



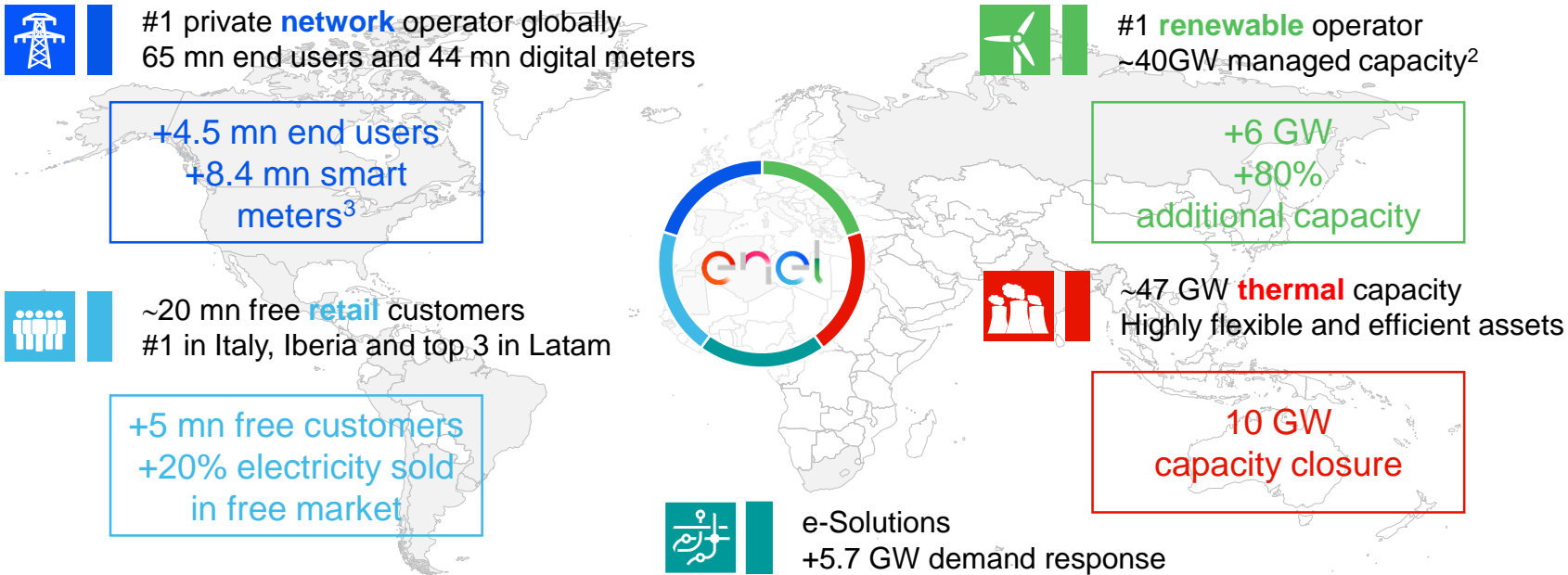
# Investor Presentation

December 2017



# Investor presentation

Enel today: evolution since 2014<sup>1</sup>



1. 2014-2017 delivery. As of 2017E

2. Consolidated capacity equal to 37 GW (including 25 GW of large hydro)

3. Including installation 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)

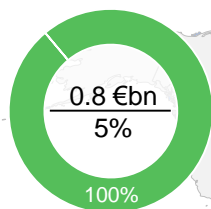
4. Presence with operating assets

# Investor presentation

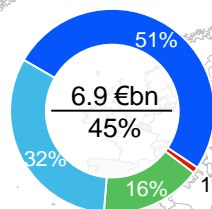
Enel today: global and diversified operator<sup>1</sup>



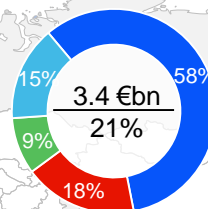
North & Central America



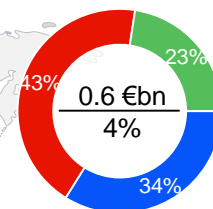
Italy



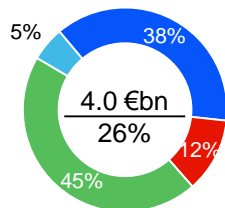
Iberia



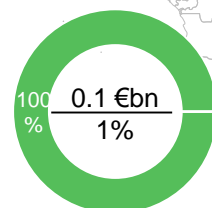
Europe & North Africa



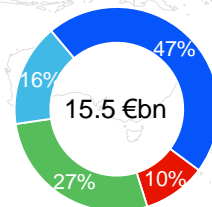
South America



Subsaharian Africa & Asia



2017E Group EBITDA



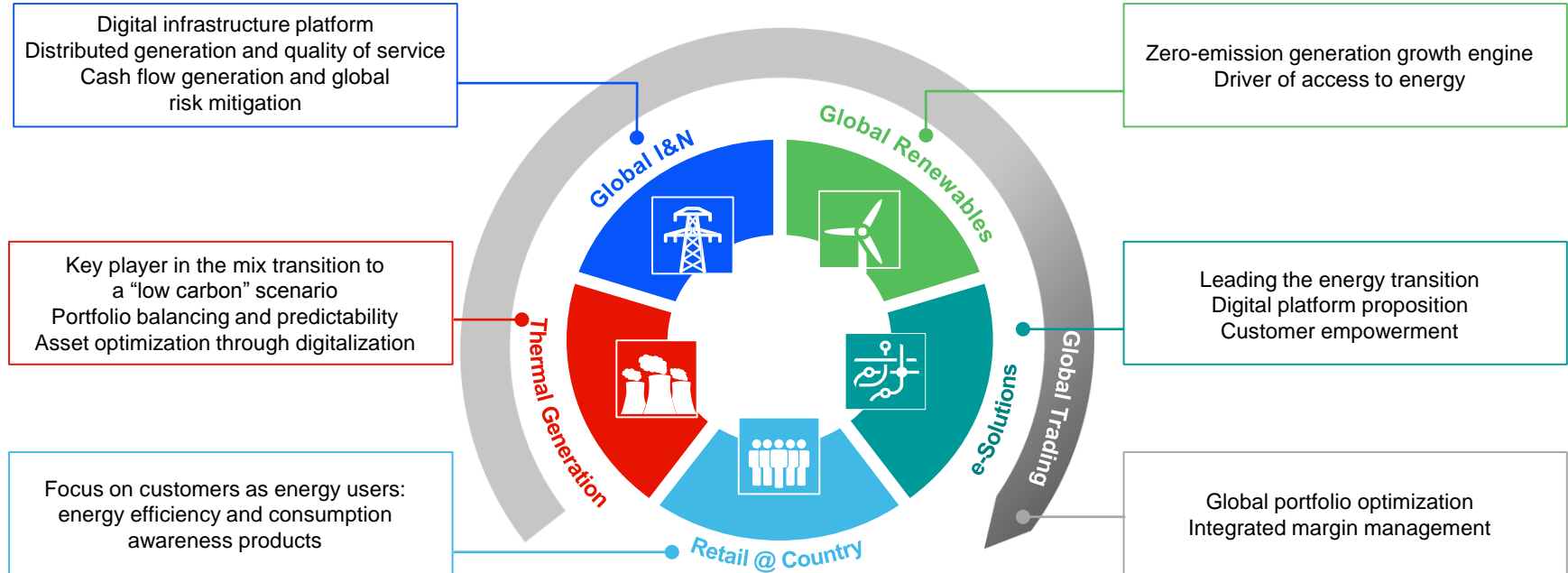
~75% regulated / quasi-regulated

■ Networks ■ Renewables  
■ Thermal generation ■ Retail

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

# Investor presentation

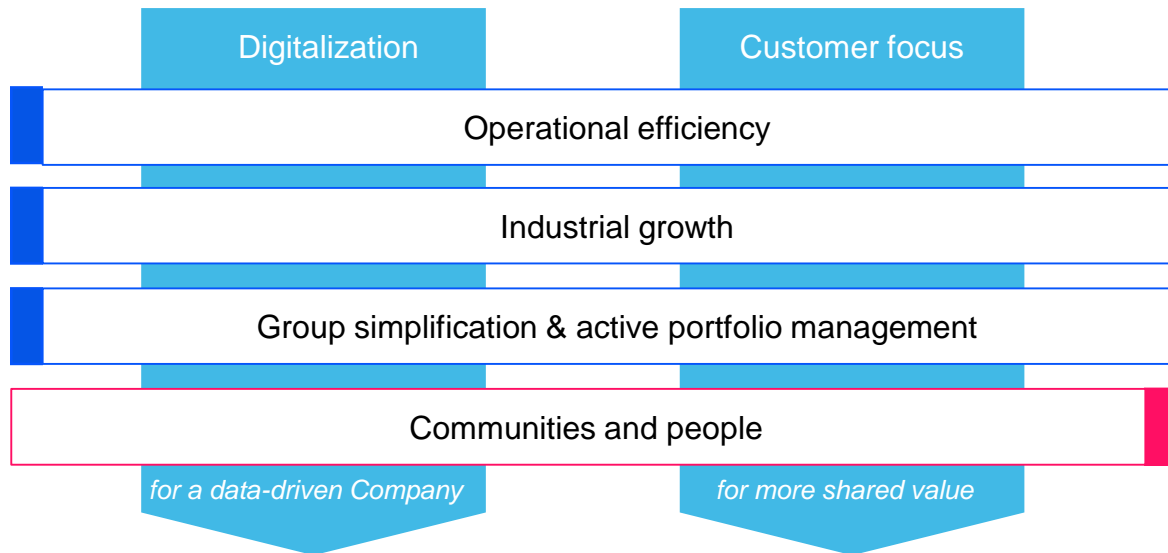
Enel integrated model fit for digitalized, low carbon world



Fully integrated business model drives value and synergies

# Investor presentation

Enel strategic pillars



**Sustainable long-term value creation**

# Investor presentation

Integrated model fit for digitalized, low carbon world



## Decarbonization

### Sector trends

- By 2040, ~40% of generation will be accounted for by renewables
- Achievement of Paris Climate Agreement entails fuel switching

### Enel positioning: 2020 targets

- 48 GW renewables (+7.8 GW), 39 GW thermal (-7.3 GW)
- Specific CO<sub>2</sub> emissions < 350 gCO<sub>2</sub>/KWhe

## Electrification, Storage, Demand Response

### Sector trends

- By 2040, electricity will increase from 18% to 29% of total energy demand
- Storage will ease renewable integration and push distributed solutions
- Low cost and low-carbon technologies will allow a greater deployment of decentralised electricity access solutions

### Enel positioning: 2020 targets

- +0.6 GW storage capacity
- 10.7 GW demand response
- 313 k charging stations

## Urbanization

### Sector trends

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

### Enel positioning: 2020 targets

- 67 mn end-users
- 47.9 mn smart meters
- 17.4 mn second generation smart meters

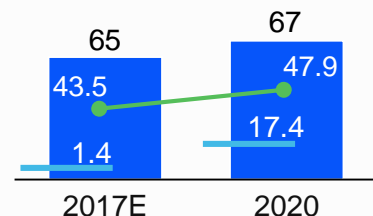
# Investor presentation

## Industrial growth: operational targets by business



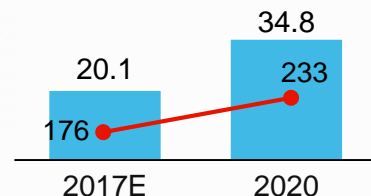
### Networks

- End users (mn)
- Smart meters (mn)
- Smart meters 2.0 (mn)



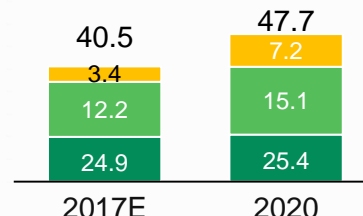
### Retail

- Free customer base<sup>1</sup> (mn)
- Power sold<sup>2</sup> (TWh)



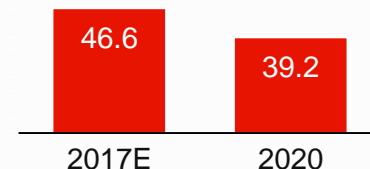
### Renewables

- Managed capacity (GW)
- Other renewables (GW)
- Large hydro (GW)



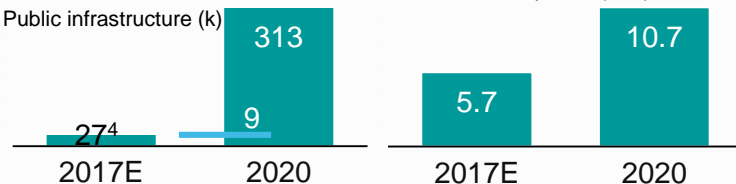
### Thermal generation

- Installed capacity<sup>3</sup>(GW)



### e-Solutions

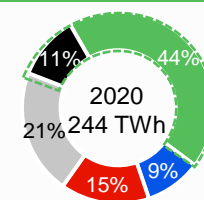
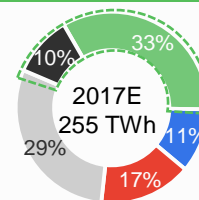
- Charging stations (k)
- Public infrastructure (k)
- Demand response (GW)



### Net production<sup>5</sup>

43% emission free

55% emission free

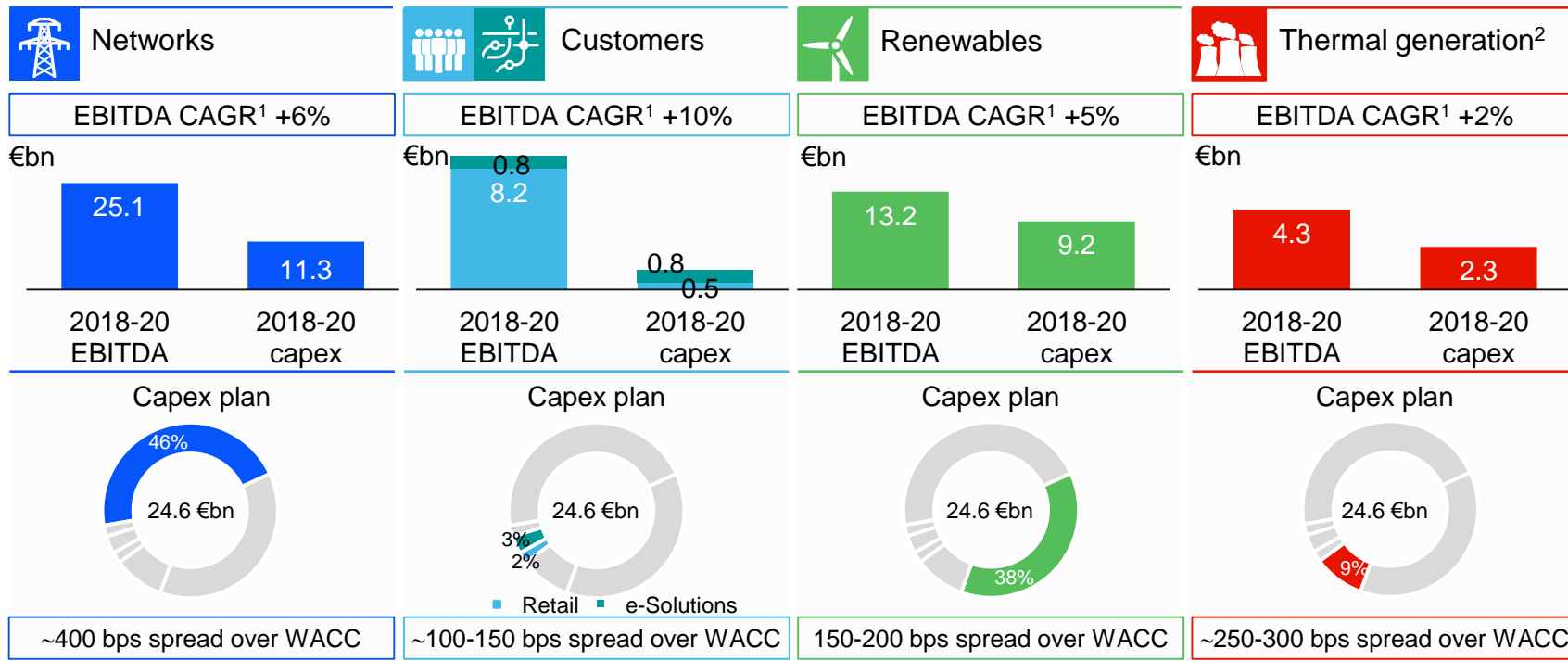


- Renewables
- Oil & Gas
- CCGT
- Coal
- Nuclear

- Including only power and gas free customers
- Free market volumes
- Including nuclear in Iberia
- Of which ~ 600 public infrastructure
- Consolidated. Including production relating to managed capacity emission free technologies would be equal to 45% for 2017 and 58% for 2020

# Investor presentation

## Summary by business line



1. 2017-20 CAGR

2. Including Global Trading and nuclear in Iberia

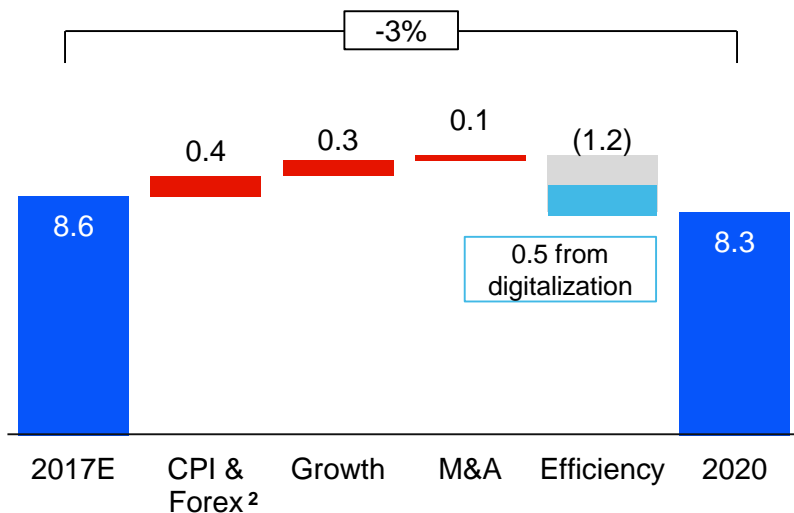


# Investor presentation

## Operational efficiency: focus on opex



Opex evolution (€bn)<sup>1</sup>



Opex by business<sup>3</sup>



**Networks**  
€/end user



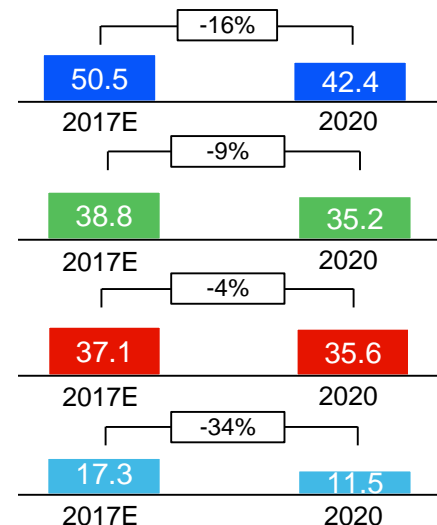
**Renewables**  
k€/MW



**Thermal Generation<sup>4</sup>**  
k€/MW



**Retail**  
Cost to serve  
(€/customer)



**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

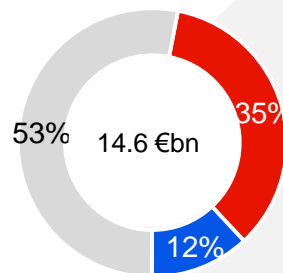
4. Excludes nuclear in Iberia

# Investor presentation

Industrial growth: focus on growth EBITDA

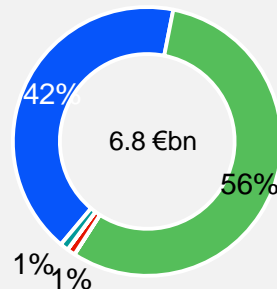


2018-20 growth capex



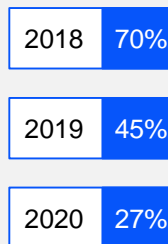
- In execution
- Tenders awarded
- To be addressed

Capex addressed by business

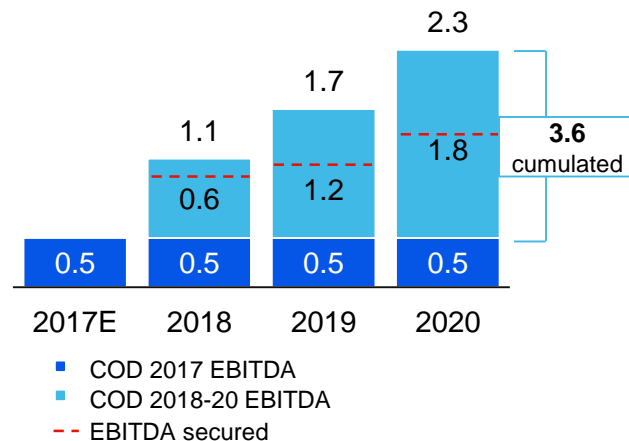


- Networks
- Renewables
- Thermal generation
- e-Solutions

By year<sup>1</sup>



Growth EBITDA by year<sup>2</sup> (€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

# Investor presentation

## 2018-20 financial strategy (1/3)



### 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	

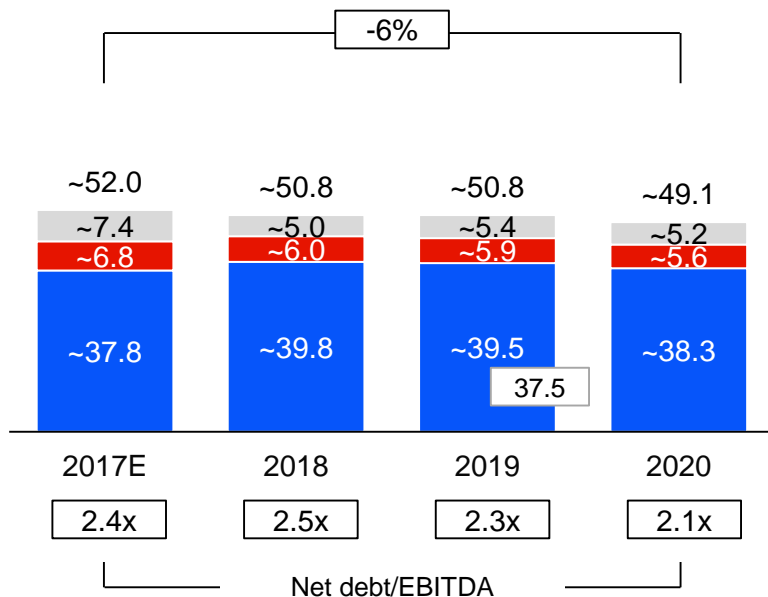
Additional reduction of financial expenses on debt of ~300 €mn by 2020

# Investor presentation

## 2018-20 financial strategy (2/3)

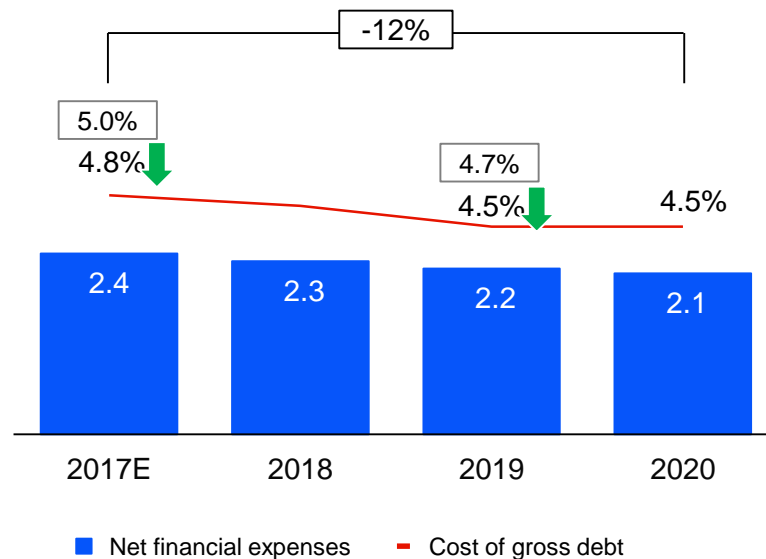


Gross and net debt (€bn)



■ Net debt ■ Financial receivables ■ Cash

Net financial expenses on debt (€bn)



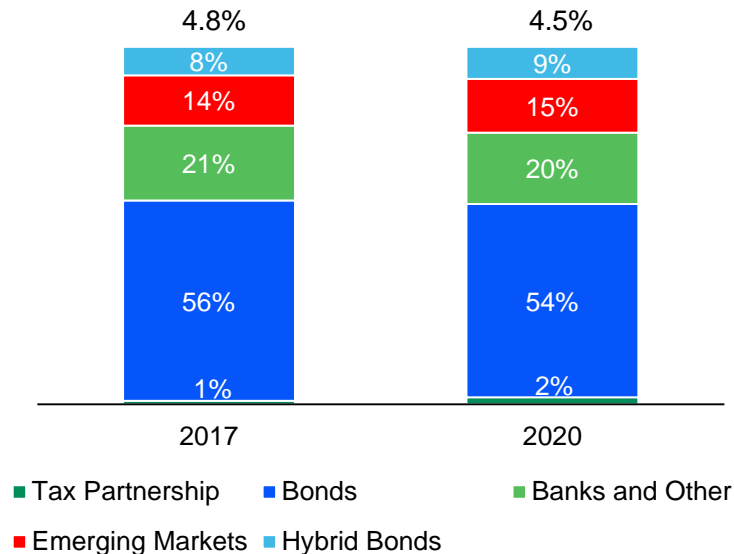
- Old plan

# Investor presentation

## 2018-20 financial strategy (3/3)



### Gross debt breakdown



### Cost of gross debt

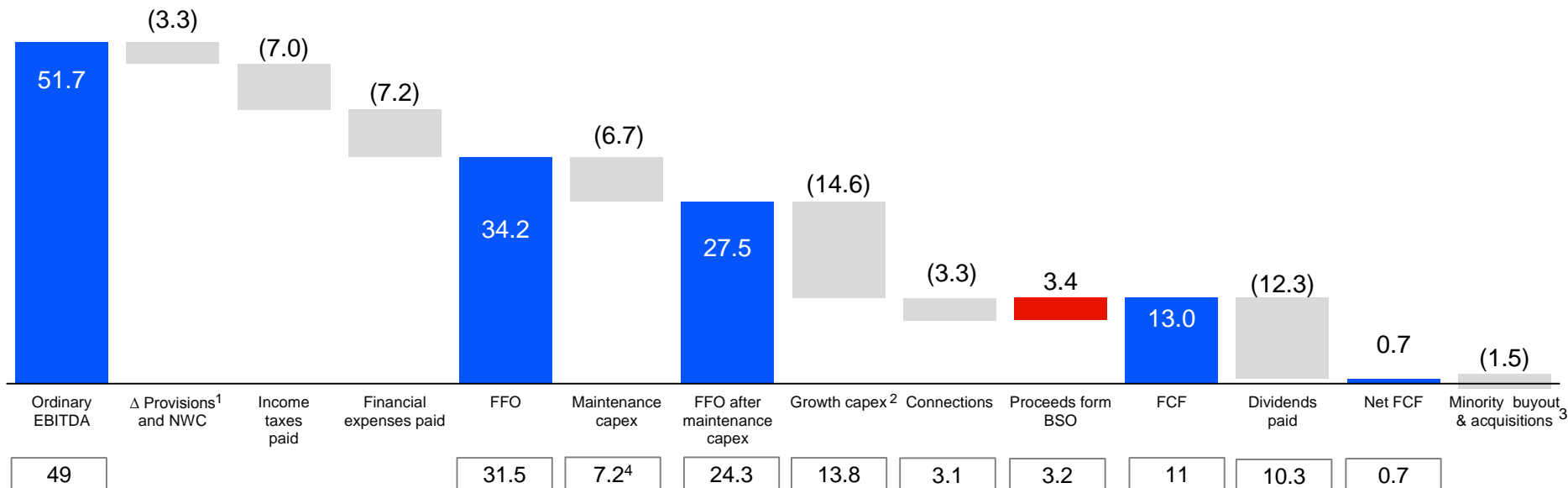
	2017	2020
Hybrid bonds	6.4%	3.7%
Emerging markets <sup>2</sup>	8.5%	8.9%
Banks and other	1.6%	2.0%
Bonds <sup>1</sup>	4.9%	4.1%
Tax Partnership	10.0%	8.0%
<b>Average cost of the debt</b>	<b>4.8%</b>	<b>4.5%</b>

1. Excluding emerging markets and hybrid bonds

2. Including Latam perimeter, Subsaharian Africa and Asia, Mexico and Russia

# Investor presentation

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

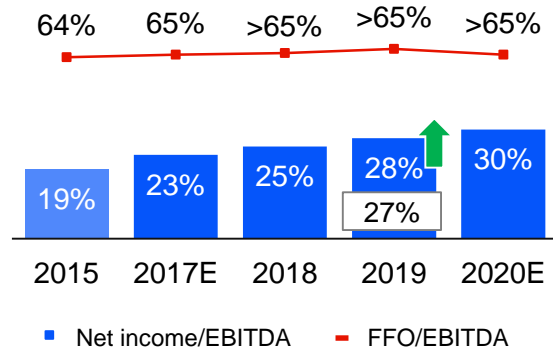
- Old plan

# Investor presentation

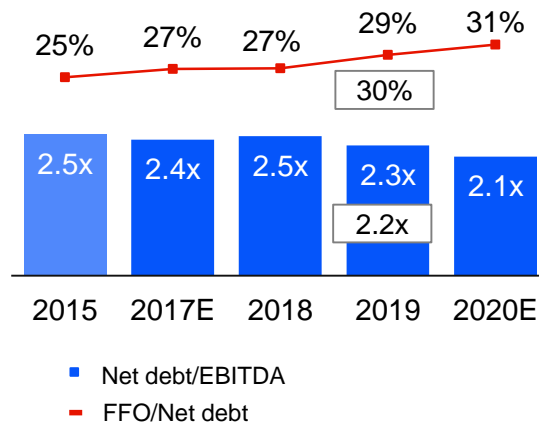
Enel transformation and 2020 targets



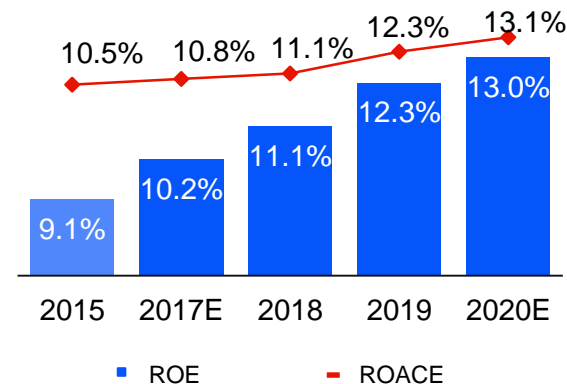
## Profitability & cash generation



## Leverage



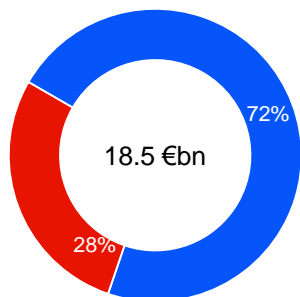
## Returns



Continuous improvement in cash generation, profitability and returns

# Investor presentation

Debt maturity coverage split by typology (€bn)<sup>1</sup>



■ Available committed credit lines  
■ Cash

3

	< 3Q 2018	3Q 2018	2019	2020	2021	>2021	Total
Short term <sup>2</sup>	3.9	-	-	-	-	-	3.9
Bank loans and other	1.4	0.5	1.2	1.9	1.4	4.8	11.2
Bonds	4.6	1.0	2.6	2.3	1.5	23.7	35.7
<b>Total</b>	<b>9.9</b>	<b>1.5</b>	<b>3.8</b>	<b>4.2</b>	<b>2.9</b>	<b>28.5</b>	<b>50.8</b>

1. As of September 30, 2017

2. Including commercial paper

3. Of which 13 €bn long term committed credit lines with maturities > September 2018



# Investor presentation

## Group targets

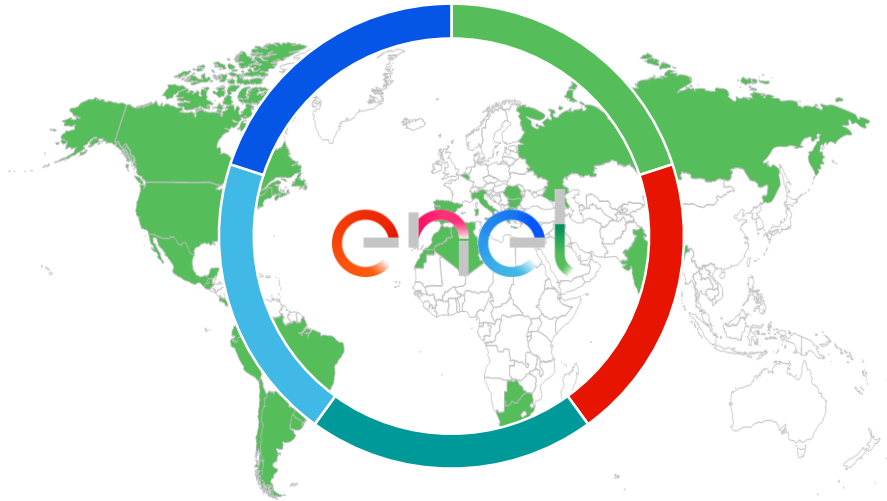


	2017E	2018	2019	2020	CAGR (%) 2017-20
Ordinary EBITDA (€bn)	~15.5	~16.2	~17.2	~18.2	~+6%
Net ordinary income (€bn)	~3.6	~4.1	~4.8	~5.4	~+15%
Minimum dividend per share (€)	0.21	0.28	-	-	-
Pay-out ratio	65%	70%	70%	70%	+5 p.p.
Implicit DPS (€)	0.23	0.28	0.33	0.37	~+17%
FFO/Net Debt	27%	27%	29%	31%	~+4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

- Improved vs old plan

# Investor presentation

## Green Bond Program<sup>1</sup>



### Rationale

Provide an ideal tool to finance the transition to a low carbon economy

Diversify Enel's investor base targeting investments towards low carbon technologies and services

Top focus on SRI investors representing 8.4% of Enel's share capital and 11.0% of free float as of June 2017

Adhering to the most advanced standards for the Green Bond market

Inaugural bond total orders amounted to 2.7 €bn, more than twofold the issuance

1. <https://www.enel.com/investors/fixed-income/main-programs/green-bond>

# Investor presentation

Application of Green Bond principles: delivery on announced governance



## Use of proceeds



Renewable Energy Projects

Transmission, Distribution  
and Smart Grid Projects

Other Projects

## Evaluation and selection



Setting up of Green Bond  
committee

Committee to oversee GBF<sup>1</sup>  
implementation and allocation  
process

## Management of proceeds



Eligible projects financed via  
intercompany loans through  
Enel Finance International

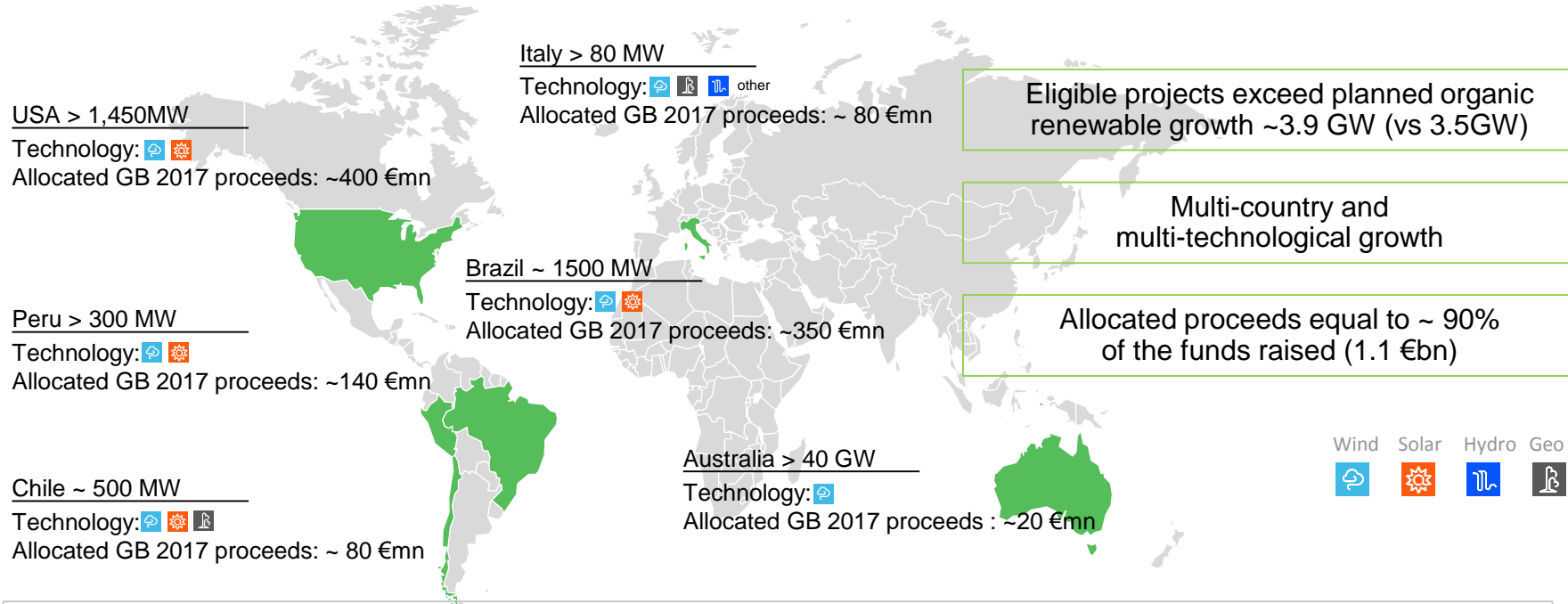
## Reporting

Annually and until maturity of  
the Green Bonds issued

Reporting available through  
website or Sustainability  
report

# Investor presentation

## 2017 Green Bond proceeds allocation



~ 3.9 GW of zero emitting plants supported by Green Bond financing

# Investor presentation

Chile: Cerro Pabellon, Antofagasta region, Atacama desert  (geothermal)



## Sustainability benefits

### *Climate change mitigation*

- Installed capacity of the renewable energy plant: 48MW (in operation)
- Renewable energy produced: ~ 340 GWh/y
- Annual GHG emissions avoided<sup>1</sup>: ~170k tCO<sub>2</sub>e

## ESG management

### *Health and safety*

- Number of accidents (fatal and severe): 0

### *Promotion of local and social economic development*

- Number of social actions implemented: 5
- Number of beneficiaries : ~500

## Highlights




The main actions implemented are related to:

- Education
- Access to energy – Full electrification of Toconce community through installation 90 solar systems
- Improvement of communities' infrastructures
- Social and economic development - a dedicated plan to promote local culture through tourism
- Development of 6 small enterprises in order to offer miscellaneous services during the building phase

1. Specific emission based on average domestic thermoelectric mix. Source Enerdata

# Investor presentation

Chile: Sierra Gorda, Antofagasta region, Atacama desert  (wind)



## Sustainability benefits

### *Climate change mitigation*

- Installed capacity of the renewable energy plant: 112 MW (in operation)
- Renewable energy produced: ~295 GWh/y
- Annual GHG emissions avoided<sup>1</sup>: ~150k tCO<sub>2</sub>e

## ESG management

### *Health and safety*

- Number of accidents (fatal and severe): 0

### *Promotion of local and social economic development*

- Number of social actions implemented: 2
- Number of beneficiaries : ~50

## Highlights

The main actions implemented are related to:

- Training of local people, mainly women, to learn how to build furniture et alia by recycling the plant construction site waste material
- Building of an 'eco' school (100m<sup>2</sup>) in the municipality of Baquedano by utilizing the construction site waste material. The school is equipped with a solar system that meets its full power needs and with a bike-battery charging system providing power to the local theatre and cinema

1. Specific emission based on average domestic thermoelectric mix. Source Enerdata

# Investor presentation

Peru: Wayra, Marcona, Ica region ☁️ (wind)



## Sustainability benefits

### *Climate change mitigation*

- Installed capacity of the renewable energy plant: 132 MW (under construction)
- Renewable energy produced: ~600 GWh/y
- Annual GHG emissions avoided<sup>1</sup>: ~300k tCO<sub>2</sub>e

## ESG management

### *Health and safety*

- Number of accidents (fatal and severe): 0

### *Promotion of local and social economic development*

- Number of social actions implemented: 5
- Number of beneficiaries : ~250

## Highlights

The main actions implemented are related to:

- Training of local people (women) in business development
- Support to start small enterprises
- School campaign: educational kit for kindergarten and primary schools on energy use and children rights
- Program for contracting local workforce and services



# Investor presentation

Brazil: Ituverava, Tabocas do Brejo Velho, Bahia ☀️ (solar)



## Sustainability benefits

### *Climate change mitigation*

- Installed capacity of the renewable energy plant: 254 MW (in operation)
- Renewable energy produced: ~550 GWh/y
- Annual GHG emissions avoided<sup>1</sup>: ~200k tCO<sub>2</sub>e

## ESG management

### *Health and safety*

- Number of accidents (fatal and severe): 0

### *Promotion of local and social economic development*

- Number of social actions implemented: 7
- Number of beneficiaries : ~2,270

## Highlights

The main actions implemented are related to:

- Worker Support Plan: support people to develop soft skills to improve their professional capabilities and pave the way for future working opportunities
- Environmental and Health & Safety campaign for our people and contractors
- Reuse of pallets and wooden waste: workshops with an Italian company “Creative Recycling Factory”
- Paving of roads to prevent dust dispersion



# Investor presentation

USA: Red Dirt, Oklahoma ☁️ (wind)



## Sustainability benefits

### *Climate change mitigation*

- Installed capacity of the renewable energy plant: 300 MW (under construction)
- Renewable energy produced: ~1.2 TWh/y
- Annual GHG emissions avoided<sup>1</sup>: ~850k tCO<sub>2</sub>e

## ESG management

### *Health and safety*

- Number of accidents (fatal and severe): 0

### *Promotion of local and social economic development*

- Number of social actions implemented: 1
- Number of beneficiaries : ~25

## Highlights

The main actions implemented are related to:

- Waste recycling and circular economy approach - wood waste produced is provided to EcoWood Solutions in Norman (Oklahoma) for recycling and new utilization in schools, agricultural operations, local businesses, or repurposed as pelletized fuel for boiler and energy generation

1. Specific emission based on average domestic thermoelectric mix. Source Enerdata

# Investor presentation

Closing remarks



Continued excellent execution in strategic pillars

Well positioned for digitalized, low carbon world

Increased financial and non- financial targets

Operating model driving long term shared value for all our stakeholders



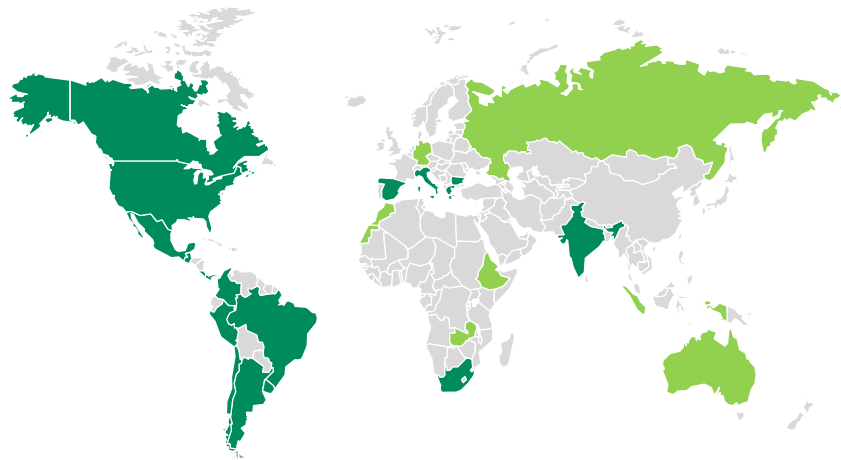
# **Investor presentation**

Annexes







# Investor presentation - Annexes

## Renewables positioning 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

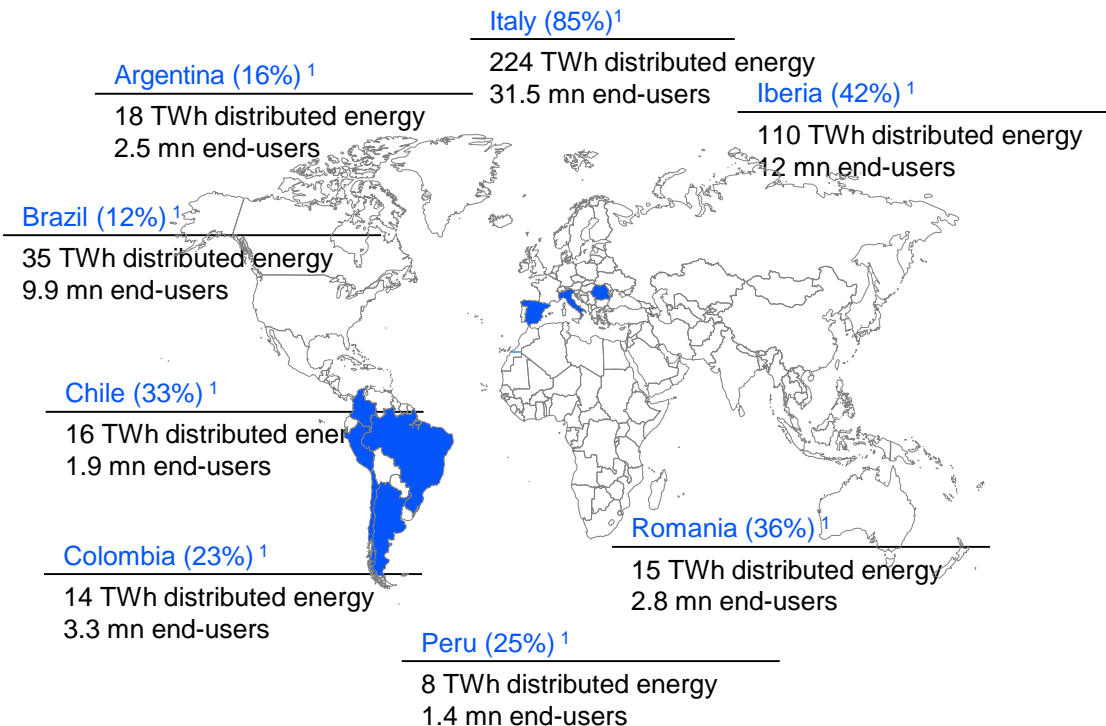
Wind   Solar   Hydro   Geo






# Investor presentation - Annexes

## Infrastructure and Networks positioning and key figures



### 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

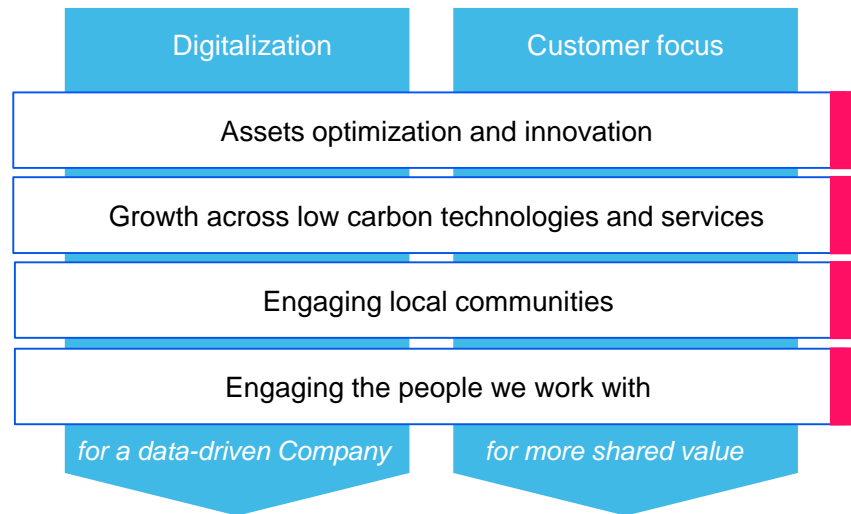
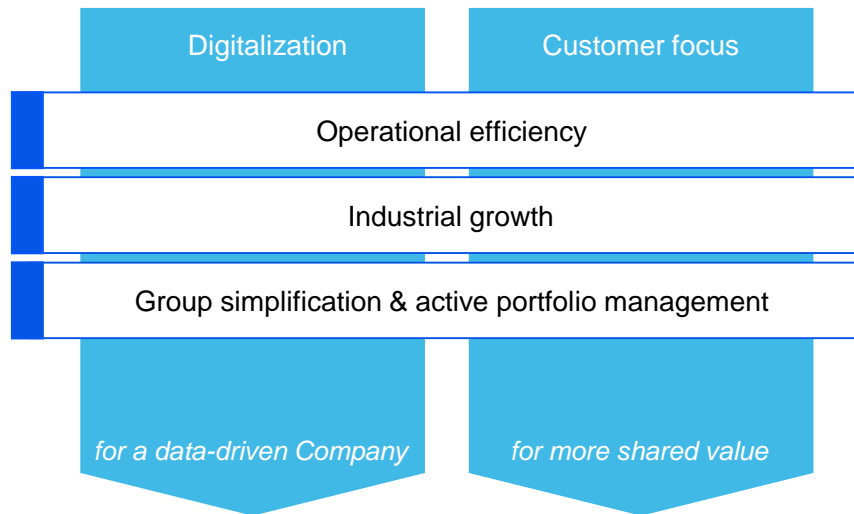
# Investor presentation - Annexes

Enel strategic pillars



*Industrial*

*ESG*



Sustainable long-term value creation

# Investor presentation - Annexes

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



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

# Investor presentation - Annexes

Growth across low carbon technologies and services



## Plan actions

Electrification, storage & demand response

Development of renewable capacity and reduction of thermal capacity

Implementation of environmental international best practices to selected coal plants

Specific CO<sub>2</sub> emissions reduction

Promote actions in line with UN 'Making cities resilient' campaign

## Related targets/commitments

+0.6 GW storage capacity

+5 GW demand response

+7.8 GW renewable capacity<sup>1</sup>  
-7.3 GW thermal capacity

~500 €mn investment

< 350 gCO<sub>2</sub> /KWhe (-25% base year 2007)

300 cities



# Investor presentation - Annexes

## Assets optimization and innovation



### Plan actions

Large scale infrastructure innovation mostly in grid digitization, smart meters and charging stations

Digitally integrated smart plants

Foster global partnerships and 'high potential' startups to reap new technologies and ways to 'service' energy

### Related targets/commitments

+20.4 mn smart meters installed

5.3 €bn digitalization capex

+300k charging stations

Digitalization of 31 GW of thermal capacity

Selection of 50 new innovative startups

Opening of at least 3 new Innovation hubs

NEW

# Investor presentation - Annexes

## Engaging local communities



### Plan actions

High-quality, inclusive and fair education

Access to affordable and clean energy mainly in Africa, Asia and Latin America

Employment and sustainable and inclusive economic growth

### Related targets/commitments

0.8 million people<sup>1</sup>

2x

From 0.4

3 million people<sup>1</sup>

2x

From 1.5

# Investor presentation - Annexes

Engaging the people we work with



## Plan actions

Appraise performance of people we work with<sup>1</sup>

Survey corporate climate with a focus on safety

Global implementation of the diversity and inclusion policy

Enable digital skills diffusion among people we work with

Promote a 'safe travels' culture

Ongoing improvement of supply chain safety standards through checking on-site

## Related targets/commitments

100% of people<sup>1</sup> involved  
99% of people<sup>1</sup> appraised  
95% of people<sup>1</sup> interviewed (feedback)

100% of people<sup>1</sup> involved  
86% of people<sup>1</sup> participating

Recruiting should ensure equal gender splitting of the candidates accessing selection (c. 50%)

100% of people involved in digital skills training

100% of international and intercontinental travels authorized and monitored by integrated Travel Security Process

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

# Investor presentation - Annexes

## Environmental sustainability



### Plan actions

Reduction of SO<sub>2</sub> specific emissions

Reduction of NO<sub>x</sub> specific emissions

Reduction of particulates specific emissions

Reduction of water specific consumption

Reduction of waste produced

### Related targets/commitments

-30% (vs 2010)

-30% (vs 2010)

-70% (vs 2010)

-30% (vs 2010)

-20% (vs 2015)

# Investor presentation - Annexes

## Digitalization and related risks: cyber security framework



### Plan actions

Single strategy approach based on business risk management

Business lines involved in key processes: risk assessment, response and recovery criteria definition and prioritization of actions

Integrated information systems (IT), industrial systems (OT) and Internet of Things (IoT) assessment and management

'Cyber security by design' to define and spread secure system development standards

### Related targets/commitments

100% of internet web applications protected through advanced cyber security solutions

Setting up of Enel's CERT<sup>1</sup>, acknowledgement by CERTs<sup>1</sup> of 8 main countries of presence and affiliation with international organizations<sup>2</sup>

15 cyber security knowledge sharing events per year on average

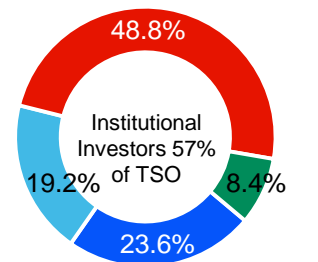
1. Computer Emergency Response Team  
2. First and Trust introducer

# Investor presentation - Annexes

Focus on corporate governance (1/3)

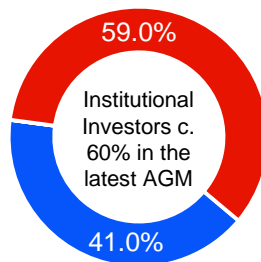


## Current shareholders' structure<sup>1</sup>



- MEF
- Retail
- Other Institutional Investors
- SRI Investors

## 2017 Annual General Meeting: Quorum



- MEF
- Retail
- Institutional Investors

## Corporate Governance in a nutshell

Institutional investors account for 57% on Enel's TSO1 and 60% in the latest Enel's AGM

No special power to Italian Government since 2014

No anti-takeover measures: 3% ownership ceiling on share capital nil if 75% is reached in case of a takeover bid

First slate (in terms of votes) elects 7/10 of BoD members  
3/10 of BoD members granted to minorities

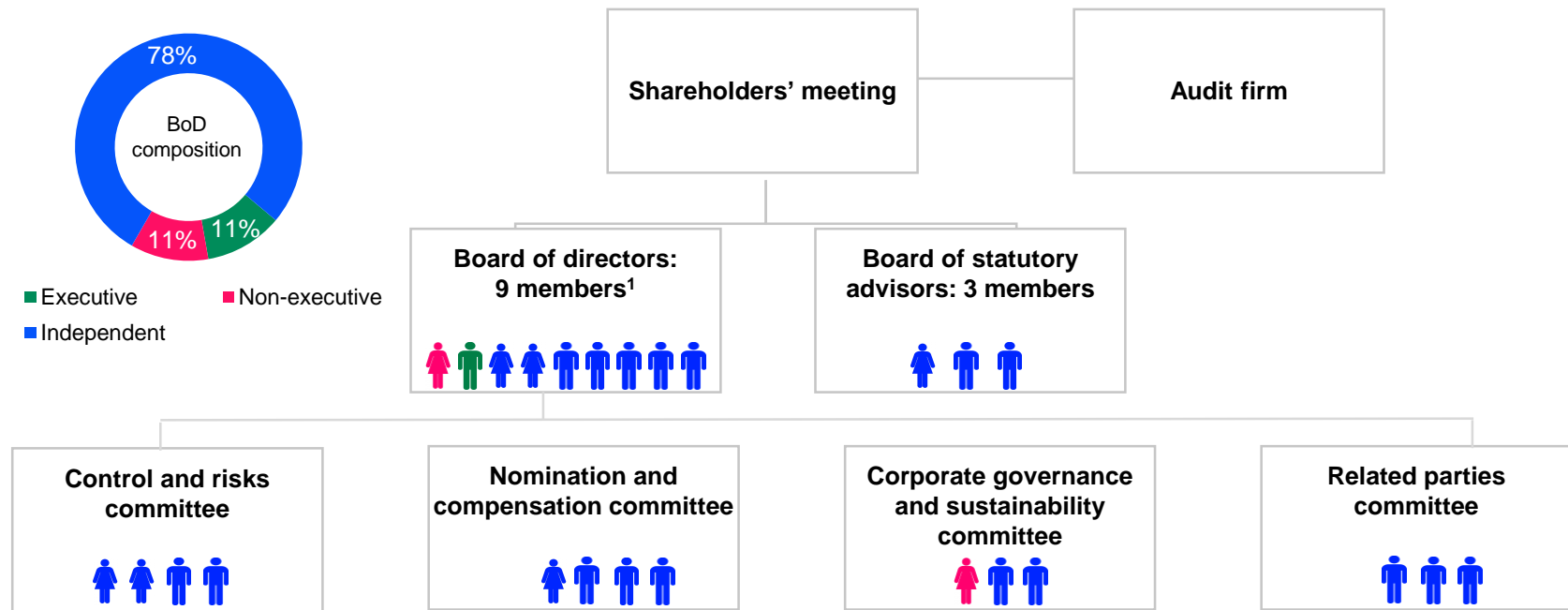
Should first slate not have enough candidates to elect 7/10 of BoD members, the remaining directors shall be drawn by the minority slate having obtained the second highest number of votes

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

1. TSO = Total Shares Outstanding

# Investor presentation - Annexes

Focus on corporate governance (2/3)



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

1. According to TUF (Testo Unico Disposizioni in Materia Finanziaria), the chairperson can be considered as an independent director

# Investor presentation - Annexes

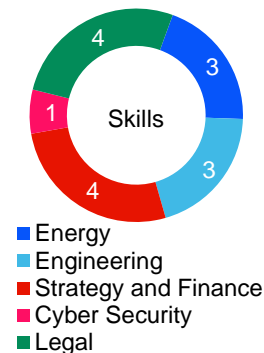
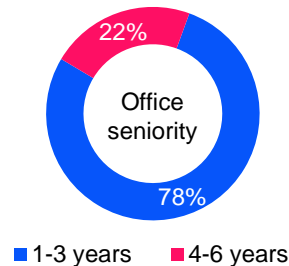
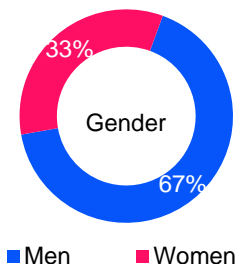
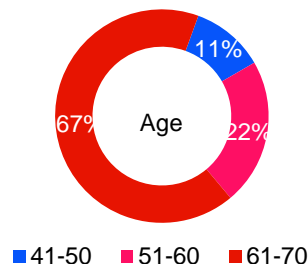
Focus on corporate governance (3/3)



## BoD 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 diversity





# Investor presentation - Annexes

## Focus on remuneration policy (1/2)



### Short-term variable remuneration<sup>1</sup>



### Related targets

- Entry point (50% premium) = 3.5 €bn
- **Target (100% premium) = 2017 Group Guidance**
- Overperformance (120% premium) = 3.7 €bn

- Entry point (50% premium) = 25%
- **Target (100% premium) = 2017 Group Guidance**
- Overperformance (120% premium) = 27%

- Entry point (50% premium) = 11.8 €bn
- **Target (100% premium) = 2017 Group Guidance**
- Overperformance (120% premium) = 11.4 €bn

- Entry point (50% premium): FI<sup>3</sup>=1.40 n. FA<sup>4</sup> <=11
- Target (100% premium): FI=1.37 n. FA <=11
- Overperformance (120% premium): FI=1.33 n. FA <=11

1. Management by objectives (MBO)  
2. (%) Weight in the variable remuneration

3. FI: Frequency Index  
4. FA: Fatal Accidents in the year

# Investor presentation - Annexes

## Focus on remuneration policy (2/2)



### Long-term variable remuneration<sup>1</sup>

60%<sup>2</sup>

Enel TSR vs Euro Stoxx Utilities index TSR

Regressive scale in case of Enel's negative TSR

40%<sup>2</sup>

3 year cumulated ROACE

5 years plan

### Related targets

- Entry point (50% premium): Enel TSR  $\geq$  90% Index TSR
- Target (100% premium): Enel TSR  $\geq$  100% Index TSR
- Overperformance I (150% premium): Enel TSR  $\geq$  110% Index TSR
- Overperformance II (180% premium): Enel TSR  $\geq$  115% Index TSR

- Greater alignment to the creation of value for shareholders
- A negative absolute TSR of Enel triggers a reduction of the incentive (if any) equal to: negative absolute TSR of Enel x 1.5

- Entry point (50% premium): Cumulated ROACE  $\geq$  33.3%
- Target (100% premium): Cumulated ROACE  $\geq$  34.3%
- Overperformance I (150% premium): Cumulated ROACE  $\geq$  35.5%
- Overperformance II (180% premium): Cumulated ROACE  $\geq$  36.2%

- 3 years vesting period
- 30% payment (if any) in the 4th year (control year)
- 70% payment (if any) in the 5th year (deferred payment)

1. Long-Term Incentive Plan (LTI)  
2. (%) Weight in the variable remuneration

# Investor presentation - 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 <sup>1</sup>	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 <sup>2</sup>	0.6 €bn capex	0.8 €bn capex

1. Excluding 380 MW hydro Volta Grande in Brazil

2. Excluding BSO for 3.4

# Investor presentation - Annexes

EBITDA<sup>1</sup> targets by Country and Global Business Line<sup>2</sup> (€bn)



	2017	2018	2019	2020
<b>Italy</b>	<b>6.9</b>	<b>7.0</b>	<b>7.4</b>	<b>7.8</b>
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
<b>Iberia</b>	<b>3.4</b>	<b>3.4</b>	<b>3.5</b>	<b>3.8</b>
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
<b>South America</b>	<b>4.0</b>	<b>4.8</b>	<b>5.3</b>	<b>5.6</b>
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)
<b>Europe &amp; North Africa</b>	<b>0.6</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>
<b>North &amp; Central America</b>	<b>0.8</b>	<b>0.6</b>	<b>0.6</b>	<b>0.6</b>
<b>Sub-Saharan Africa &amp; Asia</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>	<b>0.1</b>
<b>Other</b>	<b>(0.3)</b>	<b>(0.0)</b>	<b>(0.2)</b>	<b>(0.1)</b>
<b>Total</b>	<b>15.5</b>	<b>16.2</b>	<b>17.2</b>	<b>18.2</b>

1. Rounded figures

2. Global Thermal Generation includes nuclear and trading

# Investor presentation - Annexes

EBITDA<sup>1</sup> targets new vs old perimeter (€bn)



Global Renewables Energies												
2017			2018			2019			2020			
EGP <sup>2</sup>	Large Hydro	Global Renewable Energies	EGP <sup>2</sup>	Large Hydro	Global Renewable Energies	EGP <sup>2</sup>	Large Hydro	Global Renewable Energies	EGP <sup>2</sup>	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)
<b>Total</b>	<b>2.0</b>	<b>2.2</b>	<b>4.1</b>	<b>2.0</b>	<b>2.2</b>	<b>4.2</b>	<b>2.1</b>	<b>2.3</b>	<b>4.4</b>	<b>2.2</b>	<b>2.4</b>	<b>4.6</b>

Global Thermal Generation												
2017			2018			2019			2020			
Global Thermal Generation	Large Hydro	Global Generation <sup>3</sup>	Global Thermal Generation	Large Hydro	Global Generation <sup>3</sup>	Global Thermal Generation	Large Hydro	Global Generation <sup>3</sup>	Global Thermal Generation	Large Hydro	Global Generation <sup>3</sup>	
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 & North 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)	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1.5</b>	<b>2.2</b>	<b>3.9</b>	<b>1.3</b>	<b>2.2</b>	<b>3.5</b>	<b>1.3</b>	<b>2.3</b>	<b>3.6</b>	<b>1.6</b>	<b>2.4</b>	<b>4.0</b>

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

# Investor presentation - Annexes

Capex<sup>1,2</sup> plan 2017-20 (€bn)



	2017			2018			2019			2020		
	Growth	Maintenance	Connections	Growth	Maintenance	Connections	Growth	Maintenance	Connections	Growth	Maintenance	Connections
<b>Italy</b>	<b>0.6</b>	<b>0.9</b>	<b>0.4</b>	<b>1.2</b>	<b>0.8</b>	<b>0.4</b>	<b>1.1</b>	<b>0.8</b>	<b>0.5</b>	<b>0.9</b>	<b>0.7</b>	<b>0.5</b>
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	-
<b>Iberia</b>	<b>0.3</b>	<b>0.6</b>	<b>0.2</b>	<b>0.6</b>	<b>0.7</b>	<b>0.2</b>	<b>1.1</b>	<b>0.6</b>	<b>0.2</b>	<b>0.6</b>	<b>0.5</b>	<b>0.2</b>
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	-
<b>South America</b>	<b>1.9</b>	<b>0.8</b>	<b>0.5</b>	<b>0.9</b>	<b>0.8</b>	<b>0.4</b>	<b>0.8</b>	<b>0.7</b>	<b>0.4</b>	<b>1.0</b>	<b>0.6</b>	<b>0.4</b>
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	-
<b>Europe &amp; North Africa</b>	<b>0.1</b>	<b>0.2</b>	<b>0.0</b>	<b>0.1</b>	<b>0.1</b>	<b>0.0</b>	<b>0.3</b>	<b>0.1</b>	<b>0.0</b>	<b>0.3</b>	<b>0.1</b>	<b>0.0</b>
<b>North &amp; Central America</b>	<b>1.8</b>	<b>0.0</b>	<b>-</b>	<b>1.3</b>	<b>0.0</b>	<b>-</b>	<b>2.0</b>	<b>0.0</b>	<b>-</b>	<b>2.1</b>	<b>0.0</b>	<b>-</b>
<b>Sub-Saharan Africa &amp; Asia</b>	<b>0.1</b>	<b>0.0</b>	<b>-</b>	<b>0.1</b>	<b>0.0</b>	<b>-</b>	<b>0.1</b>	<b>0.0</b>	<b>-</b>	<b>0.1</b>	<b>0.0</b>	<b>-</b>
<b>Other</b>	<b>0.0</b>	<b>0.0</b>	<b>-</b>	<b>0.1</b>	<b>0.0</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>4.7</b>	<b>2.5</b>	<b>1.2</b>	<b>4.3</b>	<b>2.5</b>	<b>1.1</b>	<b>5.4</b>	<b>2.2</b>	<b>1.1</b>	<b>5.0</b>	<b>2.0</b>	<b>1.1</b>
<b>Total Capex</b>	<b>8.4</b>			<b>7.9</b>			<b>8.8</b>			<b>8.0</b>		

1. Rounded figures

2. Global Thermal Generation includes nuclear and trading

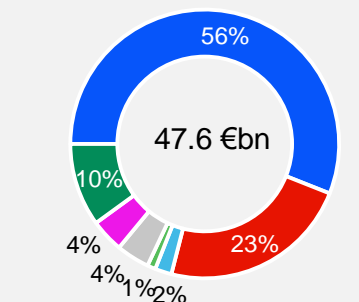
# 9M 2017 consolidated results - Annexes

## Gross debt<sup>1</sup> structure

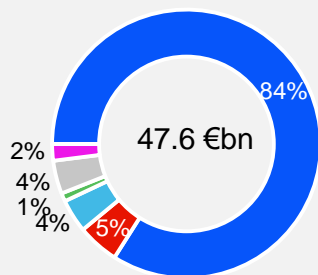


Long term debt by currency

After swap

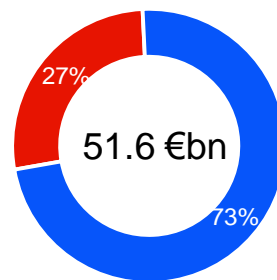


EUR USD BRL CLP  
COP Other GBP



EUR USD BRL  
CLP COP Other

Interest rate composition



Floating Fixed + Hedged

Long term credit ratings

	Rating	Outlook
Standard & Poors <sup>2</sup>	BBB+	Stable
Moody's	Baa2	Stable
Fitch	BBB+	Stable

1. In nominal terms  
2. S&P upgraded Enel rating on December 6, 2017

# 9M 2017 consolidated results - Annexes

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
<b>Gross debt</b>	<b>13.59</b>	<b>21.17</b>	<b>-</b>	<b>5.52</b>	<b>2.79</b>	<b>6.16</b>	<b>0.74</b>	<b>0.38</b>	<b>0.42</b>	<b>50.77</b>
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
<b>Net Debt – Third Parties</b>	<b>10.55</b>	<b>19.89</b>	<b>-0.58</b>	<b>3.80</b>	<b>1.20</b>	<b>3.60</b>	<b>0.02</b>	<b>-0.87</b>	<b>0.33</b>	<b>37.94</b>
Net Debt – Intercompany	2.56	-22.22	3.79	9.89	3.39	0.65	1.66	0.30	-0.02	-
<b>Net Debt – Group View</b>	<b>13.11</b>	<b>-2.33</b>	<b>3.21</b>	<b>13.69</b>	<b>4.59</b>	<b>4.25</b>	<b>1.68</b>	<b>-0.57</b>	<b>0.31</b>	<b>37.94</b>



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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.

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