

# **Investor Presentation**



Last update: Dec 2009



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Certain statements contained in this presentation are based on the belief of the Company, as well as factual assumptions made by any information available to the Company. In particular, forward-looking statements concerning the Company's future results of operations, financial condition, business strategies, plans and objectives, are forecasts and quantitative targets that involve known and unknown risks, uncertainties and other important factors that could cause the actual results and condition of the Company to differ materially from that expressed by such statements.





## PURE PLAY REFINER WITH STABILIZATION OF RETURNS FROM POWER GEN

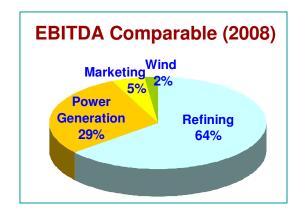


#### **HISTORY:**

- > 1962: Saras founded by Mr. Angelo Moratti
- > '70s: Third party Processing
- **▶** '80s: Increase of conversion capacity
- → '90s: Environment, new technologies and expansion in wholesale market (Italy & Spain)
- ➤ Early 2000s: Further investments to increase conversion and Power business
- > 2005: Investments in Renewables (Wind)
- **➤ 2006: Listing on Italian stock exchange**
- ➤ 2007- 09: Upgrades and revampings of refinery assets for environmental, conversion and product quality purposes

#### **ASSETS:**

- > 300kbd high complexity refinery, integrated with Pet-Chem and Power
- ➤ World's largest liquid fuel gasification plant (575MW installed capacity)
- ➤ Marketing activities based in Italy and Spain (sales of 4mta, mainly diesel)
- > 200kta Biodiesel plant in Cartagena, integrated with existing depot
- ➤ Investments in Renewable energy (72MW Wind farm)





## **VISION**

> Best in class refiner, through sustainable technological excellence

## **STRATEGIC GOALS**

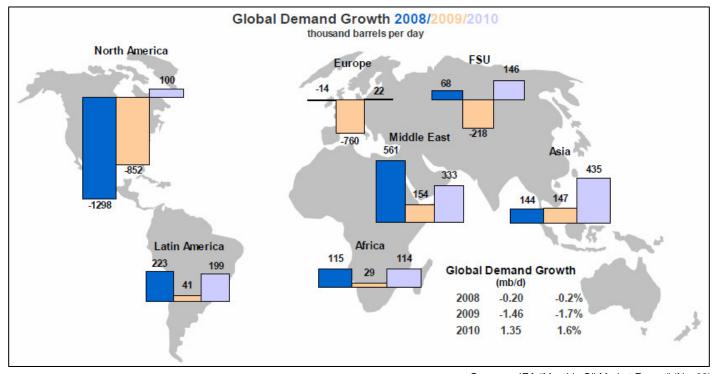
- > Prioritize organic growth in our core business, moving towards a "ZERO FUEL OIL" configuration
- > Grow selectively in marketing & renewables
- > Maintain top of the industry return on investment







## GLOBAL DEMAND FOR OIL PRODUCTS – SHORT TERM VIEW



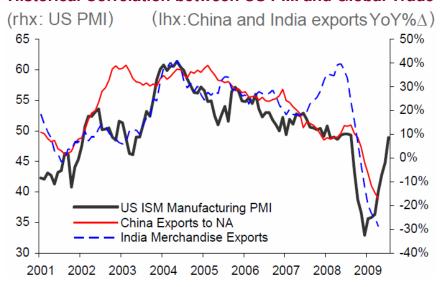
Sources: IEA "Monthly Oil Market Report" (Nov09)

- > World oil demand in 2009 estimated at 84.8 mb/d (-1.7%):
  - ✓ OECD down by 4.3%, mainly due to Japan (-5.9%), North America (-3.5%) and Western Europe (-4.8%)
  - ✓ Non-OECD up by 1.6%, driven by Saudi Arabia (+8.9%), China (+5.7%) and India (+4.1%)
- ➤ However, in line with latest IMF assumptions on GDP growth, on the back of surging demand in emerging economies, and according to positive signals from various economic indicators, recovery is now expected to materialize in 2010, when global oil demand should grow to 86.2 mb/d (+1.6%)
  - ✓ driven by non-OECD Asia (China +3.5%, India +3.1%), Middle East (Saudi Arabia +4.9%), Latin America and Africa



## **GLOBAL DEMAND – THE STAGE IS SET FOR A REBOUND**

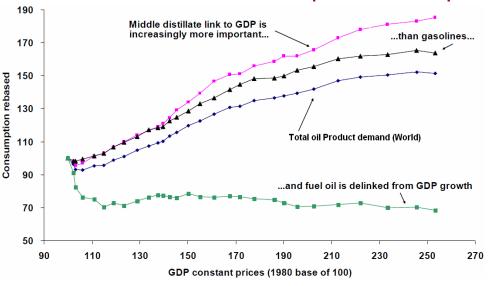
#### Historical Correlation between US PMI and Global Trade



Sources: Bloomberg, Morgan Stanley Commodity Research

- ➤ The US Purchasing Manager Index (PMI) is one of the best indicators for economic activity. It reflects the percentage of purchasing managers in a certain sector that report better business conditions than in the previous month (PMI > 50 = expanding economy)
- The US PMI is also a good leading indicator (by approx. 3 months) of export activity from India and China
- Recent readings above 50 indicate that we have now moved back into expansion territory

#### Historical link between GDP and Oil products consumption



Sources: IMF, BP Statistical Review, Morgan Stanley Research

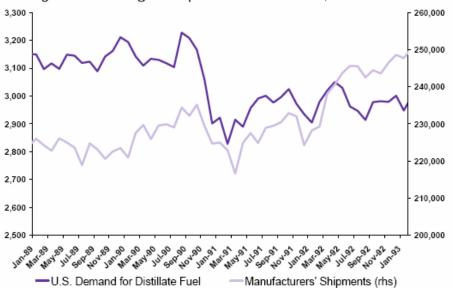
- There currently is no credible large-scale substitute for transport fuel other than liquid hydrocarbons
- Increased consumer efficiency, natural gas usage, biofuels and nuclear can all play a part in easing the planet's reliance on gasoline, diesel and jet fuel
- ➤ However, the above factors are highly unlikely to derail the link between GDP growth and oil consumption over the next two decades



#### GLOBAL DEMAND – DE-STOCKING IS COMING TO AN END

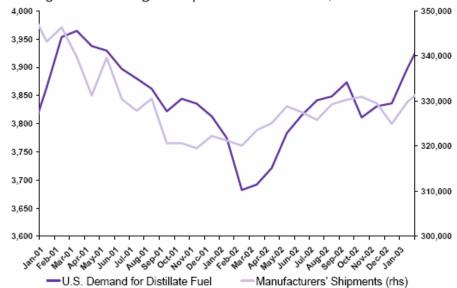
#### Demand for Distillates vs. Shipments in 1991

Demand in thousand b/d, weather and seasonally adjusted, rolling 3-mo average. Shipments in million \$



#### Demand for Distillates vs. Shipments in 2002

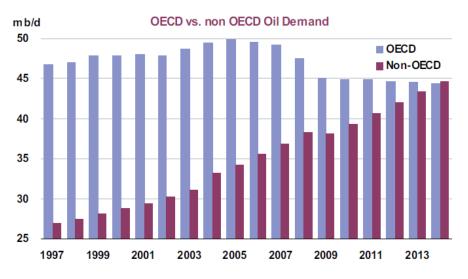
Demand in thousand b/d, weather and seasonally adjusted, rolling 3-mo average. Shipments in million \$



Sources: US Department of Energy (DOE), US Census Bureau and Goldman Sachs Research

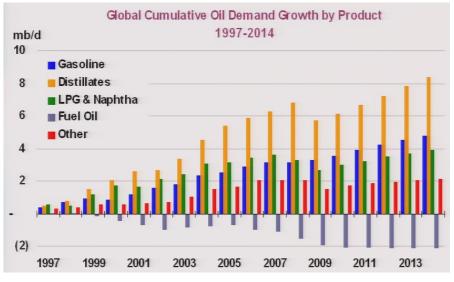
- > The ISM report in recent months has confirmed a series of reassuring information:
  - ✓ Finished goods inventories have now reached minimum levels in various manufacturing sectors.
  - ✓ Current pace of de-stocking is no longer sustainable, as demonstrated by the rise in the ratio of new orders-to-inventory
  - ✓ Manufacturers' Shipments (via truck) are starting to pick up, together with industrial production
- ➤ As de-stocking eases and supply is brought closer in line with demand, the rebound in trucking activity shall be significant and swift, as in past macro inventory cycles (1991 and 2002), and this will also be reflected in a surge in middle distillates demand (ULSD)

## GLOBAL DEMAND FOR OIL PRODUCTS – MID TERM VIEW (2014)



#### > There will be geographic differences in demand growth:

- ✓ OECD expected to decrease by 1.1% on average per year, from 47.5 mb/d in 2008 to 44.4 mb/d in 2014
- ✓ Non-OECD, by contrast, forecasted to increase by 2.6% per year, from 38.3 mb/d in 2008 to 44.6 mb/d in 2014



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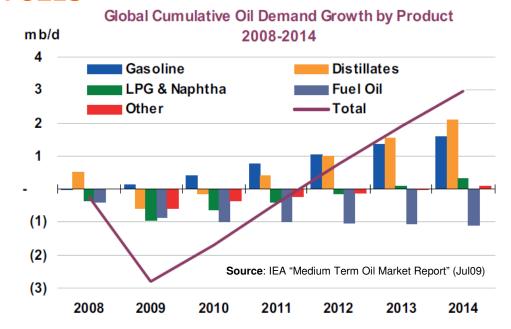
#### And diverging trends for individual products:

- ✓ Transportation needs are expected to account for roughly 80% of global cumulative demand growth
- ✓ Demand for Middle Distillates has grown faster than any other product category, and it will continue to do so
- ✓ Efficiency improvements in the US will limit growth opportunities for gasoline. Moderate growth will come only from Asia and Middle East
- ✓ Petrochemical demand will boost growth for LPG/Naphtha
- ✓ Shrinking demand for Fuel Oil due to substitution effects



#### MIDDLE DISTILLATES AS LEADING FUELS

- > Diesel is primary transportation fuel
  - √ commercial use key driver
  - ✓ private cars in Europe
  - ✓ greater fuel efficiency
  - ✓ more stringent CO2 emissions targets
- Gasoil used as heating oil, and in agricultural and industrial applications, but also as an important power source in emerging economies
- Shipping industry will progressively switch from bunker fuel oil to gasoil



#### SLOWER GROWTH FOR GASOLINE

- North America is the main market for gasoline, but US consumption will shrink due to political pressure for higher fuel efficiency and impact of bio-ethanol
- ➤ On the other hand, significant growth expected from North Africa, Middle East and Asia
  - ✓ New cheap vehicles with gasoline engines (Tata "Nano", Chery "QQ", etc.) are now affordable for larger share of population

## DECLINING DEMAND FOR FUEL OIL

- Declining demand for power generation due to fuel switch (gas, coal), nuclear and renewables
- Increasing environmental regulations will shift bunker specs towards gasoil
  - ✓ cap of 4.5% sulphur in marine bunker oil reduced to 3.5% from 2012, then down to 0.5% from 2020
  - ✓ in Sulphur Control Emission Areas (SECA) current 1.5% cap down to 1% from 2010, and to 0.1% from 2015

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## REFINING CAPACITY – INVESTMENT DELAYS AND CANCELLATIONS

- ➤ Since 2005, more than 160 refining projects (grassroots and expansions) have been announced, totaling over 25 mb/d of new crude distillation capacity, due to come on stream globally pre-2015
- ➤ However, there is hard information that more than 85% of these projects have been delayed / cancelled in the past 12 months, due to:
  - ✓ limited availability of funds due to the global financial crisis and the credit crunch
  - ✓ contracts renegotiations to take advantage of sharp drop in materials, engineering and constructions costs
  - ✓ opposition by environmental organizations to the identification of new sites in OECD countries

#### **Top Projects Delayed:**

Investor	Country	Location	Type	Size (kbd)	Original date	Delayed to
Motiva - Shell/Aramco	U.S.A.	Port Arthur	CDU	325	Dec-10	early 2012
Saudi Aramco	Saudi	Ras Tanura	CDU	400	Dec-12	end 2014
Saudi Aramco/TOTAL	Saudi	Al Jubail	CDU	400	Jun-13	2015 ?
Saudi Aramco/Conoco	Saudi	Yanbu	CDU	400	Jun-13	2015 ?

#### **Top Projects Cancelled:**

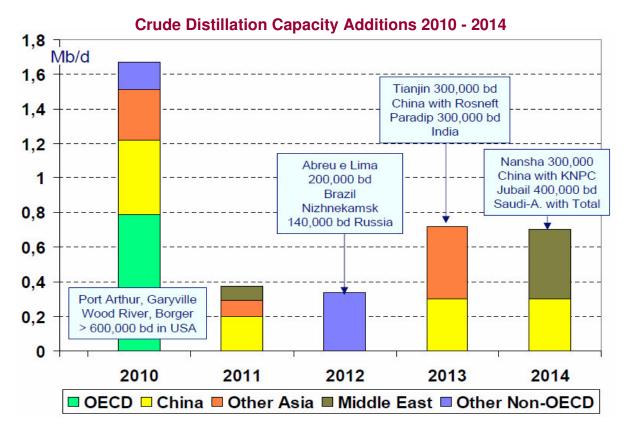
Investor	Country	Location	Type	Size (kbd)	Original date
Sudan Refining ONGC/Petronas	Sudan	Port Sudan	CDU	174	Dec-10
Patrick Monteiro de Barros	Portugal	Sines	CDU	250	Dec-10
NIOC/Essar Oil JV	Iran	Bandar Abbas	CDU	300	Jan-11
Pertamina/Sinopec	Indonesia	Tuban	CDU	200	Mar-11
Lukoil/Gov't of Kalingrad	Russia	Kalingrad	CDU	300	Dec-11
Saudi Aramco	Saudi Arabia	Ras az-Zawr	CDU	400	Dec-12
Reliance Petroleum	India	Jamnagar	CDU	300	Dec-12
Shell Canada	Canada	Sarnia Ontario	CDU	200	May-13
S-Oil/Aramco	South Korea	Sosan	CDU	480	Dec-13
Lukoil	Turkey	Samsun/Zonguldak	CDU	180	Dec-13

Source: Saras elaborations on Wood MacKenzie and other Company News



## REFINING CAPACITY ADDITIONS

- ➢ In 2009, seven new refineries have been actually completed (1.4mbd):
  - ✓ Reliance: Jamnagar (580kbd)
  - ✓ CNOOC: Huizhou (240kbd)
  - ✓ Sinopec/Exxon: Fujian (160kbd)
  - ✓ PetroChina: Dushanzi (80kbd)
  - ✓ PetroChina: Fushun (110kbd)
  - ✓ Petrovietnam: Dung Quat (130kbd)
  - √ Saudi Aramco: Rabigh (80kbd)



Source: WoodMackenzie, IEA "Medium Term Oil Market Report" (Jul09) and Saras research

- ➤ In the period 2010-2014, further 3.7mb/d of crude distillation capacity is currently expected to be added
- > New refineries to be build primarily by National Oil Companies, in China and other Asian countries

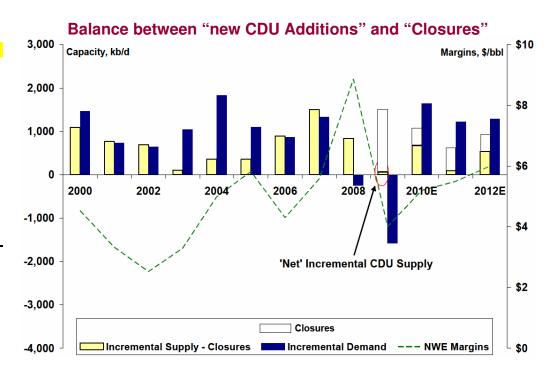


## REFINING CAPACITY CLOSURES AND "NET" CDU SUPPLY

#### CDU Closures in 2009:

Operator	Country	Location	Action	Size (kbd)
Big West	U.S.A.	Bakersfield	Closed	68
Tema Oil	Ghana	Tema	Closed	45
Petroplus	UK	Teeside	Closed	117
NNPC	Nigeria	Warri	Closed	125
Nippon Oil	Japan	Mizushima	Closed	110
Valero	Aruba	Aruba	Closed	275
Total	France	Normandy	CDU reduction	100
Total	France	Dunkirk	Closed	141
Valero	U.S.A.	Delaware	Closed	210
Western Refining	U.S.A.	Bloomfield	Closed	17
Sunoco	U.S.A.	Eagle Point	Closed	150
	-			1358

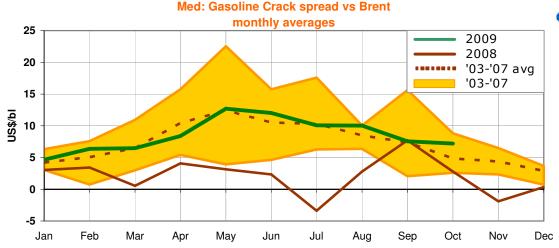
Sources: Saras elaborations on Morgan Stanley Research, Dec 2009

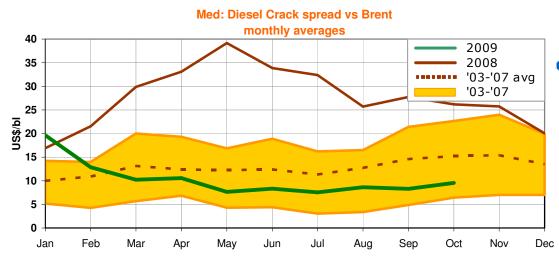


- > During 2009 the focus of the investor community has been mainly on new refining capacity additions
- > However, there has been an almost equivalent volume of CDU closures, leading to a negligible "net effect"
- > Refinery closures will continue also in coming years, affecting mainly small, simple, and inefficient players
- > "Supply Demand" balance will become tighter starting already in 2010, and margins will improve accordingly



## DIESEL AND GASOLINE CRACK SPREADS





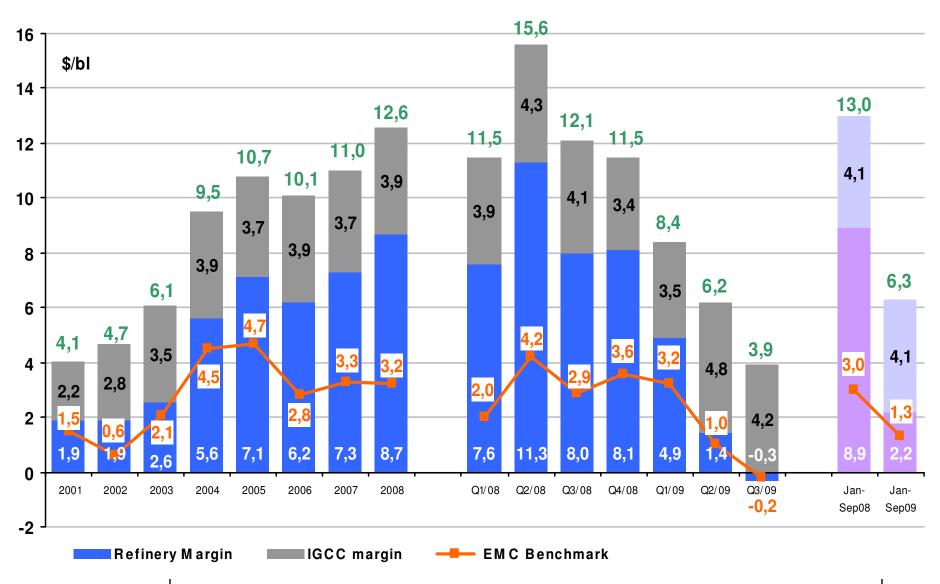
- During 2009 demand for all product categories dropped significantly on a global scale, as the recession tightened its grip. However, gasoline demand stayed relatively healthy during the American "driving season" thanks to lower US retail prices (40% cheaper than same period last year) and heavy maintenance during Q1/09 in several refineries, both in the US and in Europe. Now that the summer is over, gasoline is progressively losing its strength, and refiners' focus is shifting to middle distillates
- Demand for middle distillates remained extremely weak throughout the entire 2009, as a consequence of the global economic downturn. Distillate stocks touched the highest levels in the past 20 years, with many inland depots reaching full capacity, and further 50 ml barrels of distillates in floating storage, also encouraged by a persistent "contango" structure of the futures market

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## **REFINING & POWER MARGIN**

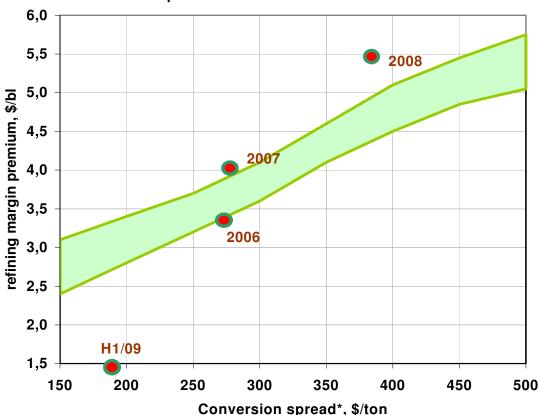




## **EMC BENCHMARK AND GUIDANCE ON SARAS PREMIUM**

- ➢ In order to monitor and compare refining performance, Saras has chosen a benchmark margin produced by EMC(\*), which <u>represents</u> <u>the profitability of a mid-complexity coastal</u> refinery in the Med, and is based on:
  - ✓ crude slate: 50% Urals, 50% Brent
  - ✓ crude oil pricing: Urals MED and Brent DTD quotations
  - ✓ products pricing: FOB MED quotations
  - ✓ yields: EMC estimate for a mid-complexity refinery in the MED area
  - √ variable costs: EMC estimate for a midcomplexity refinery in the MED area
- > The EMC benchmark is a refining margin after variable costs
- Saras premium above the EMC benchmark is strongly linked to the diesel-fuel oil price differential (the so called "conversion spread")

## Saras: Updated guidance for refining margin premium above EMC benchmark



\* spread between ULSD and the average of LSFO&HSFO



(\*) **EMC – Energy Market Consultants:** based in London, and founded in 1989 by a group of dedicated consultants with extensive experience in the Oil, Gas and Energy sectors (<a href="www.fgenergymc.com">www.fgenergymc.com</a>)





## **REFINING & POWER – 2009 MAINTENANCE SCHEDULE**

- During 9M/09, Saras performance was heavily influenced by an important cycle of scheduled maintenance and investments, which lasted significantly longer than planned, mainly because of May accident at MHC1
- Several conversion units remained shut down for maintenance and upgrading activities for a sizeable period
  of time, reducing conversion capacity. Delays involved also the turnaround of one Crude Distillation Unit
  (Topping1), in the period between May and July, thus refinery runs came below original targets
- After maintenance was completed, we suffered technical problems during the start-up of the revamped units, leading to further reductions of availability and production, as well as unavoidable impacts on EBITDA
- However, since mid September all technical problems have been completely solved and the refinery and the IGCC power plant are running at standard operating conditions

		Q1/09	Q2/09	Q3/09	Q4/09 expected	2009 expected
REFINERY						
PLANT		MHC2, Visbreaking	Topping 1, FCC, Tame, Alky, MHC1	Delays of Q2/09 maintenance	Reforming slowdown	
Refinery runs	Tons (ml) Bbls (ml)	3.72 27.2	2.70 19.7	3.45 25.2	3.60 ÷ 3.90 26.3 ÷ 28.5	13.5 ÷ 13.8 99 ÷ 101
Loss on EBITDA due to lower conversion capacity	USD (million)	25	47	65		137
IGCC						
PLANT		1 Gasifier 1 Turbine		1 Gasifier 1 Turbine		2 Gasifiers 2 Turbines
Power production	MWh (ml)	0.90	1.12	0.92	1.10-1.20	4.04 ÷ 4.14



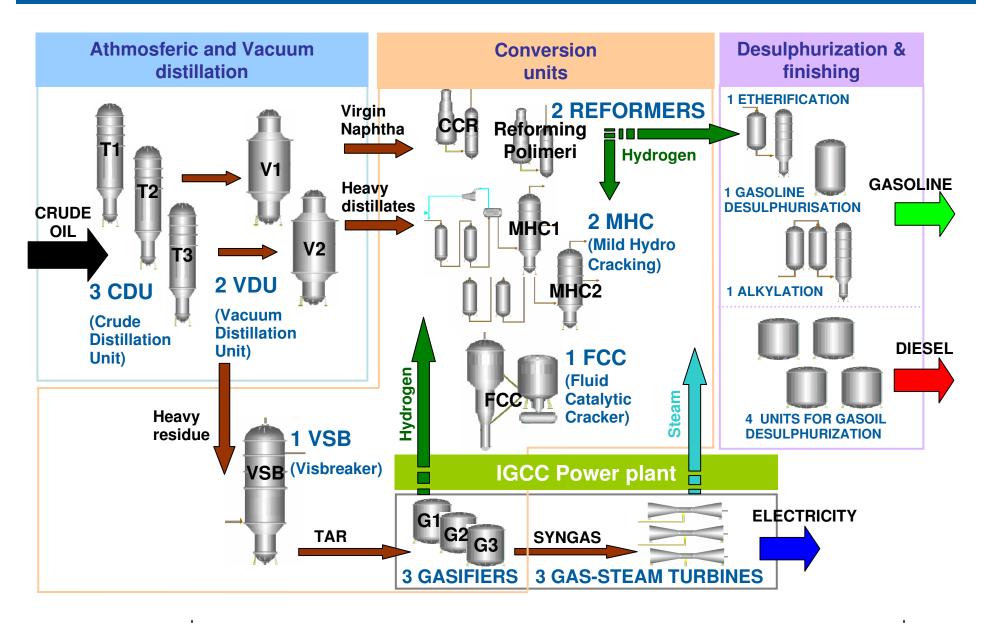
## **REFINING & POWER – 2010 MAINTENANCE SCHEDULE**

- Maintenance schedule for 2010 is much lighter than the one carried out in 2009. It will involve one topping unit (RT2), one Vacuum unit (V2), and a few conversion units (MHC1, MHC2, and Visbreaking)
- The cumulative impact on conversion capacity is approx. 0.1 \$/bl, while refinery runs will be only marginally affected, as shown in the table here below
- We believe global economic recovery will be slow but progressive throughout 2010. Therefore, our guidance has been elaborated with EMC benchmark at 1.5 ÷ 2.5 \$/bl, and conversion spread at 200 + 300 \$/ton

		Q1/10 expected	Q2/10 expected	Q3/10 expected	Q4/10 expected	2010 expected		
REFINERY								
PLANT		RT2, MHC2, Vacuum2, Visbreaking	RT2, MHC1					
Refinery runs	Tons (ml) Bbls (ml)	3.40 ÷ 3.60 24.8 ÷ 26.3	3.65 ÷ 3.85 26.6 ÷ 28.1	3.80 ÷ 3.90 27.7 ÷ 28.5	3.80 ÷ 3.90 27.7 ÷ 28.5	14.6 ÷ 15.2 107 ÷ 111		
Loss on EBITDA due to lower conversion capacity	USD (million)	5 ÷ 7	3 ÷ 5			8 ÷ 12		
IGCC								
PLANT		2 Gasifiers 2 Turbines				2 Gasifiers 2 Turbines		
Power production	MWh (ml)	0.95 ÷ 1.00	1.05 ÷ 1.10	1.10 ÷ 1.20	1.10 ÷ 1.20	4.20 + 4.50		



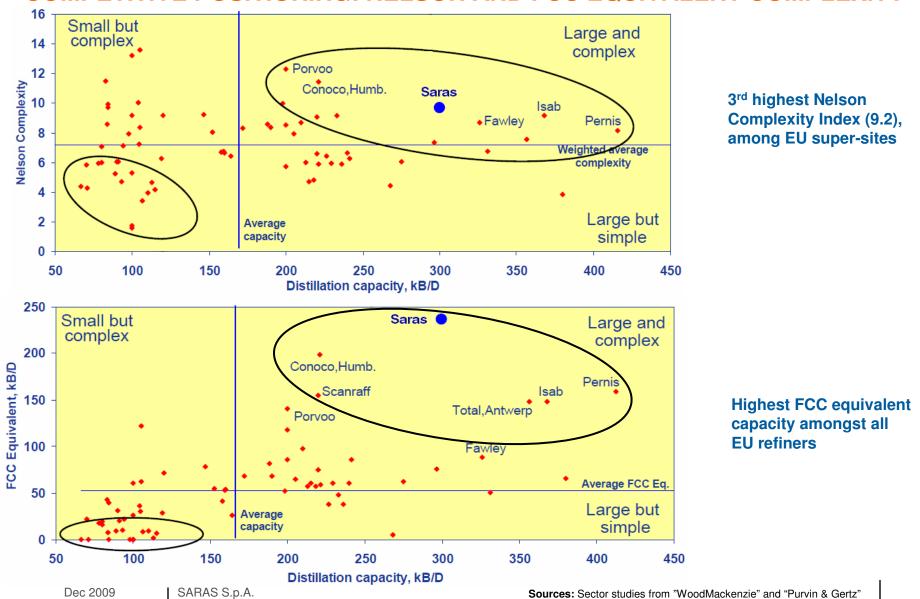
# Refining Segment



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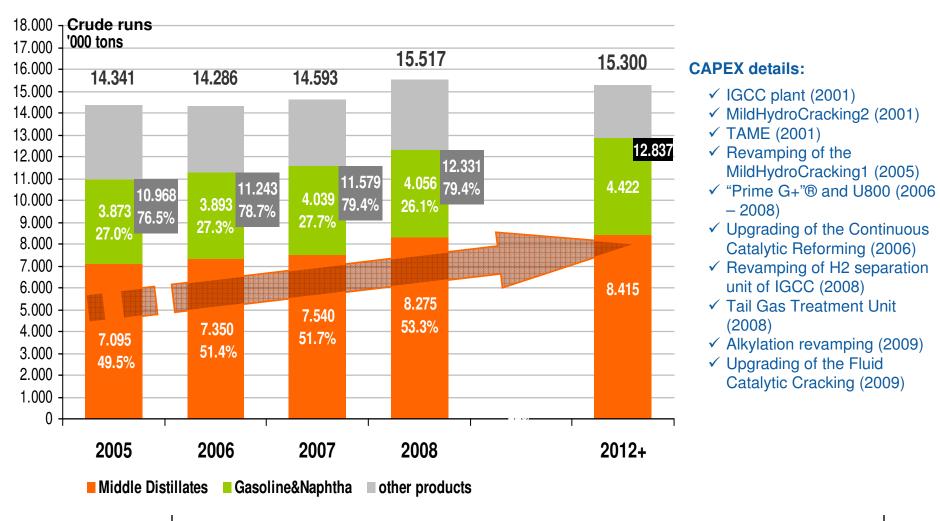
## COMPETITIVE POSITIONING: NELSON AND FCC EQUIVALENT COMPLEXITY





## **COMPLEXITY STEMS FROM 10 YEARS OF CONTINUOUS INVESTMENTS**

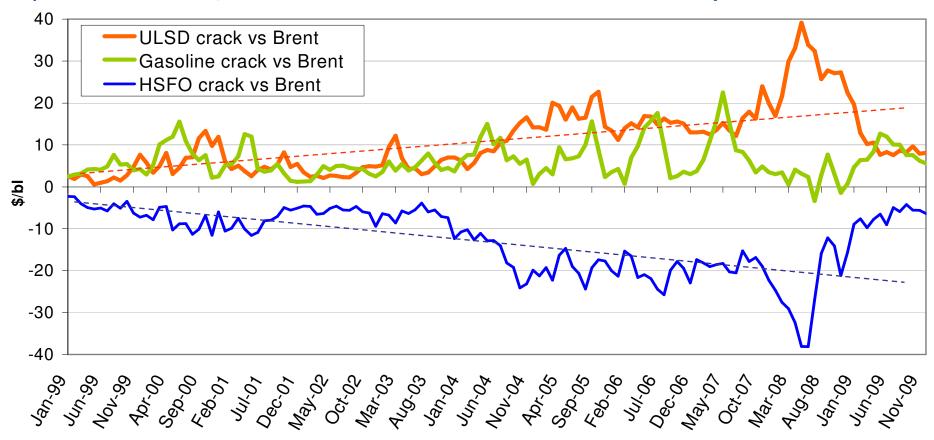
> Continuous investments in organic growth allowed Saras to become a very complex refinery, with high conversion of fuel oil in middle and light distillates





## **UPGRADING HEAVY OIL TO MIDDLE DISTILLATES ENHANCES MARGINS**

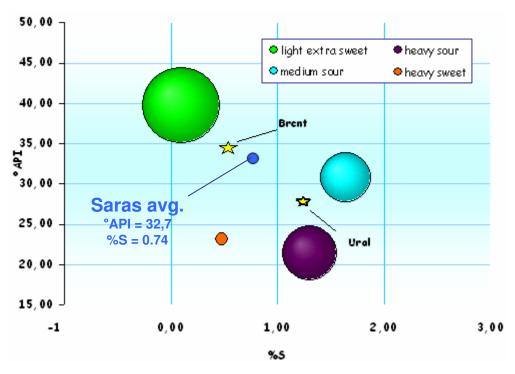
- > Since the late '90s, the differential between ULSD and HSFO has progressively widened, in line with the growing demand for middle distillates, thus enhancing Saras competitive advantage vs. simple refineries
- > However, the global recession which started in H2/08, induced OPEC to cut production (primarily of heavy sour crude grades), hence creating an artificial shortage of this quality
- > This market distortion brought a contraction of the "light-heavy" price differential, and is currently supporting fuel oil prices. At the same time, middle distillates weakened due to reduction in industrial activity





## FLEXIBILITY OFFERS OPPORTUNITIES TO OPTIMISE FEEDSTOCK

- > Flexible configuration (3 parallel and independent CDU) allows to run simultaneously up to 5 different grades of crude
- > During 2008, Saras run twenty grades of crude (including "unconventional" crude oils with higher margins)

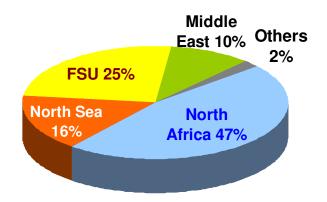


- Flexibility comes from technological enhancements to processing units and to logistic infrastructure:
  - ✓ Steam traced piping and heated storage tanks dedicated to paraffinic and highly waxy crude oils
  - ✓ Integration with pet-chem plant to improve cold properties of middle distillates
  - ✓ Internal lining in special alloys for heads of CDU columns, together chemical injections for acidic crude
  - ✓ New Catalyst cooler for FCC unit, to convert heavier feeds with enhanced profitability
  - ✓ Very large tank farm, to allow storage of several different crude oil varieties



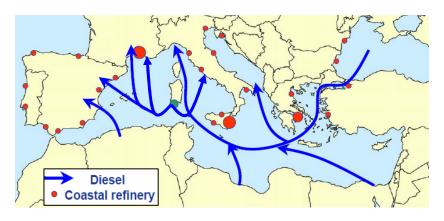
## LOCATION AT THE HEART OF THE MAIN CRUDE OIL ROUTES...

- > Thanks to our geographic location in the centre of the Mediterranean sea, Saras enjoys easier and cheaper crude procurement:
  - ✓ Reduced transportation costs
  - ✓ Enhanced flexibility of supply
  - ✓ Enjoy recent trends in crude oil availability



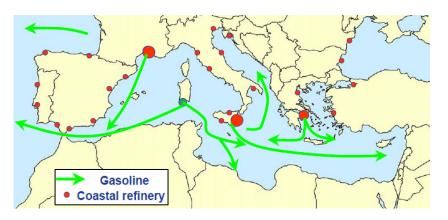


## ...AND PROXIMITY TO MAIN OIL PRODUCTS MARKETS

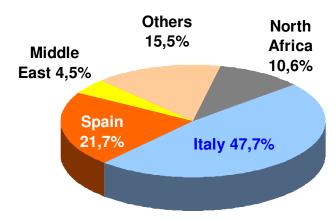




- **➤ Large supplies from Black Sea and Middle East**
- ➤ Saras is close to Italian coasts, South of France, North Africa and Mediterranean Spain



- > Structural surplus of gasoline in Europe
- ➤ Italian Islands remain the most important reference location for FOB cargoes in the Med



## **PRODUCTION**

		2007	2008	Q3/09	9M/09
LPG	Thousand tons	306	337	55	162
	Yield	2.1%	2.2%	1.6%	1.6%
NAPHTHA+GASOLINE	Thousand tons	4,039	4,056	803	2,347
	yield	27.7%	26.1%	23.3%	23.8%
MIDDLE DISTILLATES	Thousand tons	7,541	8,275	1,677	4,915
	yield	51.7%	53.3%	48.7%	49.8%
FUEL OIL & OTHERS	Thousand tons	707	825	471	1,119
	yield	4.8%	5.3%	13.7%	11.3%
TAR	Thousand tons	1,120	1.121	250	772
	yield	7.7%	7.2%	7.2%	7.8%

Balance to 100% are Consumption & Losses

## **CRUDE OIL SLATE**

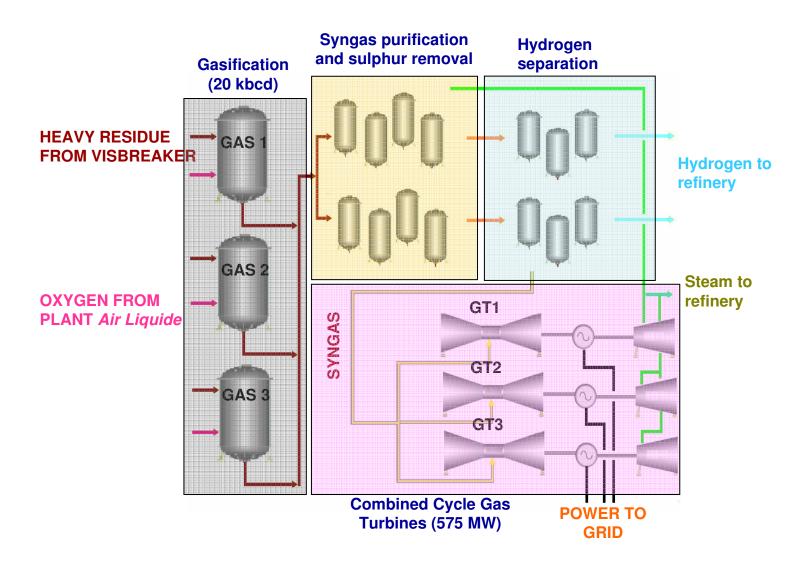
	2007	2008	Q3/09	9M/09
Light extra sweet	45%	51%	46%	47%
Light sweet	2%	0%	0%	0%
Medium sweet	0%	0%	0%	0%
Light sour	0%	0%	0%	0%
Medium sour	26%	22%	34%	28%
Heavy sour	27%	27%	21%	25%
Average crude gravity °API	32.9	32.7	32.7	32.3



## **FIXED AND VARIABLE COSTS**

		2007	2008	Q3/09	9M/09
Refinery RUNS	Million barrels	106.5	113.3	25.2	72.1
Exchange rate	EUR/USD	1.37	1.47	1.43	1.37
Fixed costs	EUR million	198	239	49	170
	\$/bl	2.5	3.1	2.8	3.2
Variable costs	EUR million	140	178	35	115
	\$/bl	1.8	2.3	2.0	2.2

## POWER PLANT CONFIGURATION

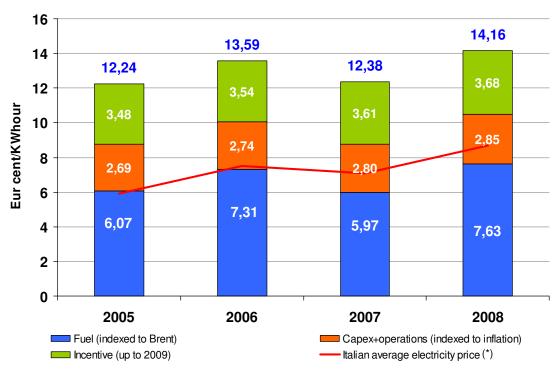


## CIP6/92 AND THE SARLUX IGCC PLANT

 SARLUX economics based on regulated incentive scheme (CIP6/92 tariff). 20 year sale contract with National Grid operator (GSE) and priority of dispatching

#### > The tariff has 3 components:

- ✓ CAPEX+Operations Costs: inflation indexed and valid until 2021
- ✓ Incentive Fee: indexed with inflation and valid until April 2009
- ✓ Fuel Cost: indexed with oil prices, and valid until 2021

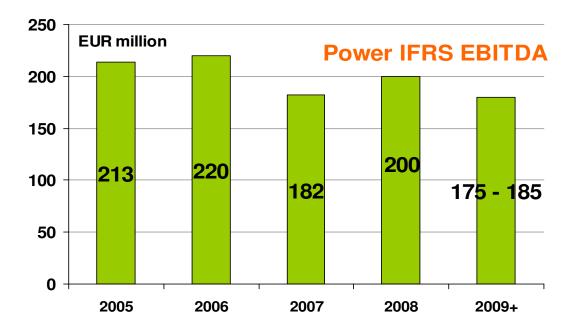


(\*) = The Italian average electricity price (PUN) can be found on the GME website at: www.mercatoelettrico.org

	2005	2006	2007	2008
BRENT DTD	54.6	65.2	72.4	97.4
USD/EUR exchange rate	1.245	1.256	1.370	1.471

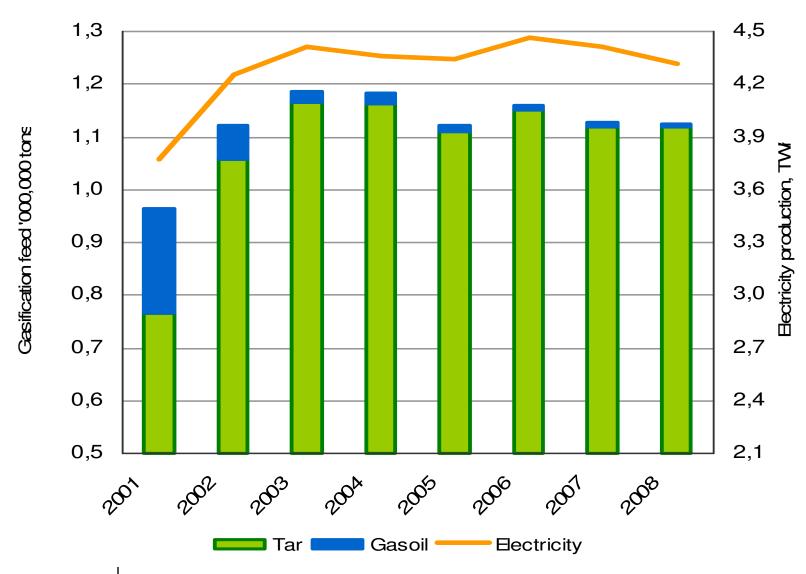
## **GUIDANCE FOR FUTURE YEARS**

- Sarlux activities have been classified under IFRS as an operating lease. Results are "linearised" for the duration of the contract, and are therefore very steady, not reflecting the proper cash generation
- 2009 IFRS EBITDA: expected to be around EUR 175-185 million, on the basis of a long term crude oil price between 80 – 90 \$/bl

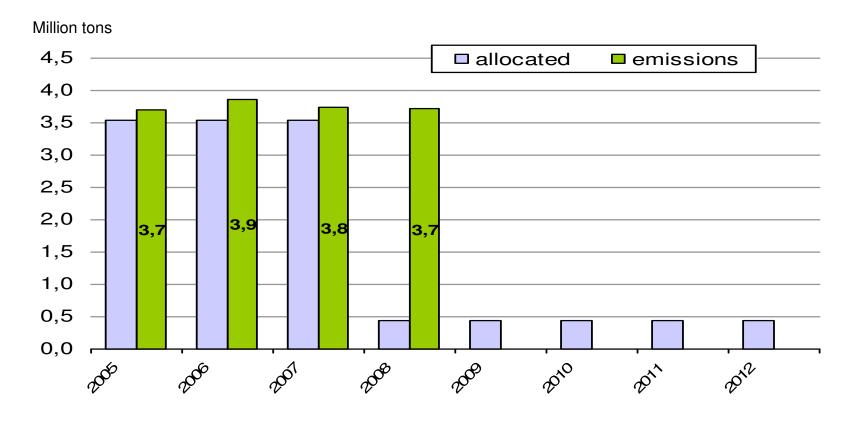


2009 IT GAAP EBITDA: the incentive component of the power tariff will expire in April 2009, as per original contract with the National Grid Operator (GSE), reducing IT GAAP EBITDA by approx. EUR 110 ml

## PRODUCTION AND FEEDSTOCK CONSUMPTION



## POWER PLANT CO<sub>2</sub> EMISSIONS AND ALLOCATED QUOTAS



- Article 7bis of CIP6/92 law state: "the sale price of electricity will be updated in case of changes of regulations implying higher or additional costs for the producers"
- The Energy Authority subsequently <u>confirmed reimbursement of CO2 costs</u>, for the entire duration of the CIP6 contract, with the Resolution n. 77/08 issued on 11th Jun 2008

## **POWER GENERATION**

FIXED	ED & VARIABLE COSTS (IT GAAP)		2007	2008	Q3/09	9M/09
	Refinery RUNS	Million	106.5	113.3	25.2	72.1
	Power production	barrels MWh/1000	4,414	4,318	924	2,938
•	Exchange rate		1.37	1.47	1.43	1.37
•	Fixed costs	EUR million	104	102	27	79
		\$/bl	1.3	1.3	1.5	1.5
<u>-</u>		EUR/MWh	24	24	29	27
	Variable costs	EUR million	67	78	12	40
		\$/bl	0.9	1.0	0.7	8.0
_		EUR/MWh	15	18	12	14

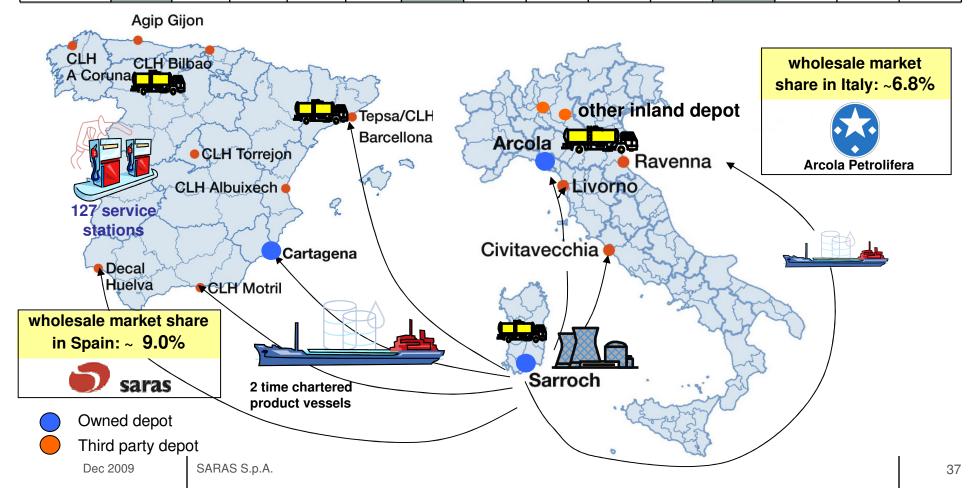
Dec 2009

SARAS S.p.A.



#### LOGISTIC OF WHOLESALE/RETAIL OPERATIONS IN ITALY & SPAIN

Sales (thousand tons)	2006	Q1/07	Q2/07	Q3/07	Q4/07	2007	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
SPAIN	2,206	680	652	733	740	2,804	746	692	694	721	2,845	705	681	650
ITALY	1,013	255	268	261	318	1,102	286	275	292	324	1,176	308	304	320
TOTAL	3,219	934	920	994	1,057	3,906	1,032	967	986	1,045	4,030	1,013	985	969





#### **DEPOTS AND RETAIL NETWORK**

Cartagena (Spain): 112,000 cubic meters

Arcola (Italy): 200,000 cubic meters

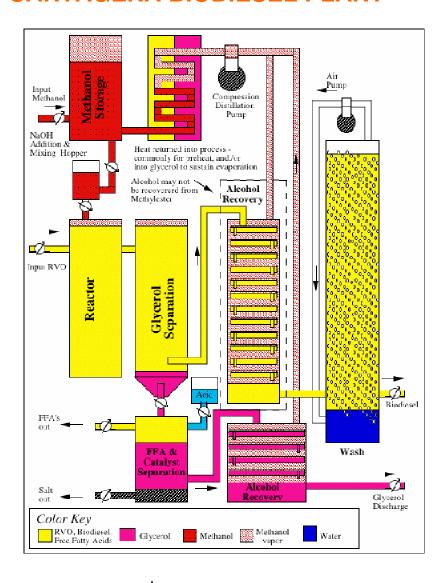


Retail network of 127 high throughput service stations: located in Spanish Med area (88 stations fully owned + 39 long term leased)





#### CARTAGENA BIODIESEL PLANT

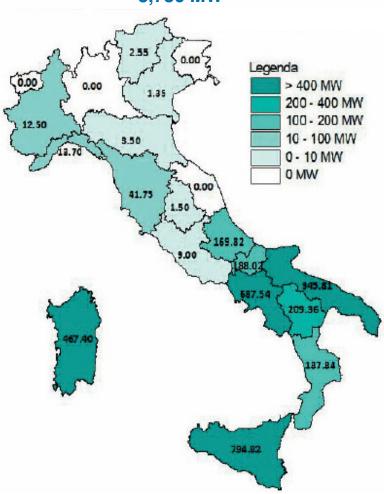


- > Integrated with existing Saras depot
- Full scale production of 200,000 ton/year (4,500 kbd), achieved in H2/09
- > Feedstock: palm, rapeseed, soy
- Consistent to EU targets
  - ✓ 5.75% of bio-diesel into marketed diesel by 2010
- Positive Economics despite high feedstock prices
  - √ favourable taxation in Spain
  - ✓ low OPEX due to integration with existing logistics



#### WIND IN ITALY

#### Italian Capacity installed at 31.12.2008: 3,736 MW





**Green Certificates** 

#### WIND IN EUROPE

Installed Capacity at 31.12.2008	MW
GERMANY	23,903
SPAIN	16,740
ITALY	3,736
FRANCE	3,404
UNITED KINGDOM	3,288
DENMARK	3,160
PORTUGAL	2,862
NETHERLANDS	2,225
TOTAL EUROPE	65,946

- · Electric energy created by renewable energy plants are entitled to receive GC, related to the KWh produced, for the first 12 years of production since their last inspection. Said GC are securities issued by the Administrator at the beginning of a given year in accordance with the foreseeable quantity of energy that will be produced during that year by the requesting operator.
- · Specifically, all operators of the field, whether producers or traders, must possess and subsequently file a certain number of GC equal to 2% of the energy used/produced in the course of the previous year. Noteworthy is the fact that the Administrator issues the GC and is then required to annul them, thus entitling the operators to comply with the above indicated Green Portfolio requirements.
- GC may be traded independently from the related renewable energy. Further, there is no legal limitation on the possibility to freely and repeatedly trade GC before they are annulled by the Administrator. The only limit is given by the need of using certificates representing the past year's production by March of the subsequent year. By way of example, if a GC is issued at the beginning of the year 2007, referring to energy that will be produced in the year 2007, its annulment must occur by March 31, 2009. Therefore, throughout the entire period running from the date of issuance to the date of annulment, operators are entitled to trade the GC, privately or within the Energy Stock Market, without any legal limitations whatsoever, except to the possibility of exporting the certificates abroad. In particular, as briefly mentioned above, GC do not necessarily have to be traded in connection with the energy they represent, as long as the relative sale takes place in Italy. Contrarily, GC can be sold abroad only in conjunction with the sale of energy.



#### **ULASSAI WIND FARM**

	2006	Q1/07	Q2/07	Q3/07	Q4/07	2007	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
Electricity Production (MWh)	157,292	54,910	31,789	29,885	51,631	168,185	49,773	47,760	19,821	36,381	153,735	58,556	25,249	16,956
Power Tariff (€cent/KWh)	7.4	7.6	9.9	8.6	8.4	8.5	8.5	8.9	8.7	8.5	8.6	7.8	6.4	9.6
Green Certificates (€cent/KWh)	12.1	12.0	11.8	11.8	5.0	9.8	8.0	6.0	3.0	8.8	6.9	8.4	8.0	10.0



Sardeolica

#### **Ulassai Wind Farm**

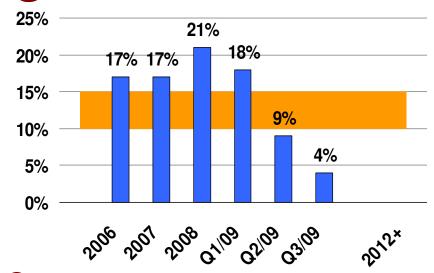


- > production started end 2005
- > GC granted until 2016
- > 72 MW (42 Vestas aero generators)
- upgradeable to 96 MW
- > production of approx 160,000 MWh per year
- > investment of EUR 100 million
- > fully owned from 30/06/2008

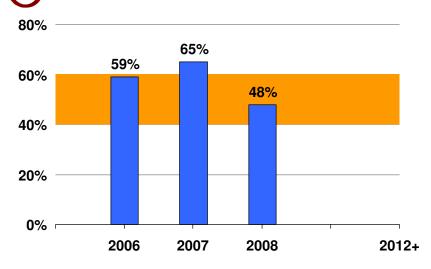




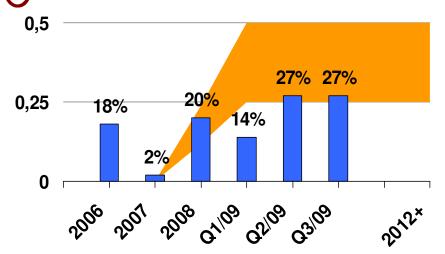












**ROACE:** return on average capital employed after tax

**Leverage:** Net debt /(net debt + equity)

Payout: calculated on adjusted net income



# **INCOME STATEMENT (1)**

EUR million	2006	2007	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
EBITDA	526.2	760.1	151.4	316.0	64.2	-275.0	256.6	144.6	147.9	-17.1
Refining	292.2	511.5	91.4	217.9	39.2	-238.9	109.6	89.3	67.5	-77.5
Marketing	15.1	55.4	12.7	48.0	-27.5	-91.0	-57.8	2.8	30.5	11.3
Power	220.0	182.1	47.7	49.7	53.2	49.4	200.0	43.8	45.7	46.5
Wind					-1.4	3.4	2.0	8.3	3.7	2.2
Other activities	-1.1	11.1	-0.4	0.4	0.7	2.1	2.8	0.4	0.5	0.4
Comparable EBITDA	567.5	587.5	148.1	192.1	164.2	168.9	673.3	91.1	24.1	1.4
Refining	323.8	371.6	94.4	131.4	98.8	109.0	433.6	39.4	-38.9	-54.2
Marketing	24.8	33.2	6.4	10.6	10.3	7.6	34.9	-0.8	13.1	6.5
Power	220.0	182.1	47.7	49.7	53.2	49.4	200.0		45.7	46.5
Wind					1.2	3.4	4.6		3.7	2.2
Other activities	-1.1	0.4	-0.4	0.4	0.7	-0.5	0.2	0.4	0.5	0.4
EBIT	363.4	508.8	113.3	275.6	21.9	-322.1	88.7	100.0	102.3	-65.5
Refining	223.8	437.4		198.2	19.9	-261.9	30.0		46.0	-101.0
Marketing	11.7	50.3		46.6	-28.8	-92.5	-63.2		28.5	8.4
Power	131.7	12.3	28.9	30.9	34.4	29.8	124.0		26.4	27.3
Wind					-3.6	0.9	-2.7		1.3	-0.2
Other activities	-3.7	8.8	-0.9	-0.1	0.0	1.6	0.6	-0.2	0.1	0.0
Comparable EBIT	404.8	423.7	110.0	151.7	121.9	121.8	505.4	46.5	-21.5	-47.0
Refining	255.4	297.5	76.8	111.7	79.5	86.0	354.0	18.3	-60.4	-77.7
Marketing	21.5	28.1	5.2	9.2	9.0	6.1	29.5		11.1	3.6
Power	131.7	100.2	28.9	30.9	34.4	29.8	124.0		26.4	27.3
Wind					-1.0	0.9	-0.1	5.9	1.3	-0.2
Other activities	-3.7	-2.1	-0.9	-0.1	0.0	-1.0	-2.0	-0.2	0.1	0.0



# **INCOME STATEMENT (2)**

EUR million	2006	2007	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
Comparable EBIT	404.8	423.7	110.0	151.7	121.9	121.8	505.4	46.5	-21.5	-47.0
Interest expenses	-22.0	-14.5	-1.6	-3.8	-4.8	-2.3	-12.6	-4.1	-3.7	-0.6
derivatives gains/losses	2.1	-12.6	2.7	0.8	-0.6	-0.8	2.1	-1.6	-1.4	-2.3
derivatives fair value	10.1	-12.3	1.4	-1.3	1.0	10.7	11.8	2.3	-5.7	-1.4
<b>Net Financial expenses</b>	-9.9	-39.3	2.5	-4.3	-4.4	7.6	1.4	-3.4	-10.8	-4.2
Equity interest	6.5	5.0	0.0	1.5	0.0	-1.0	0.5	0.0	0.0	0.0
Profit before taxes	360.0	471.8	115.8	272.8	17.5	-315.5	90.6	96.6	91.5	-69.7
Net Income	208.1	322.7	78.3	251.5	-19.7	-248.3	61.8	58.2	58.8	-49.6
Adjustments	33.7	-73.1	-2.9	-154.8	79.8	343.4	265.3	-32.9	-77.1	12.0
Adjusted Net Income	241.8	249.6	75.4	96.7	60.1	95.1	327.1	25.3	-18.3	-37.6

Comparable EBITDA: calculated evaluating inventories according to LIFO methodology and excluding non recurring items Comparable EBIT equal to comparable EBITDA less depreciation & amortization



# **BALANCE SHEET AND NET FINANCIAL POSITION**

EUR million	2006	2007	Q1/08	Q2/08	Q3/08	2008	Q1/09	Q2/09	Q3/09
Current assets Cash and other cash equivalents Other current assets	<b>1,514</b> 231 1,282	<b>1,773</b> 323 1,450	<b>2,006</b> 484 1,522	<b>2,041</b> 155 1,886	<b>1,986</b> 185 1,801	<b>1,311</b> 86 1,225	<b>1,341</b> 130 1,212	<b>1,511</b> 184 1,328	<b>1,423</b> 93 1,330
Non current assets	1,707	1,669	1,688	1,820	1,832	1,925	1,938	1,991	2,022
TOTAL ASSETS	3,220	3,442	3,693	3,862	3,818	3,236	3,280	3,502	3,445
Non interest bear liabilities Interest bear liabilities Equity	1,410 525 1,285	1,618 357 1,466	1,739 410 1,545	1,864 381 1,616	1,834 408 1,575	1,507 418 1,311	1,556 353 1,371	1,574 655 1,273	1,665 556 1,224
TOTAL LIABILITIES	3,220	3,442	3,693	3,862	3,818	3,236	3,280	3,502	3,445
Intercompany loans to unconsolidated subsidiaries	8.5	7.4	3.3	2.5	2.5	0.0	0.0	0.0	0.0
Net Financial Position (A-B+C)	-285	-27	77	-223	-221	-333	-223	-472	-463



# **CASHFLOW**

EUR million	2006	2007	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
Initial Net Financial Position	-573	-285	-27	77	-223	-221	-27	-333	-223	-472
CF FROM OPERATIONS of which working capital	<b>277</b> -216	<b>610</b> -72	<b>162</b> 20	<b>43</b> -183	<b>72</b> 10	<b>-4</b> 356	<b>275</b> 203	<b>170</b> 31	<b>31</b> -142	<b>78</b> 97
CF FROM INVESTMENTS tangible & intangible assets acquisitions	<b>-161</b> -133 -28	<b>-210</b> -210 0	<b>-59</b> -59 0	<b>-101</b> -69 -32	<b>-48</b> -48 0	<b>-81</b> -81 0	<b>-289</b> -257 -32	<b>-61</b> -61 0	<b>-122</b> -122 0	<b>-70</b> -70 0
CF FROM FINANCING capital increase	<b>172</b> 342	<b>-143</b>	<b>0</b>	<b>-182</b>	<b>-22</b> 0	<b>-27</b>	<b>-231</b>	<b>0</b> 0	<b>-158</b>	<b>0</b>
buyback own shares dividends	0 -170	0 -143	0 0	-21 -161	-22 0	-27 0	-70 -161	0	0 -158	0
TOTAL CASHFLOW Wind net debt @ 30.06.2008	289	258	104	<b>-240</b> -61	3	-112	<b>-245</b> -61	109	-249	8
Final Net Financial Position	-285	-27	77	-223	-221	-333	-333	-223	-472	-463

# **CAPEX BY BUSINESS SEGMENT**

EUR million	2006	2007	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
REFINING	108	177	38	50	36	58	182	53	91	44
MARKETING	9	11	11	15	6	15	46	4	26	22
POWER GENERATION	12	20	9	4	5	8	26	3	3	3
WIND					0	0	0	0	0	0
OTHER ACTIVITIES	1	2	0	0	1	0	2	1	1	1
TOTAL CAPEX	130	210	58	69	48	81	256	61	122	70

# **REFINING**

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
EBITDA	91.4	217.9	39.2	(238.9)	109.6	89.3	67.5	(77.5)
Comparable EBITDA	94.4	131.4	98.8	109.0	433.6	39.4	(38.9)	(54.2)
EBIT	73.8	198.2	19.9	(261.9)	30.0	68.2	46.0	(101.0)
Comparable EBIT	76.8	111.7	79.5	86.0	354.0	18.3	(60.4)	(77.7)
CAPEX	38	50	36	58	182	53	91	44
<b>REFINERY RUNS</b>								
Thousand tons	3,920	3,777	3,887	3,933	15,517	3,723	2,704	3,447
Million barrels	28.6	27.6	28.4	28.7	113.3	27.2	19.7	25.2
Barrels/day	314	303	308	312	310	302	217	273
Of which for third parties	31%	39%	36%	36%	35%	28%	31%	31%
EMC benchmark	2.0	4.2	2.9	3.6	3.2	3.2	1.0	(0.2)
Saras refining margin	7.6	11.3	8.0	8.1	8.7	4.9	1.4	(0.3)



### **POWER GENERATION**

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
Comparable EBITDA	47.7	49.7	53.2	49.4	200.0	43.8	45.7	46.5
Comparable EBIT	28.9	30.9	34.4	29.8	124.0	24.6	26.4	27.3
EBITDA IT GAAP	70.5	63.3	93.9	66.9	294.6	57.9	47.8	13.3
EBIT IT GAAP	57.0	49.7	80.3	52.5	239.5	43.9	33.7	(0.9)
NET INCOME IT GAAP	37.4	17.8	46.5	32.2	133.9	26.1	17.6	(1.4)
CAPEX	9	4	5	9	27	3	3	3
ELECTRICITY PRODUCTION MWh/10	00 1,121	1,084	1,164	948	4,318	897	1,116	924
POWER TARIFF €cent/kV	vh 13.4	13.7	14.0	14.2	14.2	14.1	9.6	8.3
POWER IGCC MARGIN \$	<sub>/bl</sub> 3.9	4.3	4.1	3.4	3.9	3.5	4.8	4.2

# **MARKETING**

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
EBITDA	12.7	48.0	(27.5)	(91.0)	(57.8)	2.8	30.5	11.3
Comparable EBITDA	6.4	10.6	10.3	7.6	34.9	(8.0)	13.1	6.5
EBIT	11.5	46.6	(28.8)	(92.5)	(63.2)	1.5	28.5	8.4
Comparable EBIT	5.2	9.2	9.0	6.1	29.5	(2.1)	11.1	3.6
CAPEX	11	15	6	15	46	4	26	22
SALES (THOUSAND TONS)								
ITALY	286	275	292	324	1,176	308	304	320
SPAIN	746	692	694	721	2,854	705	681	650
TOTAL	1,032	967	986	1,045	4,030	1,013	985	969

# WIND (\*)

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
Comparable EBITDA	4.4	5.1	1.2	3.4	14.1	8.3	3.7	2.2
Comparable EBIT	2.1	3.0	(1.0)	0.9	5.0	5.9	1.3	(0.2)
ELECTRICITY PRODUCTION MWh	49,773	47,760	19,821	36,381	153,735	58,556	25,249	16,956
POWER TARIFF €cent/kWh	8.5	8.9	8.7	8.5	8.6	7.8	6.4	9.6
GREEN CERTIFICATES €cent/kWh	8.0	6.0	3.0	8.8	6.9	8.4	8.0	10.0

<sup>(\*):</sup> The first two quarters of 2008 have been consolidated with the equity method

### **OTHER**

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09	Q2/09	Q3/09
Comparable EBITDA	(0.4)	0.4	0.7	(0.5)	0.2	0.4	0.5	0.4
Comparable EBIT	(0.9)	(0.1)	0.0	(1.0)	(2.0)	(0.2)	0.1	0.0
0.4.0.5.1/								
CAPEX	0	0	1	0	2	1	1	U



# **ANALYST RECOMMENDATIONS AND 2009 / 2010 / 2011 ESTIMATES**

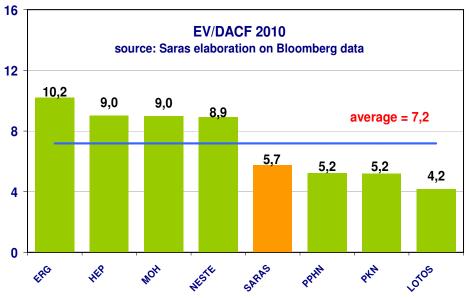
Last update 20th Nov 2009

LAST UPDATE	BROKER	ANALYST	REC	Target Price	EBITDA 2009	EBITDA 2010	EBITDA 2011	EBIT 2009	EBIT 2010	EBIT 2011	NET INCOME 2009	NET INCOME 2010	NET INCOME 2011
11/11/09	UBS	Anish Kapadia	SELL	1.90	200	374	408	15	181	200	0	98	111
10/06/09	JP MORGAN	Kim A. Fustier	NEUT	2.20	386	447	459	200	260	274	100	140	147
10/11/09	MORGAN STANLEY	James Hubbard	BUY	3.00	226	564	581	42	364	371	6	215	224
11/11/09	MERRILL LYNCH	James Schofield	BUY	2.90	192	440	548	6	264	374	-15	154	226
05/11/09	GOLDMAN SACHS	Henry Morris	NEUT	3.14	280	540	606	101	382	441	38	220	253
11/11/09	NATIXIS	Hager Bouali	SELL	1.95	167	569	612	-16	380	413	-23	240	261
11/11/09	CHEUV REUX	Marianna Primiceri	BUY	2.50	220	405	548	40	220	361	16	125	210
10/08/09	BANCA IMI	Roberto Ranieri	NEUT	2.00	346	554	590	171	380	399	94	218	232
10/11/09	INTERMONTE	Paolo Citi	SELL	2.00	210	420	471	31	241	291	4	147	174
12/11/09	EQUITA SIM	Domenico Ghilotti	NEUT	2.30	177	433	489	-10	246	293	-26	130	158
10/11/09	UNICREDIT	Sergio Molisani	SELL	1.70	192	384	516	5	195	325	-11	107	189
10/11/09	EXANE BNP	Alexandre Marie	SELL	2.20	209	487	517	23	290	316	-2	180	192
22/09/09	CREDIT SUISSE	Dylan Dryden	BUY	3.10	310	529	647	134	358	474	72	193	262
14/05/09	CITI GROUP	David Thomas	BUY	3.20	451	515	557	269	327	395	163	203	237
11/11/09	SANTANDER	Armando lobbi	NEUT	2.13	173	336	321	-10	154	130	-25	74	52
11/11/09	BARCLAYS CAPITAL	Lydia Rainforth	BUY	2.50	205	453	511	17	259	320	-10	157	193
28/05/09	BERENBERG BANK	Luca Vicentini	NEUT	2.20	416	514	532	240	338	354	143	203	214
11/11/09	NOMURA	Ryan Kaupilla	NEUT	2.60	167	404	448	-18	222	271	-32	129	162
			MIN	1.7	167	336	321	-18	154	130	-32	74	52
			AVG	2.4	252	465	520	69	281	333	27	163	194
			MAX	3.2	451	569	647	269	382	474	163	240	262

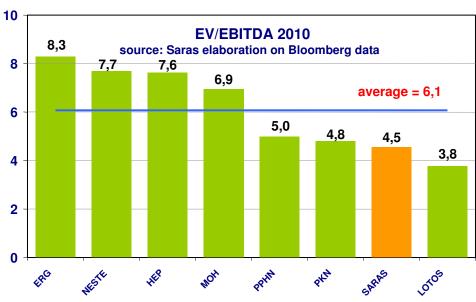
EUR million EUR million EUR million

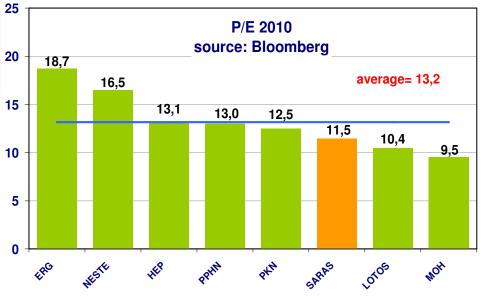


#### **MARKET MULTIPLES**



Last update 17th November 2009; Saras share price EUR 2.03





SARAS S.p.A.





#### SARROCH SITE: SIGNIFICANT GROWTH OPPORTUNITIES

In line with our long term vision, the investment plan for 2008-2012 is focused on:

- √ increasing conversion capacity
- √ improving energy efficiency
- ✓ exploiting unconventional crudes
- ✓ enhancing overall refinery performance

#### Our approach is based on:

- ✓ continuous improvement
- ✓ integrated but independent projects
- ✓ mitigated investment risk
- ✓ operational and HSE excellence

# However, CAPEX from 2010 onwards has been recently postponed by 12 ÷ 18 months in order to:

- ✓ align investments with current market scenario
- ✓ pursue best possible returns for shareholders
- take advantage of lower prices for construction materials and engineering services





#### MAIN INVESTMENT AREAS

#### **INCREASE CONVERSION CAPACITY**

# MildHydroCracking2 revamping & new Steam Reforming Unit

- ✓ Increase capacity from 60,000 to 65,000 b/d
- ✓ Increase conversion by 5%

#### **Visbreaking Revamping**

✓ conversion increased by 5%

+5,500 b/d of diesel (270 kton/year)

+2,000 b/d of diesel (100 kton/year)

#### **IMPROVE ENERGY EFFICIENCY**

#### **Energy recovery projects**

- ✓ Improved thermal integration
- ✓ Energy recovery from exhaust gas
- ✓ Upgrade combustion processes

-1,300 b/d (75 kton/year) of fuel consumptions

#### **ENHANCE REFINERY PERFORMANCE**

# **Process optimisation & increase throughput**

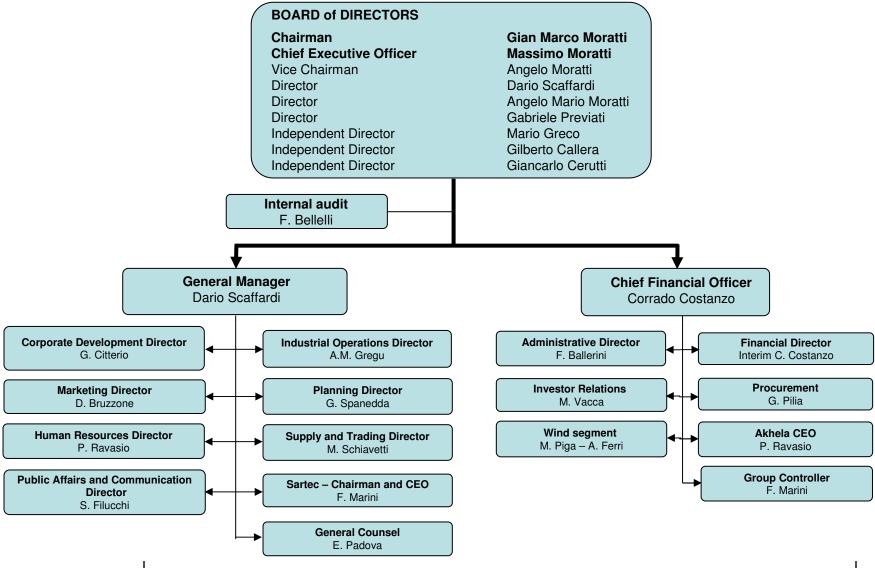
✓ FCC, Alky and new Tank farm

#### Flexibility for unconventional crudes

✓ Waxy, Condensate, Extra heavy

+10 kb/d (500 kton/year) of total runs

#### ORGANIZATION CHART



Dec 2009

SARAS S.p.A.



#### CORPORATE GOVERNANCE

The Company is structured according to the traditional business administration and audit model as follows:

**Board of Directors** charged with overseeing business management within which various committees have been set up, namely

- remuneration committee
- internal control committee

The Board includes three independent non-executive directors, Mr. Mario Greco, Mr. Gilberto Callera and Mr. Giancarlo Cerutti, who, together with another non-executive director, Mr Gabriele Previati, make up the above mentioned remuneration committee and the internal control committee

**Board of Statutory Auditors** charged with supervising the compliance with laws and statutes, and monitoring the adequacy of the organisational structure, the internal control system and the Company's accounting-administrative system.

The Board has nominated the Chairman of the Board of Directors as the executive in charge of surveying internal control system functions.



#### **PERSONNEL**

2008

Male 80% 1,599 Female 20% 401

Average age: 40 years

#### Average time at the company 8 years

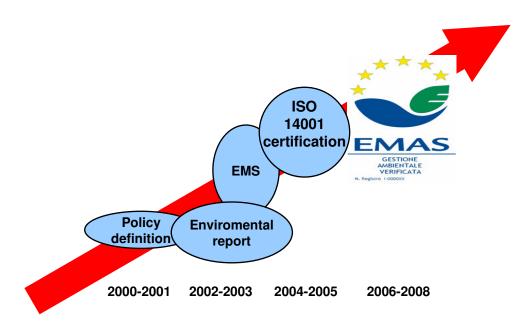
The Saras Group has 2,000 staff. Approximately 80% of these are employed in Sardinia, mostly at the Sarroch refinery. Some 300 people work in Spain, in distribution and marketing.

In over 40 years of activity, Saras has successfully built a reputation that has enabled it to attract the best employees, and to develop and retain talented and motivated personnel, who share the company's values of honesty, respect, excellence and responsibility.

Saras has promoted these values by creating and constantly improving a safe and stimulating work environment, which encourages respect for the individual and offers attractive opportunities for staff development.



#### SARAS CERTIFICATION PATTERN



The Eco-Management and Audit Scheme (EMAS) is the EU voluntary instrument which acknowledges organisations that improve their environmental performance on a continuous basis. EMAS registered organisations are legally compliant, run an environment management system and report on their environmental performance through the publication of an independently verified environmental statement. They are recognised by the EMAS logo, which guarantees the reliability of the information provided.

The Saras Group has always paid particular attention to the environmental issues connected with its activities. Investments in environmental and safety initiatives stood at EUR 64 million in 2008. This was approximately 25% of total investments made in the year

Saras' environmental objectives include **transparency of information**. It has always made company data and the results of studies available to the authorities and the public. In keeping with this policy, Saras draws up an *Environment and Safety Report* each year.

The Saras Group has a programme aimed at ensuring the safety of all its employees at work. The company introduced a specific safety policy in 1996, and since then has achieved positive results in safeguarding both its workers and the environment.

The Group's Safety Management System for the prevention of major accidents was developed pursuant to Legislative Decree 334/99. The main components of this system are a Safety Report, an Internal Emergency Plan and an External Emergency Plan.

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# WEBSITE: www.saras.it

#### Including a comprehensive market section (updated weekly) covering:

- EMC margin benchmark
- Crude oil and products prices
- Crack spreads

