



# Presentation to investors



Last update: May 2009



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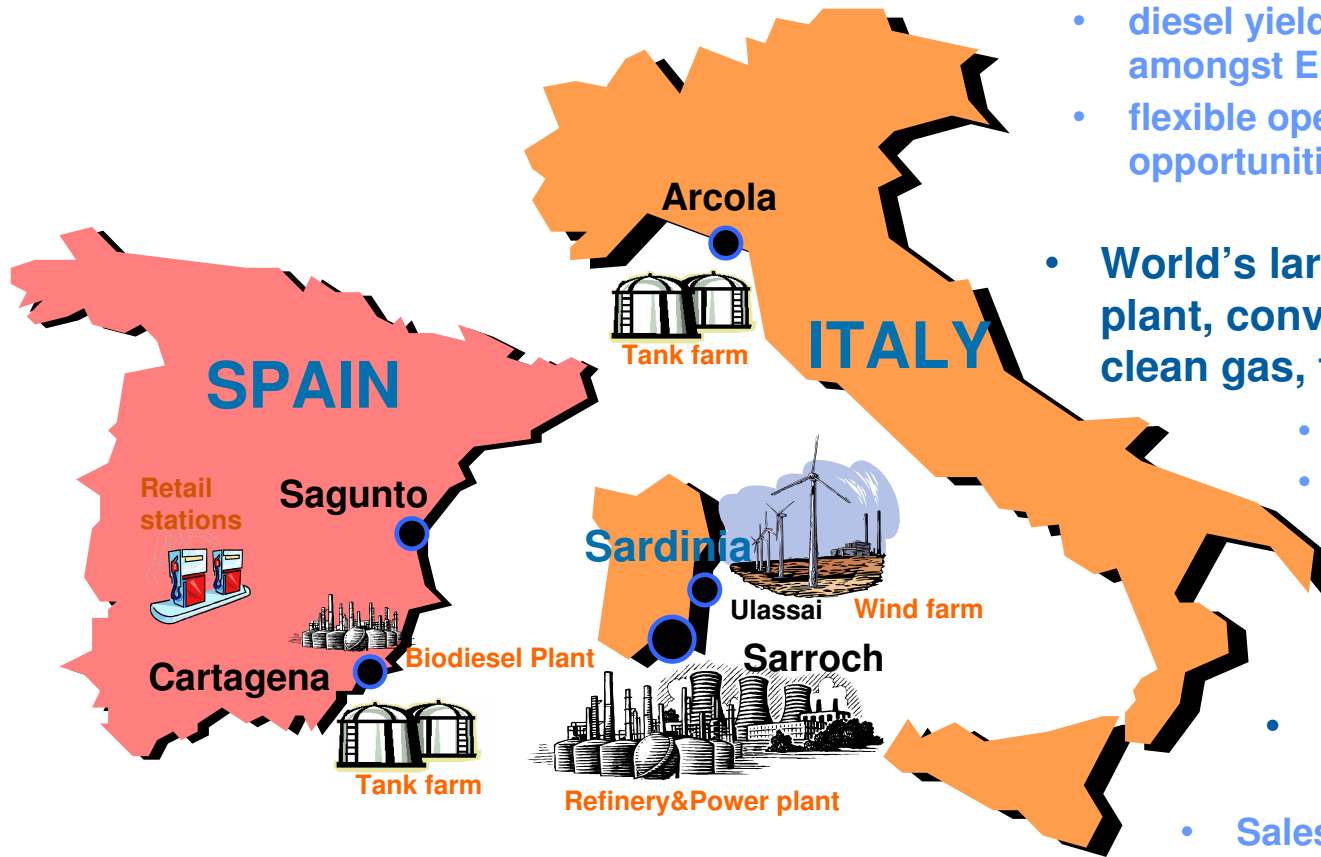
Certain statements contained in this presentation are based on the belief of the Company, as well as factual assumptions made by any information available to the Company. In particular, forward-looking statements concerning the Company's future results of operations, financial condition, business strategies, 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.

- 
- **Saras in a Snapshot**
  - **Market Overview**
  - **Competitive Positioning**
  - **Business Segments**
  - **Investment Plan 2008-2011**
  - **Financials**
  - **Others**



## Saras in a Snapshot

**Pure play refiner with stabilization of returns from Power generation**



- 300,000 bl/day high complexity refinery integrated with petrochemical & power:
  - diesel yield above 50%, the highest amongst European listed refiners
  - flexible operations to exploit market opportunities

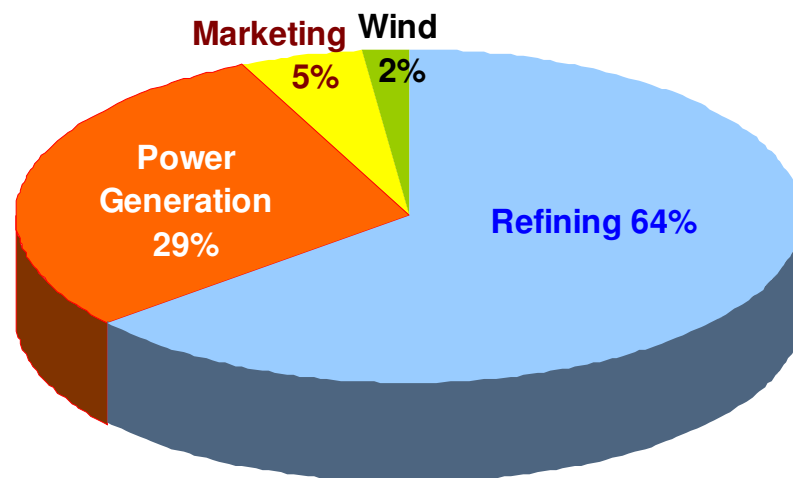
- World's largest liquid fuel gasification plant, converting heavy bottoms into clean gas, fed into a 575 MW CCGT:
  - stable cashflows
  - fuel oil yield close to zero

- **Investments in Renewable energy:**
  - 72 MW wind farm located in Sardinia
  - Pipeline of projects in Southern Italy

- **Marketing activities based in Italy and Spain:**
  - Sales of 4 mtons/ year (mainly diesel), in wholesale market
  - 200 kton/year biodiesel plant near Cartagena, integrated with existing depot



## EBITDA *comparable* BY BUSINESS SEGMENT (2008)



EBITDA <i>comparable</i> <sup>1</sup> [EUR ml]	2008	2007
REFINING	434	372
POWER GENERATION	200	182
MARKETING	35	33
WIND <sup>2</sup>	14	26
OTHER	0	0

1. EBITDA calculated evaluating inventories based on LIFO methodology and deducting non recurring items

2. Until 30.06.2008, WIND was a Joint Venture Consolidated under the equity method (Saras share 70%). Subsequently, Saras acquired from Babcock & Brown its minority share. Therefore figures for WIND have been restated at 100%





## 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**



- 
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## GLOBAL DEMAND FOR OIL PRODUCTS

### • IEA “Oil Market Report” – 14 May 2009:

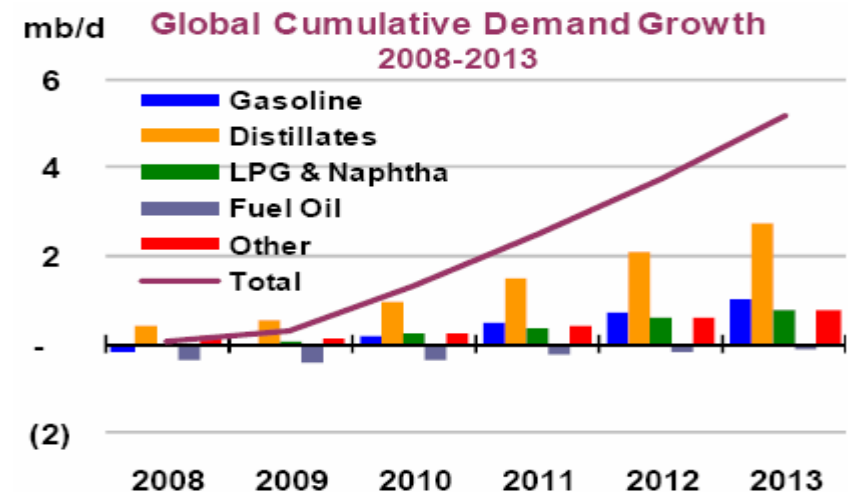
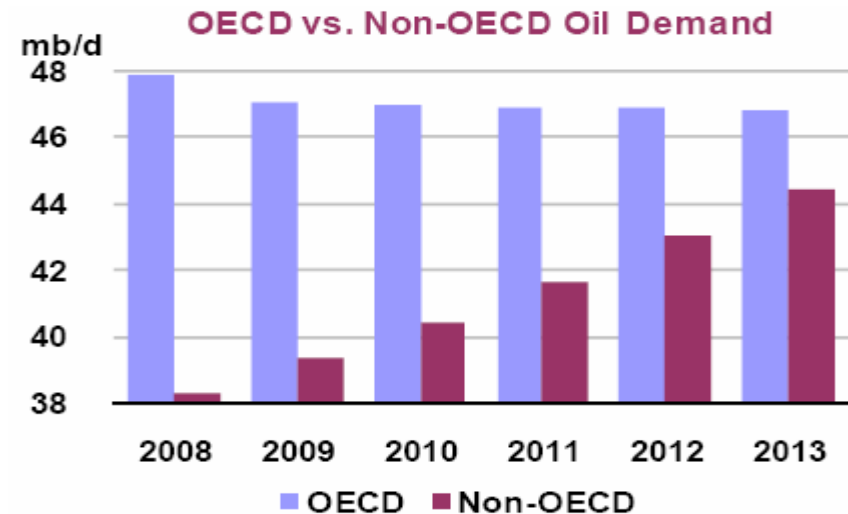
- ✓ World oil demand estimated at 85.8 mb/d in 2008 (-0.3%) and 83.2 mb/d in 2009 (-3.0%), in line with latest GDP assumptions from IMF’s “World Economic Outlook” (published in late April)
- ✓ OECD down by 3.4% in 2008, and 5.1% in 2009 (mainly driven by Japan, US and Western Europe)
- ✓ Non-OECD up by 3.8% in 2008, but down by 0.4% in 2009 (the first contraction since 1994), mainly driven by slower growth in China and Russia
- ✓ Global economy expected to markedly recover in 2010, although a string of “green shoots” in various countries has led to expectations that strong recovery may start in H2/09

### • In the mid-term (2009-13), geographic differences in demand growth:

- ✓ OECD expected to decrease by 0.1% on average per year, from 47.0 mb/d in 2009 to 46.8 mb/d in 2013
- ✓ Non-OECD, by contrast, forecasted to increase by 3.1% per year, from 39.4 mb/d in 2009 to 44.4 mb/d in 2013

### • Diverging trends for individual products:

- ✓ Gasoline, LPG & Naphtha will grow approx. by 1% p.a.
- ✓ Middle Distillates expected to grow approx. 2% p.a.
- ✓ Fuel Oil demand forecasted to shrink



#### Sources:

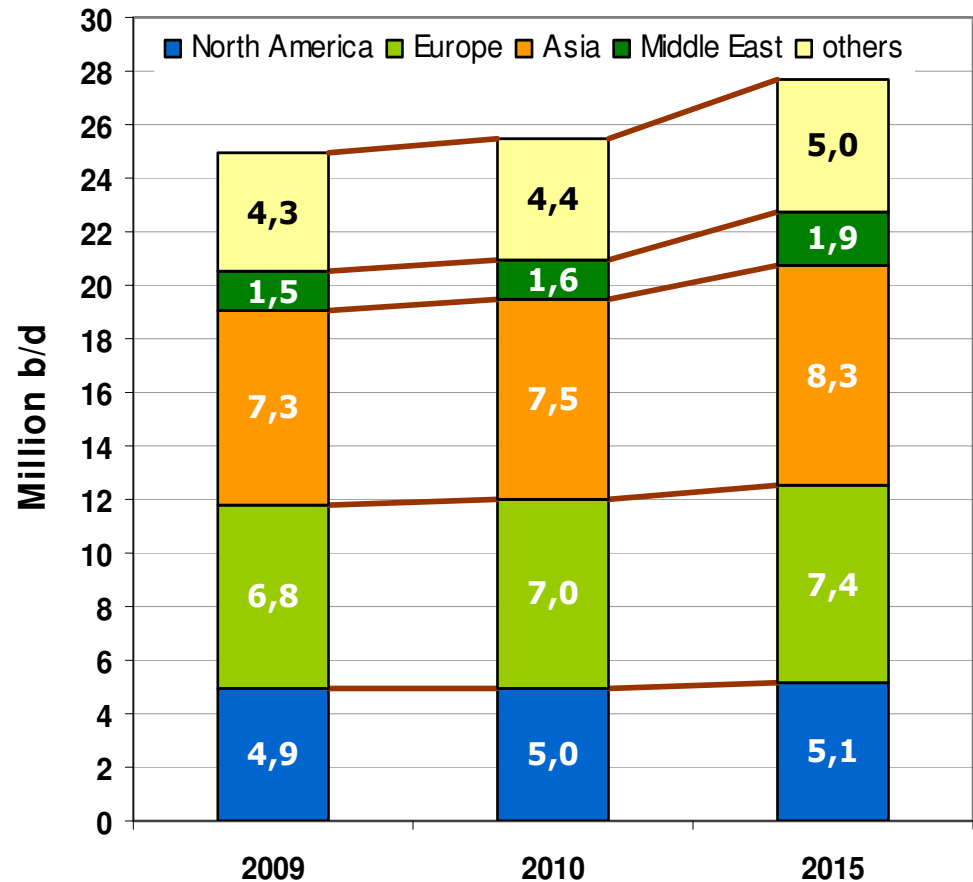
IEA – “Medium Term Oil Market Report” , Jul08  
 IEA – “Medium Term Oil Market Report – Supplement” , Dec08  
 IEA – “Monthly Oil Market Report” , May09



## MIDDLE DISTILLATES: THE LEADING FUELS FOR THE FUTURE

- **Diesel is primary transportation fuel**
  - ✓ commercial use key driver
  - ✓ private cars in Europe
  - ✓ greater fuel efficiency
  - ✓ more stringent CO<sub>2</sub> emissions targets
  - ✓ possible “*dieselisation*” of US car fleet
- **Gasoil used as heating oil, but also as an important power source in emerging economies**
- **Shipping industry will progressively switch from bunker fuel oil to gasoil**

**Middle Distillates demand forecast**  
source EMC World Refining Outlook



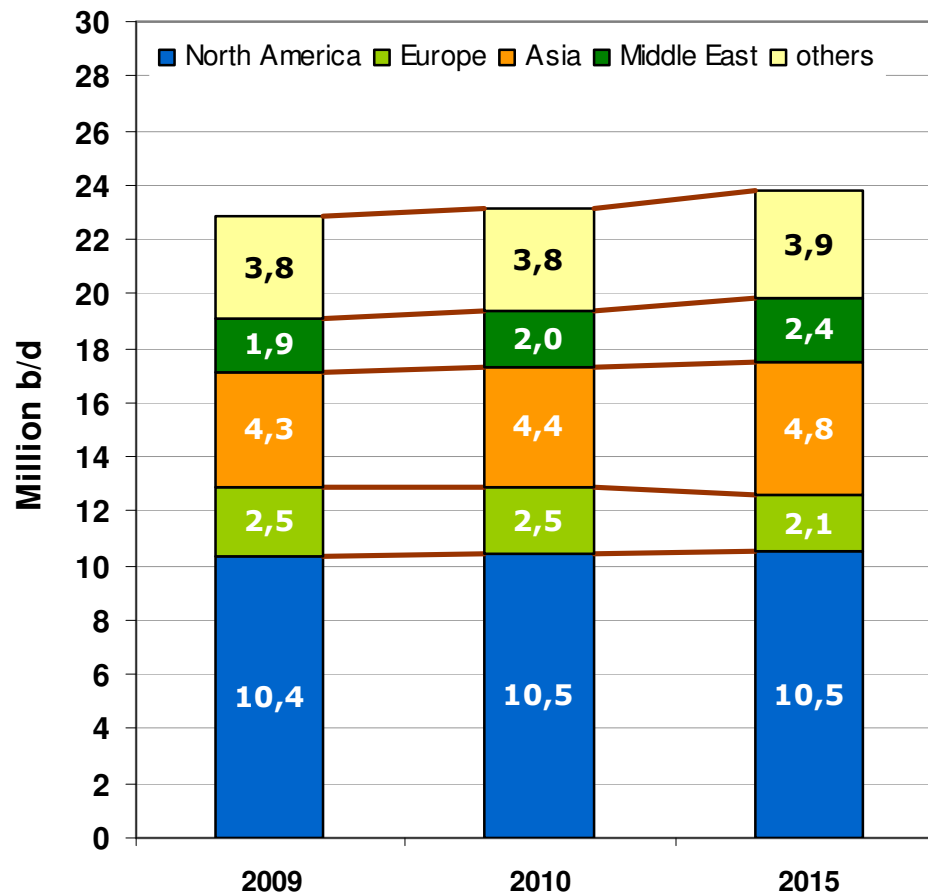
2009-2015 avg. growth rate approx. 2%



## LIMITED GROWTH FOR GASOLINE

- **North America remains main market for gasoline, without growth:**
  - ✓ slowing US consumption
  - ✓ political pressure for higher fuel efficiency
  - ✓ impact of bio-ethanol
- **Significant growth expected from North Africa, Middle East and Asia**

**Gasoline demand forecast**  
source EMC World Refining Outlook



2009-2015 avg. growth rate approx. 1%



### DECLINING DEMAND AND CHANGING SPECS FOR FUEL OIL

- **Declining power generation demand due to fuel switch (gas, coal) and renewables**
- **Increasing consumption of higher quality bunker fuel, but in a changing environment:**
  - ✓ cap of 4.5% sulphur in marine bunker oil reduced to 3.5% from 2012, then down to 0.5% from 2020
  - ✓ in the SECAs(\*) current 1.5% sulphur cap reduced to 1% from 2010, and then down to 0.1% from 2015
- **Ship owners will have two options:**
  - ✓ use gasoil (more likely and practical)
  - ✓ install “scrubbers” to reduce sulphur content in exhaust gas (complex and environmentally unfriendly)

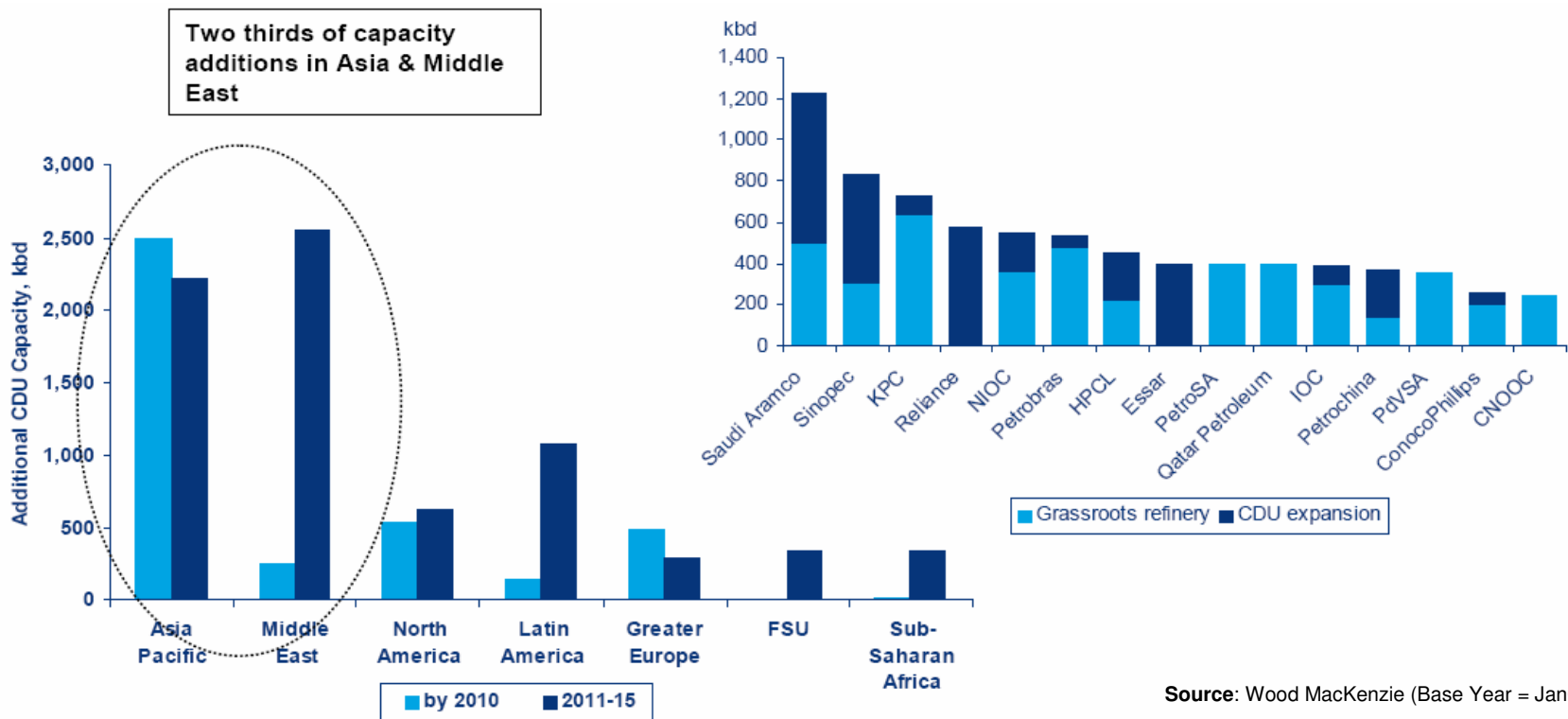
(\*) Currently there are only two Sulphur Emission Control Areas (SECAs) - in the Baltic Sea and the North Sea – more are expected to be imposed in due course, particularly off the coasts of North America and Med Europe





## INVESTMENT DELAYS AND CANCELLATIONS

- Since 2005, more than 160 projects (between grassroots and expansions) have been announced, totaling over 25 million b/d of new crude distillation capacity, due to come on stream globally pre-2015
- However, construction costs skyrocketed in recent years, reaching 25,000 - 35,000 USD/bpd for state of the art refineries, and environmental organizations staged fierce opposition to the identification of new sites in OECD countries
- Limited availability of funds due to the global financial crisis and the credit crunch, together with a sharp fall in costs for raw materials (steel, cement, etc.) prompted a wave of cancellations and delays in refining investments
- Therefore, only 30 new projects out of ~160 announcements are currently expected to come on stream, with NOC's providing for the largest part of the new capacity additions (approx. 11 million b/d, by 2015)



Source: Wood MacKenzie (Base Year = Jan08)



## TOP PROJECTS DELAYED AND CANCELLED

### Delayed

Investor	Country	Location	Type	Size	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 ?

### Cancelled

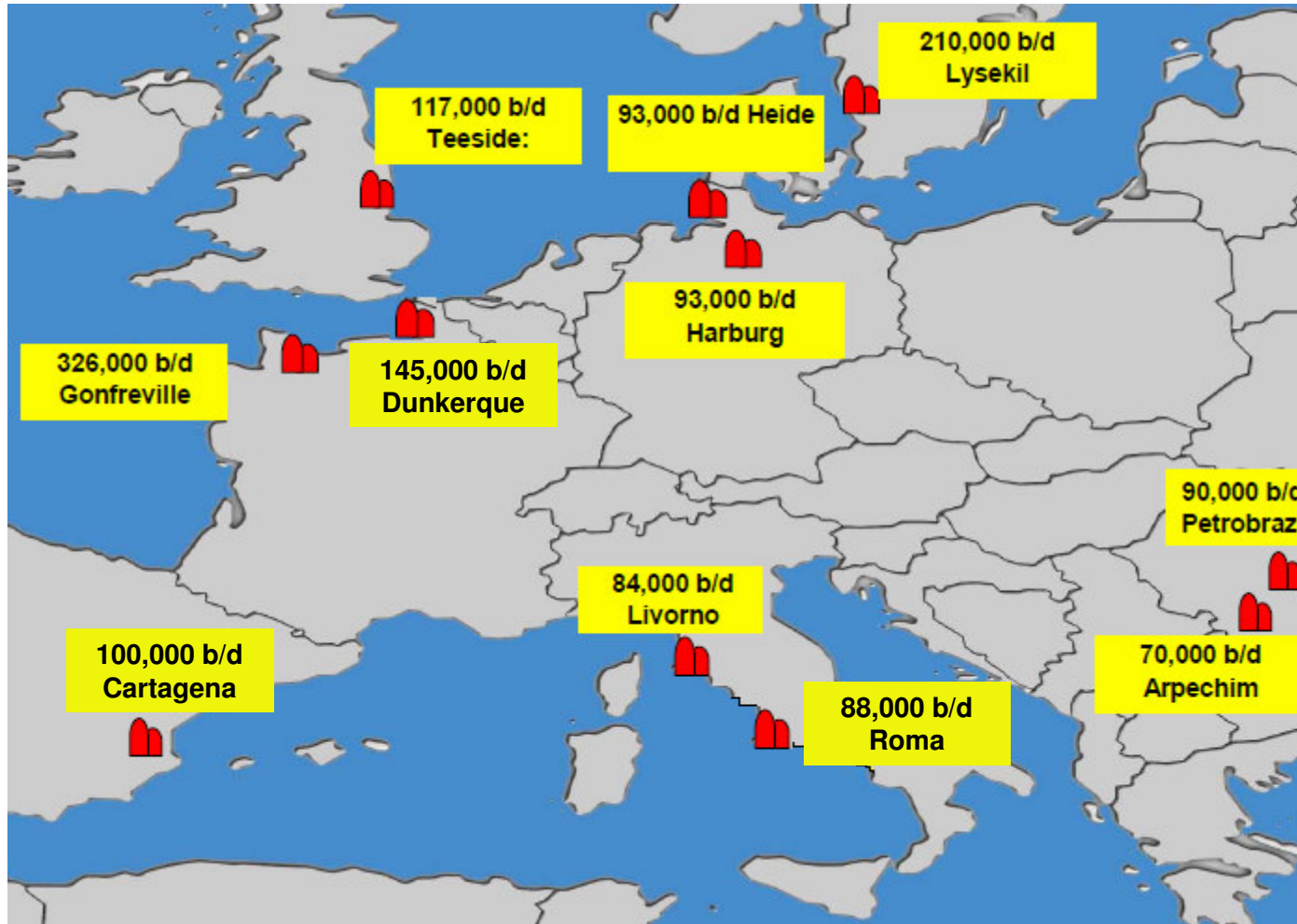
Investor	Country	Location	Type	Size	Build costs	Targeted date
Port Sudan Refining ONGC/Petronas	Sudan	Port Sudan	CDU	174	3.000	Dec-10
Patrick Monteiro de Barros	Portugal	Sines	CDU	250	4.800	Dec-10
NIOC/Essar Oil JV	Iran	Bandar Abbas	CDU	300	9.000	Jan-11
Pertamina/Sinopec	Indonesia	Tuban	CDU	200	2.400	Mar-11
Lukoil/Gov't of Kalingrad	Russia	Kalingrad	CDU	300	2.000	Dec-11
Saudi Aramco	Saudi Arabia	Ras az-Zawr	CDU	400	2.000	Dec-12
Reliance Petroleum	India	Jamnagar	CDU	300	3.500	Dec-12
Shell Canada	Canada	Sarnia Ontario	CDU	200	8.000	May-13
S-Oil/Aramco	South Korea	Sosan	CDU	480	3.750	Dec-13
Lukoil	Turkey	Samsun/Zonguldak	CDU	180	3.000	Dec-13

Source: Saras elaborations on Wood MacKenzie and other Company News





## EUROPEAN REFINERY STATUS CHANGES

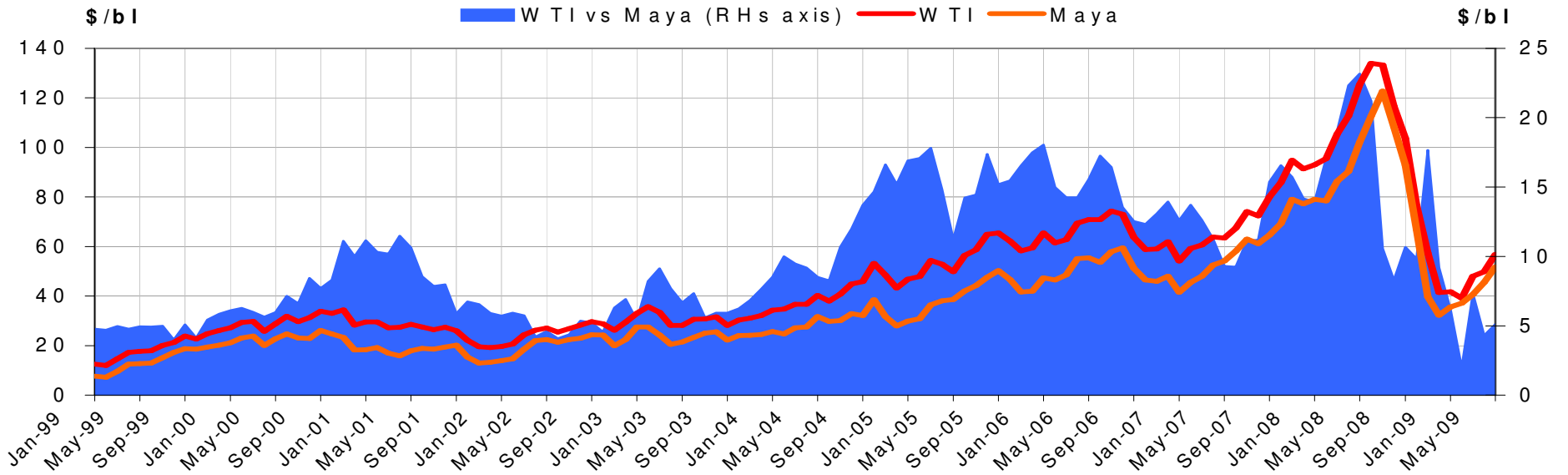
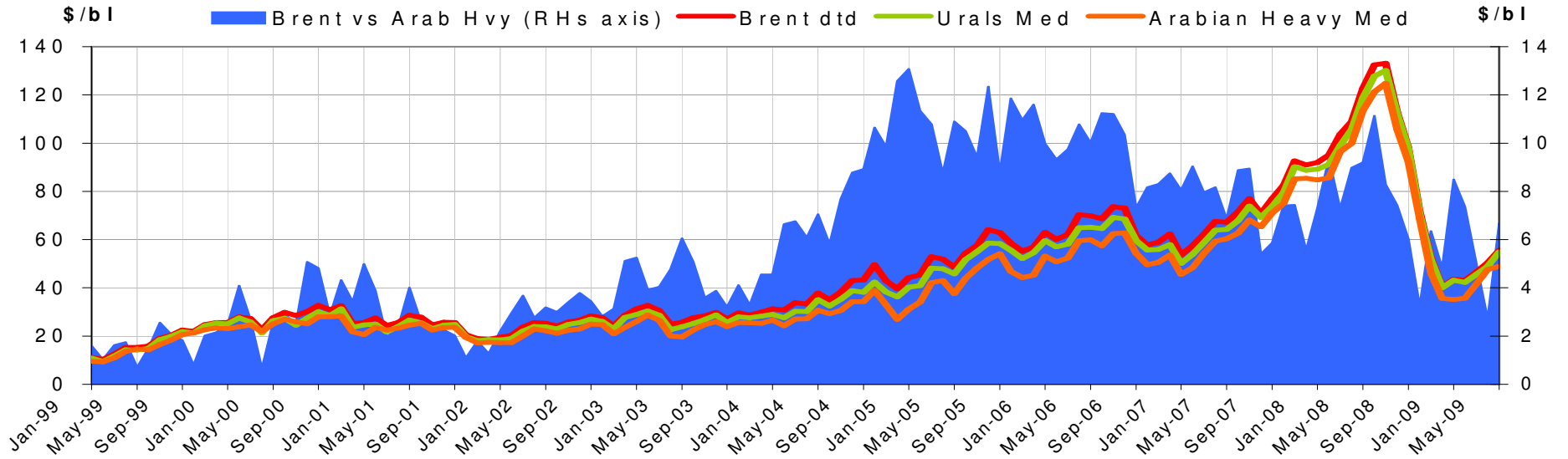


- **Total:** cut capacity by 25% at Gonfreville; selling refineries in Dunkerque and Rome (72% share)
- **Shell:** sell or shut down refineries in Heide and Hamburg
- **ENI:** sell or convert in tank farm refinery in Livorno
- **OMV:** selling to Oltchim Arpechim refinery
- **Petroplus:** shut down Teeside refinery and will sell or convert it in a tank farm; reduced runs at BRC and Coryton refineries
- **Repsol:** temporarily shut down Cartagena refinery
- **Petrobrazzi:** upgrading postponed until 2012
- **Preem:** coker project at Lysekil refinery postponed

Source: Saras elaborations on "JBC Energy Quarterly Refining Outlook – Mar09"



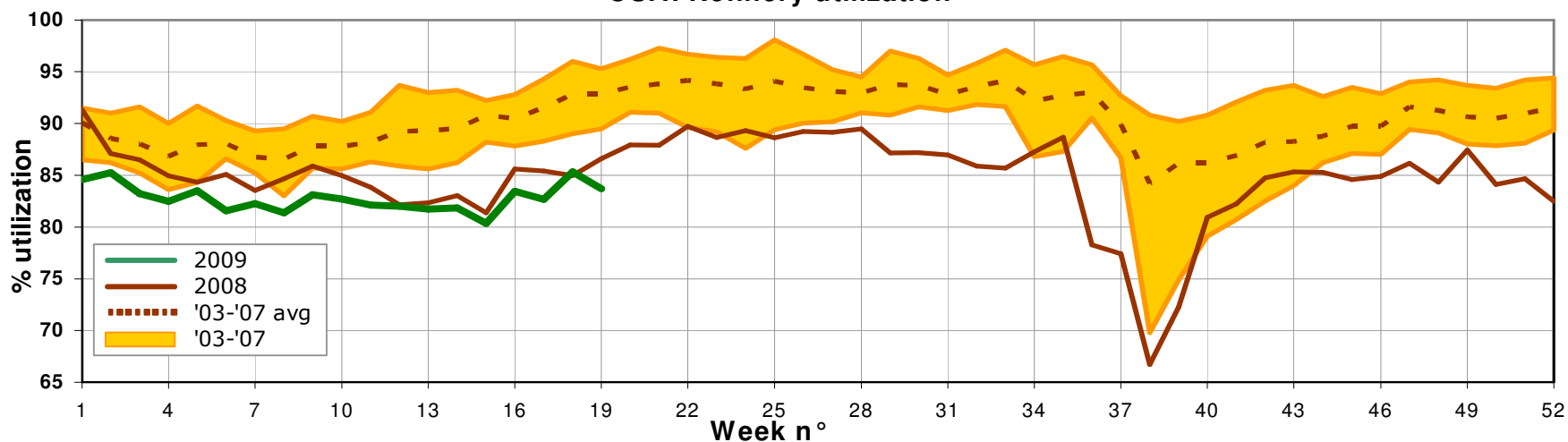
## PRICES FOR REFERENCE CRUDES



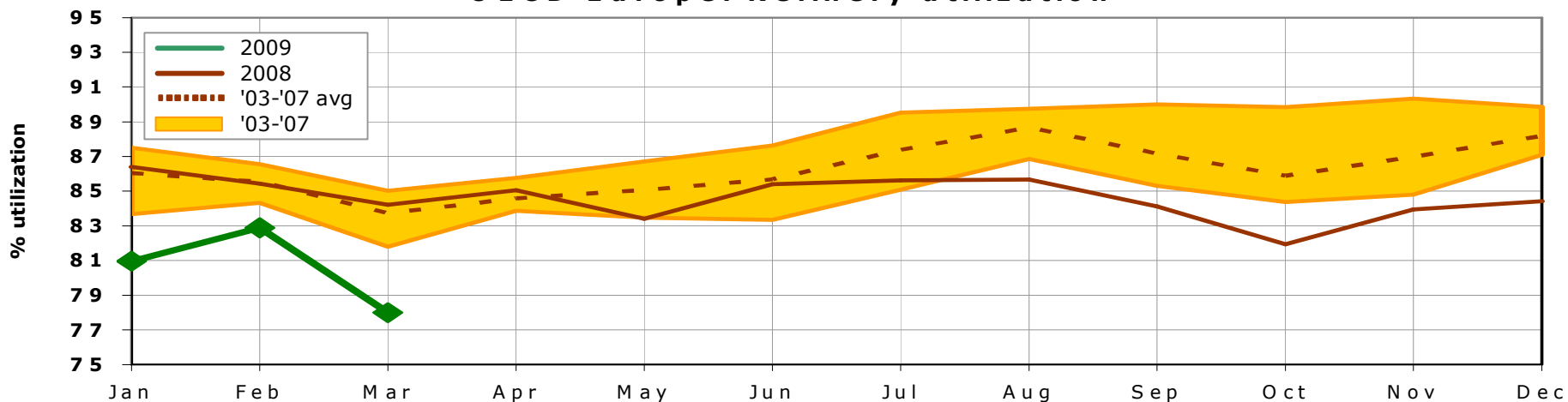


## REFINERY UTILISATION IN EUROPE AND USA

### USA: Refinery utilization



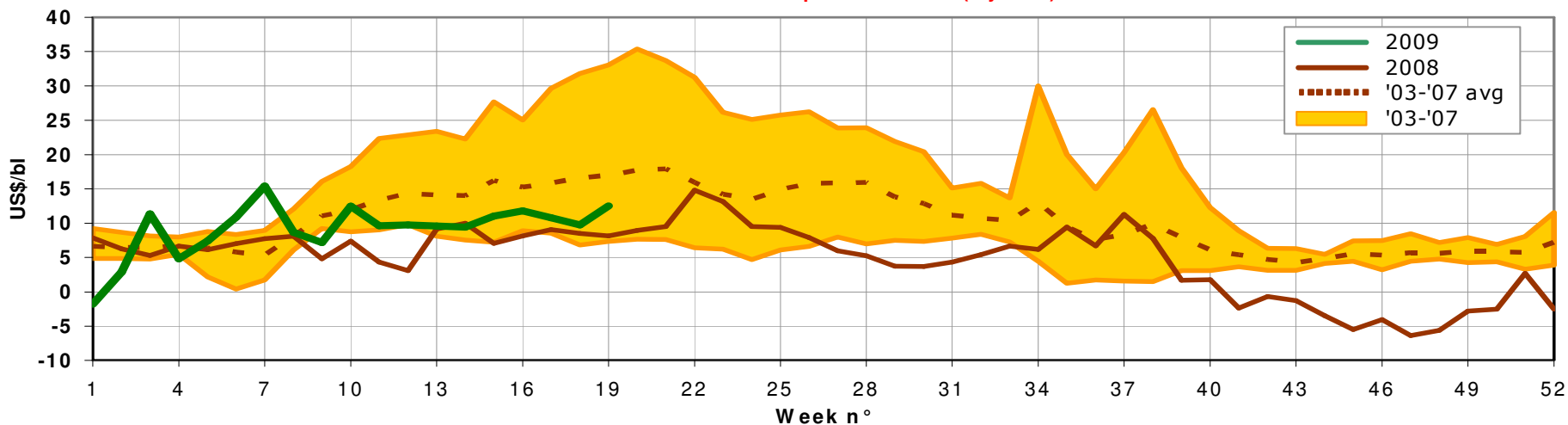
### OECD Europe: Refinery utilization



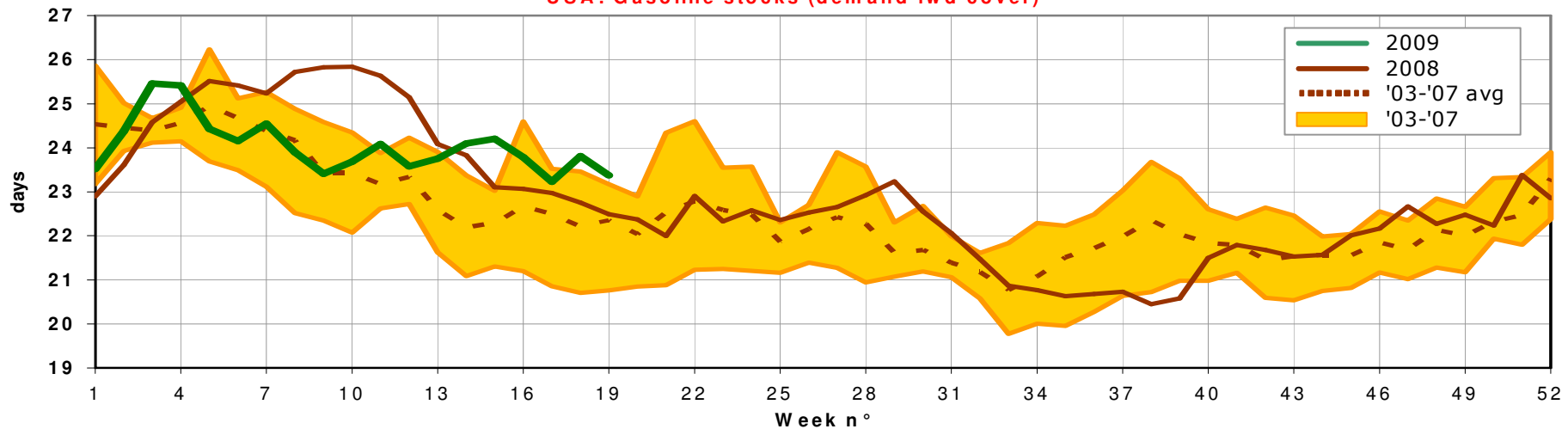


## US GASOLINE CRACK SPREADS AND STOCKS

USA: Gasoline Crack spread vs WTI (Nymex)



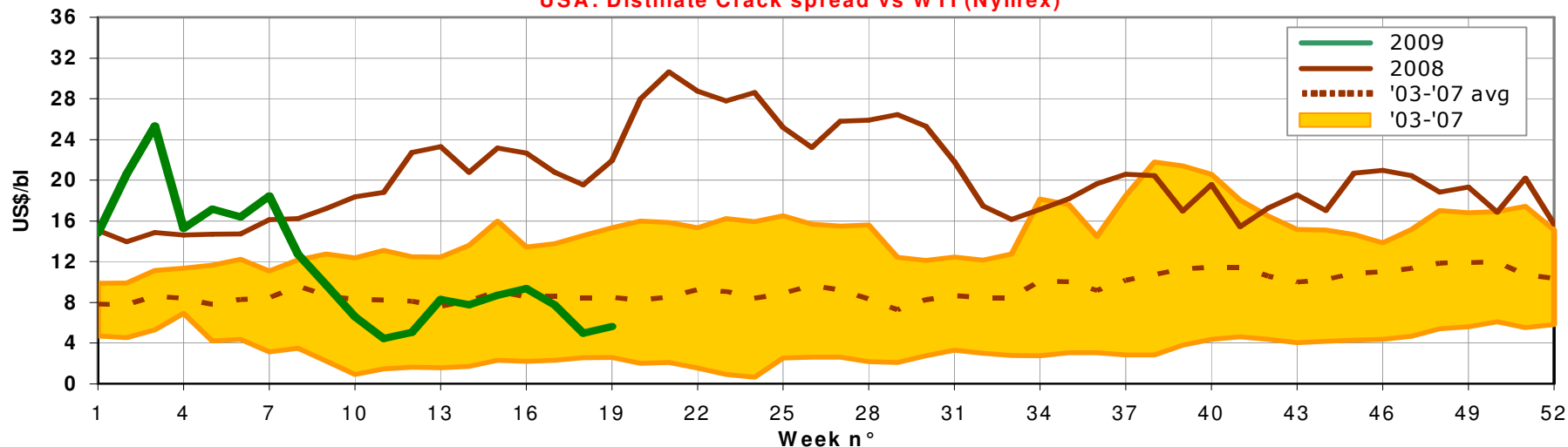
USA: Gasoline stocks (demand fwd cover)



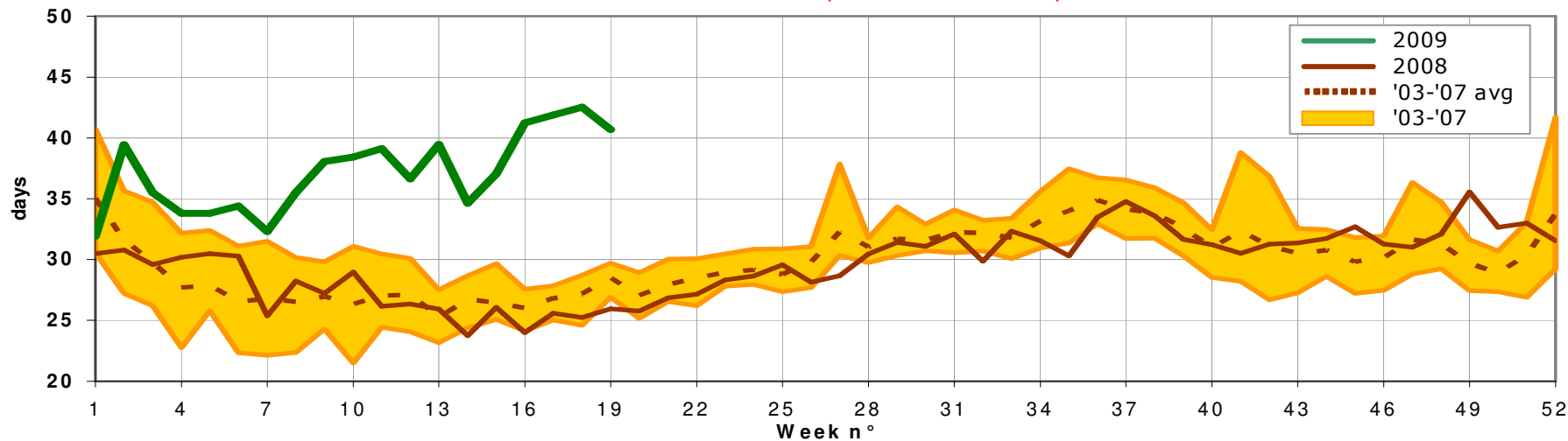


## US DISTILLATES CRACK SPREADS AND STOCKS

USA: Distillate Crack spread vs WTI (Nymex)



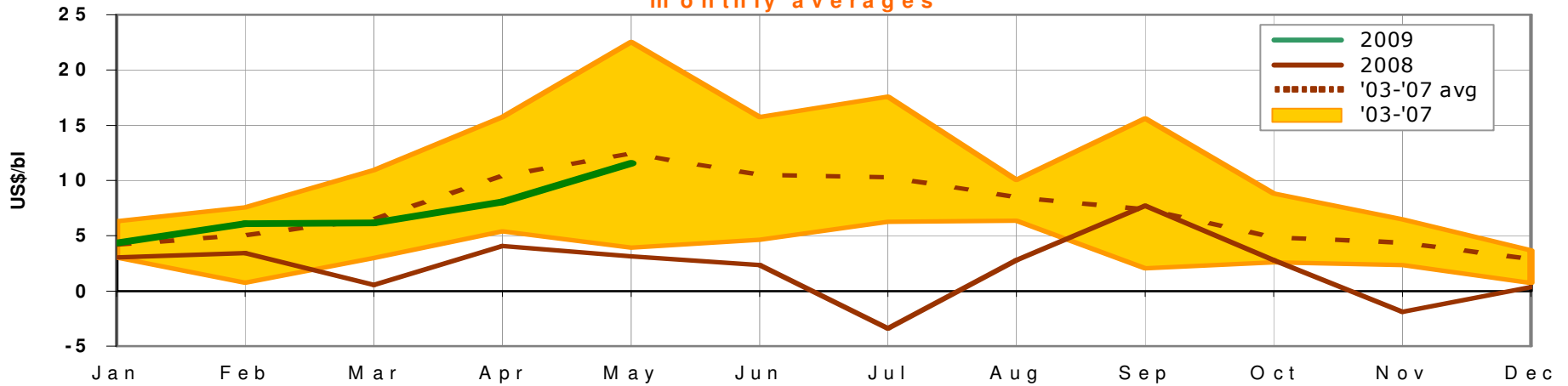
USA: Distillates stocks (demand fwd cover)



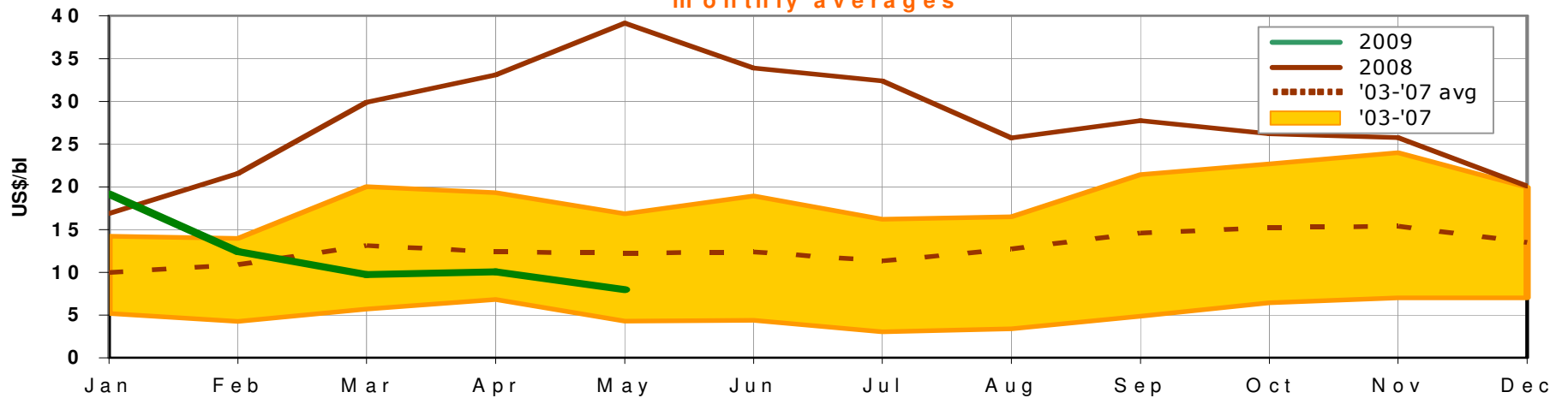


## EUROPEAN GASOLINE AND DIESEL CRACK SPREADS

Med: Gasoline Crack spread vs Brent  
monthly averages



Med: Diesel Crack spread vs Brent  
monthly averages







## REFINING MARGINS RECAP – GLOBAL

Crude prices and crack spreads vs. Brent [\$/bl]	Week ended 15 May 09	MTD	QTD	YTD	2008
Dated Brent (BFOE)	56,5	55,4	52,1	47,1	97,4
Urals Med	55,8	54,6	50,8	46,2	94,9
BRENT-URALS differential	0,7	0,8	1,2	0,9	2,5
Diesel FOB Med crack	8,0	8,3	9,4	12,3	27,7
Gasoline FOB Med crack	11,1	10,7	8,8	6,6	2,0
HSFO FOB Med crack	-6,1	-6,1	-7,4	-8,3	-24,7

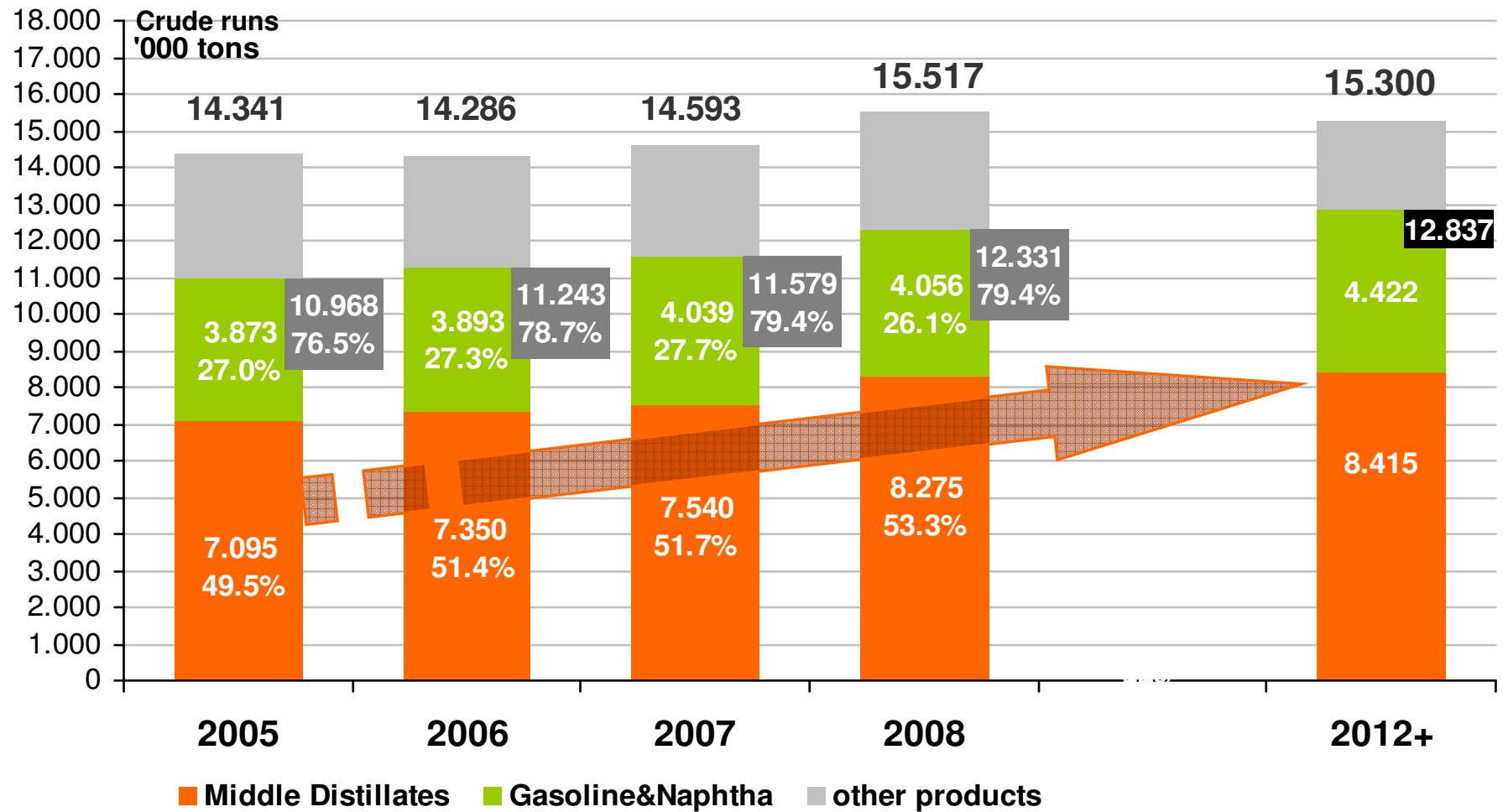
Benchmark refining margins [\$/bl]	Week ended 15 May 09	MTD	QTD	YTD	2008
EMC (benchmark for Saras) 50%Urals-50%Brent	<b>1,0</b>	<b>1,3</b>	<b>1,8</b>	<b>2,7</b>	<b>3,2</b>
NWE Cracking Brent	2,7	2,8	2,7	3,5	5,9
CIF Med Cracking Urals	2,9	3,2	3,6	4,5	6,7
USGC Cracking WTI	5,1	5,2	5,3	6,5	5,1
Singapore Cracking Dubai	0,1	0,4	1,6	2,0	4,0

- 
- Saras in a Snapshot
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## SARAS COMPLEXITY AND HIGH CONVERSION CAPACITY

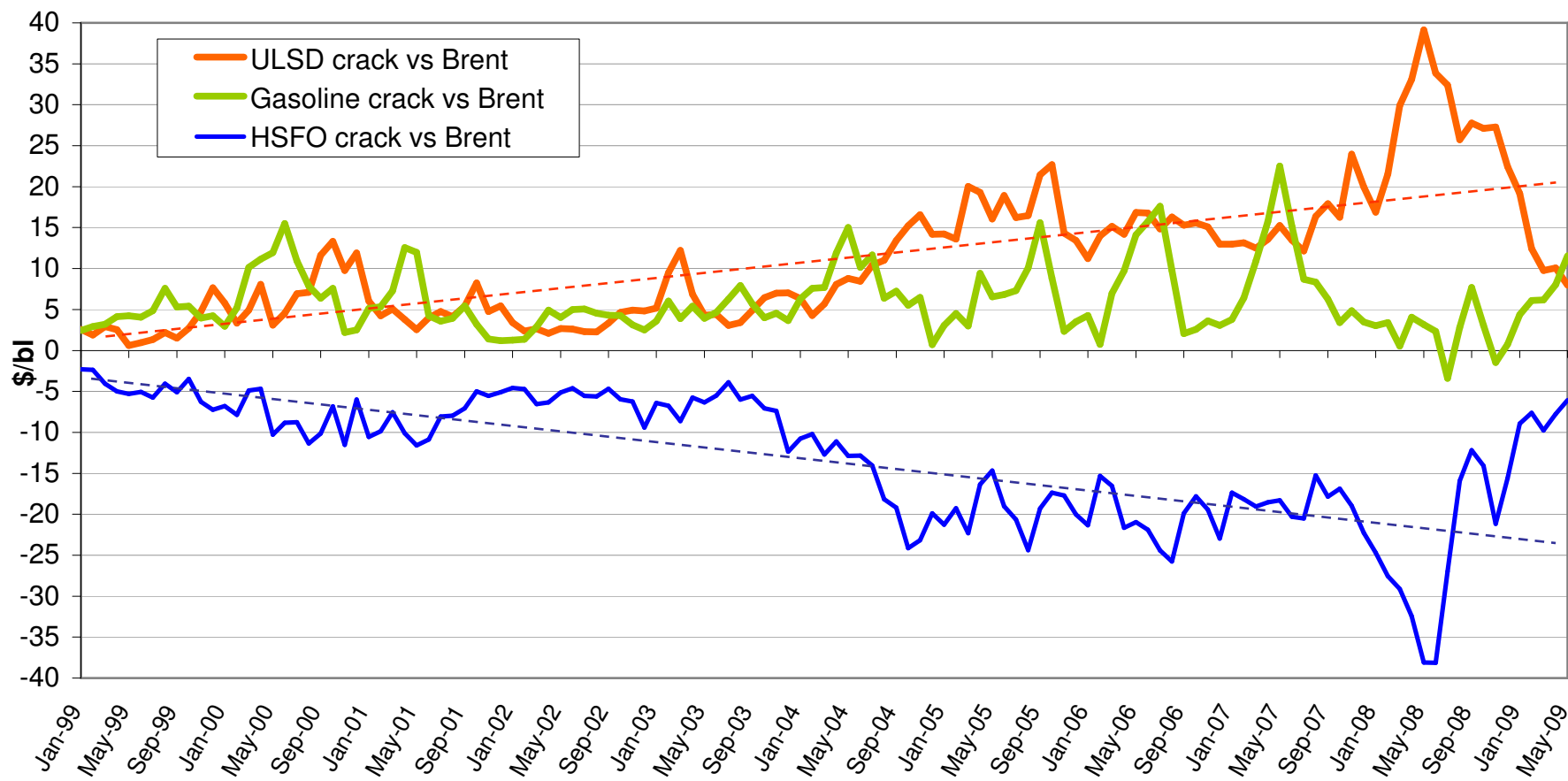
- Continuous investments in organic growth allowed Saras to become a very complex refinery, with high conversion of fuel oil in middle and light distillates





## EXPOSURE TO THE DIFFERENTIAL BETWEEN DIESEL AND FUEL OIL CRACKS

- Large differentials between middle distillates and fuel oil prices play in favour of Saras
- Over the past years, the above mentioned differential has progressively widened, thus enhancing Saras competitive advantage vs. less complex refiners





## EMC BENCHMARK

- In order to monitor and compare its performance, Saras has chosen a refining margin benchmark produced by EMC(\*)
- This EMC benchmark represents the profitability of a mid-complexity coastal refinery in the Med, and is based on the following assumptions:
  - ✓ 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 mid-complexity refinery in the MED area
- It is important to highlight that the EMC benchmark is a refining margin after variable costs

**emc**

ENERGY MARKET CONSULTANTS (UK) LTD

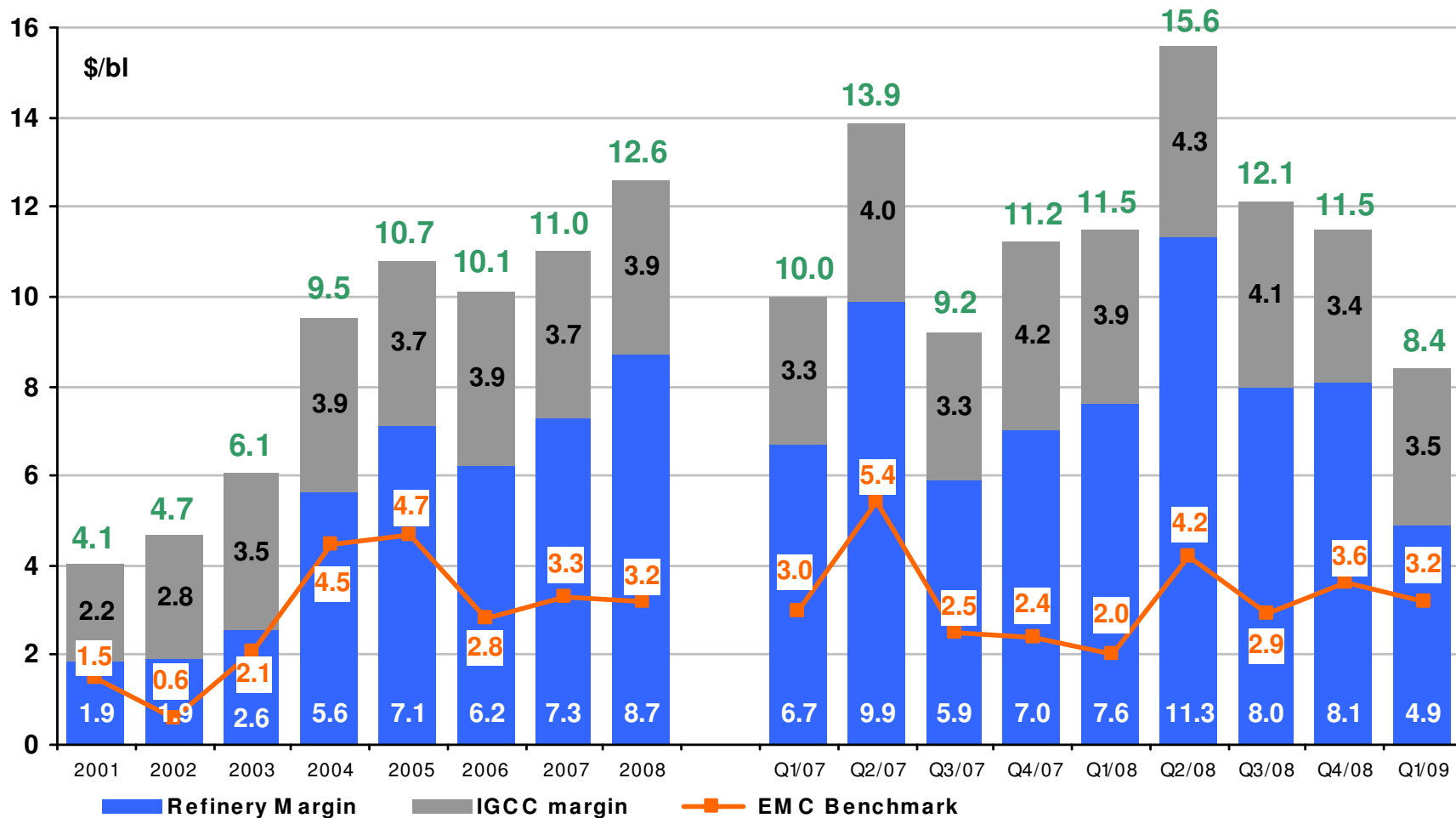
(\*) EMC – Energy Market Consultants: based in London, and founded in 1989 by a group of dedicated consultants with extensive experience in the Oil, Gas and Energy sectors ([www.fgenergymc.com](http://www.fgenergymc.com))

Part of  
**FACTS GLOBAL ENERGY**  
GROUP OF COMPANIES



## SARAS PERFORMANCE VS. EMC BENCHMARK

- Premium above benchmark has been increasing over the years
- Power generation and processing contracts provide stability of returns



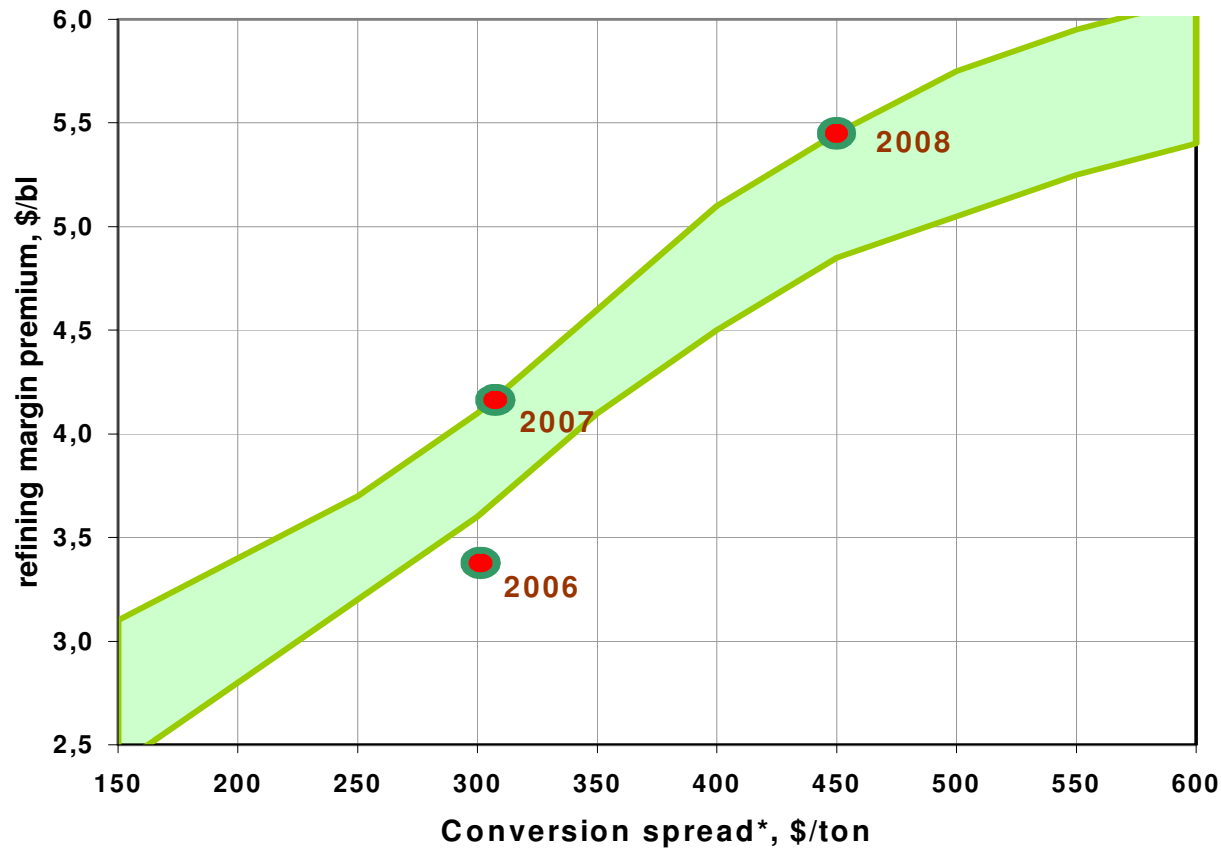




## GUIDANCE FOR REFINING MARGIN

- Saras premium above the EMC benchmark is strongly linked to the diesel-fuel oil price differential, although this is not the only factor
- The graph below provides guidance on Saras refining premium

Saras: Updated guidance for refining margin premium above EMC benchmark



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



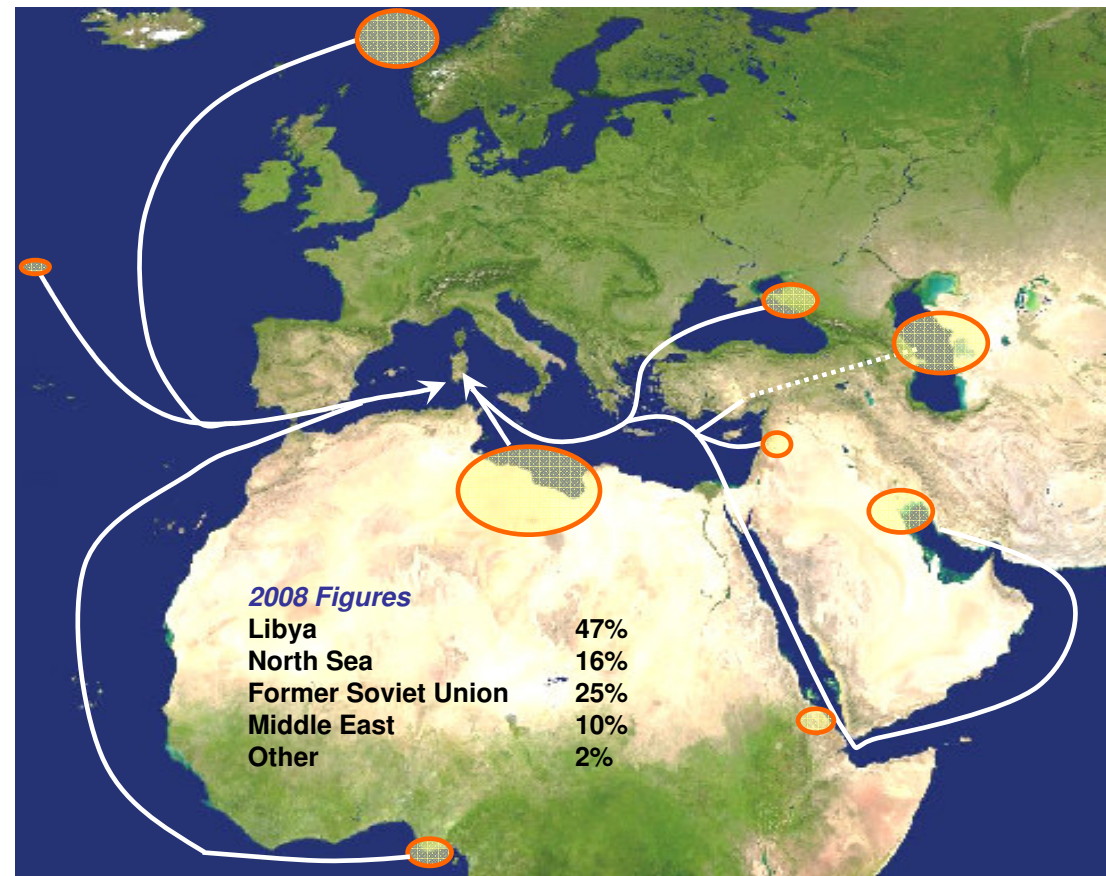
## FLEXIBILITY AS A FURTHER SOURCE OF COMPETITIVE ADVANTAGE

- Flexible refinery configuration allows to run simultaneously up to 5 different crudes
- Technological enhancements to our processing units and improved logistic infrastructure offer the possibility to run “unconventional” crudes (higher value)
- Strategic location, in the center of the Mediterranean Sea, enhances flexibility of supply

- During 2008, Saras run twenty types of crude, very different in nature and origin

...crude supply is not a constraint but an opportunity and an important way to maximize returns

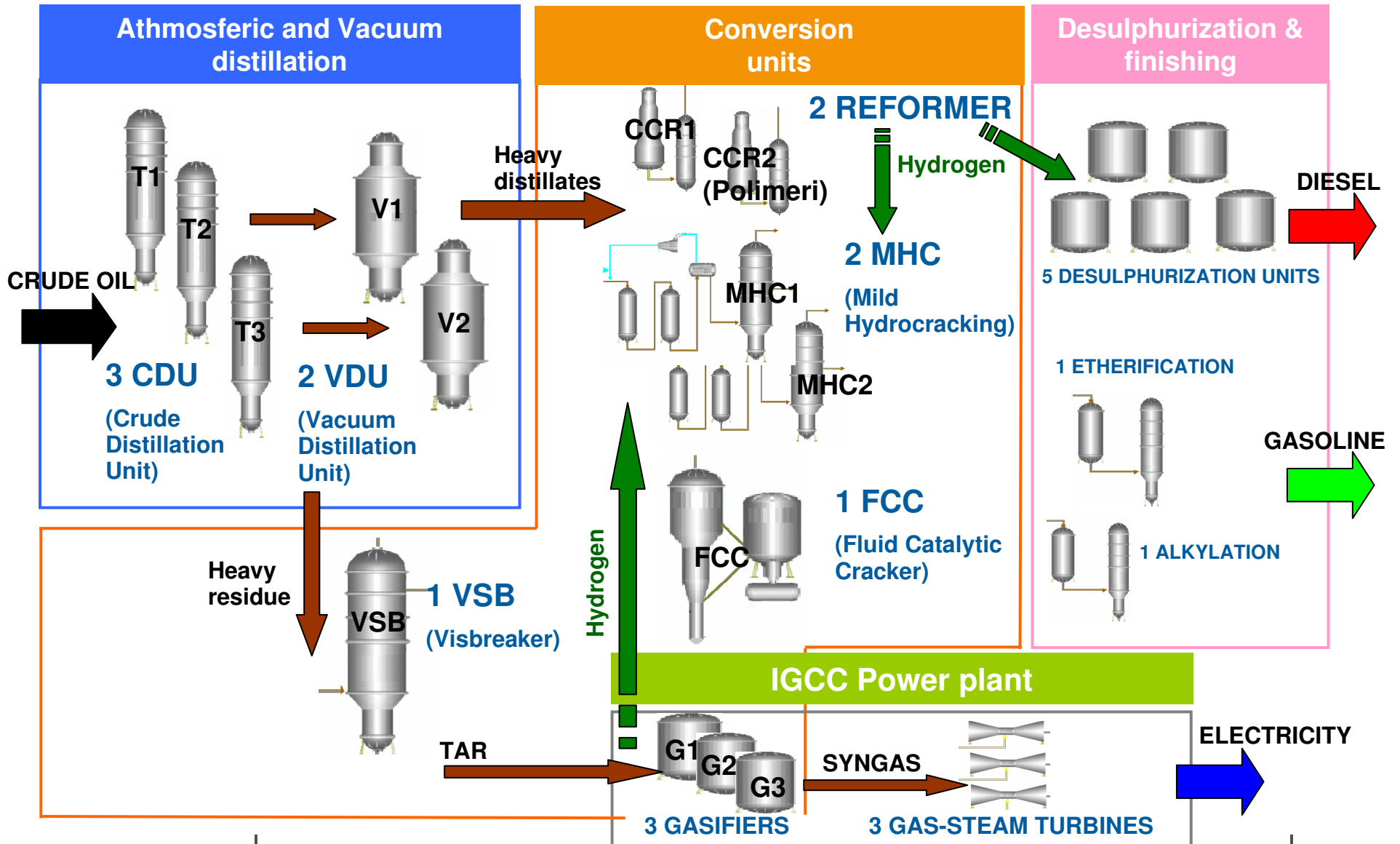
Saras 2008 main crude sources



- 
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## REFINERY CONFIGURATION





## REFINERY STRUCTURE AND NELSON COMPLEXITY INDEX

Process Unit	Capacity (barrels per calendar day)	Nelson Complexity Index (*)	Complexity barrels
Atmospheric Distillation	300,000	1.0	300,000
Vacuum Distillation	105,000	2.0	210,000
Visbreaking	41,000	2.75	112,750
Distillate Cracking (FCC)	86,000	6.0	516,000
Cat Reforming (CCR)	29,000	5.0	145,000
Distillate Hydrocracking	115,000	6.0	690,000
Hydrotreating	107,000	2.5	267,500
Alkylation	8,000	10.0	80,000
Oxygenates (TAME)	7,000	10.0	70,000
Hydrogen/PSA (MMcfd)	62,000	1.0	62,000
<b>TOTAL COMPLEXITY</b>		<b>8.2</b>	<b>2,453,250</b>
Gasification	20,000	12.0	240,000
<b>TOTAL with Gasification</b>		<b>9.0</b>	<b>2,693,250</b>
BTX Plant	12,000	15.0	180,000
Semi-regenerative Reformer	17,000	5.0	85,000
<b>TOTAL with Gasification &amp; PetChem</b>		<b>9.9</b>	<b>2,958,250</b>

(\*) Nelson Complexity Index is a measure of secondary conversion capacity in comparison to the primary distillation capacity of any refinery. It is an indicator of the investment intensity of a refinery (and consequently its value addition potential). Atmospheric distillation units have a factor of one, while all other units are rated in terms of their costs relative to the primary distillation



## STORAGE AND MARINE TERMINAL

	Nr. of tanks	barrels	Cubic metres
CRUDE OIL	13	8,114,100	1,290,000
GASOLINE	35	5,012,500	796,900
KEROSENE	11	713,900	113,500
GASOIL	35	4,365,260	694,000
FUEL OIL	31	5,541,490	881,000
LPG AND PENTANES	37	375,500	59,700
<b>TOTAL</b>	<b>162</b>	<b>24,122,800</b>	<b>3,835,100</b>

### 11 BERTHS :

- 9 berths for product loadings & discharge
- 2 deep sea berths (crude oil vessels up to 300,000 SDWT)

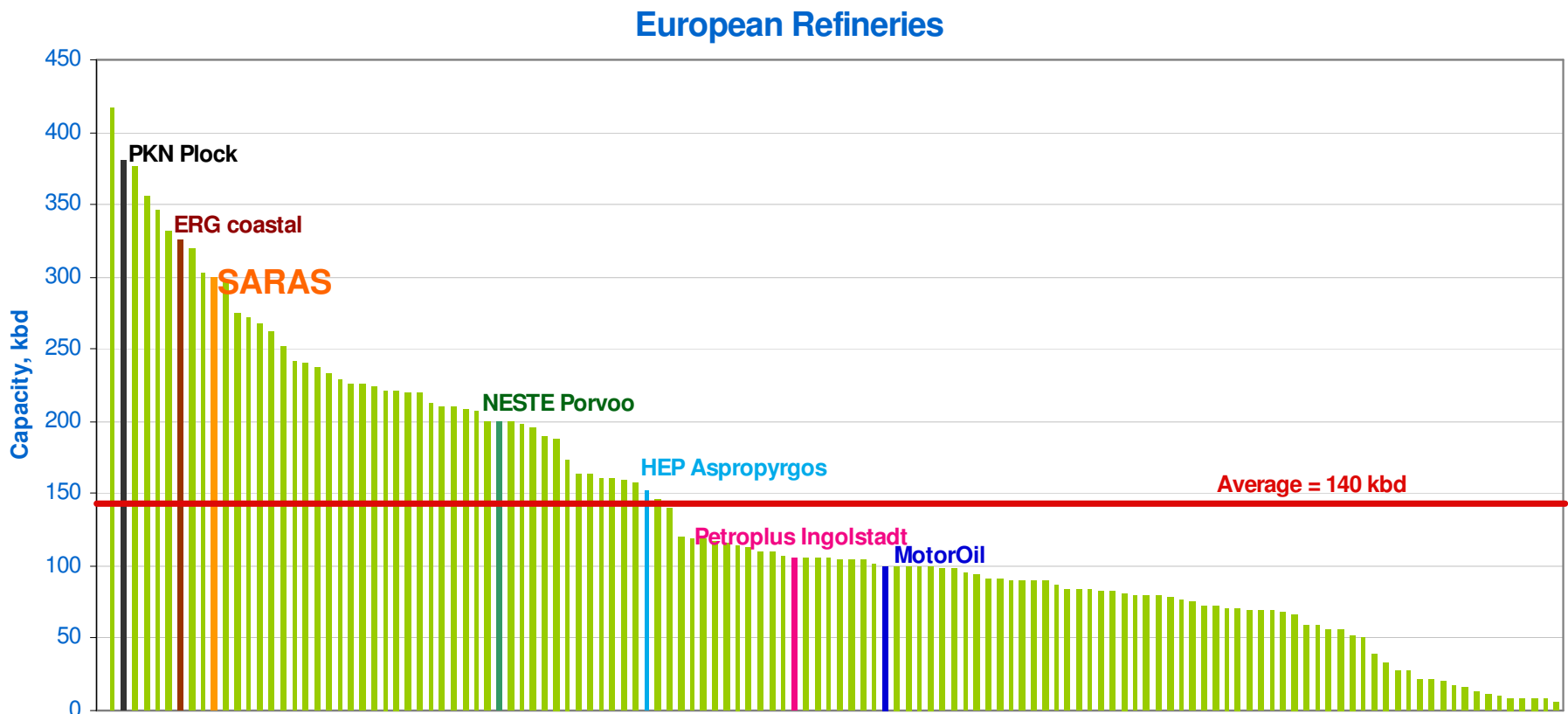






## REFINERY RANKING BY CAPACITY

The 10th largest European refinery with its 300,000 bcd capacity, more than twice the average European size

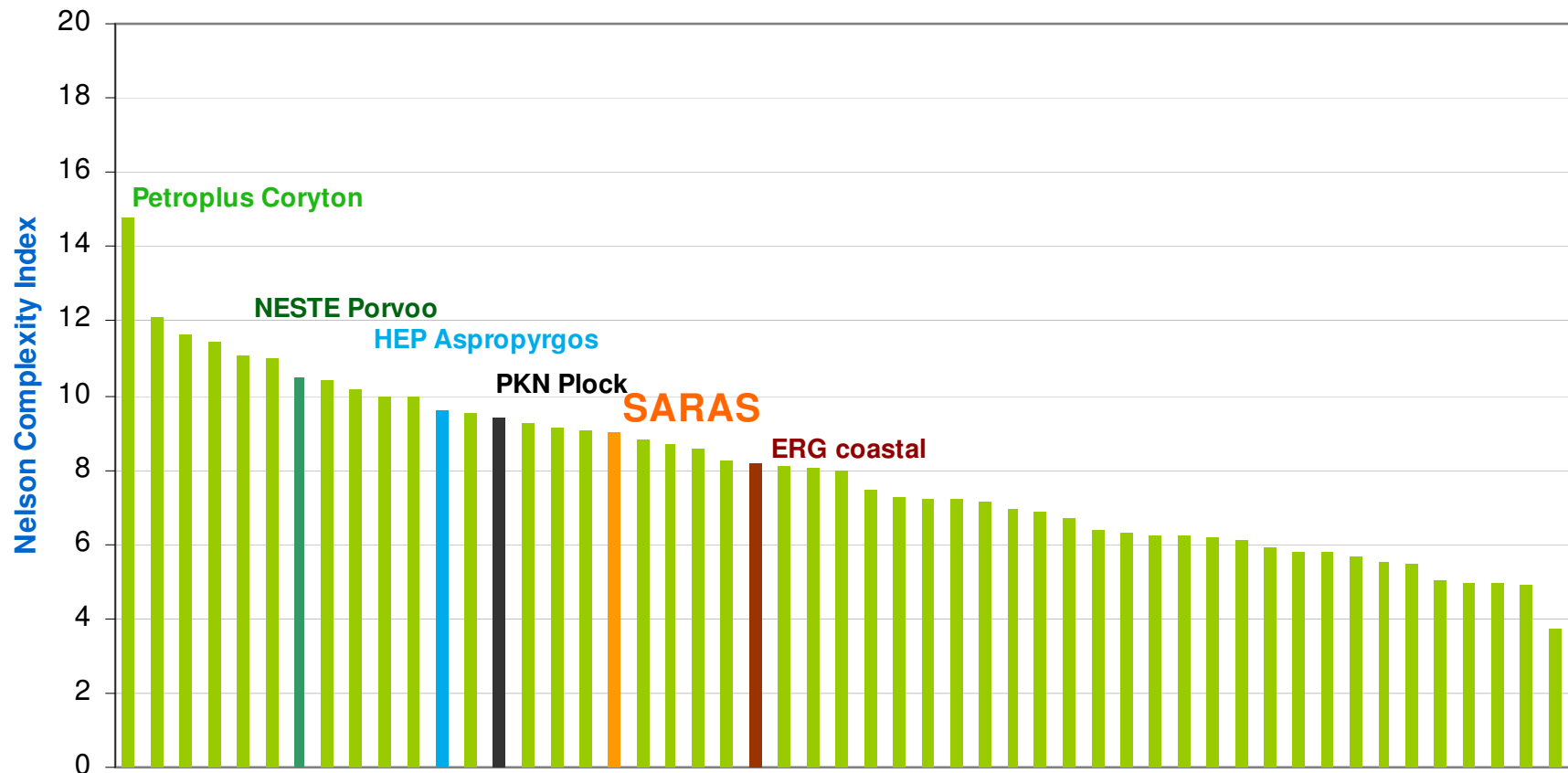




## REFINERY RANKING BY COMPLEXITY

The 18<sup>th</sup> most complex refinery according to Nelson Complexity Index (9.0), among European refineries with above-average capacity (>140,000 bcd)

Nelson Index for European refineries with at least 140 kbd capacity (i.e. European average)



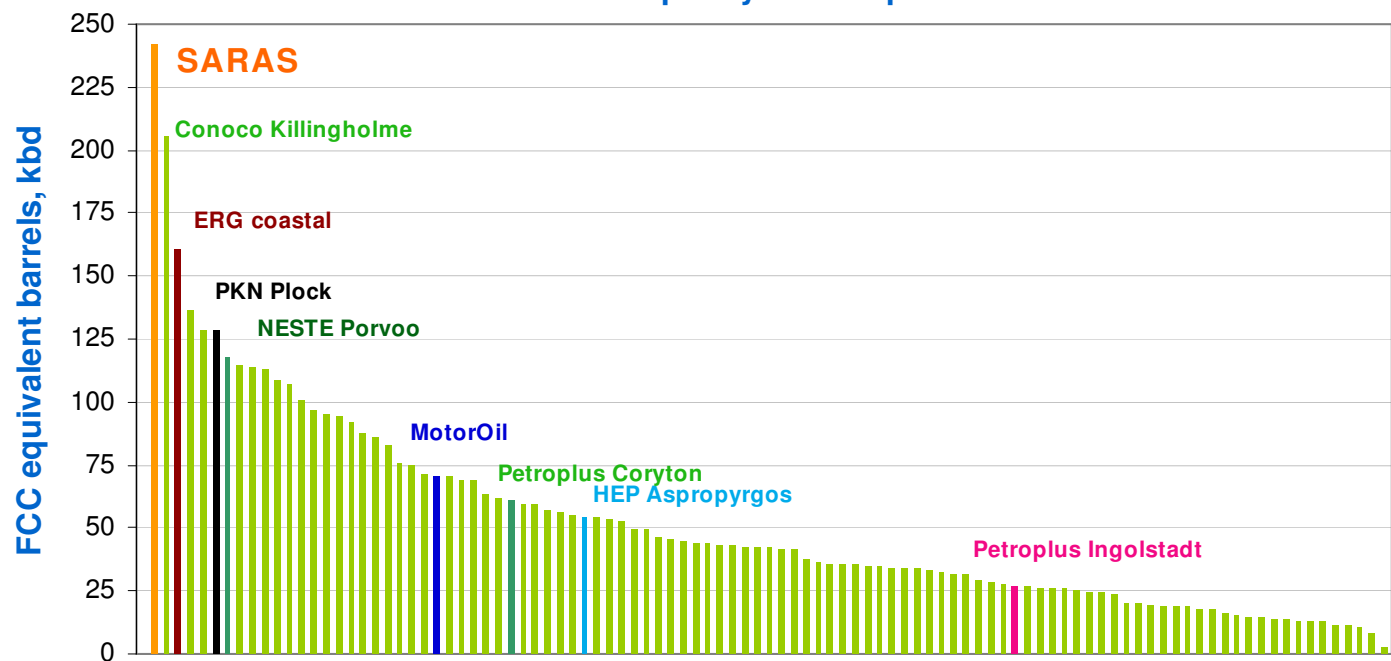


## REFINERY RANKING BY “FCC EQUIVALENT” INDEX

Process Unit	Capacity (bpcd)	FCC Equivalent Factor %	FCC Equivalent barrels	FCC Equivalent % on Distillation
FCC	86,000	100	86,000	28.6
Visbreaking	41,000	40	16,400	5.5
Distillate Hydrocracking	115,000	80	92,000	30.7
Gasification	20,000	240	48,000	16.0
<b>TOTAL</b>			<b>242,400</b>	<b>80.8</b>

Source: WoodMackenzie

Residue conversion capacity of European refineries



(\*) The FCC complexity index is a more appropriate representation of a refinery's conversion capacity

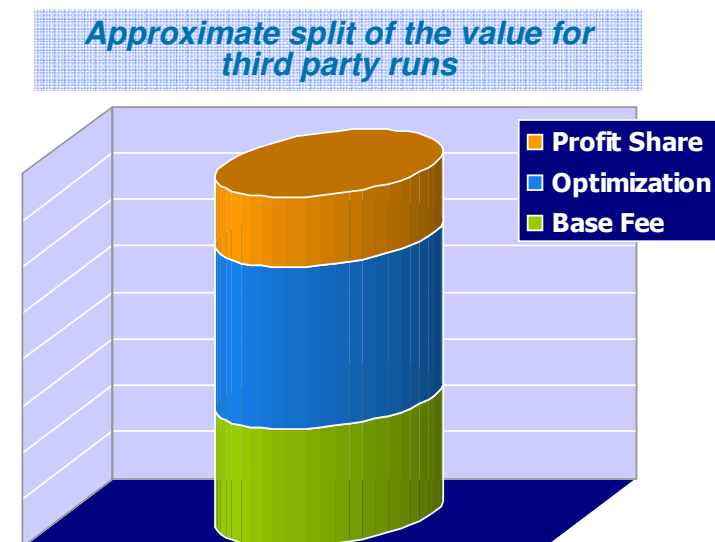


### PROCESSING CONTRACTS REDUCE WC AND STABILISE RETURNS

- A processing contract is an agreement to process 3rd party crude oil under predetermined conditions (i.e. product yields, processing fee, storage & delivery terms)
- Saras' processing contracts are grade specific and focused on certain families for which Saras has specific need/interest

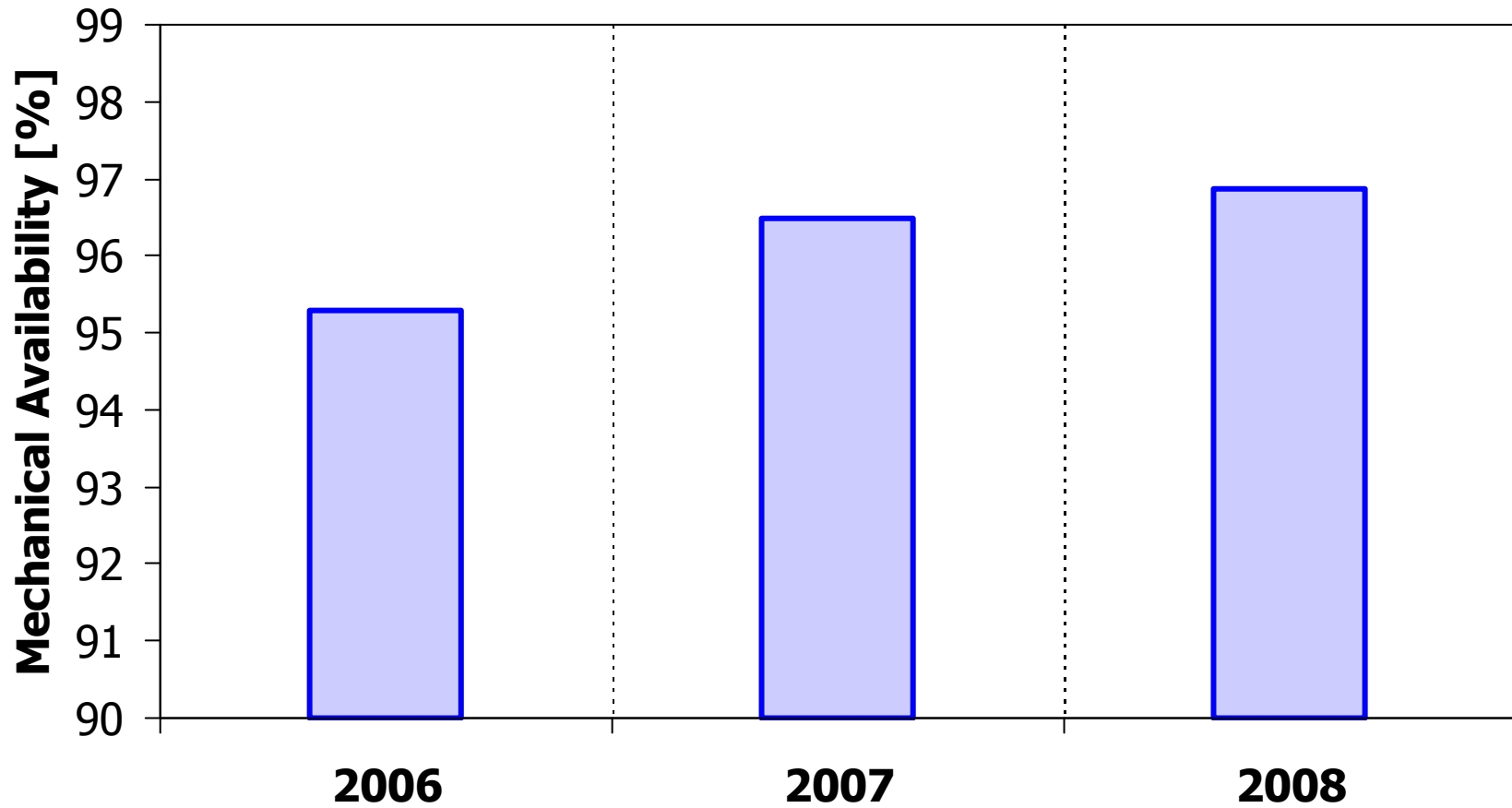
#### Advantages of processing:

- ✓ Access to special crude oils otherwise difficult to acquire
- ✓ Long term stability of supply
- ✓ Reduced Working Capital
- ✓ Stabilization of returns (equivalent to a put option on the refining margins at fraction of cost)



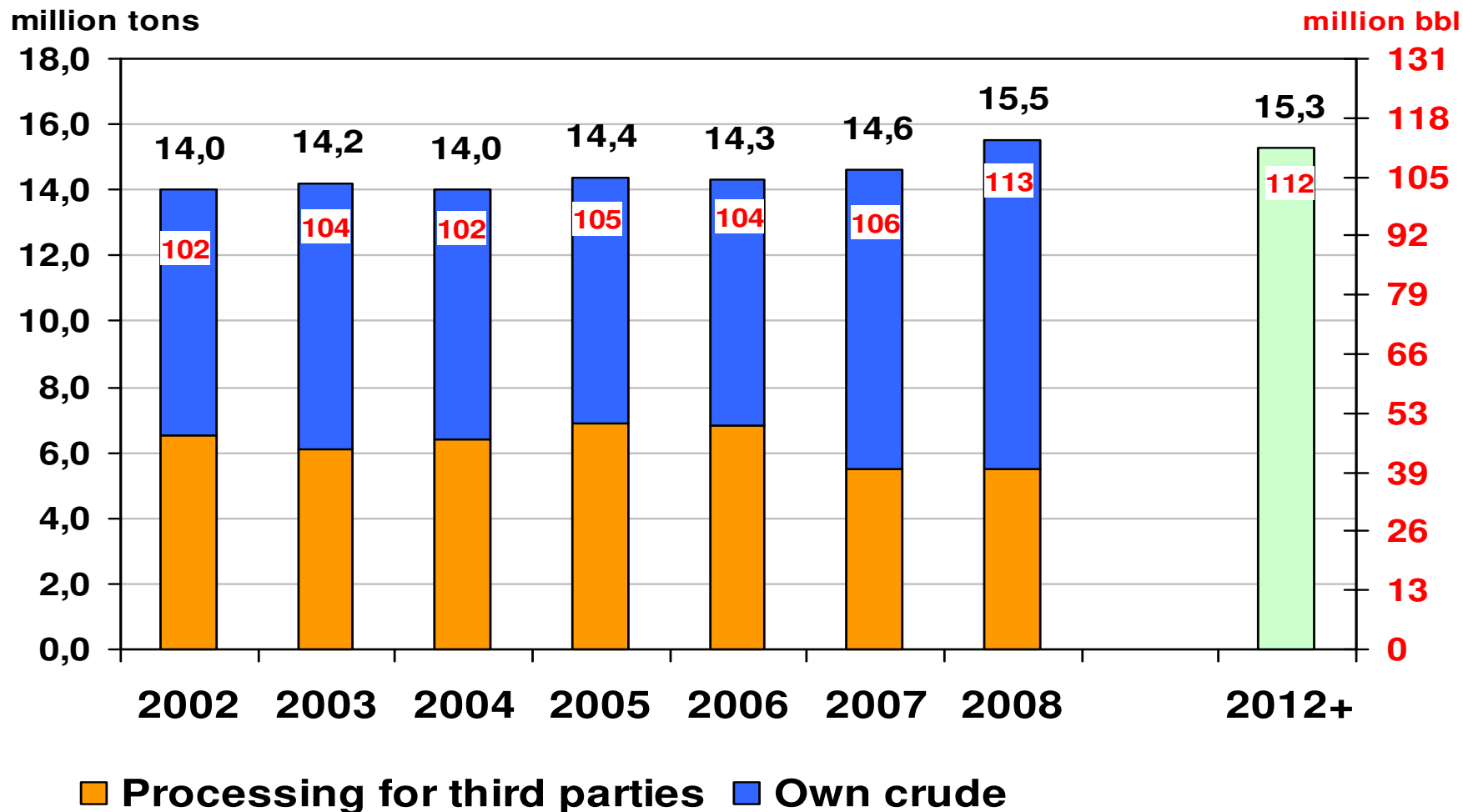


## REFINERY MECHANICAL AVAILABILITY



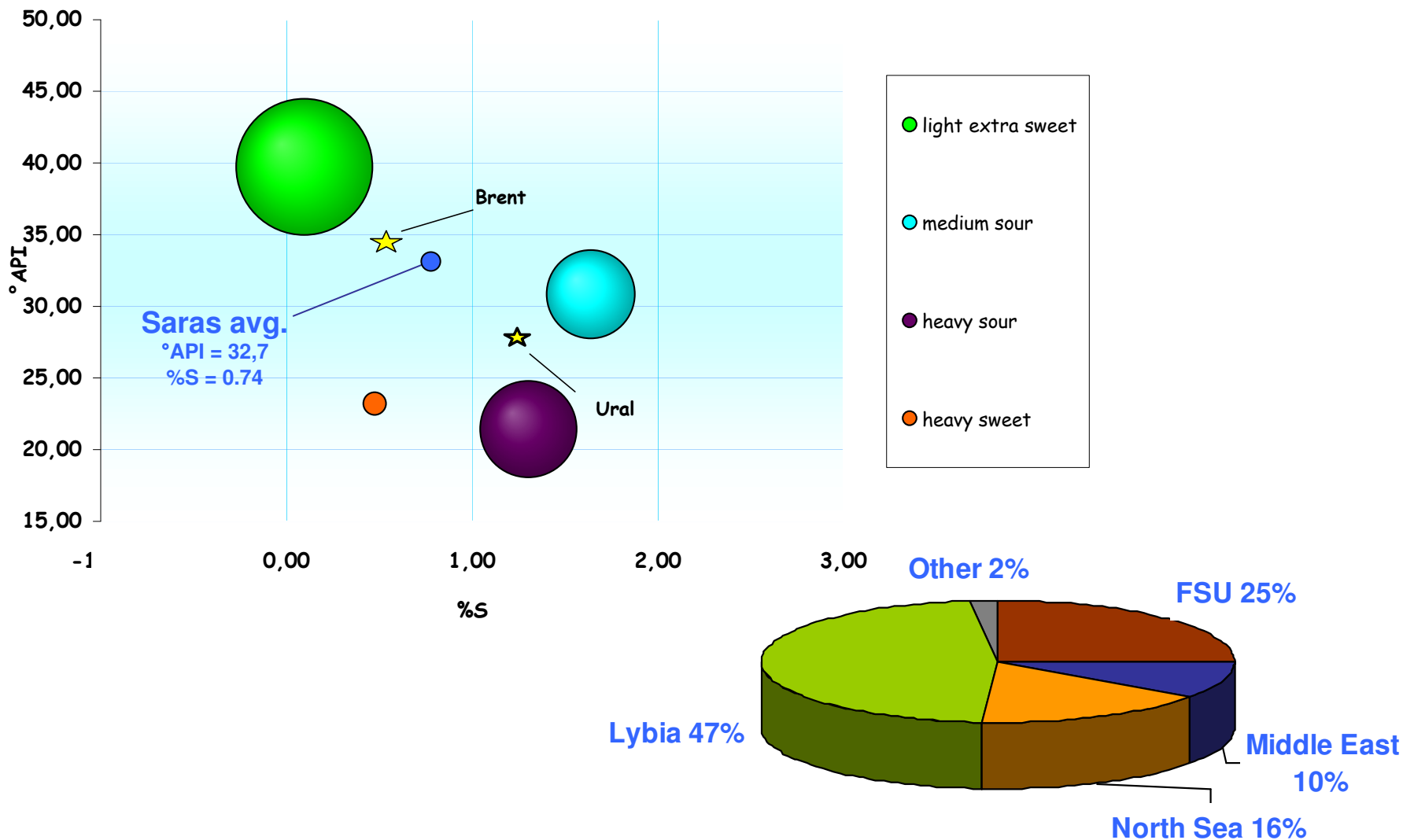


## HISTORICAL RUNS





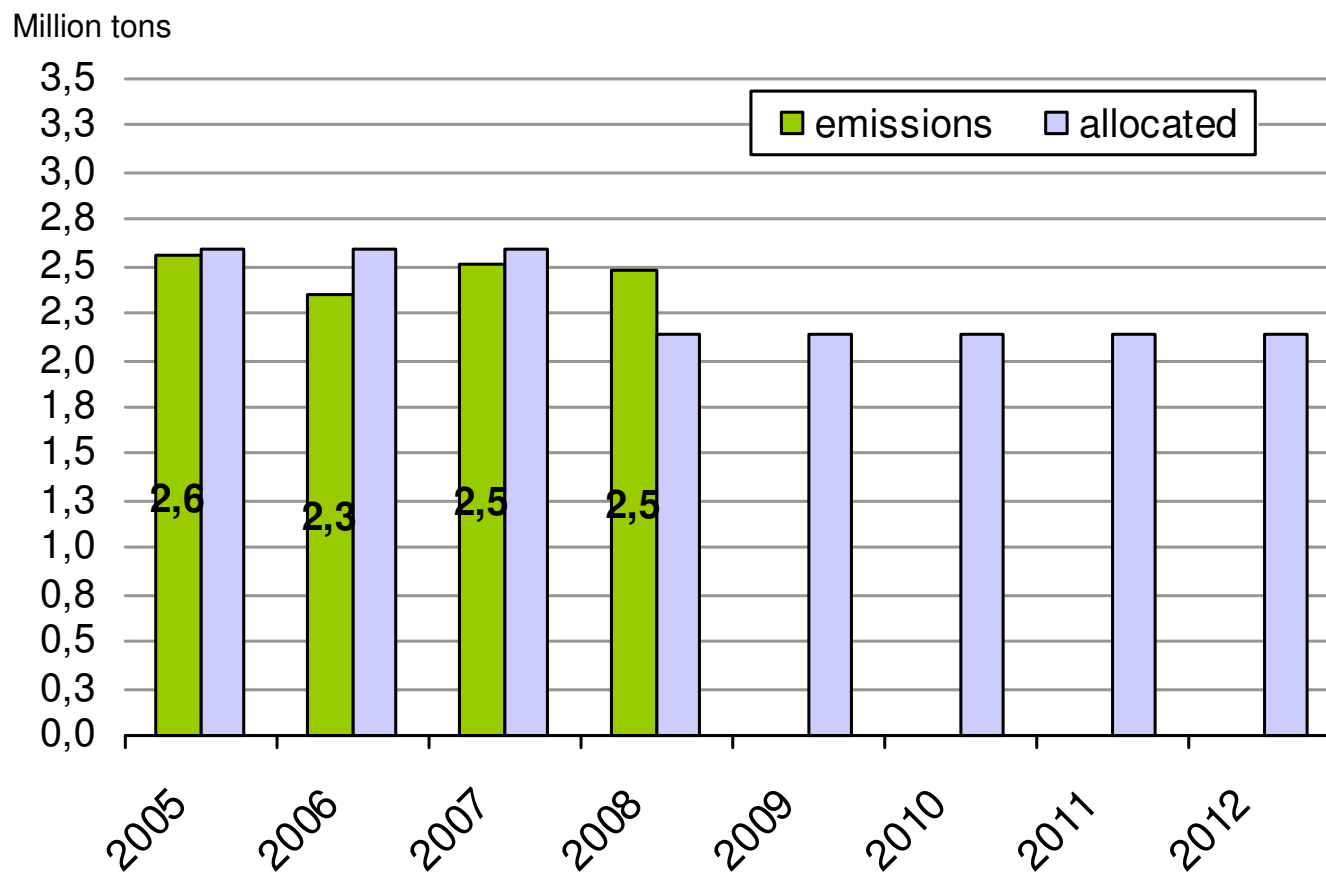
## CRUDE OIL SLATE BY GRADE AND BY ORIGIN (2008 data)







## REFINERY CO<sub>2</sub> EMISSIONS AND ALLOCATED QUOTAS





## FIXED AND VARIABLE COSTS

		2006	2007	2008	Q1/09
<b>Refinery RUNS</b>	Million barrels	104.3	106.5	113.3	27.2
<i>Exchange rate</i>	<i>EUR/USD</i>	<i>1.26</i>	<i>1.37</i>	<i>1.47</i>	<i>1.30</i>
<b>Fixed costs</b>	EUR million	<b>194</b>	<b>198</b>	<b>239</b>	<b>63</b>
	\$/bl	<b>2.4</b>	<b>2.5</b>	<b>3.1</b>	<b>3.0</b>
<b>Variable costs</b>	EUR million	<b>145</b>	<b>140</b>	<b>178</b>	<b>40</b>
	\$/bl	<b>1.8</b>	<b>1.8</b>	<b>2.3</b>	<b>1.9</b>



## REFINING & POWER – 2009 MAJOR MAINTENANCE SCHEDULE

- 2009 Maintenance in line with schedule previously communicated (impact on conversion capacity approx. 0.6 \$/bl and reduction of runs)
- FCC, Alky and Tame maintenance will enhance refinery performance as per growth plan (flexibility to run unconventional crudes, process optimisation and increase in throughput)
- No impact on Power Generation IFRS results, due to linearization procedure

		Q1/09	Q2/09 expected	Q3/09 expected	Q4/09 expected	2009 expected
<b>REFINERY</b>						
<b>PLANT</b>		<b>MHC2, Visbreaking</b>	<b>Topping 1, FCC, Tame, Alky</b>		<b>Reforming, MHC1</b>	
<b>Estimated runs</b>	<b>million tons million bbl</b>	<b>3.72 27.2</b>	<b>3.10-3.20 22.6-23.4</b>	<b>3.85-3.95 28.1-28.8</b>	<b>3.75-3.85 27.4-28.1</b>	<b>14.4-14.7 105-107</b>
<b>Loss on EBITDA due to lower conversion capacity</b>	<b>USD million</b>	<b>25</b>	<b>25</b>		<b>15</b>	<b>60-65</b>
<b>IGCC</b>						
<b>PLANT</b>		<b>1 Gasifier 1 Turbine</b>			<b>1 Gasifier 1 Turbine</b>	<b>2 Gasifiers 2 Turbines</b>
<b>Estimated power production</b>	<b>Million of MWh</b>	<b>0.90</b>	<b>1.10-1.20</b>	<b>1.10-1.20</b>	<b>1.05-1.10</b>	<b>4.15-4.40</b>



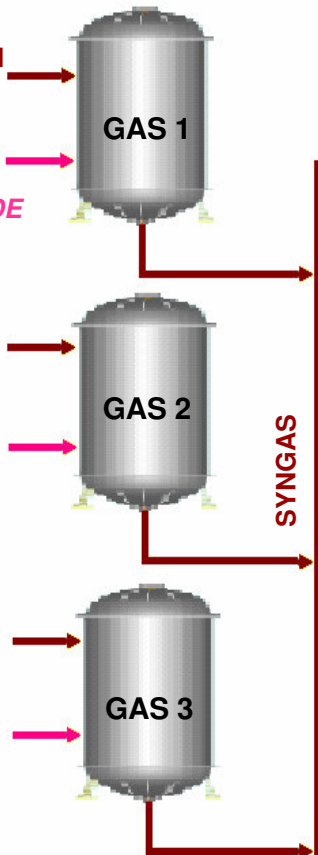
## POWER PLANT CONFIGURATION

### Deep conversion unit Gasification

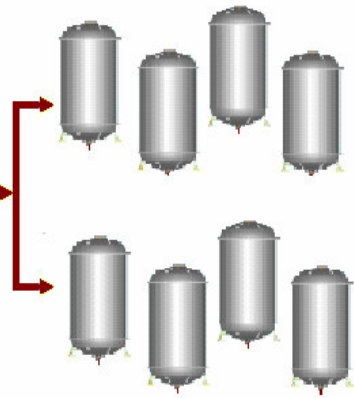
20,000 bcd

HEAVY  
VISBROKEN  
RESIDUE

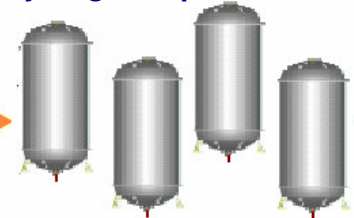
OXYGEN  
FROM  
AIR LIQUIDE  
PLANT



Syngas purification and  
sulphur removal

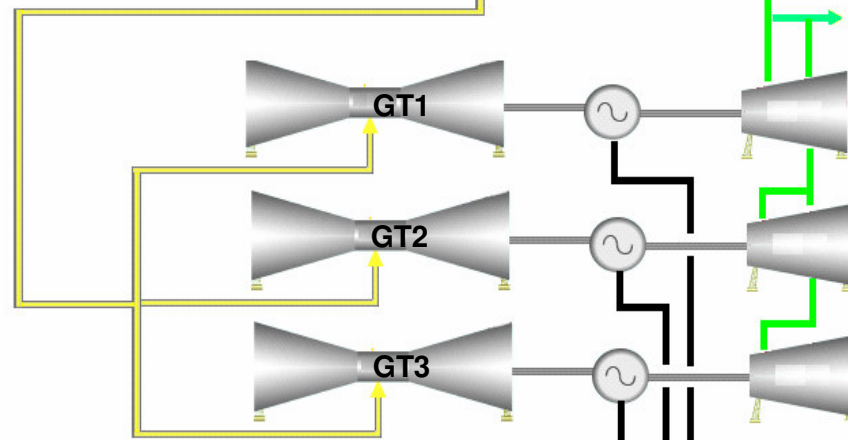


Hydrogen separation



Hydrogen  
to refinery

Steam  
to refinery

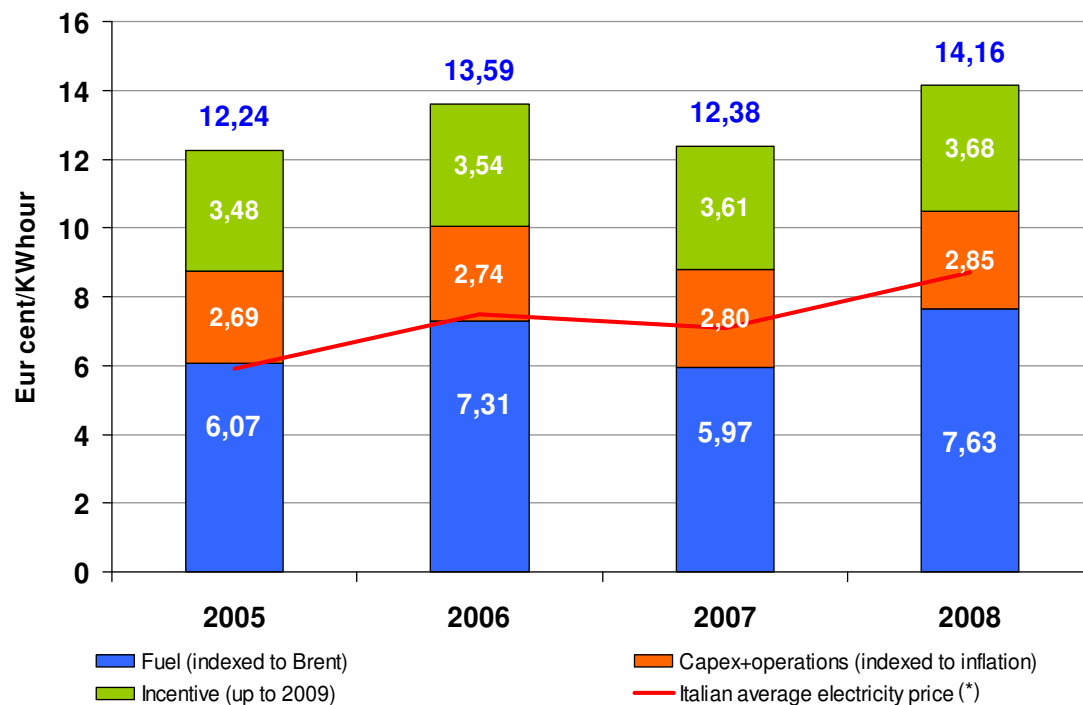


Combined Cycle Gas Turbines  
575 MW



## 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



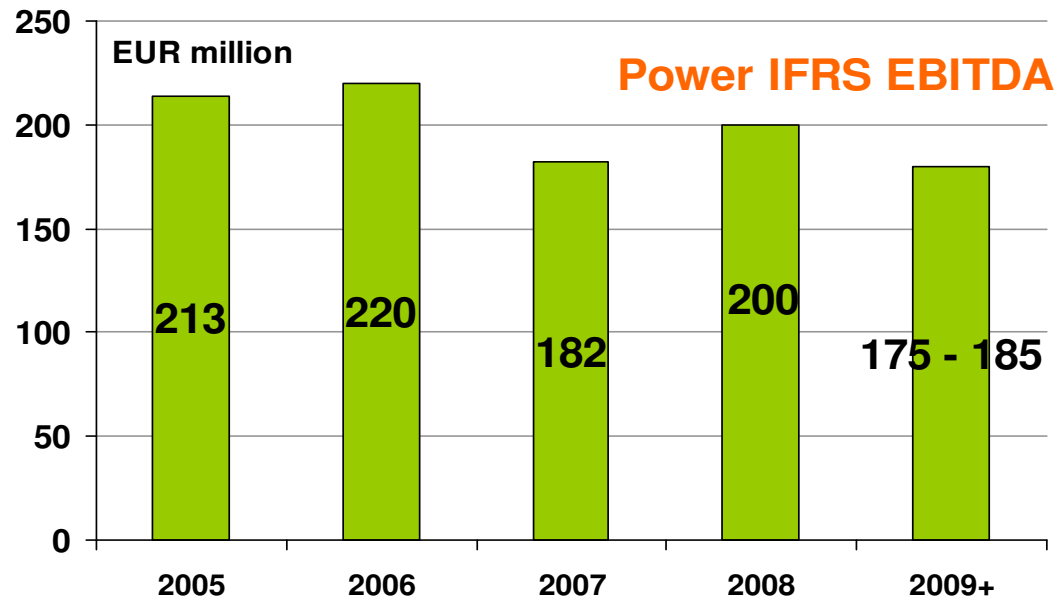
(\*) = The Italian average electricity price (PUN) can be found on the GME website at: [www.mercatoelettrico.org](http://www.mercatoelettrico.org)

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



## GUIDANCE FOR FUTURE YEARS

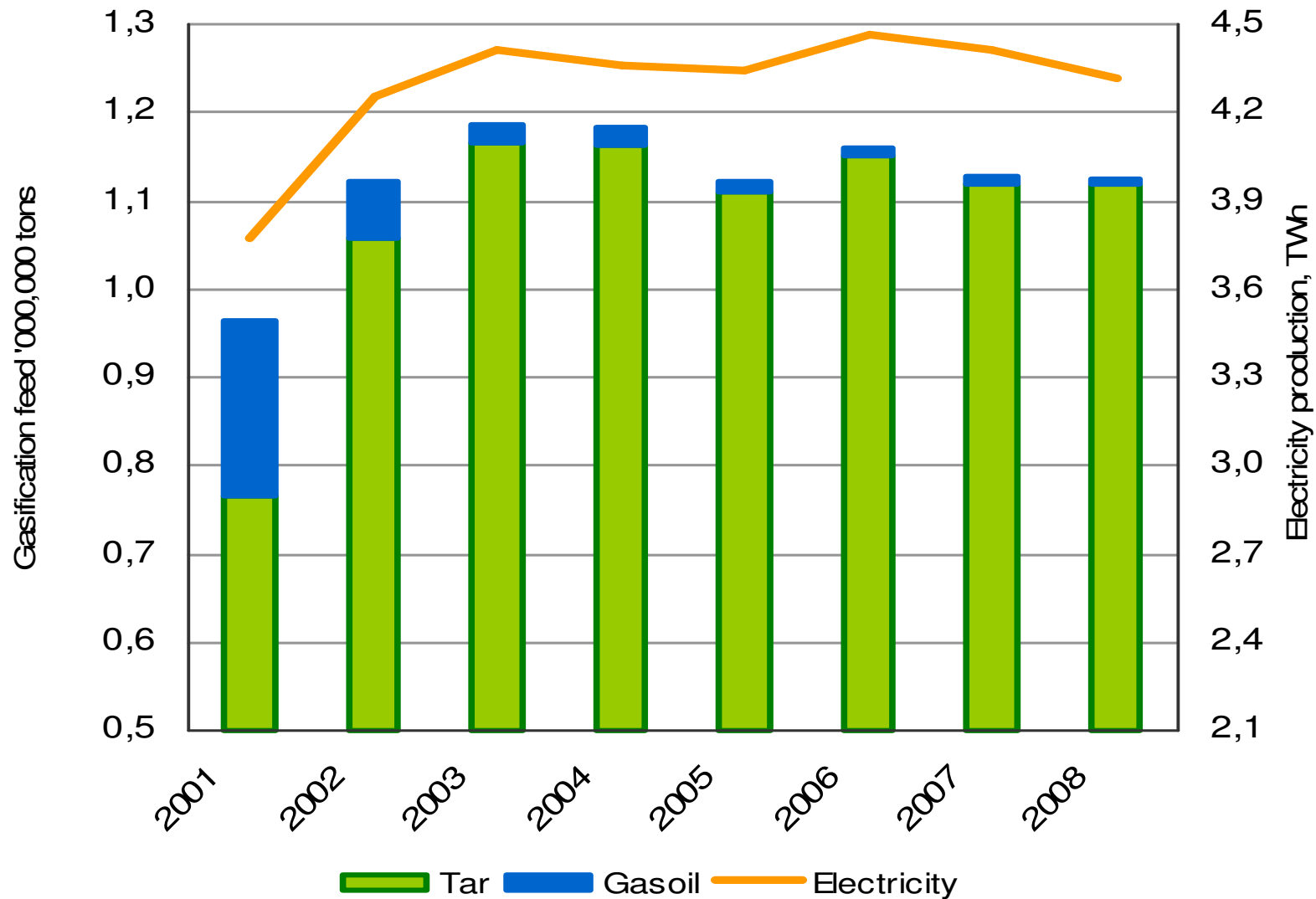
- Sarlux activities have been classified under IFRS as an operating lease. Results are “linearised” for the duration of the contract, and are therefore very steady, not reflecting the proper cash generation
- **2009 IFRS EBITDA:** expected to be around EUR 175-185 million, on the basis of a long term 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

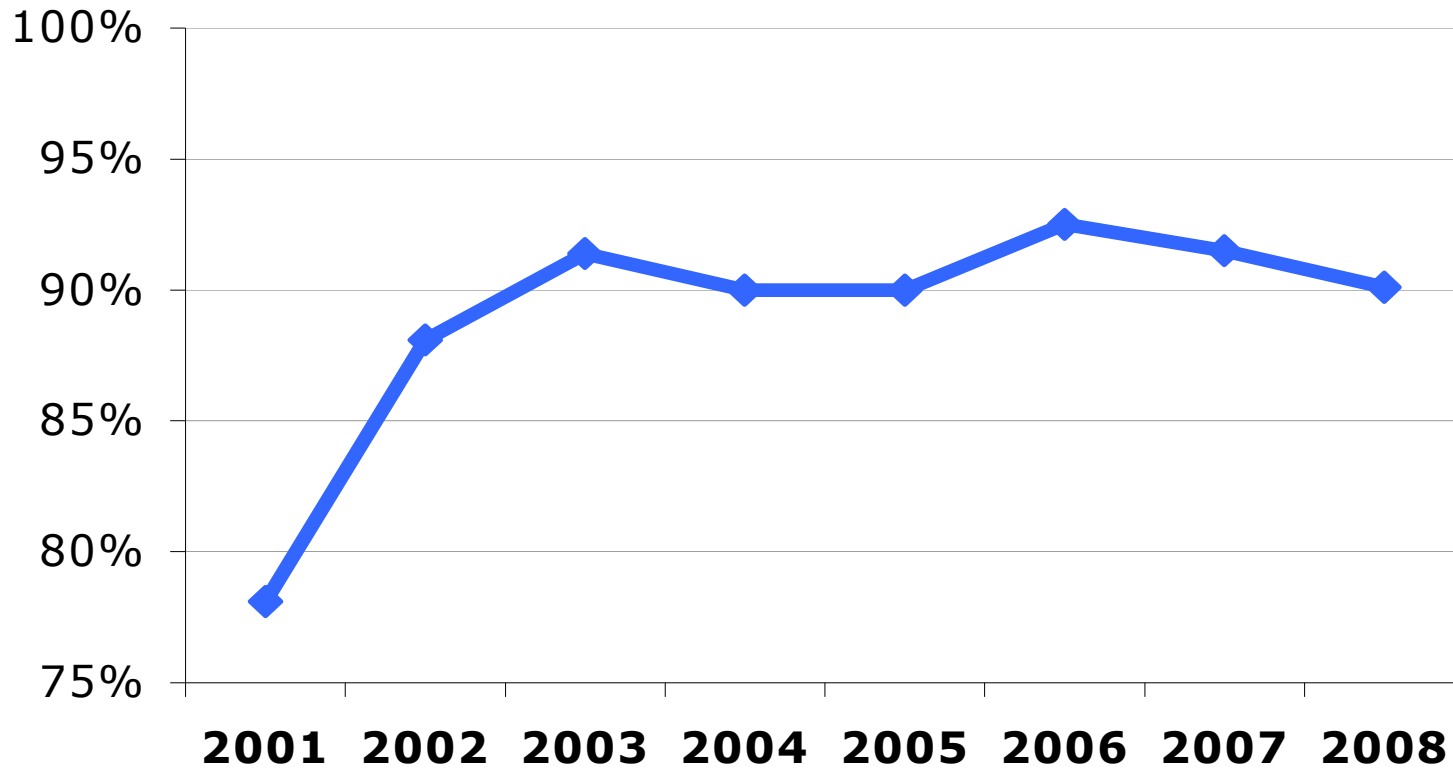


## PRODUCTION AND FEEDSTOCK CONSUMPTION





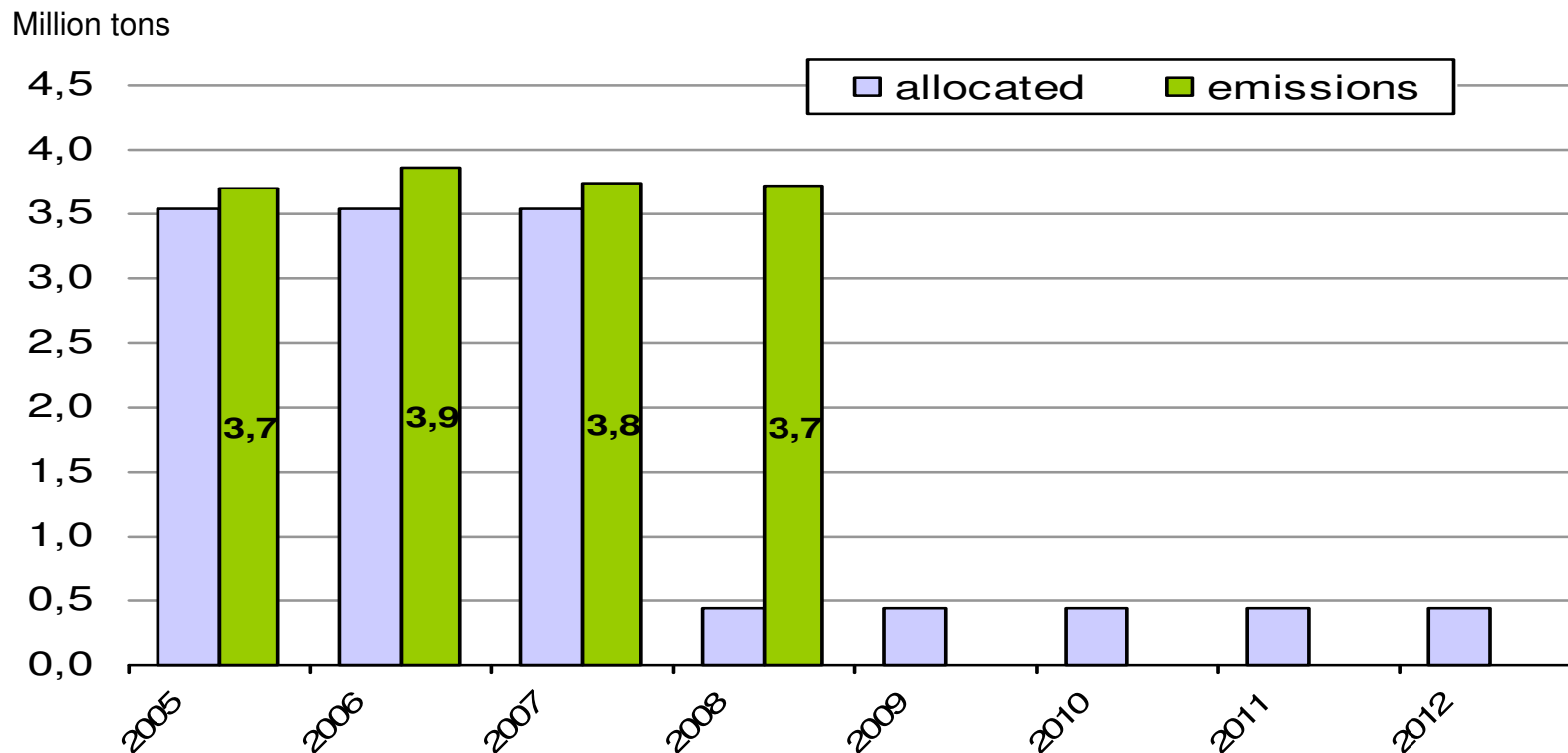
## MECHANICAL AVAILABILITY







## 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 confirmed reimbursement of CO<sub>2</sub> costs, for the entire duration of the CIP6 contract, with the Resolution n. 77/08 issued on 11th Jun 2008



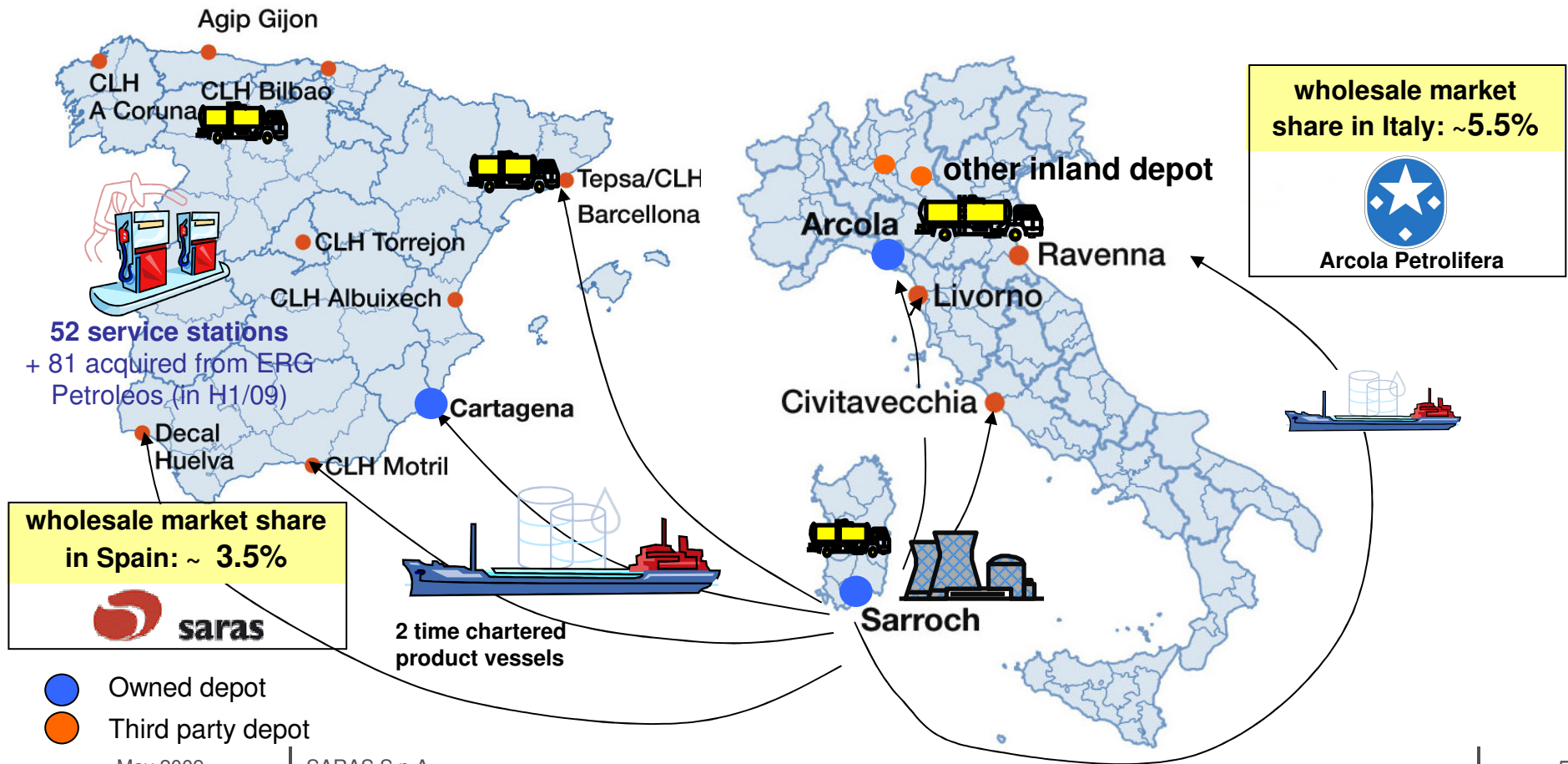
## FIXED AND VARIABLE COSTS – IT GAAP

		2006	2007	2008	Q1/09
<b>Refinery RUNS</b>	Million barrels	104.3	106.5	113.3	27.2
<b>Power production</b>	MWh/1000	4,467	4,414	4,318	897
<i>Exchange rate</i>		<i>1.26</i>	<i>1.37</i>	<i>1.47</i>	<i>1.30</i>
<b>Fixed costs</b>	EUR million	<b>107</b>	<b>104</b>	<b>102</b>	<b>28</b>
	\$/bl	<b>1.2</b>	<b>1.3</b>	<b>1.3</b>	<b>1.4</b>
	EUR/MWh	24	24	24	31
<b>Variable costs</b>	EUR million	<b>65</b>	<b>67</b>	<b>78</b>	<b>14</b>
	\$/bl	<b>0.8</b>	<b>0.9</b>	<b>1.0</b>	<b>0.7</b>
	EUR/MWh	15	15	18	16



## 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
<b>SPAIN</b>	2,206	680	652	733	740	2,804	746	692	694	721	2,845	705
<b>ITALY</b>	1,013	255	268	261	318	1,102	286	275	292	324	1,176	308
<b>TOTAL</b>	<b>3,219</b>	<b>934</b>	<b>920</b>	<b>994</b>	<b>1,057</b>	<b>3,906</b>	<b>1,032</b>	<b>967</b>	<b>986</b>	<b>1,045</b>	<b>4,030</b>	<b>1,013</b>





### DEPOTS AND RETAIL NETWORK

**Cartagena (Spain):** 112,000 cubic meters

**Arcola (Italy):** 200,000 cubic meters

**Sagunto (Spain):** 260,000 cubic meters – in final permitting phase

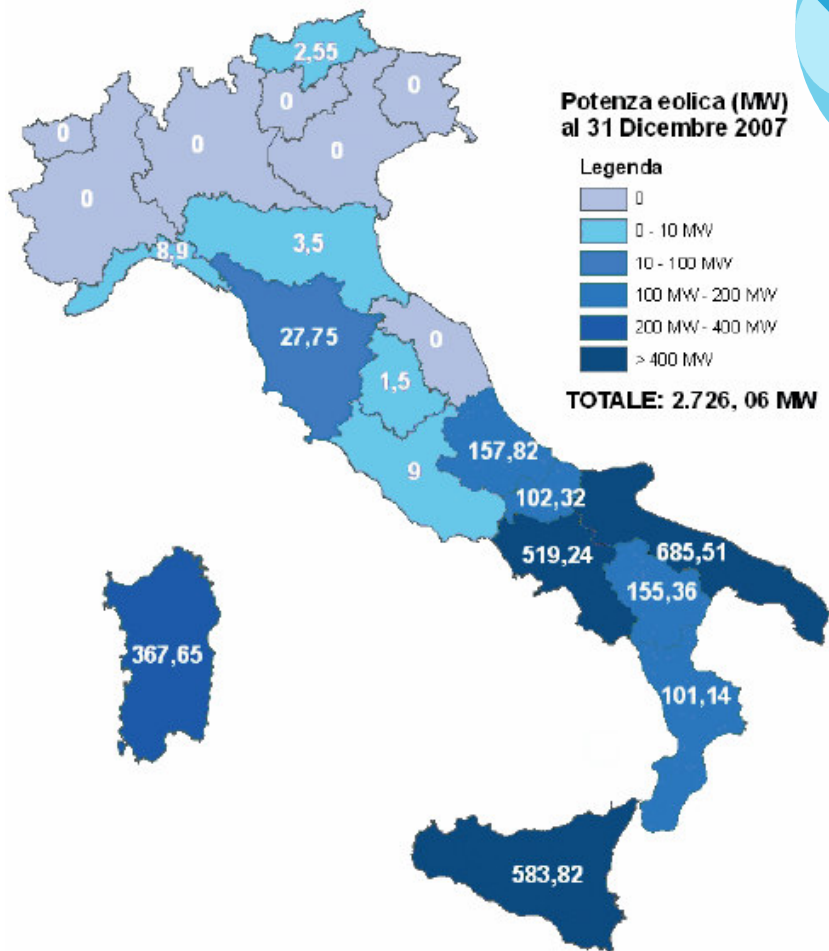


- Retail network of 52 high throughput service stations located in Spanish med area (40 stations fully owned + 12 long term leased)
- 81 stations will be added in H1/09, acquired from ERG Petroleos



## WIND IN ITALY

### Italian Capacity installed at 31.12.2007



## WIND IN EUROPE

Installed Capacity at 31.12.2007	MW
DENMARK	3,125
FRANCE	2,454
GERMANY	22,247
ITALY	2,726
NETHERLANDS	1,746
PORTUGAL	2,150
SPAIN	15,145
UNITED KINGDOM	2,389
<b>TOTAL EU</b>	<b>56,535</b>

### Green Certificates

- 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
<b>Electricity Production (MWh)</b>	157,292	54,910	31,789	29,885	51,631	168,185	49,773	47,760	19,821	36,381	153,735	58,556
<b>Power Tariff (€cent/KWh)</b>	7.4	7.6	9.9	8.6	8.4	8.5	8.5	8.9	8.7	8.5	8.6	7.8
<b>Green Certificates (€cent/KWh)</b>	12.1	12.0	11.8	11.8	5.0	9.8	8.0	6.0	3.0	8.8	6.9	8.4



**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



Sardeolica

- 
- **Saras in a Snapshot**
  - **Market Overview**
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  - **Investment Plan 2008-2011**
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  - **Others**



## SARROCH SITE: SIGNIFICANT GROWTH OPPORTUNITIES

**In line with our long term vision, the investment plan for 2008-2011 will focus on:**

- increasing conversion capacity, switching fuel oil to diesel
- improving energy efficiency
- exploiting unconventional crudes
- enhancing overall refinery performance

**Our approach will remain based on:**

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







## INCREASE CONVERSION CAPACITY

### MildHydroCracking2 revamping & new Steam Reforming Unit

- ✓ MHC 2 increase capacity from 60,000 to 65,000 b/d
- ✓ MHC 2 increase conversion by about 5%

**CAPEX: EUR 190 ml**

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

### Visbreaking Revamping

- ✓ conversion increased by about 5%

**CAPEX: EUR 155 ml**

**+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

**CAPEX: EUR 55 ml**

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

## ENHANCE REFINERY PERFORMANCE

### Process optimisation and increase in throughput

- ✓ FCC and Alky
- ✓ Tank farm

### Flexibility to further increase runs of unconventional crudes

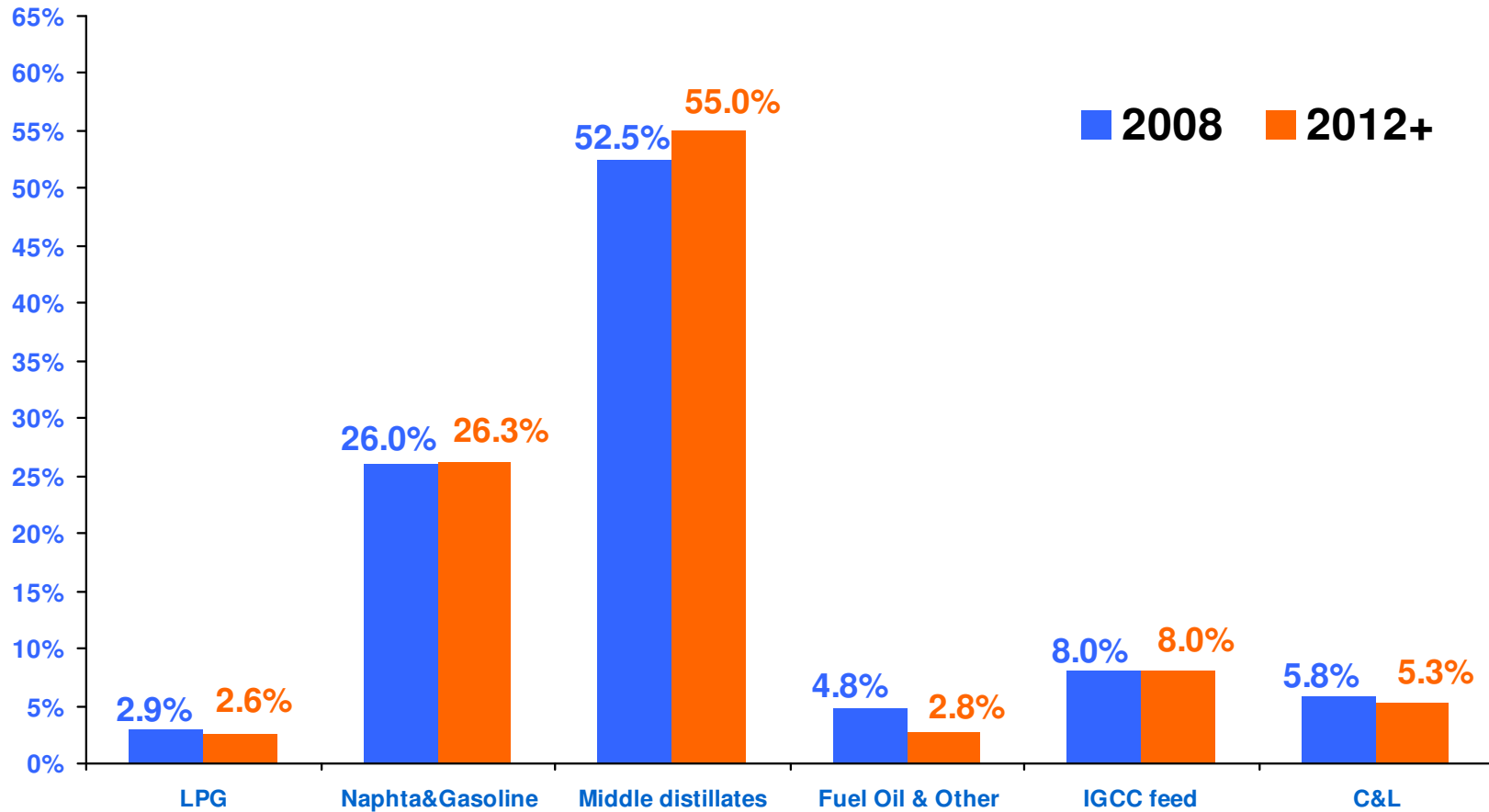
- ✓ Light waxy, Condensate, Extra heavy, etc.

**CAPEX: EUR 220 ml**

**+10,000 b/d (500 kton/year)  
of total runs and unconventional crudes**



## IMPACT OF GROWTH PROJECTS ON PRODUCT YIELDS



- Increased diesel production at expense of fuel oil (yield up by 2.5%)
- Reduction of C&L by 0.5%



## FURTHER UPGRADINGS AND MAINTAINING BEST IN CLASS EFFICIENCY

- **CAPEX**
  - ✓ 2008: increase H2 production
  - ✓ 2010-11: upgrades for performance improvement after 10-year inspection
  - ✓ 2012+: EUR 10 million per year
- **CO<sub>2</sub> reimbursement confirmed**
  - ✓ cost reimbursement for entire duration of CIP6 contract confirmed by Energy Authority(\*)

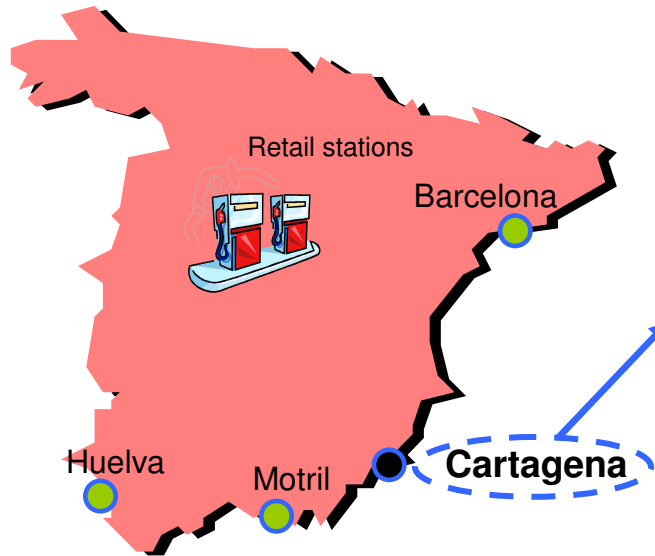


		2008	2009	2010	2011	2012+
<b>CAPEX</b>	<b>EUR million</b>	<b>33</b>	<b>8</b>	<b>18</b>	<b>19</b>	<b>10</b>

(\*) Resolution n. 77/08 issued on 11<sup>th</sup> Jun 2008



## BIODIESEL PLANT



- Integrated with existing Saras depot
- Production of 200,000 ton/year (4,500 kbd)
- Feedstock: palm, rapeseed, soy

EUR ml	2007	2008
<b>CAPEX</b>	8	34

- Owned depot
- Third party depot

- **Consistent to EU targets**
  - ✓ 5.75% of bio-diesel into marketed diesel by 2010
- **Full scale production to be reached in Q2/09**
- **Economics positive despite high feedstock prices**
  - ✓ favourable taxation in Spain
  - ✓ low OPEX thanks to integration with existing logistics
- **EBITDA contribution of about EUR 5 ml by 2009**



### PEU FULLY OWNED FROM 30/06/2008

- On 30/06/2008, Saras acquired from Babcock & Brown Wind Energy Srl its 30% of the share capital of Parchi Eolici Ulassai Srl for a total consideration of around EUR 30 million
- Saras now owns 100% of Parchi Eolici Ulassai, which in turn fully owns Sardeolica Srl, whose wind parks in 2007 produced a total of 168 thousands MWh with an EBITDA of EUR 26 million. At end 2007 Sardeolica non recourse net debt amounted to EUR 77 million (reduced to EUR 60 million on 30.06.2008)
- A pipeline of projects in Sardinia and the South of Italy are in the permitting phase, and other investments in Eastern Europe are under consideration

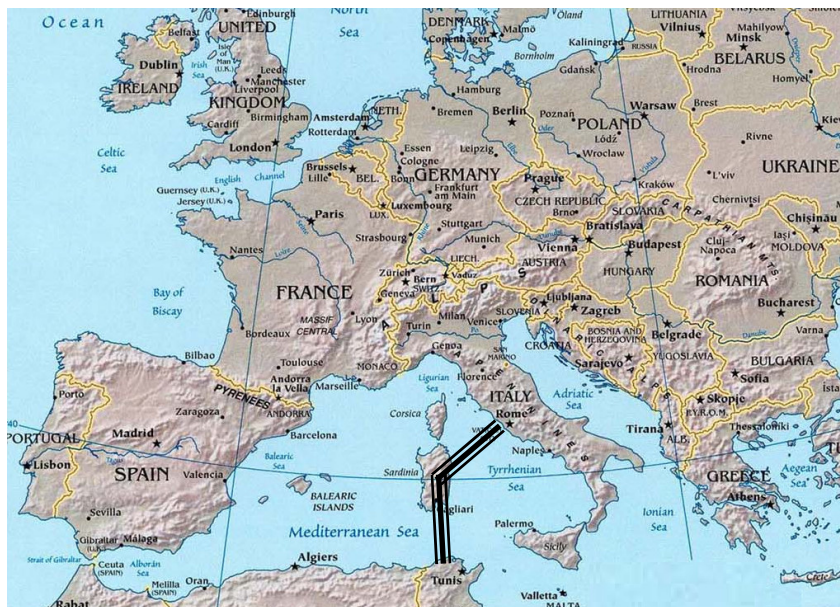




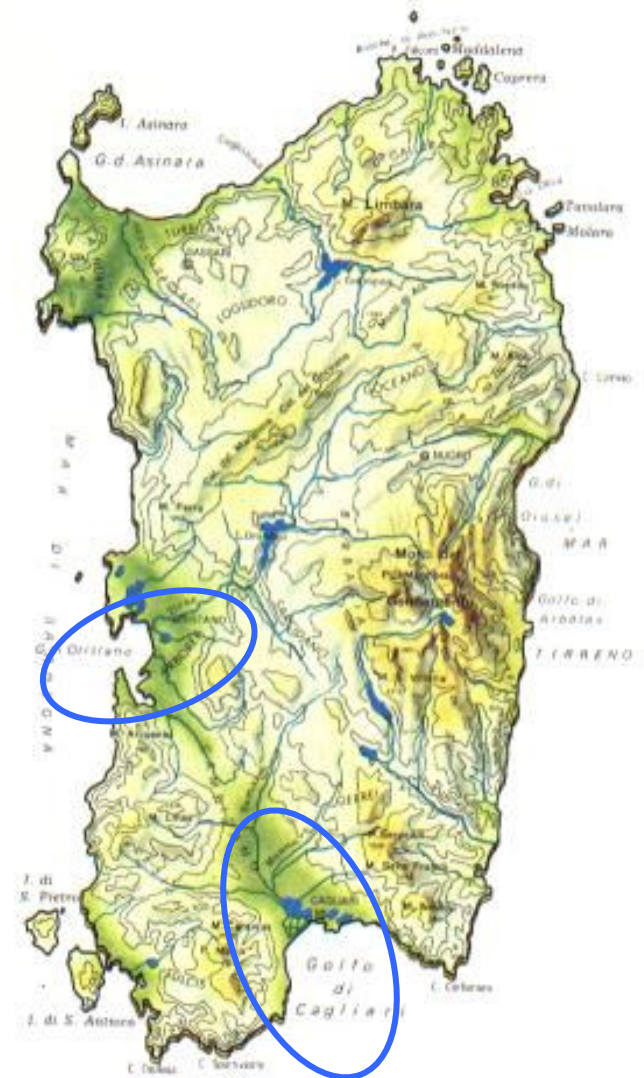


## GAS EXPLORATION

- On shore seismic tests completed
- Data processed with promising results
- Off-shore seismic tests in permitting phase
- Evaluating next steps



**=== GALSI Pipeline:** new infrastructure connecting Algeria with Italy through Sardinia, total capacity of 8 bcm/y with start-up expected by 2012

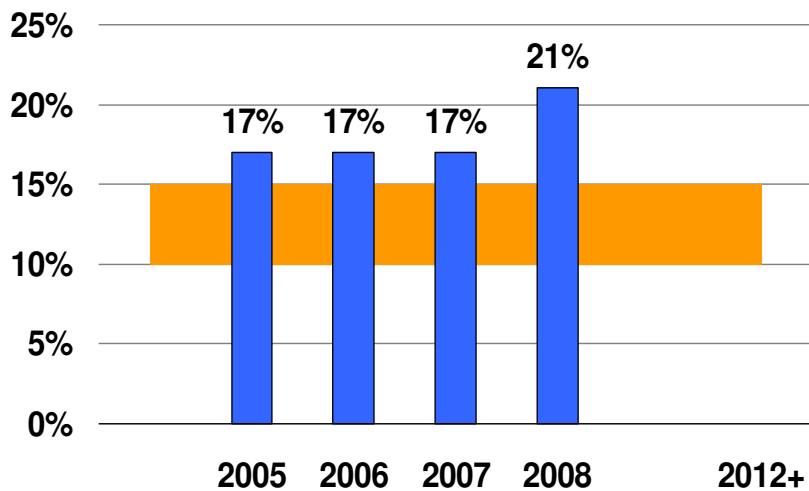




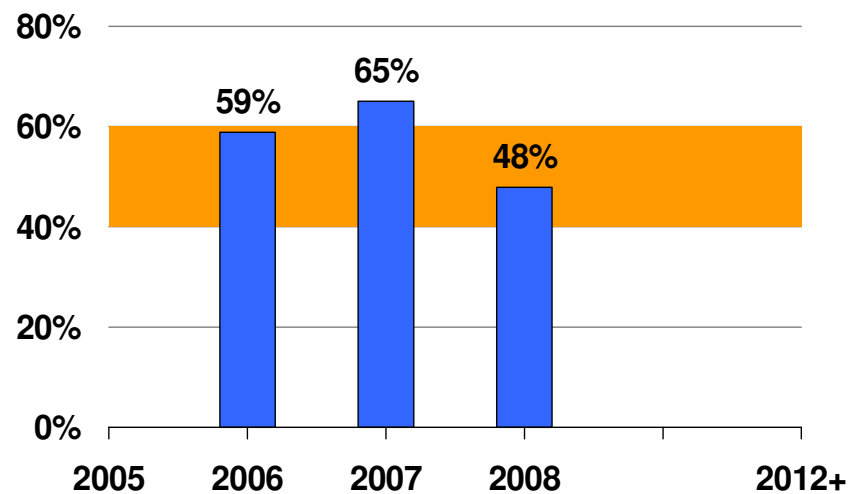
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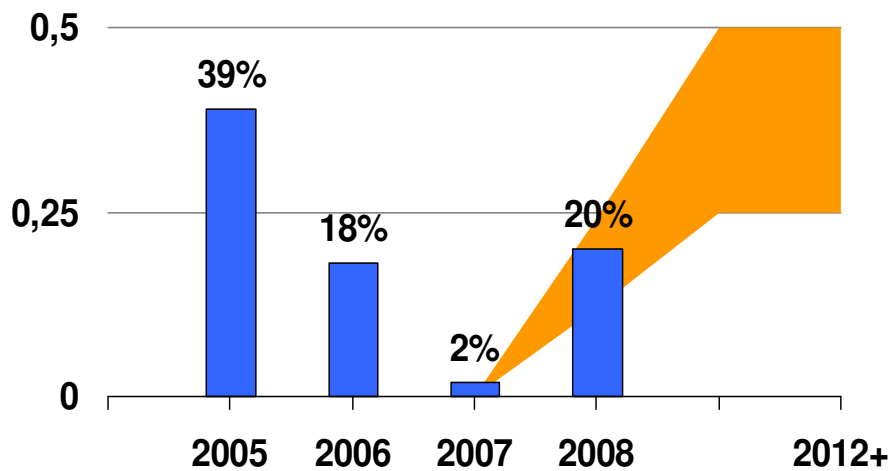
➔ **ROACE – target between 10% to 15% over the cycle**



➔ **Payout ratio - between 40% to 60%**



➔ **Leverage - long term target 25-50%**



**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
<b>EBITDA</b>	<b>526.2</b>	<b>760.1</b>	<b>151.4</b>	<b>316.0</b>	<b>64.2</b>	<b>-275.0</b>	<b>256.6</b>	<b>144.6</b>
Refining	292.2	511.5	91.4	217.9	39.2	-238.9	109.6	89.3
Marketing	15.1	55.4	12.7	48.0	-27.5	-91.0	-57.8	2.8
Power	220.0	182.1	47.7	49.7	53.2	49.4	200.0	43.8
Wind					-1.4	3.4	2.0	8.3
Other activities	-1.1	11.1	-0.4	0.4	0.7	2.1	2.8	0.4
<b>Comparable EBITDA</b>	<b>567.5</b>	<b>587.5</b>	<b>148.1</b>	<b>192.1</b>	<b>164.2</b>	<b>168.9</b>	<b>673.3</b>	<b>91.1</b>
Refining	323.8	371.6	94.4	131.4	98.8	109.0	433.6	39.4
Marketing	24.8	33.2	6.4	10.6	10.3	7.6	34.9	-0.8
Power	220.0	182.1	47.7	49.7	53.2	49.4	200.0	43.8
Wind					1.2	3.4	4.6	8.3
Other activities	-1.1	0.4	-0.4	0.4	0.7	-0.5	0.2	0.4
<b>EBIT</b>	<b>363.4</b>	<b>508.8</b>	<b>113.3</b>	<b>275.6</b>	<b>21.9</b>	<b>-322.1</b>	<b>88.7</b>	<b>100.0</b>
Refining	223.8	437.4	73.8	198.2	19.9	-261.9	30.0	68.2
Marketing	11.7	50.3	11.5	46.6	-28.8	-92.5	-63.2	1.5
Power	131.7	12.3	28.9	30.9	34.4	29.8	124.0	24.6
Wind					-3.6	0.9	-2.7	5.9
Other activities	-3.7	8.8	-0.9	-0.1	0.0	1.6	0.6	-0.2
<b>Comparable EBIT</b>	<b>404.8</b>	<b>423.7</b>	<b>110.0</b>	<b>151.7</b>	<b>121.9</b>	<b>121.8</b>	<b>505.4</b>	<b>46.5</b>
Refining	255.4	297.5	76.8	111.7	79.5	86.0	354.0	18.3
Marketing	21.5	28.1	5.2	9.2	9.0	6.1	29.5	-2.1
Power	131.7	100.2	28.9	30.9	34.4	29.8	124.0	24.6
Wind					-1.0	0.9	-0.1	5.9
Other activities	-3.7	-2.1	-0.9	-0.1	0.0	-1.0	-2.0	-0.2

## INCOME STATEMENT (2)

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

*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
<b>Current assets</b>	<b>1,514</b>	<b>1,773</b>	<b>2,006</b>	<b>2,041</b>	<b>1,986</b>	<b>1,311</b>	<b>1,341</b>
Cash and other cash equivalents <b>A</b>	231	323	484	155	185	86	130
Other current assets	1,282	1,450	1,522	1,886	1,801	1,225	1,212
<b>Non current assets</b>	<b>1,707</b>	<b>1,669</b>	<b>1,688</b>	<b>1,820</b>	<b>1,832</b>	<b>1,925</b>	<b>1,938</b>
<b>TOTAL ASSETS</b>	<b>3,220</b>	<b>3,442</b>	<b>3,693</b>	<b>3,862</b>	<b>3,818</b>	<b>3,236</b>	<b>3,280</b>
<b>Non interest bear liabilities</b>	<b>1,410</b>	<b>1,618</b>	<b>1,739</b>	<b>1,864</b>	<b>1,834</b>	<b>1,507</b>	<b>1,556</b>
<b>Interest bear liabilities</b> <b>B</b>	<b>525</b>	<b>357</b>	<b>410</b>	<b>381</b>	<b>408</b>	<b>418</b>	<b>353</b>
<b>Equity</b>	<b>1,285</b>	<b>1,466</b>	<b>1,545</b>	<b>1,616</b>	<b>1,575</b>	<b>1,311</b>	<b>1,371</b>
<b>TOTAL LIABILITIES</b>	<b>3,220</b>	<b>3,442</b>	<b>3,693</b>	<b>3,862</b>	<b>3,818</b>	<b>3,236</b>	<b>3,280</b>
Intercompany to unconsolidated subsidiaries <b>C</b>	8.5	7.4	3.3	2.5	2.5	0.0	0.0
<b>Net Financial Position (A-B+C)</b>	<b>-285</b>	<b>-27</b>	<b>77</b>	<b>-223</b>	<b>-221</b>	<b>-333</b>	<b>-223</b>



## CASHFLOW

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

## CAPEX BY BUSINESS SEGMENT

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



## REFINING

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



## POWER GENERATION

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09
<b>Comparable EBITDA</b>	47.7	49.7	53.2	49.4	200.0	43.8
<b>Comparable EBIT</b>	28.9	30.9	34.4	29.8	124.0	24.6
EBITDA IT GAAP	70.5	63.3	93.9	66.9	294.6	57.9
EBIT IT GAAP	57.0	49.7	80.3	52.5	239.5	43.9
NET INCOME IT GAAP	37.4	17.8	46.5	32.2	133.9	26.1
<b>CAPEX</b>	9	4	5	9	27	3
<b>ELECTRICITY PRODUCTION</b> <small>MWh/1000</small>	1,121	1,084	1,164	948	4,318	897
<b>POWER TARIFF</b> <small>€cent/kWh</small>	13.4	13.7	14.0	14.2	14.2	14.1
<b>POWER IGCC MARGIN</b> <small>\$/bl</small>	3.9	4.3	4.1	3.4	3.9	3.5





## MARKETING

EUR million	Q1/08	Q2/08	Q3/08	Q4/08	2008	Q1/09
EBITDA	12.7	48.0	(27.5)	(91.0)	(57.8)	2.8
<b>Comparable EBITDA</b>	<b>6.4</b>	<b>10.6</b>	<b>10.3</b>	<b>7.6</b>	<b>34.9</b>	<b>(0.8)</b>
EBIT	11.5	46.6	(28.8)	(92.5)	(63.2)	1.5
<b>Comparable EBIT</b>	<b>5.2</b>	<b>9.2</b>	<b>9.0</b>	<b>6.1</b>	<b>29.5</b>	<b>(2.1)</b>
CAPEX	11	15	6	15	46	4
<b>SALES</b> (THOUSAND TONS)						
ITALY	286	275	292	324	1,176	308
SPAIN	746	692	694	721	2,854	705
TOTAL	1,032	967	986	1,045	4,030	1,013



## Additional information

### WIND (\*)

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

(\*): 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
<b>Comparable EBITDA</b>	<b>(0.4)</b>	<b>0.4</b>	<b>0.7</b>	<b>(0.5)</b>	<b>0.2</b>	<b>0.4</b>
<b>Comparable EBIT</b>	<b>(0.9)</b>	<b>(0.1)</b>	<b>0.0</b>	<b>(1.0)</b>	<b>(2.0)</b>	<b>(0.2)</b>
<b>CAPEX</b>	0	0	1	0	2	1

## ANALYST RECOMMENDATIONS AND 2009 / 2010 / 2011 ESTIMATES

Last update 20<sup>th</sup> May 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
13/05/09	UBS	Anish Kapadia	SELL	1,70	391	435	454	192	218	222	120	136	139
02/02/09	JP MORGAN	Kim A. Fustier	NEUT	3,00	532	522	511	355	339	310	203	200	179
13/05/09	MORGAN STANLEY	James Hubbard	SELL	2,10	354	468	538	172	268	328	98	157	194
12/05/09	MERRILL LYNCH	James Schofield	SELL	1,70	437	544	654	248	344	442	143	195	256
06/05/09	GOLDMAN SACHS	Henry Morris	BUY	2,60	499	560	640	337	390	468	201	231	275
13/05/09	NATIXIS	Hager Bouali	SELL	2,00	527	619	672	352	442	492	209	267	299
13/05/09	CHEUVREUX	Marianna Primiceri	SELL	2,25	437	492	640	262	315	487	156	183	294
18/11/08	BANCA IMI	Roberto Ranieri	BUY	3,30	615	619		428	445		261	270	
13/05/09	INTERMONTE	Paolo Citi	BUY	2,60	444	516	515	265	332	325	159	199	193
12/05/09	EQUITA SIM	Domenico Ghilotti	NEUT	2,60	437	602	627	255	423	438	141	244	255
24/03/09	UNICREDIT	Sergio Molisani	NEUT	2,10	551	522	516	364	327	314	218	193	187
13/05/09	EXANE BNP	Alexandre Marie	NEUT	2,60	617	626	672	432	436	478	269	273	291
15/04/09	CREDIT SUISSE	Dylan Dryden	NEUT	1,90	425	479	653	247	299	468	121	206	271
14/05/09	CITI GROUP	David Thomas	BUY	3,20	451	515	557	269	327	395	163	203	237
13/05/09	SANTANDER	Armando Iobbi	BUY	2,80	369	386	389	184	202	195	92	96	88
13/05/09	BARCLAYS CAPITAL	Lydia Rainforth	BUY	2,50	448	479	547	260	285	356	157	174	215
13/05/09	BERENBERG BANK	Jacopo Maiocchi	NEUT	2,30	434	514	532	258	337	354	155	203	214
			MIN	1,7	354	386	389	172	202	195	92	96	88
			AVG	2,4	469	523	570	287	337	379	169	202	224
			MAX	3,3	617	626	672	432	445	492	269	273	299

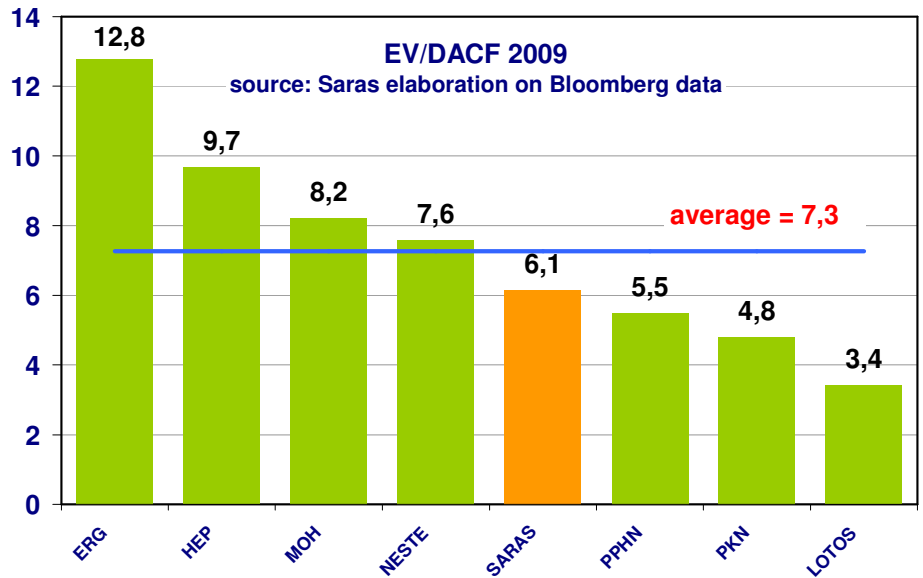
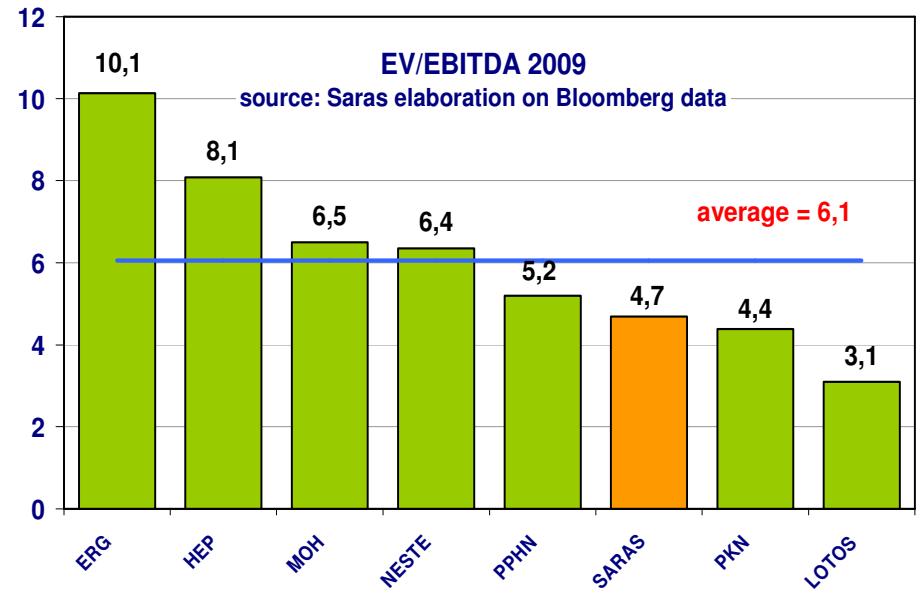
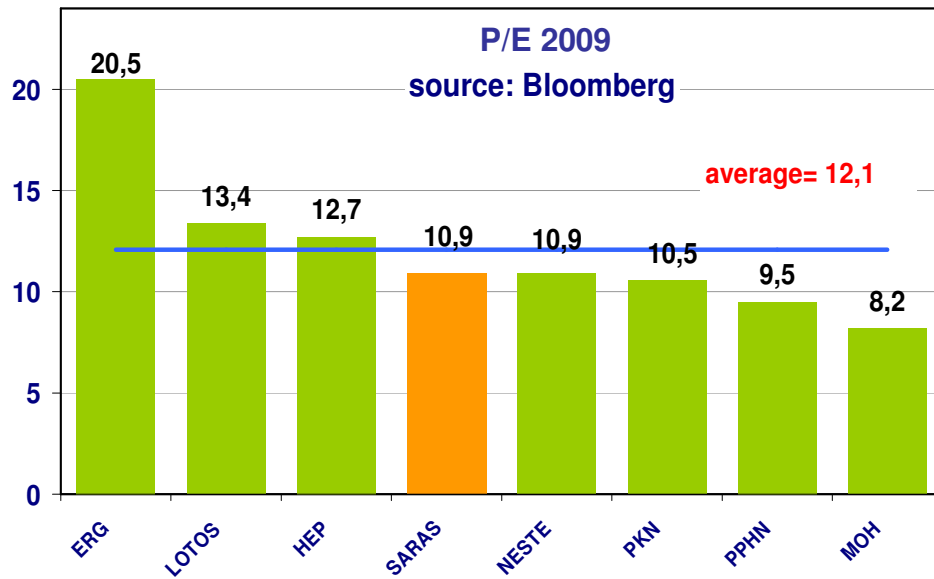
EUR million

EUR million

EUR million



# MARKET MULTIPLES

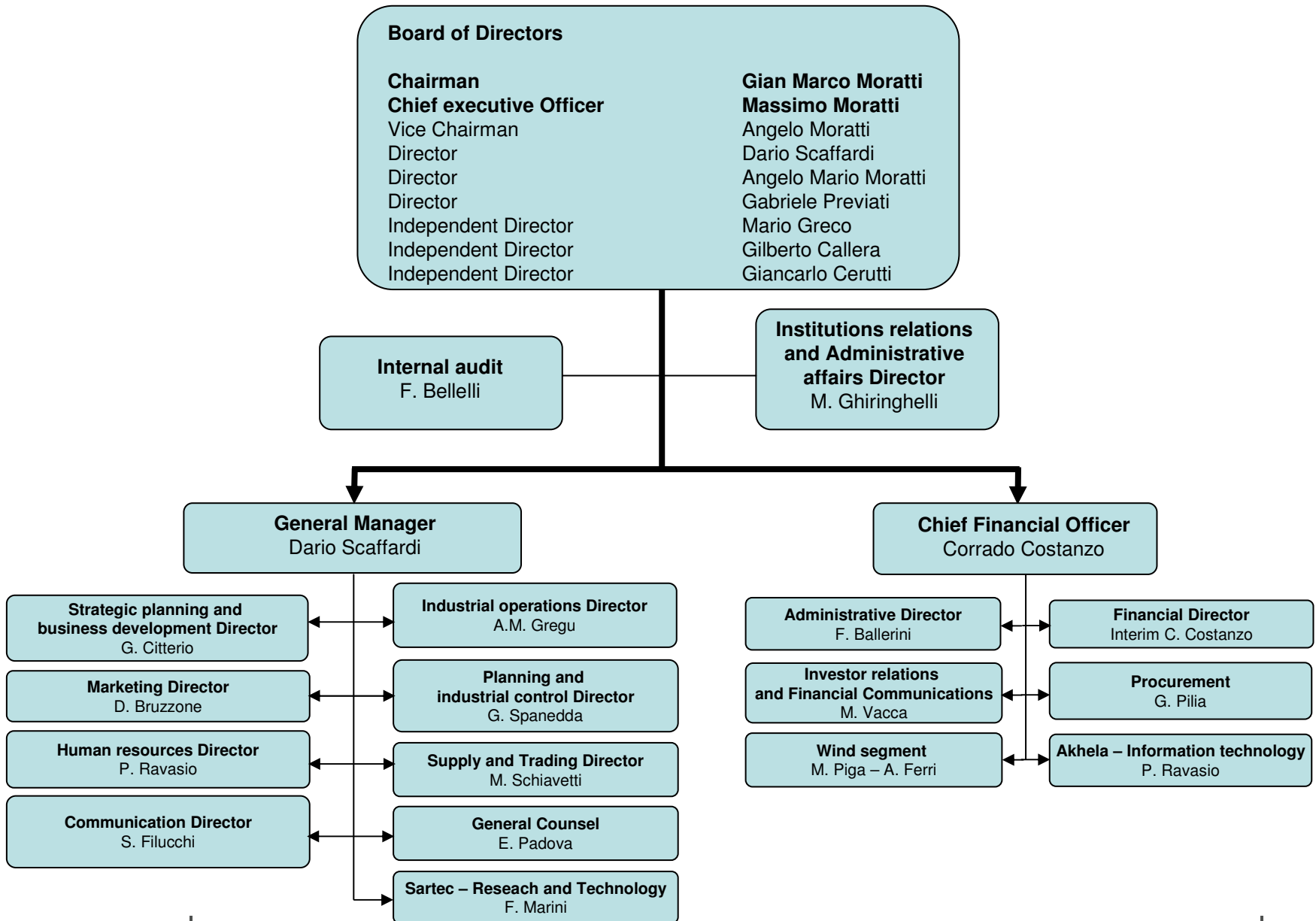


Last update 15<sup>th</sup> May 2009; Saras share price EUR 2,13

- 
- **Saras in a Snapshot**
  - **Market Overview**
  - **Competitive Positioning**
  - **Business Segments**
  - **Investment Plan 2008-2011**
  - **Financials**
  - **Others**



# Board of Directors and Top Management





- **Annual salary and fringe benefits**
- **Annual incentive bonuses**
  - based on both Company's financial performance vs. budget and individual performance
- **Medium term Stock grant incentive plan**
  - period 2007-2009
  - based on Saras' stock performance vs. peers and Company's financial performance



**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 **two independent non-executive directors**, Mr Mario Greco and Mr Gilberto Callera, 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.





**2008**

<b>Male</b>	<b>80%</b>	<b>1,599</b>
<b>Female</b>	<b>20%</b>	<b>401</b>

**Average age: 40 years**

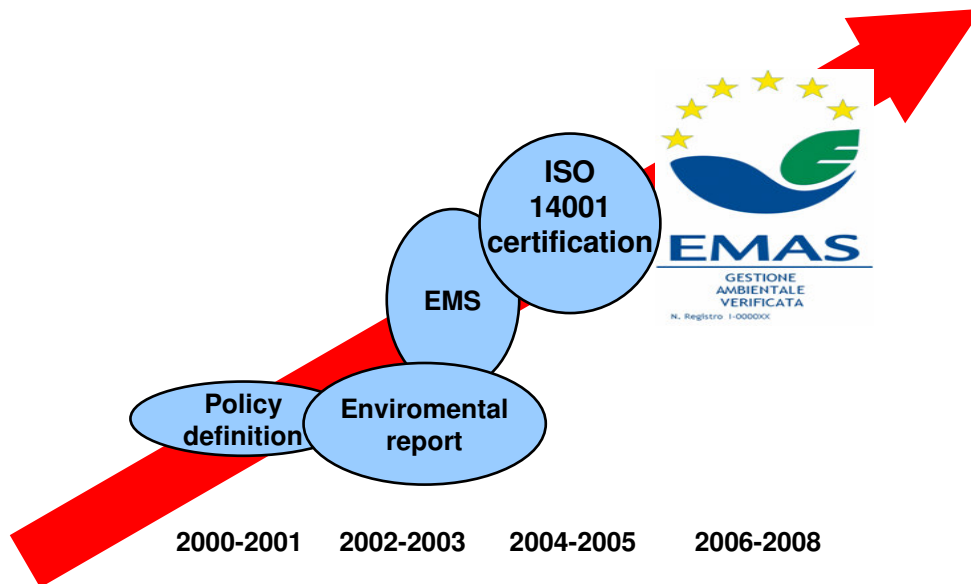
**Average time at the company 8 years**

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.

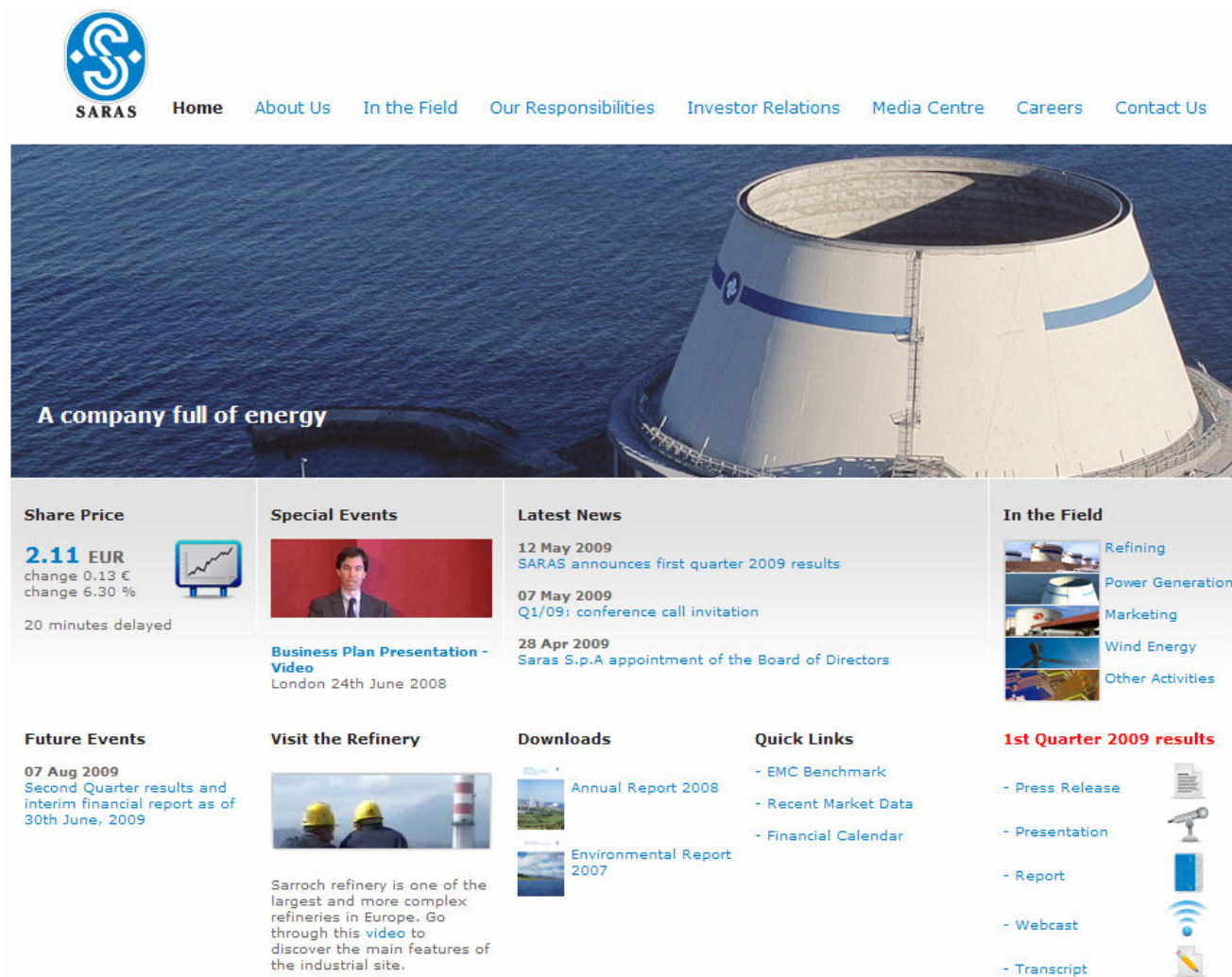
**The Saras Group has a programme aimed at ensuring the safety of all its employees at work.** The company introduced a specific safety policy in 1996, and since then has achieved positive results in safeguarding both its workers and the environment.

**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*.

**SARAS WEBSITE:** [www.saras.it](http://www.saras.it)

Including a comprehensive market section (updated weekly) covering:

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



The screenshot shows the SARAS website homepage. At the top left is the SARAS logo. To its right is a navigation menu with links: Home, About Us, In the Field, Our Responsibilities, Investor Relations, Media Centre, Careers, and Contact Us. Below the navigation is a large banner image of an industrial refinery tower with the text "A company full of energy".

The main content area is divided into several sections:

- Share Price:** 2.11 EUR, change 0.13 € (6.30%), 20 minutes delayed. Includes a small line graph icon.
- Special Events:** Features a video titled "Business Plan Presentation - Video" from London on 24th June 2008, with a small photo of a man in a suit.
- Latest News:**
  - 12 May 2009: SARAS announces first quarter 2009 results
  - 07 May 2009: Q1/09: conference call invitation
  - 28 Apr 2009: Saras S.p.A appointment of the Board of Directors
- In the Field:** A vertical list of categories with small images: Refining, Power Generation, Marketing, Wind Energy, and Other Activities.
- Future Events:** 07 Aug 2009: Second Quarter results and interim financial report as of 30th June, 2009.
- Visit the Refinery:** Includes a photo of two workers in hard hats and a lighthouse. Text: "Sarroch refinery is one of the largest and more complex refineries in Europe. Go through this video to discover the main features of the industrial site."
- Downloads:** Links to "Annual Report 2008" and "Environmental Report 2007" with small document icons.
- Quick Links:**
  - EMC Benchmark
  - Recent Market Data
  - Financial Calendar
- 1st Quarter 2009 results:**
  - Press Release (with document icon)
  - Presentation (with presentation icon)
  - Report (with report icon)
  - Webcast (with webcast icon)
  - Transcript (with transcript icon)



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