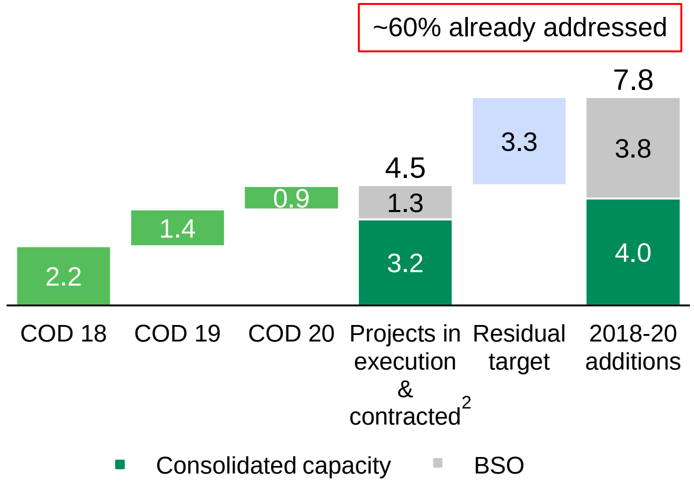
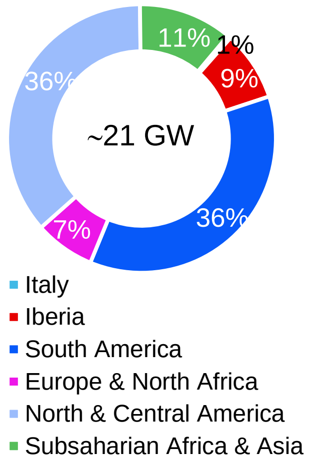
Industrial growth: pipeline and capacity additions

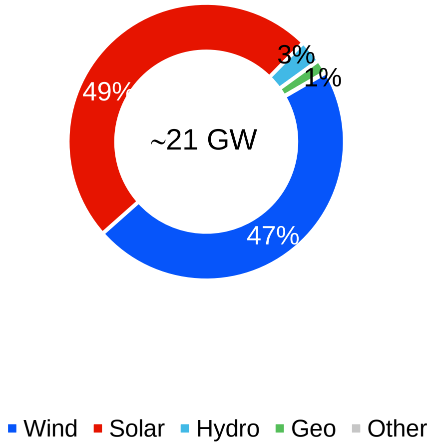
Capacity additions 2018-20[1] (GW)



Pipeline by geography



Pipeline by technology



Leadership based on a competitive 21 GW pipeline to cover ~3 GW of residual target

1. Additional capacity includes 1,3 GW of Mexican projects sold in 2017 and 0,3 GW Australia Solar projects consolidation
2. Excluding tender ongoing

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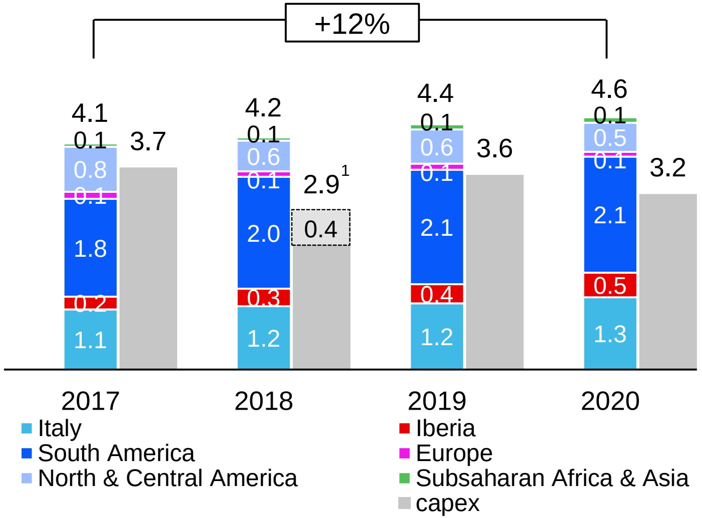
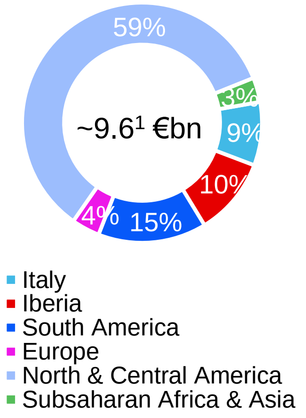
Financial targets

EBITDA by geograghy and capex 2017-20 (€bn)



Capex by geography 2018-20



Key trends

EBITDA influenced by asset rotation strategy

Europe growth based on new capacity in Spain

North & Central America as the platform for BSO

South America leverages on 2016-17 additional capacity

Focus on Australia preparing next growth wave in new countries

Growth and efficiencies ensure ~12% EBITDA increase over the period

1. Including 0.4 €bn of BSO in Mexico

Capital Markets Day

Global e-Solutions

Francesco Venturini

Capital Markets Day – Global e-Solutions

New brand

Our vision

Create the new power economy

Our name

A name that builds on the trust and scale of Enel and signals distinctiveness and a new vision

A new brand for a distinctive positioning on the market

Capital Markets Day – Global e-Solutions

Integrated model fit for digitalized, low carbon world

Leadership in energy transition
Digital platform proposition
Customer empowerment

Focusing on new customers' needs through an asset light approach

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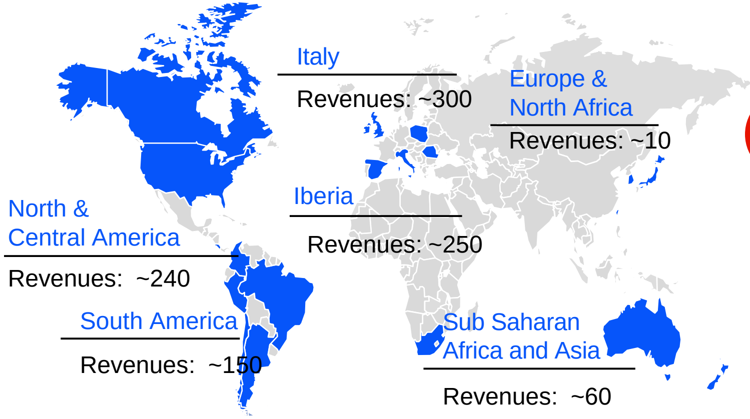
Positioning and key figures

Positioning[1] (€mn)



Financials (€bn)

	2017[1]
Revenues	1.0
Gross margin	0.4

Key figures

		2017
Demand Response	GW sold	5.7
Demand Side Management[2]	MW installed/year	3
Co-generation	MW managed	13
Public infrastructure[3]	Public charging installations (#k)	1.1
Private Charging	Installed wallboxes (#k)	26

		2017
Maintenance and repair[4]	Customer base (#mn)	1.1
Repair[5]	Customer base (#mn)	1.3
Credit cards	Credit cards (#mn)	0.9
Smart Lighting	Light points (mn)	2.7
Fiber deployment[6]	Households passed (mn)	2.4

1. Preclosing 2017 figures include EnerNOC and eMotorWerks full year
2. Storage behind the meter
3. Including both owned and managed charging stations
4. Maintenance contracts (scheduled boiler maintenance) mainly on gas / electrical system
5. Repair contracts (urgency) through external partners
6. Italy, only A & B areas

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Customer driven organization

Global e-Solutions

- e-Industries (B2B)
- e-Mobility (B2C-B2B-B2G)
- e-Home (B2C)
- e-City (B2G)

Global product lines

Geographies

- Italy
- Iberia
- North America
- South America
- Rest of the World

Geographies:

- Customers
- Local stakeholders
- Local operations
- Sales and post sales
- Revenues
- EBITDA

Global product lines:

- Solutions and commercial development
- Marketing and positioning
- Global sales
- Best practice sharing
- CAPEX
- EBITDA

Platform Development

Product Lab

Capital Markets Day – Global e-Solutions

Our portfolio of solutions in the 4 Global Product Lines

e-Industries	*e-Mobility*	*e-Home*	*e-City*
Consulting and auditing service	Public charging network	Installation, maintenance and repair services	Smart lighting
Distributed generation on/off site	Private charging wall-box	Automated home management	Fiber optic wholesale network
Energy efficiency	Maintenance and other services	Financial services	Distributed generation & energy services
Demand response and demand side management	Vehicle 1 Grid Vehicle 2 Grid	Home 2 Grid	Demand response and demand side management

Flexibility

Addressing new customer needs with innovative technologies

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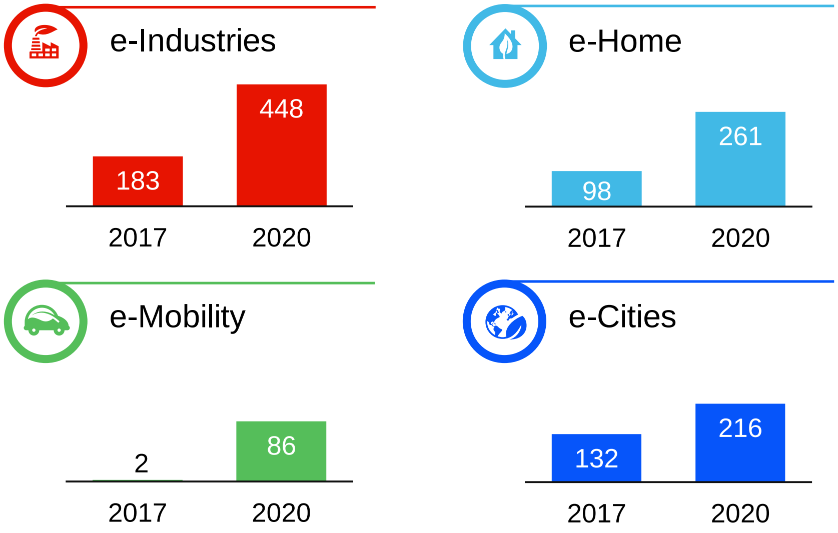
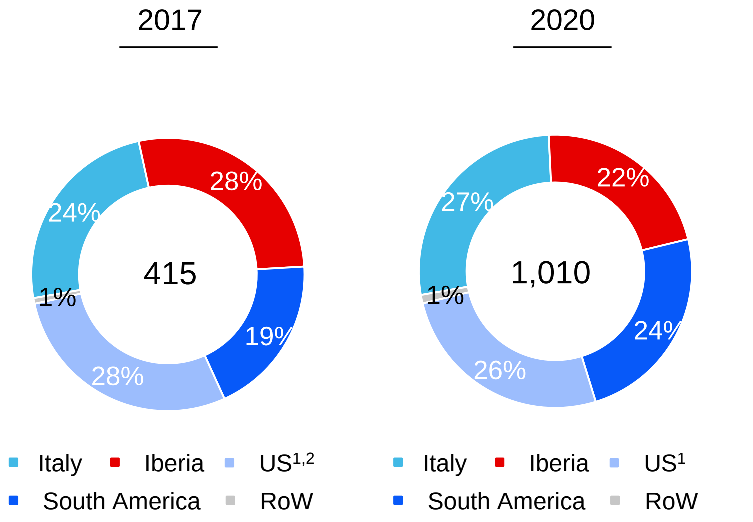
Gross margin

Gross margin by technology (€mn)



Gross margin by geography (€mn)



2.5x growth in gross margin in 3 years

1. Including EnerNOC activities in Asia and Australia
2. Including EnerNOC and eMotorWerks FY Preclosing

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KPI figures

	KPI	2017	2020	
Demand Response	GW sold	5.7	10.7	1.9x
Demand Side Management	MW installed/year	3	224	75x
Public infrastructure	Public charging installations (#k)	1.1	9.1	8x
Private Charging	Wallboxes installed and managed (#k)	26	304	12x

	KPI	2017	2020	
Maintenance and repair[1]	Customer base (#mn)	1.1	2,1	1.9x
Repair[2]	Customer base (#mn)	1.3	2.4	1.9x
Credit cards	Credit cards (#mn)	0.9	1.9	2.1x
Smart Lighting	Lighting points (mn)	2.7	3.2	1.2x
Fiber deployment	Households passed (mn)[3]	2.4	7.5	3.1x

1. Maintenance contracts (scheduled boiler maintenance) mainly on gas / electrical system
2. Repair contracts (urgency) through external partners
3. Italy, only A and B areas

Capital Markets Day – Global e-Solutions

e-Industries business model focused on flexibility services

e-Industries

Revenue streams

- Energy as a service
- Demand response
- Demand response + storage
- Demand side management / capacity peak shaving
- Resiliency and micro-grids

Flexibility

Enabled by 2 platforms

- EnerNOC
- Demand Energy

Four types of flexibility services enabled by advanced software solutions

Capital Markets Day – Global e-Solutions

Focus on the Demand response business[1]

e-Industries

Commercial & industrial clients

Flexibility →

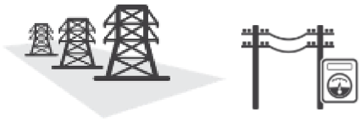
← Payment

Enel digital platform

Load management →

← Payment

Grid operator / utility customers



14,000 C&I sites	5,700 MW sold	Gross margin: 80 €mn	10 countries (~80% in US)

Global leader operator in the Demand response business thanks to EnerNOC acquisition

1. Preclosing 2017 figures

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e-Mobility business model

e-Mobility

Revenue streams

- Energy
- Charging stations
- Installation services and O&M
- Our smart software license to other charging station producers
- V1G – V2G

Flexibility

Enabled by 3 technological layers

1. Connected charging stations
2. Smart charging
3. Aggregation platform

Technological leader thanks to a consolidated expertise and the acquisition of eMotorWerks

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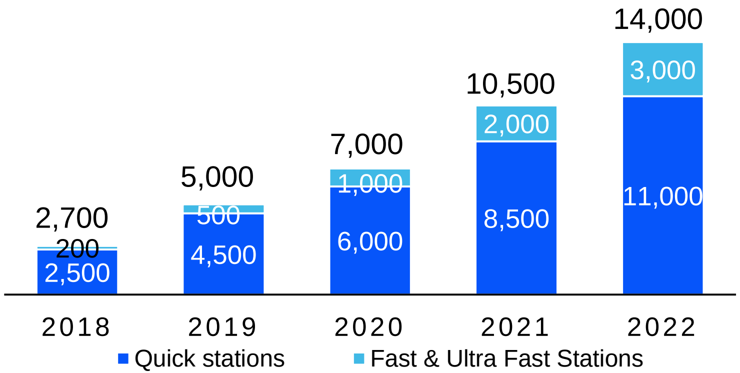
Italy: public charging installations plan

e-Mobility

Enel public charging installation plan (# cumulated)

Enel 90% market share of total market



Up to 300 €mn capex by 2022

Enel products portfolio

Quick

Fast

Ultra fast

Enabling mobility take off in Italy

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e-Home business model

e-Home

Revenue streams

- Distributed generation (PV, storage, etc)
- Maintenance and repair
- Home 2 Grid
- Financial services

Flexibility

Enabled by 3 factors

- Enel customer base
- Network of partners
- Aggregation platform

Create a new home ecosystem leveraging on our brand recognition

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Iberia and Colombia: business cases[1]

e-Home

Enel home services in Iberia

Maintenance and repair of appliances
Typically periodic interventions

On-demand interventions to fix emergencies or failures in electrical installations and other appliances

Bundle of equipment sales with additional services

Over 2 mn customers & Network of 290 partners

Gross Margin: 66 €mn

Enel business in Colombia: Credito Facil Codensa

Partnership with Colpatria bank providing credit cards to our commodity customers with no easy access to credit

Credit collection through our energy bills

Usually used for purchase of appliances / education services and for house renovation

Colpatria credit card is n.1 in Colombia

>800K credit cards

Gross margin: 9.6 €mn

Financing access to low income customers

1. Preclosing figures 2017

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e-City business model

e-City

Revenue streams

- Energy as a service
- Public lighting
- Demand response
- Demand side management
- Wholesale fiber optic network

Flexibility

Enabled by 3 competitive levers

- Enel capillarity presence in cities
- Enel distribution networks
- Enel digital platform

Integrated range of services to become a trusted partner for municipalities and public administration

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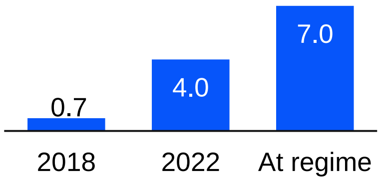
Italy: Open Fiber plan

open fiber

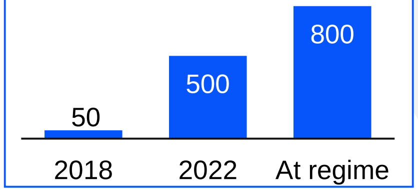
- FTTH future proof technology
- 5-6 years time to complete Italy convergence
- 150k fiber km to be deployed
- 1 Gbps network speed
- ~6,500 municipalities connected

Total plan

Users (mn)



EBITDA (€mn)



A&B clusters roadmap

271 cities
9.5 mn households
3.9 €bn capex plan

Target	2017	2020
Households passed (mn)[1]	2.4	7.5

C&D clusters plan

Wave 1
5 lots
6 regions
~1.4 €bn funds available
4.6 mn households

Wave 2
6 lots
11 regions
~1.3 €bn funds available
4.7 mn households

Total plan

18.8 mn households[2]
5.1 €bn capex plan[3]
4.4 €bn (~85%) by 2022

Player leading the digitalization of Italy

1. Italy, only A & B areas
2. Including households from tender 1 and 2 for clusters C and D
3. 6.5 €bn gross of Infratel contribution

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Flexible distributed energy system

Energy as a service value chain

Advise	Supply	Optimize	Flexibility

Demand response

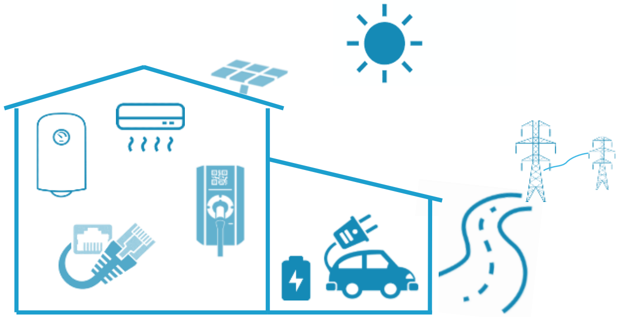
Demand side management

Vehicle 2 Grid

Connected charging stations

Smart charging

Aggregation platform



Home 2 Grid

Best positioned to serve new customers' needs

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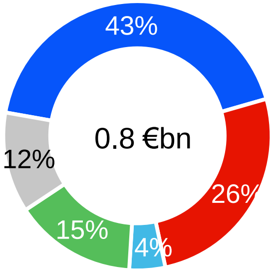
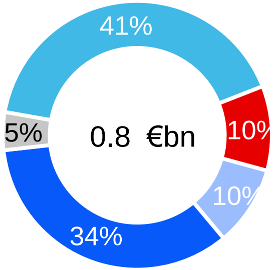
Industrial growth 2018-20

2018-20 growth capex by product line and by geography

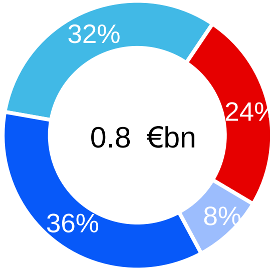




Key growth capex figures

- Energy efficiency and distributed generation projects and flexibility services platform development
- Public charging infrastructure development mainly in Italy
- Business asset light
- Investment mainly focused in Italy (50% of total) to increase efficiency in public lighting concession areas

2018-20 EBITDA by geography



EBITDA 2018-20 fully cover capex effort

1. Including EnerNOC activities in Asia and Australia

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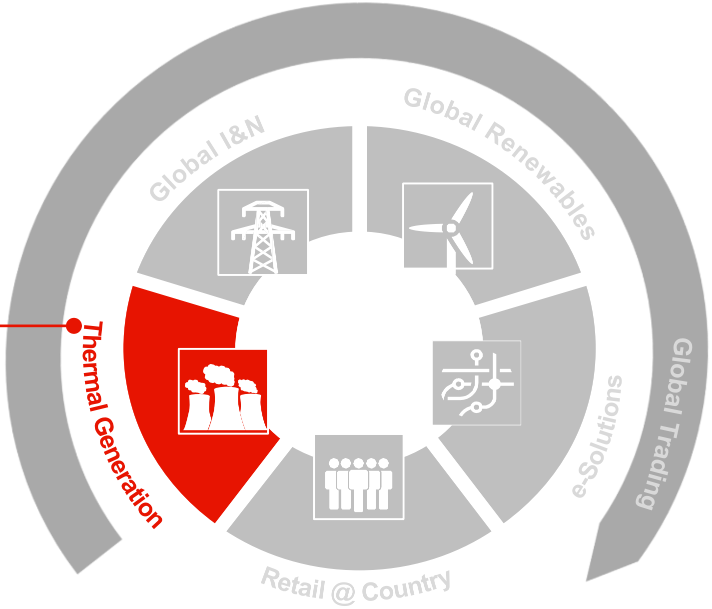
Global Thermal Generation

Enrico Viale

Capital Markets Day – Global thermal generation

Integrated model fit for digitalized, low carbon world

Portfolio balancing and reliability
Efficiency through digitalization



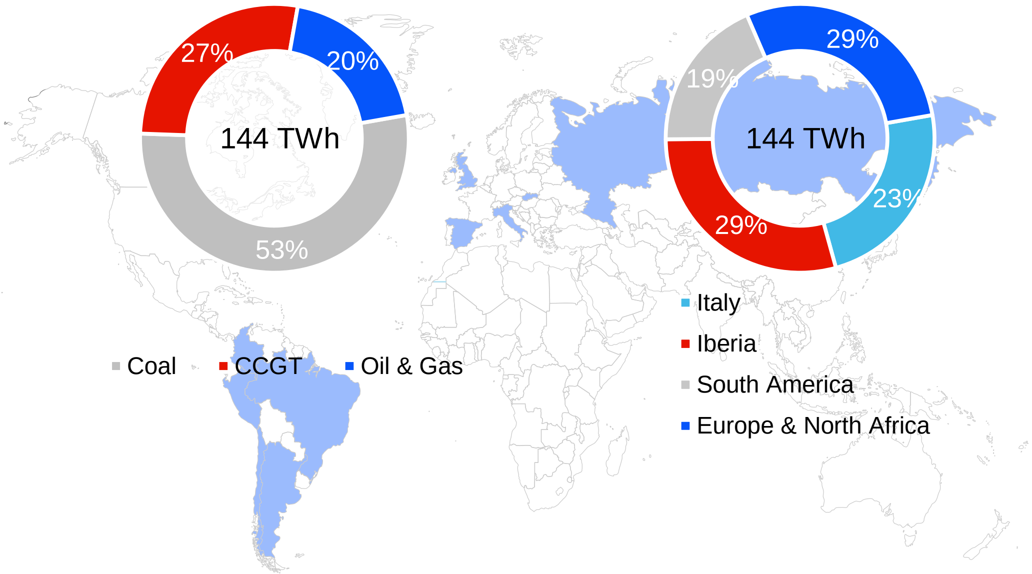
Maximizing value creation in residual asset life

Capital Markets Day – Global thermal generation

Positioning and key figures

2017 net production by technology[1]

2017 net production by geography[1]



Key figures	2017
Installed capacity[1] (GW)	43
Net production (TWh)	144

Financials[2] (€bn)	
EBITDA	1.5
Cash cost	2.1
Opex	1.6
Maintenance capex	0.5
Growth capex	0.2
Total capex	0.7

1. Excluding nuclear contribution equal to 3.32 GW of installed capacity
2. Excluding nuclear and trading

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Digital transformation: project status

Digitally integrated smart plant – reference model

- Additive manufacturing
- Mobile application
- Wearables
- Predictive maintenance
- Drones and robot
- Optimization software
- Digital valves
- Integrated asset management
- End to end supply chain
- Health monitoring
- Automation and control system
- Remote monitoring

Processes digital re-design

- Overhaul Planning
- Overhaul Management
- Daily Maintenance Execution
- Contract Management in Power Plants
- Operators on field digital
- E&C: Workload Management

2017	2018	2019	2020
14GW	18GW	28GW	31 GW

31GW digitalized, about 90% of whole thermal generation fleet[1]

1. Excluding nuclear

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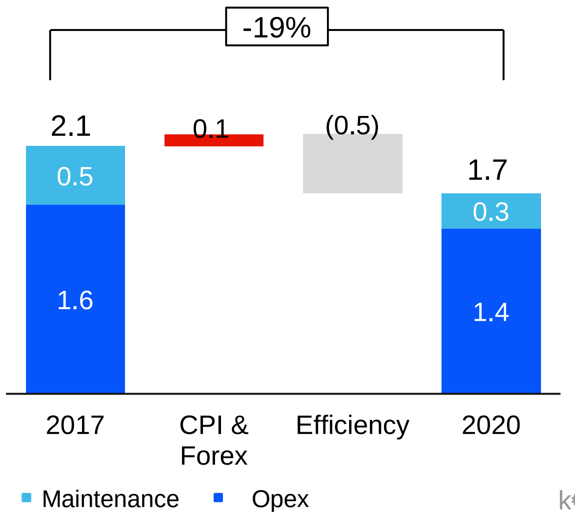
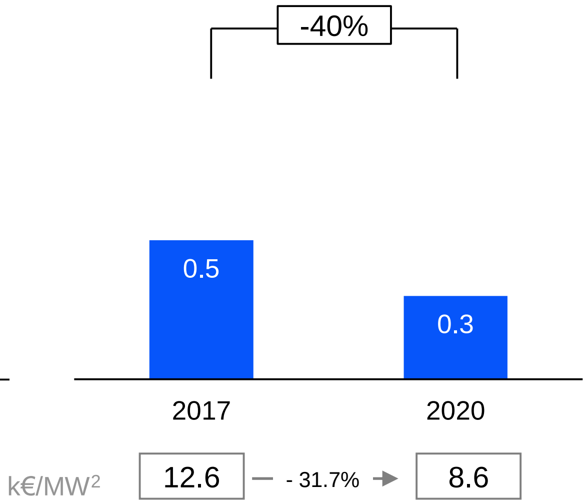
Efficiency

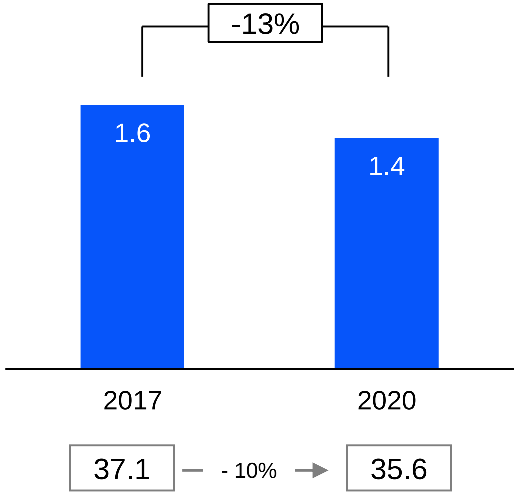
Cash cost evolution[1] (€bn)



Maintenance[1] (€bn)



Opex[1] (€bn)



1. In nominal terms, excluding nuclear
2. At 2017 real values - Net marginal assets and non recurrent items

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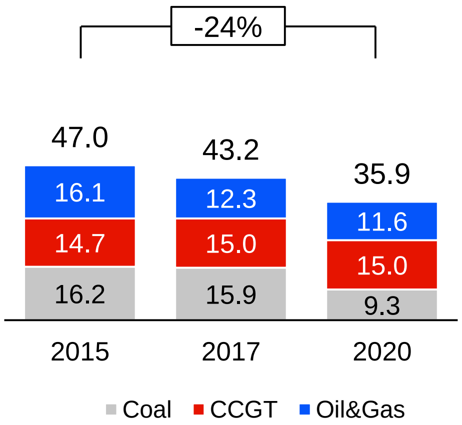
Capacity strategy

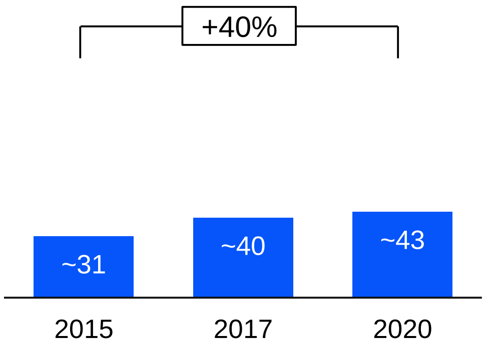
Key levers

- Spending allocation based on plant profitability
- Portfolio optimization, leveraging on strategic positioning
- Progressive coal phase out
- Clear path to decarbonization

Installed capacity[1] (GW)



EBITDA per MW[2] (k€/MW)



Ongoing installed capacity optimization

1. Excluding nuclear
2. Excluding Italian marginal assets effects

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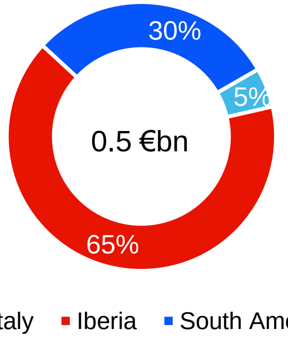
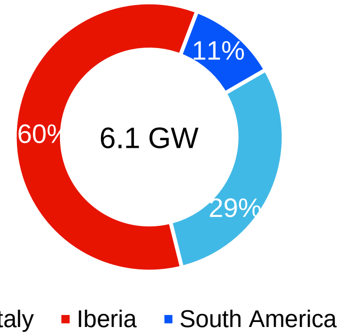
Capacity strategy: focus on coal

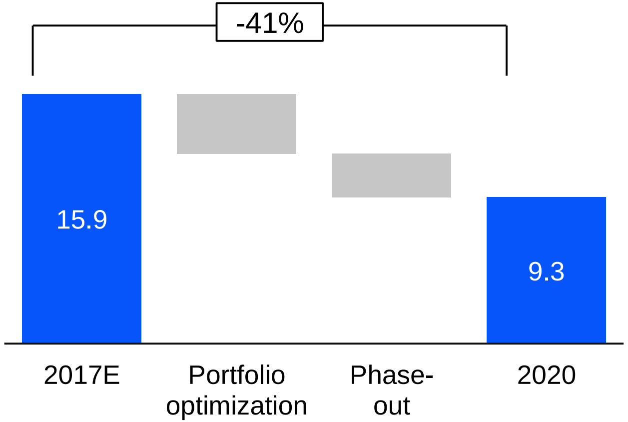
2018-20 environmental capex



Capacity covered by environmental upgrade[1]



Coal fleet evolution (GW)



Relevant role in the Group mix decarbonization

1On the total thermal capacity

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Environmental performance

New challenges @2020

	Thermal Gen.
CO_2 *Base year 2007*	-5%
NO_x *Base year 2010*	- 30%
SO_2 *Base year 2010*	- 30%
Particulates *Base year 2010*	- 70%

Worldwide deployment of best environmental practices

Emissions' levels improvement through environmental investments

Phasing out of 6.5 GW of coal plants by 2020

Relevant contribution to group commitments

Environmental footprint improvement as a driver for the industrial strategy

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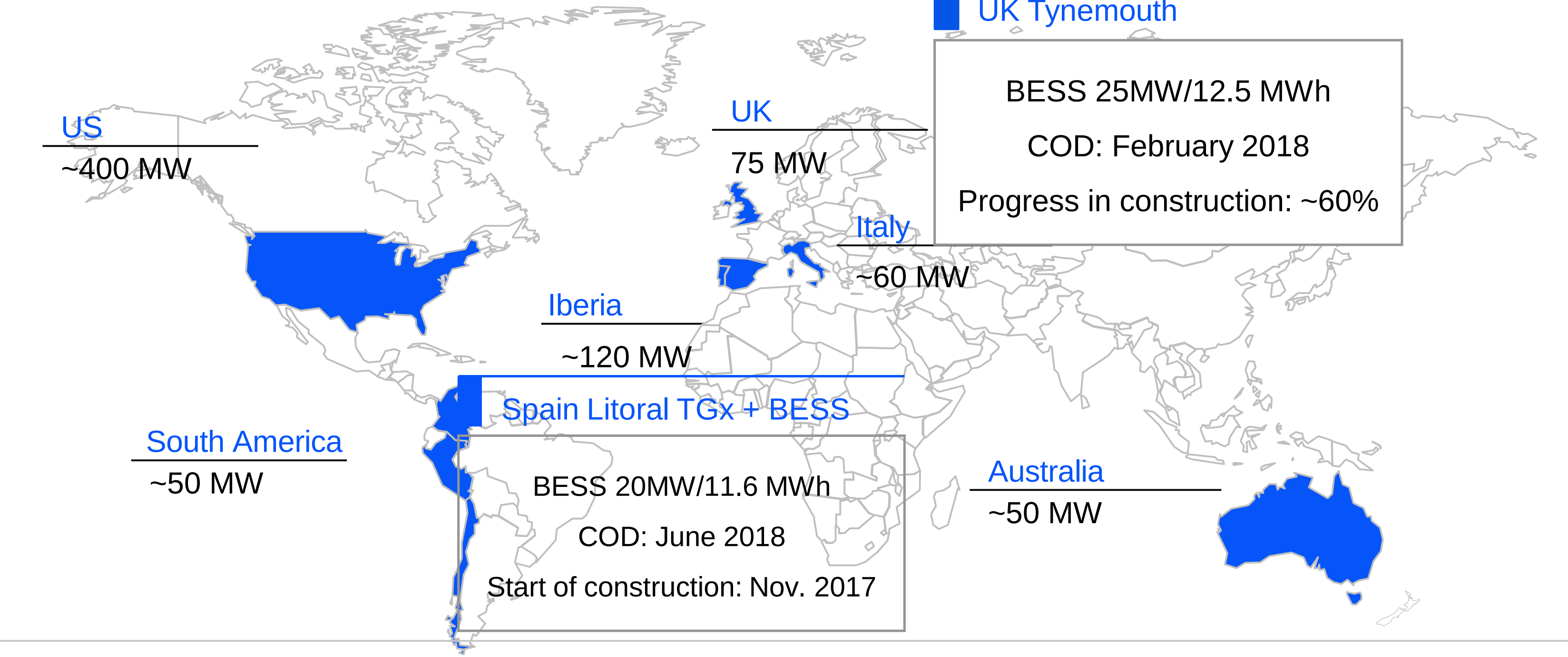
Energy storage development: utility scale BESS[1]



UK Tynemouth

BESS 25MW/12.5 MWh

COD: February 2018

Progress in construction: ~60%

Spain Litoral TGx + BESS

BESS 20MW/11.6 MWh

COD: June 2018

Start of construction: Nov. 2017

>750 MW of projects under development, 350 MW by 2020

1. Battery Energy Storage System

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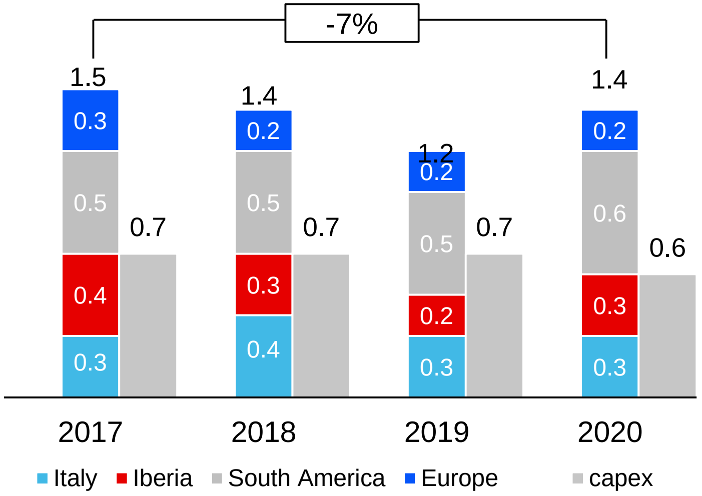
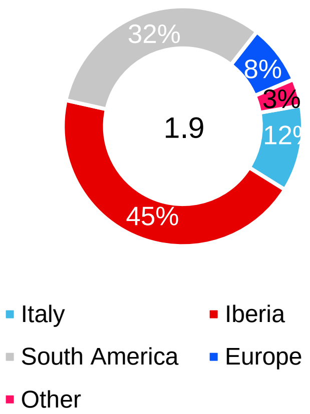
Financial targets[1]

EBITDA[2] by geograghy and capex 2017-20 (€bn)



Capex by geography 2018-20 (€bn)



Key trends

Resilience to worsening scenario

Decommissioning program in Italy reduces spending

Investment focalized in environmental improvement and selective growth

Margins sustained by increasing asset availability, digitalization and new business model (BESS)

All investments sustained by internal profitability

1. Excluding nuclear and trading
2. Excluding gas Swap in Italy

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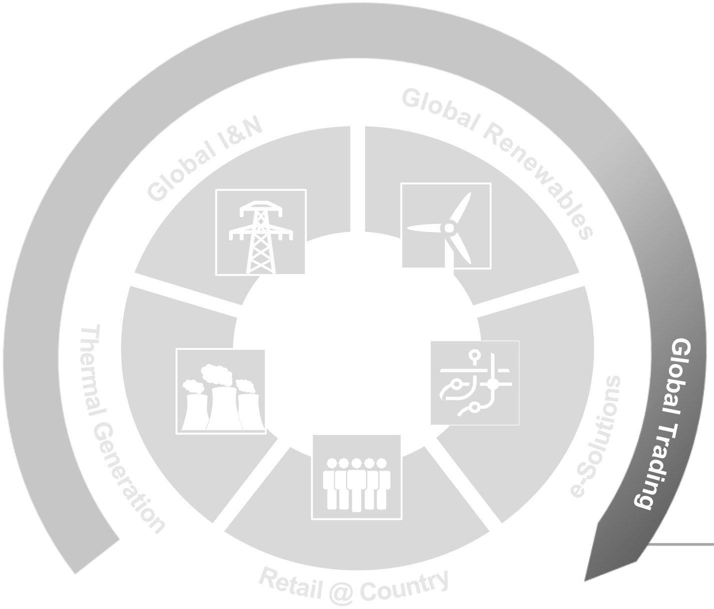
Global Trading

Claudio Machetti

Capital Markets Day – Global trading

Integrated model fit for digitalized, low carbon world



Global portfolio optimization
Integrated margin management

Diversified global portfolio evolution leading to integrated margin optimization

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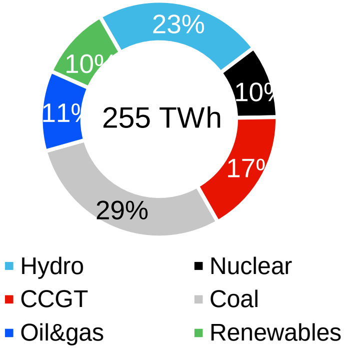
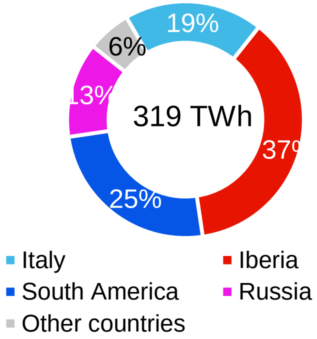
Positioning and 2017 key figures

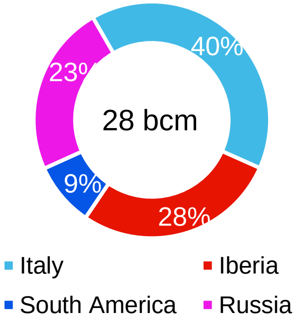
Net production by technology



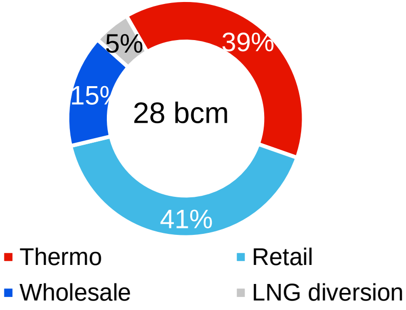
Net power sales by destination



Gas purchased by destination



Gas purchased by final use



Key figures

Key figures	2017
Net power sales (TWh)	319
Net production (TWh)	255
Power purchased (TWh)	64
Coal purchased (Mt)	37
Gas purchased (bcm)	28

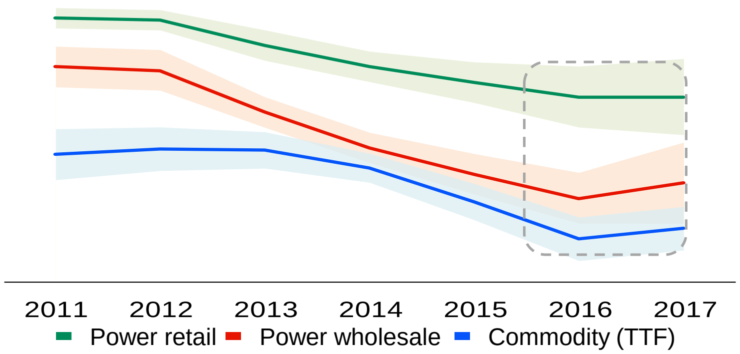
Key financials (€bn)

Gross margin	12.3

Capital Markets Day – Global trading

Role of energy management

Energy management vs competitive landscape(€/MWh)



Retail competitiveness

Power & commodity responsiveness

High margin
No overlap

Separate manageme nt portfolio

Decreasing margin and potential overlap

Coordinated management portfolio

Volatile margin

Integrated management portfolio

Digitalization as a strategic enabler of continuous improvement and more sophisticated approaches

Centralization and integration of activities as a key strategic driver of portfolio management

Continuous re-thinking and improvement of gas & power portfolio management

Full integration of conventional generation, renewables and retail gas & power portfolios

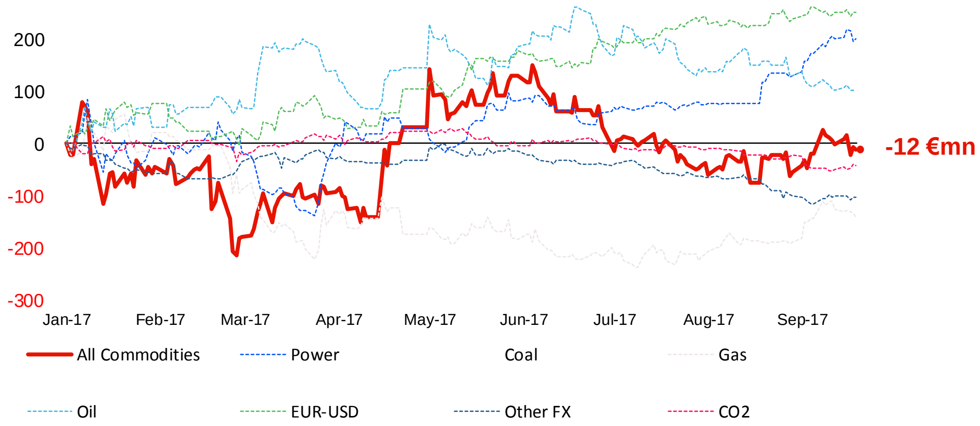
Capital Markets Day – Global trading

The group's resilience to the volatility of commodity prices

Global exposure year 2018

	January 2017	Hedging activity	October 2017
Power (TWh)	105		60
Coal (Mton)	-26		-8
Gas (Bcm)	9		6
Oil (Mbbl)	-34		-18
EUR-USD ($bn)	-3		-2
Other FX ($bn)	3		1
CO_2 (Mton)	-42		-20

Commodity price volatility generates significant margin variation



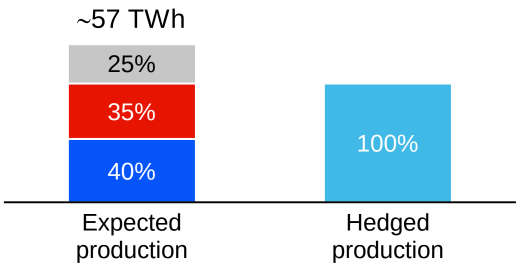
Impact on the overall margin is reduced thanks to combined hedging strategies of individual exposures

Hedging activities aimed at reducing exposures by maintaining a balanced portfolio

Capital Markets Day – Global trading

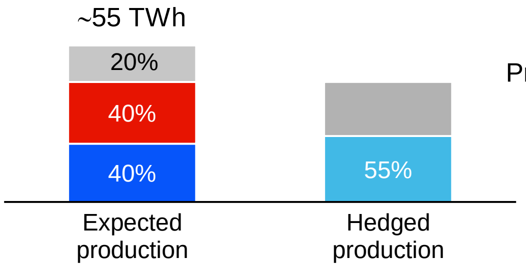
Forward sales Italy and Spain

Italy 2017



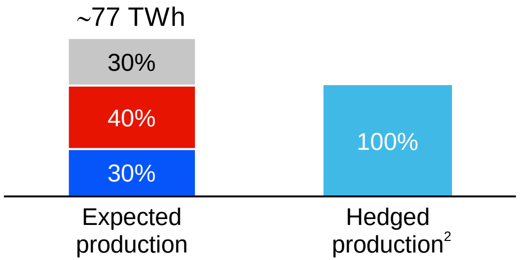
Achieved Price[1] 43 €/MWh

Italy 2018



Achieved Price[1] 43 €/MWh

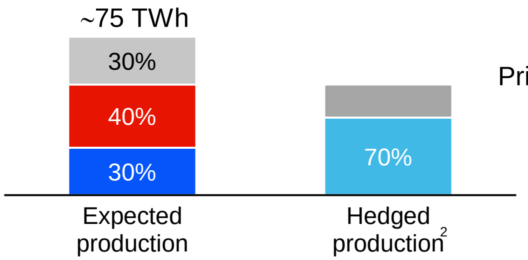
Spain 2017



Achieved Price[1] 57 €/MWh

Spread driven ■ Price driven ■ Regulated / quasi regulated

Spain 2018



Achieved Price[1] 59 €/MWh

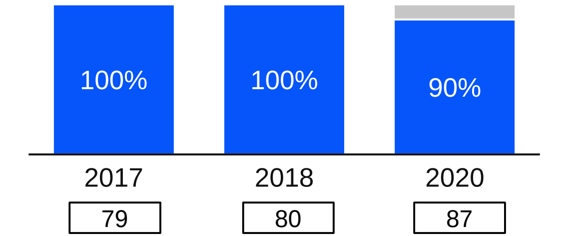
Spread driven ■ Price driven ■ Regulated / quasi regulated

1. Average hedged price. Wholesale price for Italy, Retail price for Spain
2. Including only mainland production

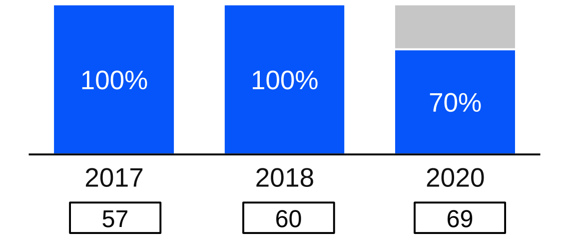
Capital Markets Day – Global trading

Forward sales South America

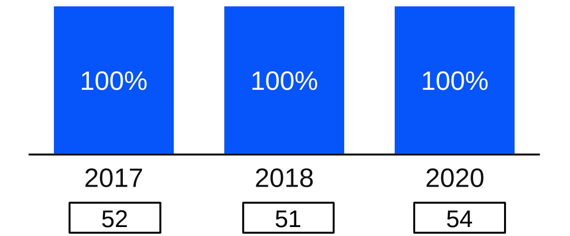
Chile



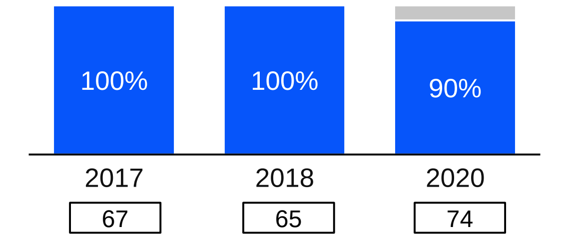
Colombia



Peru



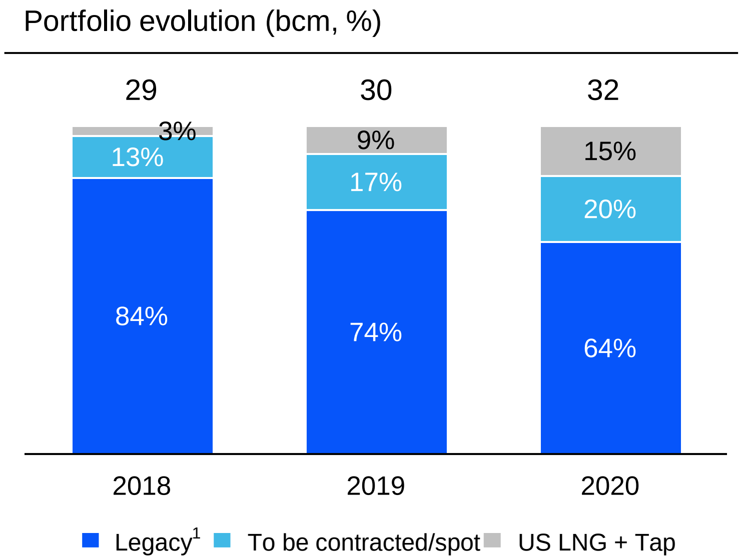
Brazil

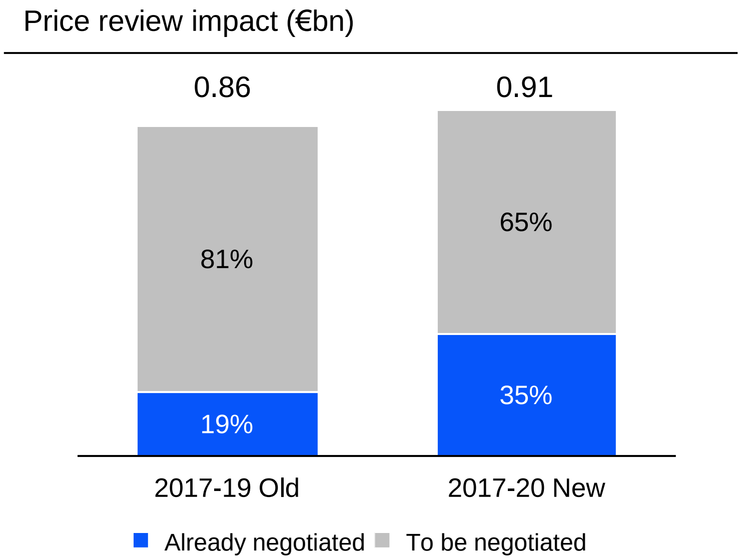


Hedged production   Unhedged production   - Average price (USD/MWh)

Capital Markets Day – Global trading

Delivery on gas contract renegotiation





Increasing flexibility over the plan period

Improved renegotiation targets and reduced execution risk

1. Mainly oil-linked take or pay contracts

Capital Markets Day – Global trading

US LNG gas portfolio

Portfolio evolution (bcm)

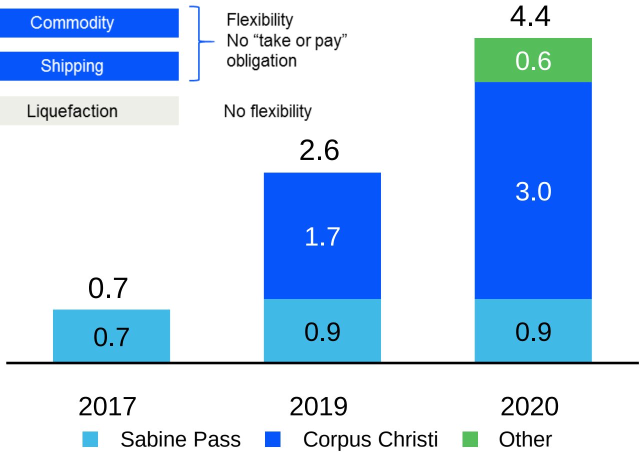
Typical long term LNG contracts exposure

1 Commodity
2 Shipping

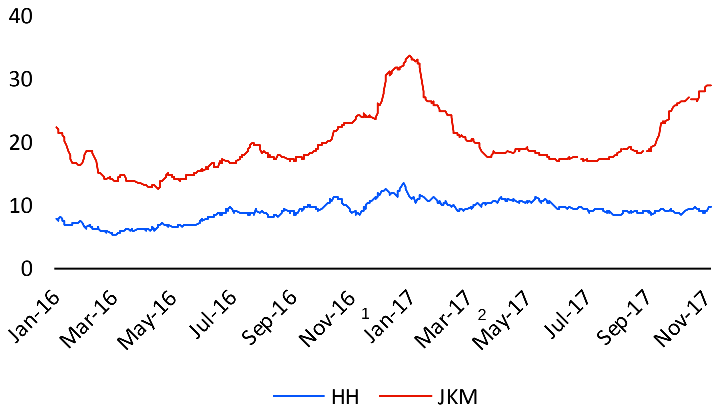
Flexibility
No "take or pay" obligation

3 Liquefaction

No flexibility



LNG (€c/cm)



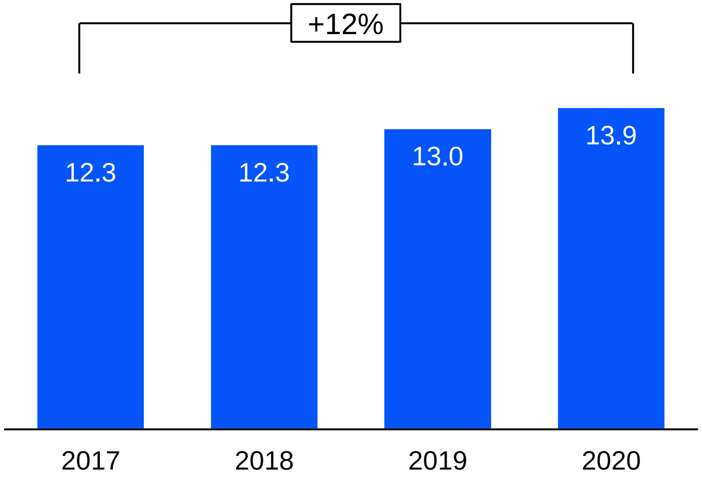
High price volatility enhances value of US LNG optionality

1. Henry Hub natural gas spot price
2. Far East LNG price reference

Capital Markets Day – Global trading

Financial targets

Gross Margin (€bn)



Key drivers

Generation: enhanced results mainly due to renewables growth

Gas: increasing gross margin thanks to price review and portfolio optimization actions

Power Retail: positive trend in power retail activities in all regions

Growth and portfolio optimization leading to gross margin increase

Capital Markets Day

Closing remarks

Delivered on all targets

Continued excellent execution in strategic pillars

Well positioned for digitalized, low carbon world

Operating model driving long term shared value for all our stakeholders

Increasing our financial targets, with dividend floor reflecting confidence

Capital Markets Day

Annexes

Capital Markets Day

2018-20 strategic plan

Key financials

Annexes

Capital Markets Day - annexes

Assumptions: Commodities, prices, macroeconomics and FX

Scenario	2017		2018		2019		2020	
	New Plan	Old Plan	New Plan	Old Plan	New Plan	Old Plan	New Plan	Old Plan
Brent $/bbl	53	48	57	52	60	55	65	-
Coal $/ton	83	50	68	52	65	53	62	-
Gas TTF €/MWh	17	14	16	15	16	16	17	-
CO2 €/ton	6	7	6	9	8	10	9	-
Italy €/MWh	51	41	45	43	46	45	46	-
Spain €/MWh	48	43	45	46	47	50	47	-
Chile €/MWh	53	60	46	37	31	30	35	-
Colombia €/MWh	38	51	44	51	44	49	36	-
Italy GDP (%)	1.1	0.9	1.0	1.0	0.9	1.0	0.9	-
Italy electricity demand (% Change YoY)	1.1	0.8	0.5	0.7	0.7	0.7	1.0	-
Spain GDP (%)	3.0	2.1	2.3	1.9	1.9	1.8	1.8	-
Spain electricity demand (% Change YoY)	0.2	1.2	1.1	1.2	1.3	1.2	1.4	-
South America GDP[1] (%)	0.9	1.1	2.2	2.1	2.4	2.5	2.6	-
South America electricity demand[2] (% Change YoY)	0.2	3.2	2.9	3.4	2.8	3.6	3.0	-
EUR/USD	1.1	1.1	1.2	1.1	1.2	1.1	1.2	-
EUR/BRL	3.6	4.1	3.9	4.2	4.1	4.3	4.3	-
EUR/COP	3,337	3,268	3,573	3,535	3,730	3,678	3,924	-
EUR/CLP	731	734	777	718	774	704	781	-

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

Capital Markets Day - annexes

EBITDA[1] targets by Country and Global Business Line[2] (€bn)

	2017	2018	2019	2020
Italy	**6.9**	**7.0**	**7.4**	**7.8**
Global Thermal Generation	0.1	0.1	0.1	0.3
Global I&N	3.5	3.5	3.7	3.7
Global Renewable Energies	1.1	1.2	1.2	1.3
Retail	2.0	2.0	2.1	2.1
e-Solutions	0.0	0.0	0.1	0.1
Service & Other	0.2	0.1	0.1	0.1
Iberia	**3.4**	**3.4**	**3.5**	**3.8**
Global Thermal Generation	0.7	0.5	0.5	0.6
Global I&N	1.9	2.0	2.1	2.1
Global Renewable Energies	0.2	0.3	0.4	0.5
Retail	0.4	0.4	0.5	0.6
e-Solutions	0.0	0.1	0.1	0.1
Service & Other	0.1	0.1	0.0	0.0
South America	**4.0**	**4.8**	**5.3**	**5.6**
Global Thermal Generation	0.5	0.5	0.5	0.6
Global I&N	1.6	2.2	2.5	2.7
Global Renewable Energies	1.8	2.0	2.1	2.1
Retail	0.1	0.1	0.1	0.2
e-Solutions	0.0	0.1	0.1	0.1
Service & Other	(0.1)	(0.1)	(0.0)	(0.0)
Europe & North Africa	**0.6**	**0.5**	**0.5**	**0.5**
North & Central America	**0.8**	**0.6**	**0.6**	**0.6**
Sub-Saharan Africa & Asia	**0.1**	**0.1**	**0.1**	**0.1**
Other	**(0.3)**	**(0.0)**	**(0.2)**	**(0.1)**
Total	**15.5**	**16.2**	**17.2**	**18.2**

1. Rounding figures
2. Global Thermal Generation includes nuclear and trading

Capital Markets Day - annexes

EBITDA[1] targets new vs old perimeter (€bn)

	Global Renewables Energies											
	2017			2018			2019			2020		
	EGP[2]	Large Hydro	Global Renewable Energies	EGP[2]	Large Hydro	Global Renewable Energies	EGP[2]	Large Hydro	Global Renewable Energies	EGP[2]	Large Hydro	Global Renewable Energies
Italy	0.6	0.6	1.1	0.5	0.7	1.2	0.5	0.7	1.2	0.6	0.7	1.3
Iberia	0.2	0.1	0.2	0.2	0.1	0.3	0.2	0.2	0.4	0.3	0.2	0.5
South America	0.3	1.5	1.8	0.6	1.4	2.0	0.6	1.5	2.1	0.6	1.5	2.1
Europe & North Africa	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1
North & Central America	0.8	-	0.8	0.6	-	0.6	0.6	-	0.6	0.5	-	0.5
Sub-Saharan Africa & Asia	0.0	-	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1
Other	(0.1)	-	(0.1)	(0.1)	-	(0.1)	(0.1)	-	(0.1)	(0.1)	-	(0.1)
Total	**2.0**	**2.2**	**4.1**	**2.0**	**2.2**	**4.2**	**2.1**	**2.3**	**4.4**	**2.2**	**2.4**	**4.6**

	Global Thermal Generation											
	2017			2018			2019			2020		
	Global Thermal Generation	Large Hydro	Global Generation[3]	Global Thermal Generation	Large Hydro	Global Generation[3]	Global Thermal Generation	Large Hydro	Global Generation[3]	Global Thermal Generation	Large Hydro	Global Generation[3]
Italy	0.1	0.6	0.7	0.1	0.7	0.7	0.1	0.7	0.8	0.3	0.7	1.0
Iberia	0.7	0.1	0.9	0.5	0.1	0.7	0.5	0.2	0.7	0.6	0.2	0.8
South America	0.5	1.5	2.0	0.5	1.4	1.9	0.5	1.5	2.0	0.6	1.5	2.1
Europe & Noth Africa	0.3	-	0.4	0.2	-	0.2	0.2	-	0.2	0.2	-	0.2
North & Central America	-	-	-	-	-	-	-	-	-	-	-	-
Sub-Saharan Africa & Asia	-	-	-	-	-	-	-	-	-	-	-	-
Other	(0.0)	-	(0.0)	-	-	-	-	-	-	-	-	-
Total	**1.5**	**2.2**	**3.9**	**1.3**	**2.2**	**3.5**	**1.3**	**2.3**	**3.6**	**1.6**	**2.4**	**4.0**

1. Reconciliation, rounding figures. Global Thermal Generation and Global Generation include nuclear and trading
2. Renewables old organizational structure
3. Global Generation old organizational structure

Capital Markets Day - annexes

Capex[1,2] plan 2017-20 (€bn)

	2017			2018			2019			2020		
	Growth	Maintenance	Connections	Growth	Maintenance	Connections	Growth	Maintenance	Connections	Growth	Maintenance	Connections
Italy	**0.6**	**0.9**	**0.4**	**1.2**	**0.8**	**0.4**	**1.1**	**0.8**	**0.5**	**0.9**	**0.7**	**0.5**
Global Thermal Generation	0.1	0.1	-	0.0	0.1	-	0.0	0.1	-	0.0	0.0	-
Global I&N	0.4	0.5	0.4	0.8	0.5	0.4	0.7	0.5	0.5	0.7	0.4	0.5
Global Renewable Energies	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-	0.1	0.1	-
Retail	0.0	0.1	-	-	0.1	-	-	0.1	-	-	0.1	-
e-Solutions	-	-	-	0.1	-	-	0.1	-	-	0.1	-	-
Service & Other	0.0	0.0	-	0.1	0.0	-	0.1	0.0	-	0.0	0.0	-
Iberia	**0.3**	**0.6**	**0.2**	**0.6**	**0.7**	**0.2**	**1.1**	**0.6**	**0.2**	**0.6**	**0.5**	**0.2**
Global Thermal Generation	0.0	0.3	-	0.0	0.3	-	0.1	0.3	-	0.2	0.2	-
Global I&N	0.2	0.2	0.2	0.3	0.2	0.2	0.4	0.2	0.2	0.3	0.2	0.2
Global Renewable Energies	0.0	0.1	-	0.2	0.1	-	0.6	0.1	-	0.1	0.1	-
Retail	0.0	0.0	-	-	0.0	-	-	0.0	-	-	0.1	-
e-Solutions	-	-	-	0.0	0.0	-	0.0	0.0	-	0.0	0.0	-
Service & Other	0.0	0.0	-	-	0.1	-	-	0.0	-	-	0.0	-
South America	**1.9**	**0.8**	**0.5**	**0.9**	**0.8**	**0.4**	**0.8**	**0.7**	**0.4**	**1.0**	**0.6**	**0.4**
Global Thermal Generation	0.1	0.2	-	0.1	0.2	-	0.0	0.2	-	0.0	0.1	-
Global I&N	0.5	0.5	0.5	0.4	0.4	0.4	0.4	0.4	0.4	0.3	0.4	0.4
Global Renewable Energies	1.3	0.1	-	0.3	0.1	-	0.3	0.1	-	0.6	0.1	-
Retail	-	0.0	-	0.0	0.0	-	0.0	0.0	-	0.0	0.0	-
e-Solutions	0.0	0.0	-	0.1	0.0	-	0.1	0.0	-	0.1	0.0	-
Service & Other	0.0	0.0	-	0.0	0.0	-	-	0.0	-	-	0.0	-
Europe & North Africa	**0.1**	**0.2**	**0.0**	**0.1**	**0.1**	**0.0**	**0.3**	**0.1**	**0.0**	**0.3**	**0.1**	**0.0**
North & Central America	**1.8**	**0.0**	**-**	**1.3**	**0.0**	**-**	**2.0**	**0.0**	**-**	**2.1**	**0.0**	**-**
Sub-Saharan Africa & Asia	**0.1**	**0.0**	**-**	**0.1**	**0.0**	**-**	**0.1**	**0.0**	**-**	**0.1**	**0.0**	**-**
Other	**0.0**	**0.0**	**-**	**0.1**	**0.0**	**-**	**0.0**	**-**	**-**	**0.0**	**-**	**-**
Total	**4.7**	**2.5**	**1.2**	**4.3**	**2.5**	**1.1**	**5.4**	**2.2**	**1.1**	**5.0**	**2.0**	**1.1**
Total Capex		**8.4**			**7.9**			**8.8**			**8.0**	

1. Rounding figures
2. Global Thermal Generation includes nuclear and trading

Capital Markets Day - annexes

Industrial growth: main drivers and projects

	Infrastructure & Networks	Renewable Energies	Thermal generation	e-Solutions
Italy	2.3 €bn capex +16 mn digital meters 2.0 Stable RAB	0.3 €bn capex COD > 2020	0.1 €bn capex Storage	+0.3 €bn capex >+0.1 €bn EBITDA
Iberia	0.9 €bn capex + 1.2 mn digital meters RAB increase by 5%	0.9 €bn capex +1 GW	0.4 €bn capex Refurbishment projects in the islands and storage	0.1 €bn capex <+0.1 €bn EBITDA
South America	1.2 €bn capex RAB increase by 26% +1.4 mn customers	1.2 €bn capex +0.6 GW[1]	0.1 €bn capex Storage and environmental refurbishment	0.3 €bn capex >+0.1 €bn EBITDA
North and Central America		5.2 €bn capex +1.7 GW; BSO +3.8 GW		0.1 €bn capex <+0.1 €bn EBITDA
Other Europe-Africa&Asia	0.3 €bn capex RAB increase by 8%	0.7 €bn capex +0.6 GW		
Total growth capex	4.7 €bn capex	4.9 €bn capex[2]	0.6 €bn capex	0.8 €bn capex

1. Excluding 380 MW hydro Volta Grande in Brazil
2. Excluding BSO for 3.4

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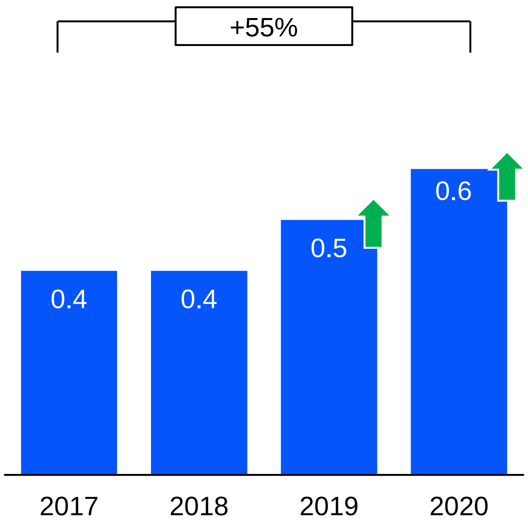
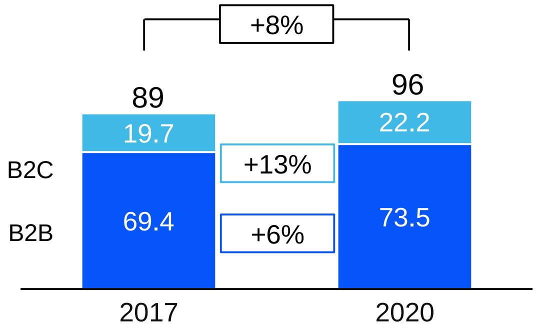
Customer focus: retail in Iberia

EBITDA (€bn)

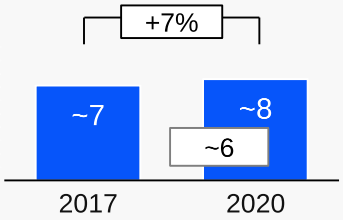


Free power market (TWh)

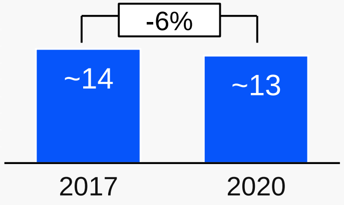


Free power customers (mn)	5.8	6.9

Power unitary margin in free market (€/MWh)



Cost-to-serve (€/customer)

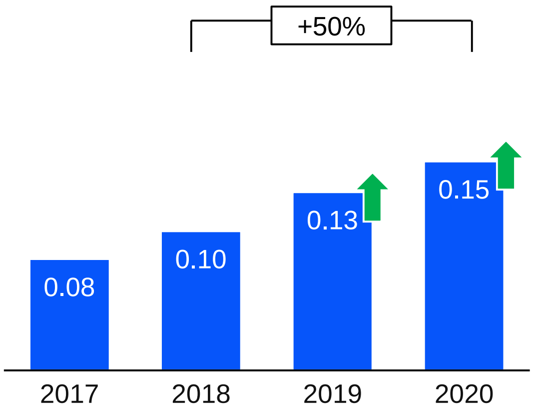


-	Old plan

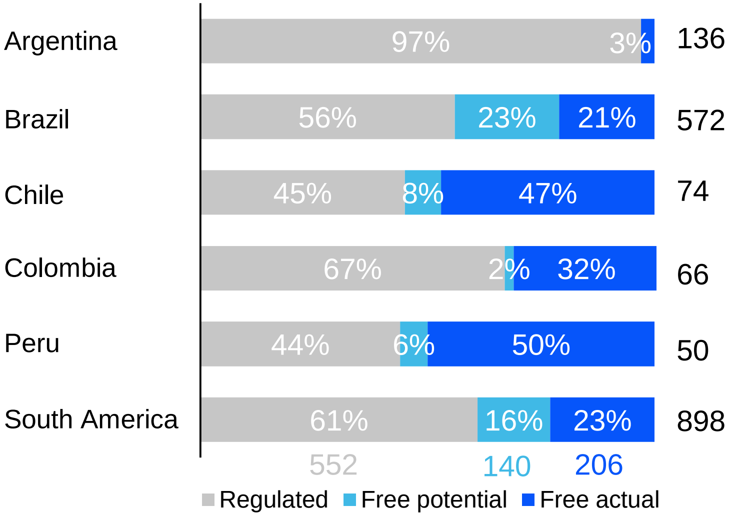
Capital Markets Day - annexes

Customer focus: retail in South America

EBITDA (€bn)



2017 Total free market sales (TWh)



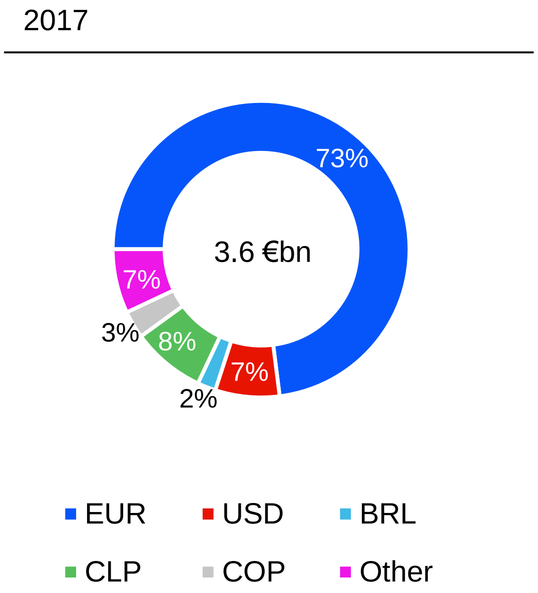
Enel Free energy sold (TWh)

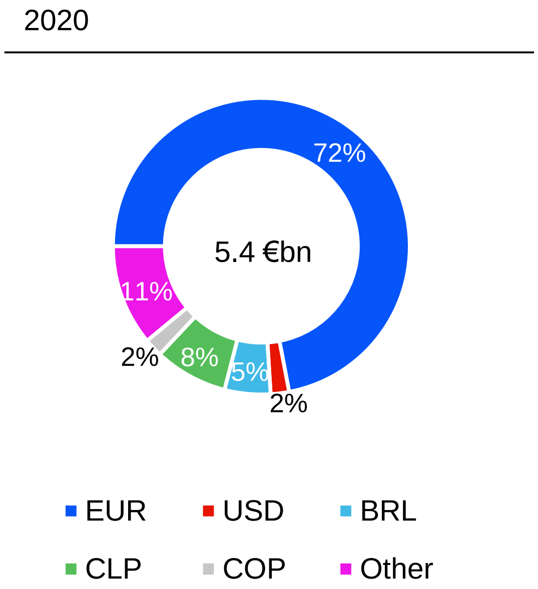
2017	Market share	2020
0.2	3%	5.0
3.8	5%	9.7
6.8	19%	13.9
4.0	20%	5.2
5.9	24%	7.5
20.7	10%	41.3

- Market share

Capital Markets Day - annexes

Group net income by currency

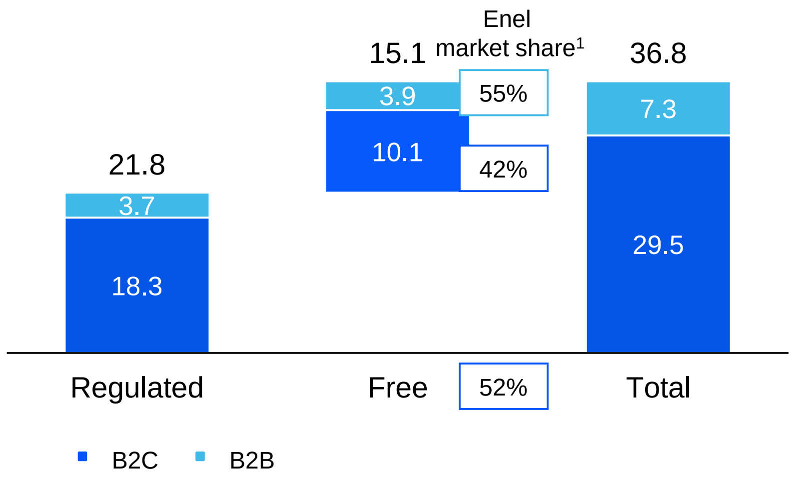




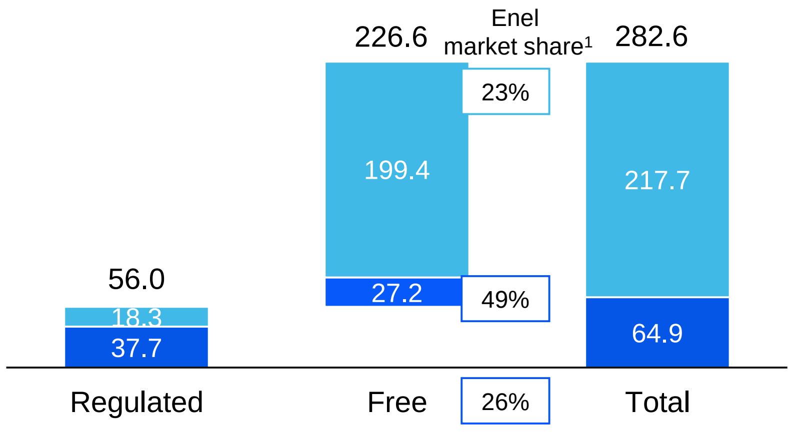
Capital Markets Day - annexes

Retail: Italian power market

Customers (mn)



Energy sold (TWh)



1. Enel estimate based on 2017 figures from AEEGSI, Terna

Capital Markets Day

2018-20 strategic plan

Key ESG

Annexes

Capital Markets Day - ESG annexes

ESG strategic pillars

Digitalization

Customer focus

Growth across low carbon technologies and services

Assets optimization and innovation

Engaging local communities

Engaging the people we work with

for a data-driven Company

for more shared value

Sustainable long-term value creation

Capital Markets Day - ESG annexes

Enel's plan pillars and backbones: cross-reference with SDGs

		1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH & WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER & SANITATION	7 AFFORDABLE & CLEAN ENERGY	8 DECENT WORK & ECONOMIC GROWTH	9 INDUSTRY, INNOVATION & INFRA-STRUCTURE	10 REDUCED INEQUA-LITIES	11 SUSTAINABLE CITIES & COMMUNITIES	12 RESPONSIBLE CONSUMP-TION & PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE & STRONG INSTITUTIONS	17 PARTNER-SHIPS FOR THE GOALS
Pillars	Growth across low carbon technologies & services							●		●		●		enel				●
Pillars	Assets optimization and Innovation							●		●								●
Pillars	Engaging local communities	●	●	●	enel	●		enel	enel	●	●							●
Pillars	Engaging the people we work with			●	●	●			●									●
Enablers	Customer focus							●		●		●						
Enablers	Digitalization									●		●	●					
Backbones	Occupational Health & Safety			●														
Backbones	Sound governance																●	●
Backbones	Environmental sustainability						●						●	●	●	●		
Backbones	Sustainable supply chain												●					
Backbones	Economic and financial value creation								●	●								

enel Public commitment with United Nations

Capital Markets Day - ESG annexes

Growth across low carbon technologies and services

Plan actions	Related targets/commitments
Electrification, storage & demand response	+0.6 GW storage capacity +5 GW demand response
Development of renewable capacity and reduction of thermal capacity	+7.8 GW renewable capacity[1] -7.3 GW thermal capacity
Implementation of environmental international best practices to selected coal plants	~500 €mn investment
Specific CO_2 emissions reduction	< 350 gCO2 /KWheq (-25% base year 2007)
Promote actions in line with UN 'Making cities resilient 'campaign	300 cities

1. Including managed capacity

Capital Markets Day - ESG annexes

Assets optimization and innovation

Plan actions	Related targets/commitments
Large scale infrastructure innovation mostly in grid digitization, smart meters and charging stations	+20.4 mn smart meters installed
	5.3 €bn digitalization capex
	+300k charging stations
Digitally integrated smart plants	Digitalization of 31 GW of thermal capacity
Foster global partnerships and 'high potential' startups to reap new technologies and ways to 'service' energy	Selection of 50 new innovative startups
	NEW Opening of at least 3 new Innovation hubs

Capital Markets Day - ESG annexes

Engaging local communities

Plan actions	Related targets/commitments	
High-quality, inclusive and fair education	0.8 million people[1]	2x From 0.4
Access to affordable and clean energy mainly in Africa, Asia and Latin America	3 million people[1]	
Employment and sustainable and inclusive economic growth	3 million people[1]	2x From 1.5

1. 2015-20 cumulated target

Capital Markets Day - ESG annexes

Engaging the people we work with

Plan actions	Related targets/commitments
Appraise performance of people we work with[1]	100% of people[1] involved 99% of people[1] appraised 95% of people[1] interviewed (feedback)
Survey corporate climate with a focus on safety	100% of people[1] involved 86% of people[1] participating
Global implementation of the diversity and inclusion policy	Recruiting should ensure equal gender splitting of the candidates accessing selection (c. 50%)
Enable digital skills diffusion among people we work with	NEW 100% of people involved in digital skills training
Promote a 'safe travels' culture	100% of international and intercontinental travels authorized and monitored by integrated Travel Security Process
Ongoing improvement of supply chain safety standards through checking on-site	120 planned Extra Checking on Site (ECoS)

1. Eligible and reachable people having worked in the Group for at least 3 months in the Group

Capital Markets Day - ESG annexes

Environmental sustainability

Plan actions	Related targets/commitments
Reduction of SO_2 specific emissions	-30% (vs 2010)
Reduction of NO_x specific emissions	-30% (vs 2010)
Reduction of particulates specific emissions	-70% (vs 2010)
Reduction of water specific consumption	-30% (vs 2010)
Reduction of waste produced	-20% (vs 2015)

Capital Markets Day - ESG annexes

Digitalization and related risks: cyber security framework

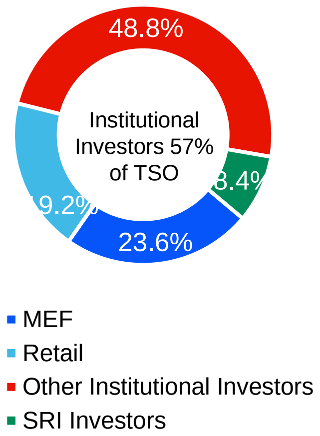
Plan actions	Related targets/commitments
Single strategy approach based on business risk management	100% of internet web applications protected through advanced cyber security solutions
Business lines involved in key processes: risk assessment, response and recovery criteria definition and prioritization of actions	Setting up of Enel's CERT[1], acknowledgement by CERTs[1] of 8 main countries of presence and affiliation with international organizations[2]
Integrated information systems (IT), industrial systems (OT) and Internet of Things (IoT) assessment and management	15 cyber security knowledge sharing events per year on average
'Cyber security by design' to define and spread secure system development standards	

1. Computer Emergency Response Team
2. First and Trust introducer

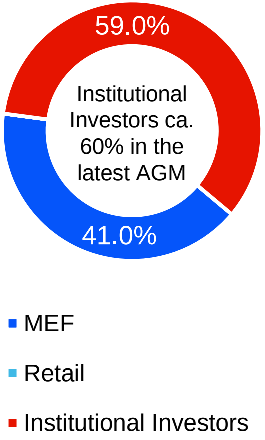
Capital Markets Day - ESG annexes

Shareholders structure

Current shareholder's structure[1]



2017 Annual General Meeting: Quorum



Corporate Governance in a nutshell

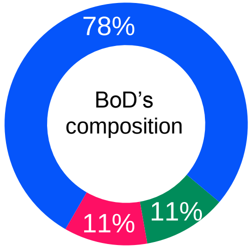
- Institutional investors account for 57% on Enel's TSO and 60% in the latest Enel's AGM
- No special power to Italian Government: the clause that assigned to the Italian Government certain special powers ceased to be effective and was deleted in 2014
- No anti-takeover measures: ownership ceiling set at 3% of share capital but it will lapse in case of a takeover bid following which the bidder holds at least 75% of the capital
- 3/10 of BoDs granted to minorities: according to Enel's bylaws the first slate in terms of votes will elect 7/10 of the BoD members while 3/10 of BoDs is granted to minorities
- If the first slate does not have enough candidates to cover the 7/10 of the BoD, the remaining directors shall be drawn from the minority slate that obtained the next highest number of votes

Increasing weight of institutional investors in Enel's share capital and AGM
No special power granted to Italian Government

1. Data as of end of Sept. 2017

Capital Markets Day - ESG annexes

Focus on corporate governance structure



■ Executive ■ Non - executive ■ Independent

Shareholders' meeting

Audit firm

Board of directors 9 members [1]

Board of Statutory advisors 3 members

Control and risks committee

Nomination and compensation committee

Corporate governance and sustainability committee

Related parties committee

Well diversified BoD and Committees
The BoD and two Committees (CG&SC and RPC) are chaired by women

1. Chairperson can be considered independent in accordance with TUF criteria

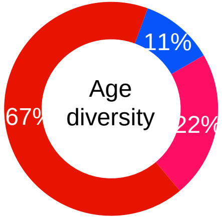
Capital Markets Day - ESG annexes

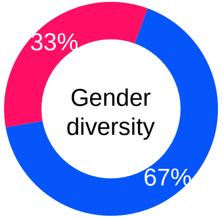
Board composition

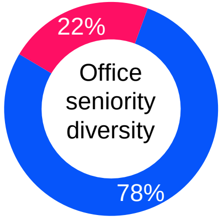
BoD's members

P. Grieco		Non ex (Chairperson) CGSC
F. Starace		Executive
A. Antoniozzi		Independent CGSC RPC
C. Calari		Independent NCC RPC
A. Bianchi		Independent NCC RPC
P. Girdinio		Independent CRC NCC
A. Pera		Independent CRC NCC
A. Svelto		Independent CRC RPC
A. Taraborrelli		Independent CRC CGSC

BoD's Diversity[1]







1. Data as of 16 March 2017

Capital Markets Day - ESG annexes

Focus on remuneration policy: short-term variable remuneration

Short-term variable remuneration[1]	Related targets	Strategic Pillars involved
Net Ordinary Income — **40%[2]**	• Entry point (50% premium) = 3.5 €bn • **Target (100% premium) = 2017 Group Guidance** • Overperformance (120% premium) = 3.7 €bn	Industrial growth Shareholder remuneration Group simplification & active portfolio management
FFO/Net Debt — **30%[2]**	• Entry point (50% premium) = 25% • **Target (100% premium) = 2017 Group Guidance** • Overperformance (120% premium) = 27%	Industrial growth Group simplification & active portfolio management
Efficiency — **20%[2]**	• Entry point (50% premium) = 11.8 €bn • **Target (100% premium) = 2017 Group Guidance** • Overperformance (120% premium) = 11.4 €bn	Operational efficiency
Safety criteria — **10%[2]**	• Entry point (50% premium): FI[3]=1.40 n. FA[4] <=11 • Target (100% premium): FI=1.37 n. FA <=11 • Overperformance (120% premium): FI=1.33 n. FA <=11	Sustainability

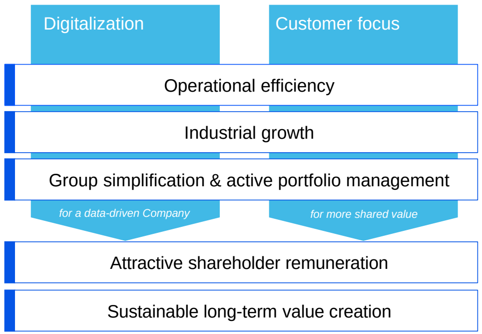
1. Management by objectives (MBO)
2. (%) Weight in the variable remuneration
3. FI: Frequency Index
4. FA: Fatal Accidents in the year

Capital Markets Day - ESG annexes

Focus on remuneration policy: long-term variable remuneration

Long-term variable remuneration[1]	Related targets
60%[2] Enel TSR vs Euro Stoxx Utilities index TSR	• Entry point (50% premium): Enel TSR >= 90% Index TSR • Target (100% premium): Enel TSR >= 100% Index TSR • Overperformance I (150% premium): Enel TSR >= 110% Index TSR • Overpoformance II (180% premium): Enel TSR >= 115% Index TSR
Regressive scale in case of Enel's negative TSR	• **Greater alignment of the variable remuneration** with the main target of **creating value for shareholders**. • In case the absolute TSR of Enel is negative, the incentive (if any) is reduced of the same negative percentage of the absolute TSR of Enel's stock, multiplied for a constant value equal to 1.5.
40%[2] 3 year cumulated ROACE	• Entry point (50% premium): Cumulated ROACE >= 33.3% • Target (100% premium): Cumulated ROACE >= 34.3% • Overperformance I (150% premium): Cumulated ROACE >= 35.5% • Overpoformance II (180% premium): Cumulated ROACE >= 36.2%
5 years plan	• 3 years vesting period • 30% payment (if any) in the 4th year (control year) • 70% payment (if any) in the 5th year (deferred payment)

Strategic Pillars involved



1. Long-Term Incentive Plan (LTI)
2. (%) Weight in the variable remuneration
3. 3.FI: Frequency Index
4. FA: Fatal Accidents in the year

Capital Markets Day

2018-20 strategic plan

9M 2017 results

Annexes

9M 2017 consolidated results

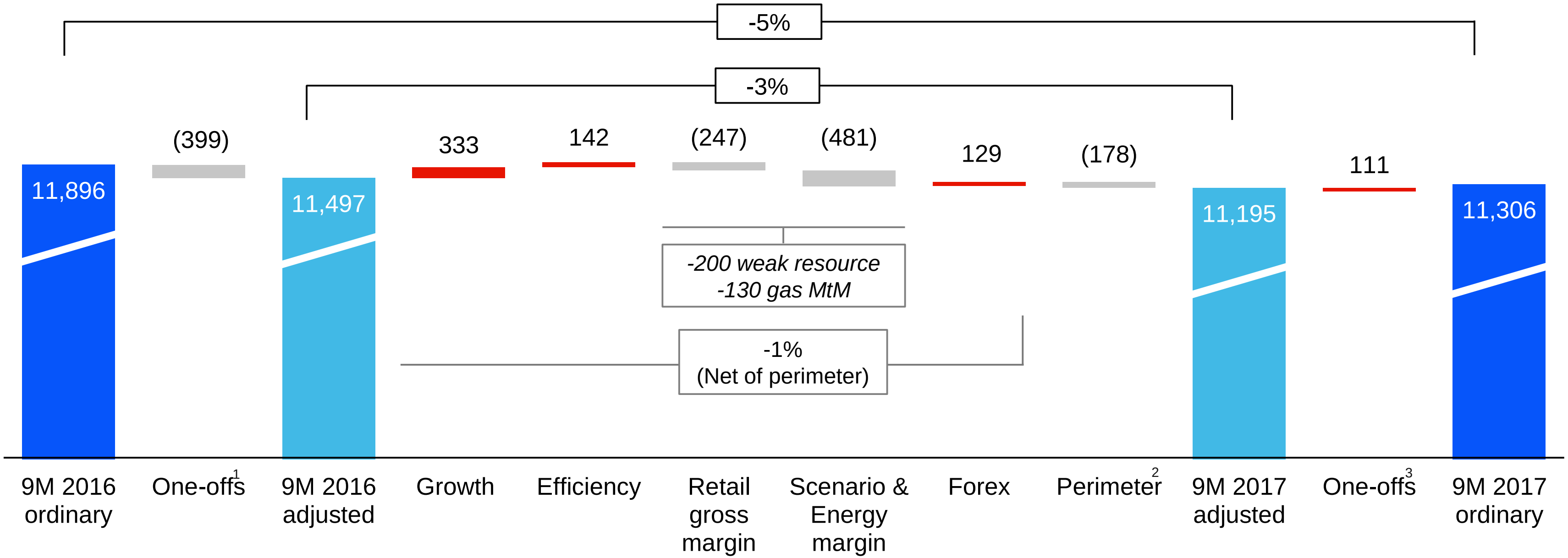
Financial highlights (€mn)

	9M 2017	9M 2016	∆ yoy	Adjusted
Revenues	54,188	51,459	+5%	
Reported EBITDA	11,450	12,010	-5%	
Ordinary EBITDA[1]	11,306	11,896	-5%	-3%[4]
Reported EBIT	7,217	7,689	-7%	
Ordinary EBIT	7,073	7,666	-8%	
Reported Group net income	2,621	2,757	-5%	
Group net ordinary income	2,583	2,700	-4%	+3%[5]
Capex[2]	5,547	5,504	+1%	
Net debt	37,941	37,553[3]	+1%	
FFO	7,161	6,766	+6%	

1. Excludes extraordinary items for 114 €mn in 9M 2016 and for 144 €mn in 2017
2. Includes 27 €mn for capex related to asset held for sale in 9M 2017 and 287 €mn in 9M 2016
3. As of December 2016
4. Excludes +399 €mn one-offs in 9M 2016 and +111 €mn in 9M 2017
5. Excluding +269 €mn one-offs in 9M 2016 and +79 €mn in 9M 2017

9M 2017 consolidated results

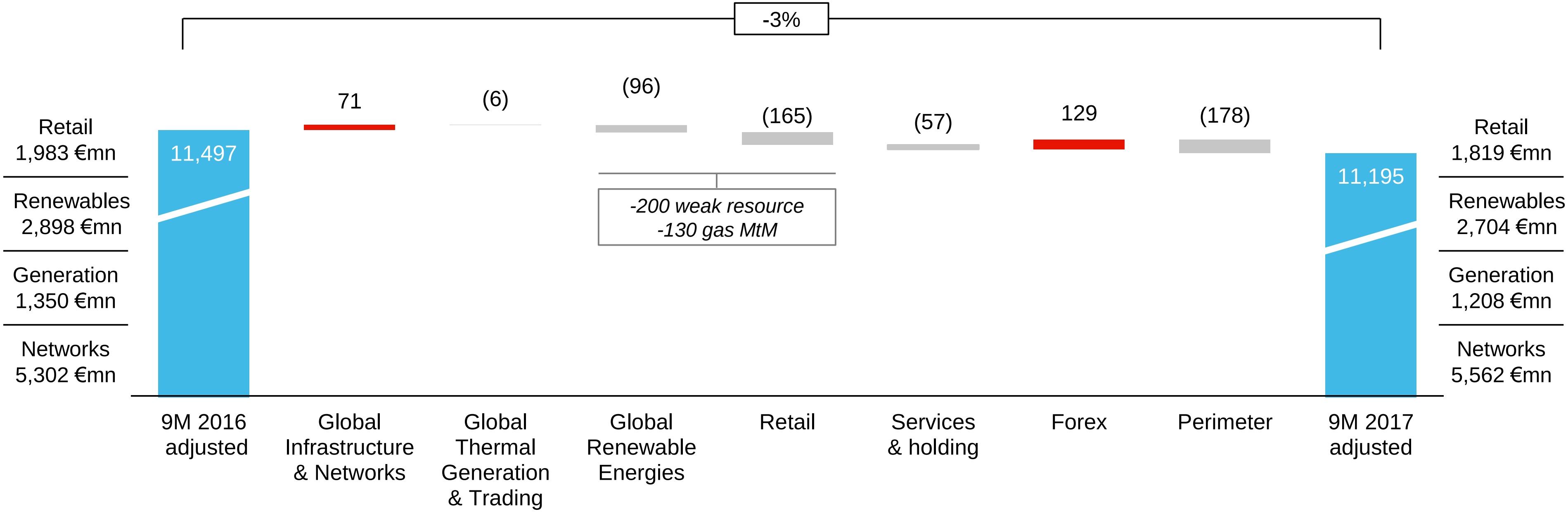
Ordinary EBITDA evolution (€mn)



1. Includes: Gas price review in Italy +311 €mn, +78 €mn Ecotax in Iberia generation, +28 €mn provision release and +19 €mn capital gain on Compostilla RE in Iberia, -37 €mn other
2. Relates mainly to Slovenske Elektrarne and North America JV deconsolidation
3. Includes -45 €mn for personnel provisions for CELG, -38 €mn for penalties revaluation in Argentina, +52 €mn for islands settlement in Iberia and +142 €mn Bono Social in Iberia

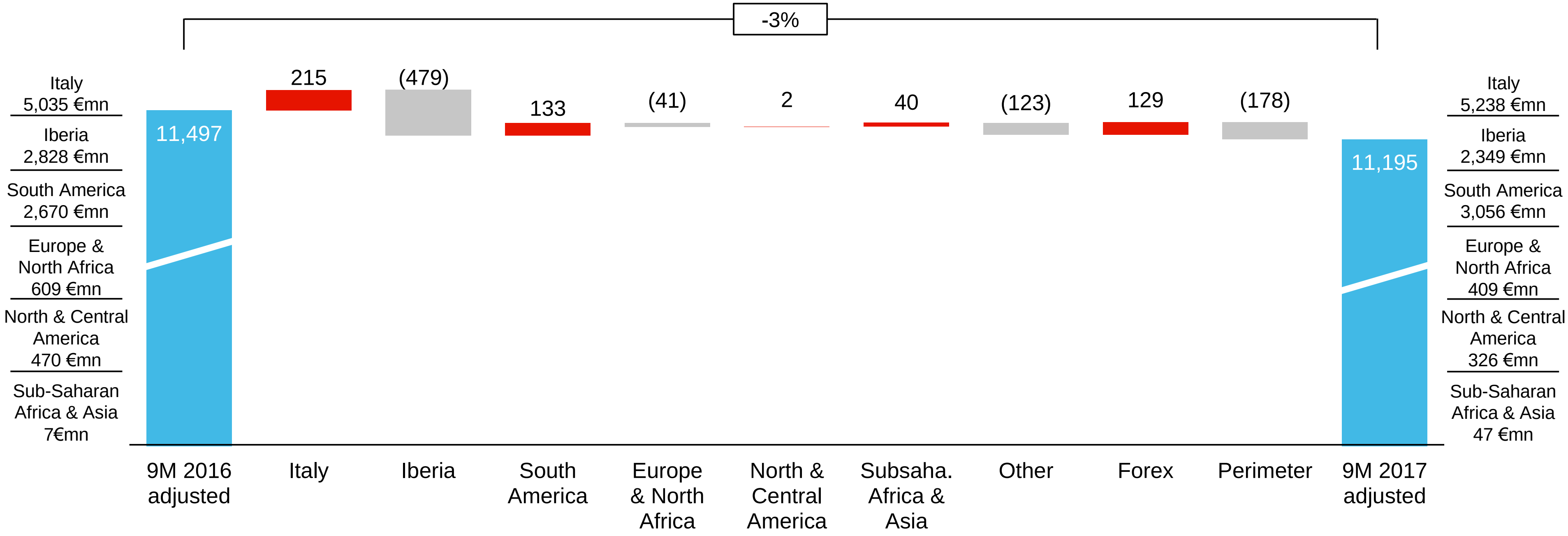
9M 2017 consolidated results

Adjusted EBITDA by business (€mn)



9M 2017 consolidated results

Adjusted EBITDA by geography (€mn)



9M 2017 consolidated results

Ordinary[1] EBITDA matrix (€mn)

	Global Generation & Trading		Global Infrastructures & Networks		Renewable Energies		Retail		Services & Other		Total	Total
	9M 2017	9M 2016	9M 2017	9M 2016	9M 2017	9M 2016	9M 2017	9M 2016	9M 2017	9M 2016	9M 2017	9M 2016
Italy	178	405	2,649	2,670	805	792	1,534	1,373	72	81	5,238	5,321
Iberia	597	668	1,389	1,393	176	308	331	592	50	9	2,543	2,970
South America	425	393	1,314	1,042	1,292	1,263	-	-	(58)	(76)	2,973	2,622
Argentina	76	61	171	123	24	19	-	-	-	-	271	203
Brazil	98	55	453	292	183	144	-	-	(27)	(25)	707	466
Chile	125	179	190	186	552	568	-	-	(31)	(51)	858	917
Colombia	37	30	350	296	428	421	-	-	-	1	815	747
Peru	89	68	150	145	98	105	-	-	-	-	337	318
Other	-	-	-	-	7	6	-	-	-	-	(15)	(29)
Europe and North Africa	202	309	136	173	116	95	(46)	31	1	1	409	609
Romania	2	4	136	173	78	55	(46)	33	1	1	171	266
Russia	200	126	-	-	-	-	-	-	-	-	200	126
Slovakia	-	191	-	-	-	-	-	-	-	-	-	191
Other[2]	-	(12)	-	-	38	40	-	(2)	-	-	38	26
North & Central America[3]	-	-	-	-	326	470	-	-	-	-	326	470
Africa & Asia[4]	-	-	-	-	47	7	-	-	-	-	47	7
Other Countries	-	(26)	(9)	-	(58)	(37)	-	-	(163)	(40)	(230)	(103)
Total	1,402	1,749	5,479	5,278	2,704	2,898	1,819	1,996	(98)	(25)	11,306	11,896

1. Excludes extraordinary items for +144 €mn in 2017 of Electrogas Chile capital gain and for +124 €mn in 2016 of Hydro Dolomiti capital gain
2. Includes Belgium, Greece, France, Bulgaria
3. Includes Mexico, USA, Panama, Canada, Guatemala, Costa Rica
4. Includes South Africa, India

9M 2017 consolidated results

Ordinary EBITDA matrix (€mn): new vs old perimeter

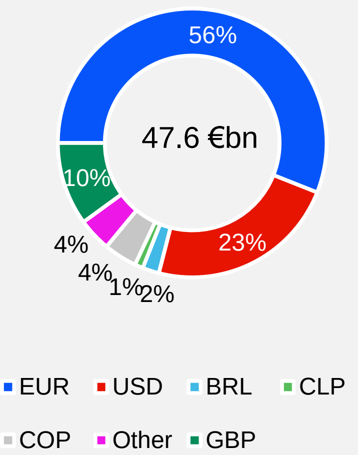
	Global Thermal Generation & Trading				Global Renewable Energies			
	9M 2017		9M 2016		9M 2017		9M 2016	
	Global Thermal Generation	Global Generation	Global Thermal Generation	Global Generation	Global Renewable Energies	EGP	Global Renewable Energies	EGP
Italy	**178**	**571**	**405**	**727**	**805**	**412**	**792**	**470**
Iberia	**597**	**660**	**668**	**799**	**176**	**113**	**308**	**177**
South America	**425**	**1,462**	**393**	**1,467**	**1,292**	**255**	**1,263**	**189**
Argentina	76	101	61	80	24	(1)	19	-
Brazil	98	187	55	136	183	94	144	63
Chile	125	517	179	624	552	160	568	123
Colombia	37	468	30	453	428	(3)	421	(2)
Peru	89	189	68	174	98	(2)	105	(1)
Uruguay	-	-	-	-	7	7	6	6
Europe & North Africa	**202**	**202**	**309**	**309**	**116**	**116**	**95**	**95**
Romania	2	2	4	4	78	78	55	55
Russia	200	200	126	126	-	-	-	-
Slovakia	-	-	191	191	-	-	-	-
Other[1]	-	-	(12)	(12)	38	38	40	40
North & Central America[2]	**-**	**-**	**-**	**-**	**326**	**326**	**470**	**470**
Sub-Saharan Africa & Asia[3]	**-**	**-**	**-**	**-**	**47**	**47**	**7**	**7**
Other	**-**	**-**	**(26)**	**(26)**	**(58)**	**(58)**	**(37)**	**(37)**
Total	**1,402**	**2,895**	**1,749**	**3,276**	**2,704**	**1,211**	**2,898**	**1,371**

1. Includes Belgium, Greece, France, Bulgaria
2. Includes Mexico, USA, Panama, Canada, Guatemala, Costa Rica
3. Includes South Africa, India

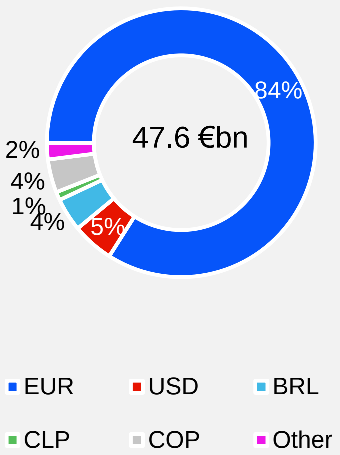
9M 2017 consolidated results

Gross debt[1] structure

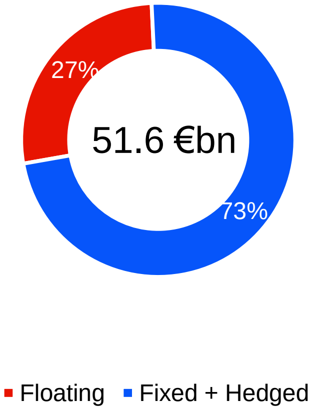
Long term debt by currency



After swap



Interest rate composition



Long term credit ratings

	Rating	Outlook
Standard & Poors	BBB	Positive
Moody’s	Baa2	Stable
Fitch	BBB+	Stable

1. In nominal terms

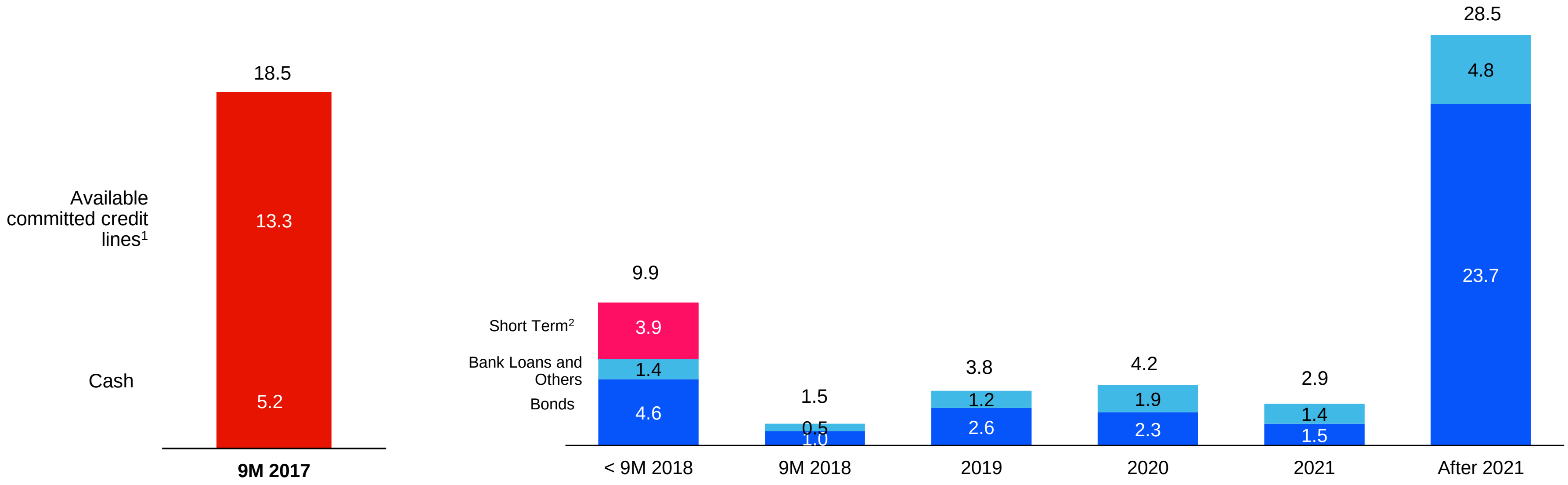
9M 2017 consolidated results

Debt structure by instrument (€bn)

Debt by instrument	Enel Spa	EFI	Central Others	Italy	Iberia	South America	North & Central America	Europe & North Africa	Sub-Saharan Africa & Asia	Total
Bonds	12.25	19.73	-	-	0.06	3.59	-	0.15	-	35.78
Bank Loans	1.04	-	-	4.51	0.95	2.26	0.24	0.23	0.24	9.47
Tax Partnership	-	-	-	-	-	-	0.46	-	-	0.46
Other Loans	-	-	-	0.10	0.52	0.31	0.04	-	0.18	1.15
Other short term debt	0.30	-	-	0.91	0.06	-	-	-	-	1.27
Commercial Paper	-	1.44	-	-	1.20	-	-	-	-	2.64
Gross debt	**13.59**	**21.17**	**-**	**5.52**	**2.79**	**6.16**	**0.74**	**0.38**	**0.42**	**50.77**
Financial Receivables	-0.01	-0.28	-0.39	-1.06	-0.52	-0.89	-0.34	-	-	-3.49
Tariff Deficit	-	-	-	-	-0.60	-	-	-	-	-0.60
Other short term financial receivables	-2.05	-0.99	-	-0.28	-0.04	-0.04	-0.12	-0.01	-0.02	-3.55
Cash and cash equivalents	-0.98	-0.01	-0.19	-0.38	-0.43	-1.63	-0.26	-1.24	-0.07	-5.19
Net Debt – Third Parties	**10.55**	**19.89**	**-0.58**	**3.80**	**1.20**	**3.60**	**0.02**	**-0.87**	**0.33**	**37.94**
Net Debt – Intercompany	2.56	-22.22	3.79	9.89	3.39	0.65	1.66	0.30	-0.02	-
Net Debt – Group View	**13.11**	**-2.33**	**3.21**	**13.69**	**4.59**	**4.25**	**1.68**	**-0.57**	**0.31**	**37.94**

9M 2017 consolidated results

Debt maturity coverage split by typology (€bn)



1. Of which 13 €bn of long term committed credit lines with maturities beyond September 2018
2. Includes commercial paper

Capital Markets Day

Disclaimer

This presentation contains certain forward-looking statements that reflect the Company's management's current views with respect to future events and financial and operational performance of the Company and its subsidiaries. These forward-looking statements are based on Enel S.p.A.'s current expectations and projections about future events. Because these forward-looking statements are subject to risks and uncertainties, actual future results or performance may differ materially from those expressed in or implied by these statements due to any number of different factors, many of which are beyond the ability of Enel S.p.A. to control or estimate precisely, including changes in the regulatory environment, future market developments, fluctuations in the price and availability of fuel and other risks. You are cautioned not to place undue reliance on the forward-looking statements contained herein, which are made only as of the date of this presentation. Enel S.p.A. does not undertake any obligation to publicly release any updates or revisions to any forward-looking statements to reflect events or circumstances after the date of this presentation. The information contained in this presentation does not purport to be comprehensive and has not been independently verified by any independent third party.

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Pursuant to art. 154-bis, paragraph 2, of the Italian Unified Financial Act of February 24, 1998, the executive in charge of preparing the corporate accounting documents at Enel, Alberto De Paoli, declares that the accounting information contained herein correspond to document results, books and accounting records.

Capital Markets Day

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