



Investor presentation

June 2019



Important Notice

Saras Group's Annual Financial Results and information are audited.

In order to give a representation of the Group's operating performance and in line with the standard practice in the oil industry, the operating results and the Net Result are displayed excluding inventories gain and losses and non-recurring items and reclassifying derivatives. Such figures, called "comparable", are financial measures not defined by the International Accounting Standards (IAS/IFRS) and they are not subject to audit. Non-GAAP financial measures should be read together with information determined by applying the International Accounting Standards (IAS/IFRS) and do not stand in for them.

From H1/17, with the aim to more analytically reflect such effects and align the calculation of "comparable" results to the sector best and more recent practices, the operating results and the Net Result, are displayed valuing inventories with FIFO methodology, excluding unrealised inventories gain and losses, due to changes in the scenario, by valuing beginning-of-period inventories at the same unitary value of the end-of-period ones. Moreover the realised and unrealised differentials on oil and exchange rate derivatives with hedging nature which involve the exchange of physical quantities are reclassified in the operating results, as they are related to the Group industrial performance, even if non accounted under the hedge accounting principles. Non-recurring items by nature, relevance and frequency and derivatives related to physical deals not of the period under review, are excluded by the operating results and the Net Result Comparable.

DISCLAIMER

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. This presentation has been prepared solely by the company.



Geographical footprint



Maintain a leading position in the refining sector

- Operating in the energy sector since 1962, the Saras Group is one of the **leading independent operators in the European refining industry.**
- In order to guarantee the sustainability of the business in the medium to long-term, creating value for all stakeholders, it is fundamentally important to maintain a competitive edge in the sector.
- This awareness has determined the long-term strategic choices and the business model that has developed over time also in relation to market scenarios and technological innovations.

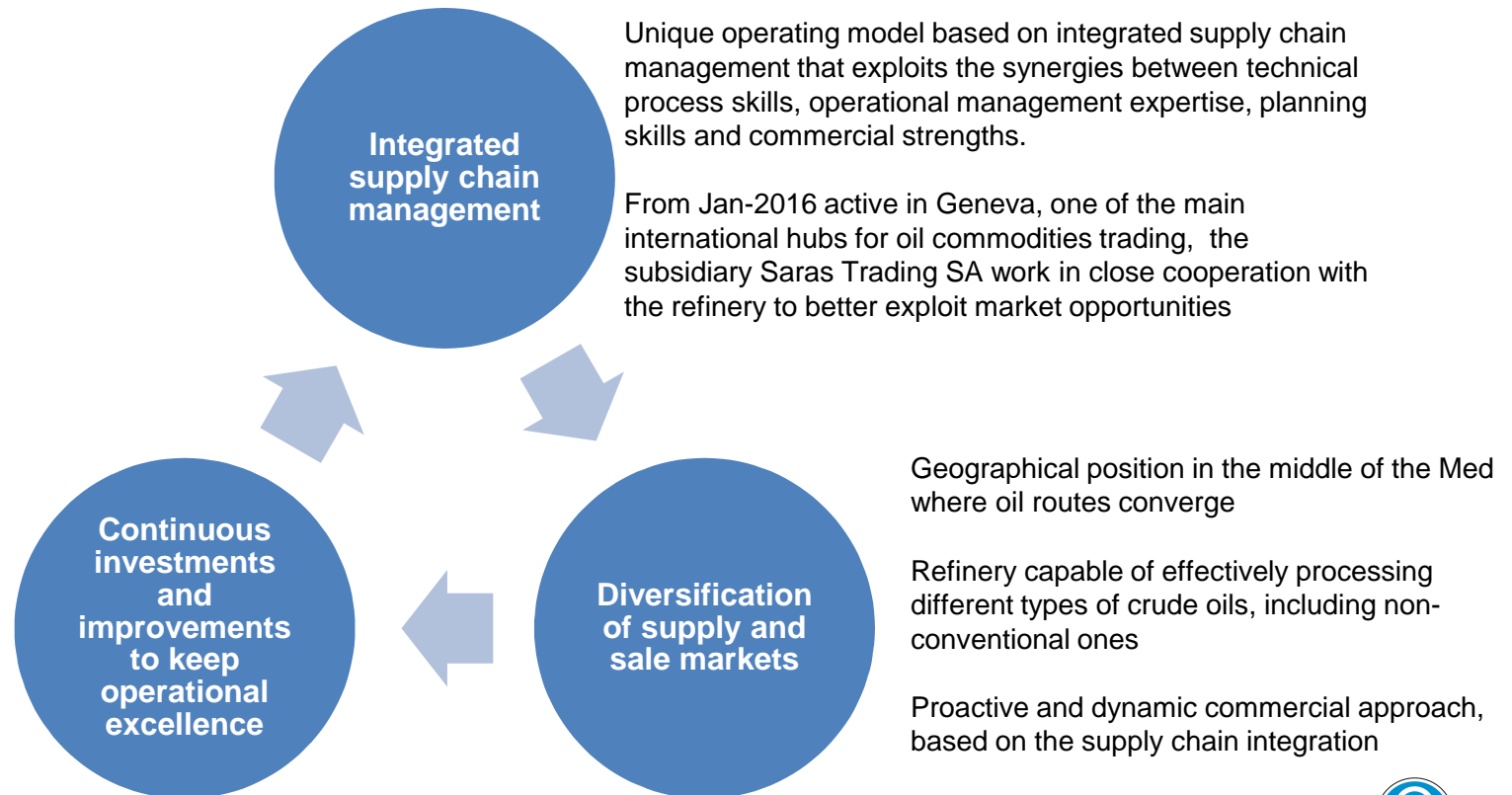
The size and complexity of the refinery is the result of decades of continuous investment aimed at increasing capacity and efficiency and of constant attention to safety and respect for the environment.

Continuous efforts to improve process in the industrial, commercial and financial fields while reducing costs

Know-how developed in approx. 60 years of activity in the sector

Digital investments to improve the operational performance and sustain refining margin premium

Saras SpA



Saras investment thesis: our value proposition



Refining

Power Generation

Other activities

Supply & Trading

Sarroch Industrial Operations (strictly integrated refinery and power plant)

Marketing

Wind Energy

Sartec



- ~150 crude cargoes every year from wide range of suppliers
- Supply & Trading company operating in Geneva since Jan 2016
- Balanced and differentiated sales portfolio...
- ... with world class oil supply chain knowledge

- Largest single-site refinery in the Mediterranean basin (300 kbb/d, ~18% of Italy's refining capacity)
- Top-tier large & complex Med refinery (11.7 Nelson Complexity Indexes)
- Yields of medium and light distillates ~86% of the production output (net of C&L)¹
- Competitive advantage in the upcoming production of VLSFO bunker 0.5%^s
- Petrochemical integration

Top-tier performance, thanks to high complexity and flexible configuration

- Largest liquid fuel gasification plant in the world (IGCC)
- Conversion of heavy refining fractions (TAR) to clean gas
- 575 MW of installed capacity
- Electricity production of approx. 4.2 - 4.4 TWh
- CIP6 tariff until H1/21
From 2022 to be fully integrated in the refining

Transform heavy refining fractions (TAR) into electricity

Marketing activities in Italy and Spain:

- ~4% MS² in Italian market
- ~ 3% MS in Spanish wholesale market
- Spanish retail stations (approx. 90) to be sold

Stabilizing refining margins with downstream presence

- Wind farm with capacity of 96 MW in Ulassai (Sardinia)
- 30 MW expansion within the same site started at end of 2018; expected to be in full production in Q4_2019

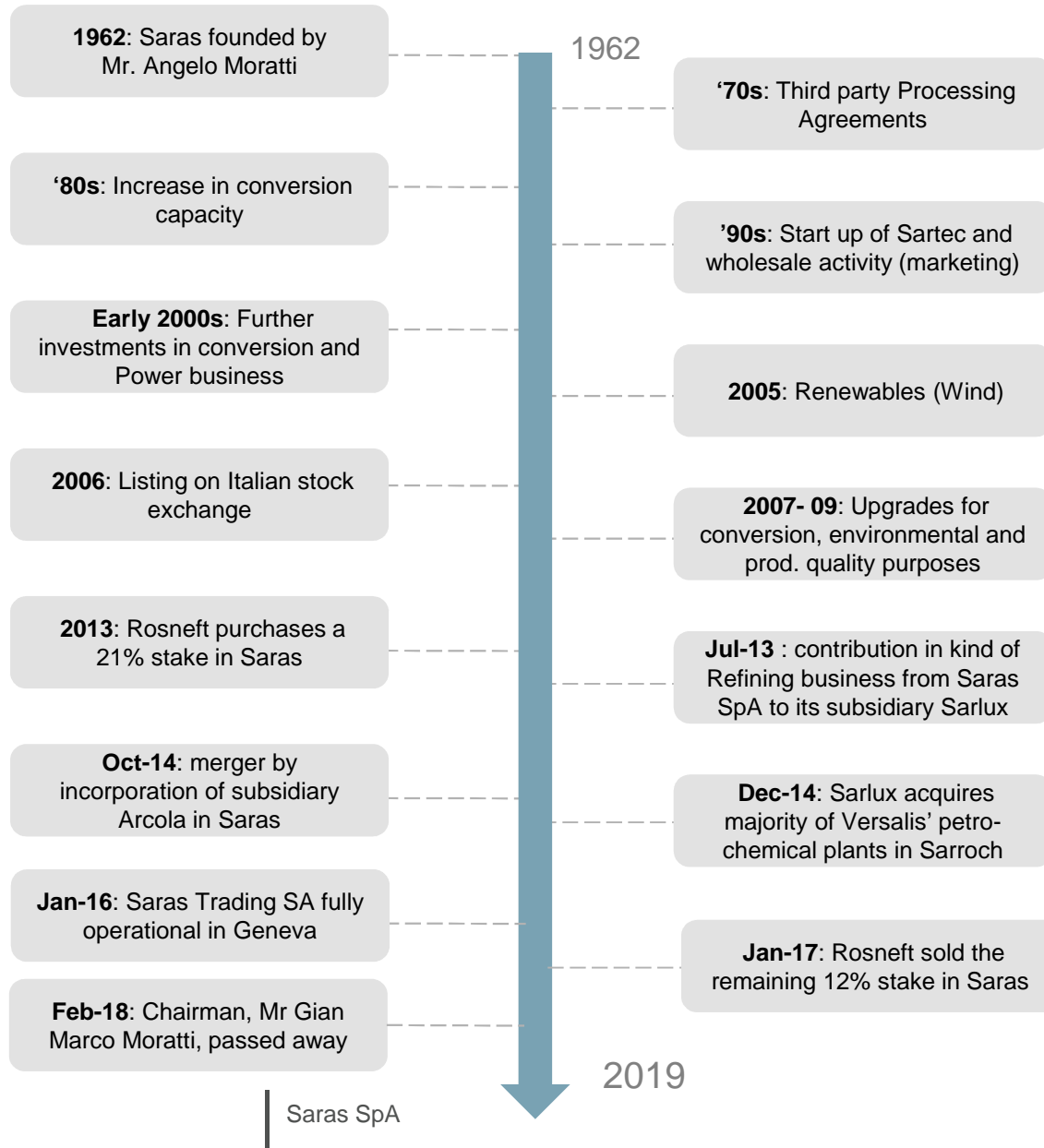
Further stabilize Group results

- Industrial & technological services for energy and environmental sectors
- Solutions to increase energy efficiency, industrial reliability, operational performance and environmental compliance

Industrial, environment & technological services

1. C&L = Consumption & Losses
2. Market Share

Saras history...



... and shareholder structure¹

MOBRO SpA 20.011%

Massimo Moratti Sapa 20.011%

Treasury shares 0.970%

Others 59.008%



1. As of June 2019



Favourable refining economics expected to continue

Starting in 2015, structural changes strengthened the EU refining, and favourable economics are expected to continue in 2019 and beyond also thanks to the effect of the new IMO – Marpol VI regulation

- More balanced oil prices and supply
- Good product demand
- Rationalization of EU refining capacity
- Correction of market distortions
- Robust crack spreads

Benefits for typical EU refiners

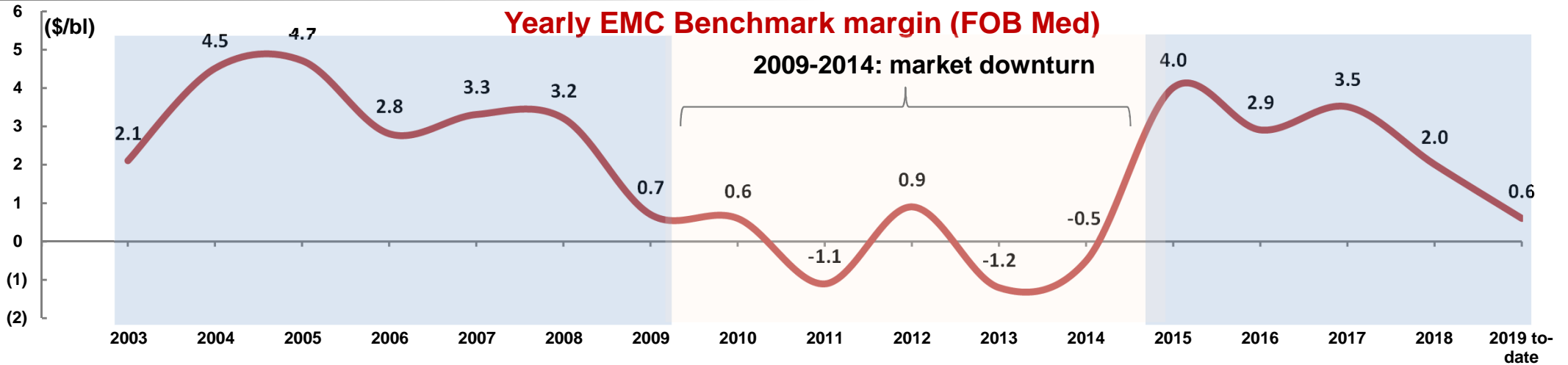
- Healthy refining margins
- EU refineries essential to regional supply chain



Saras' differentiating factors

- Flexibility to source the most profitable crudes
- Asset capability to process multiple types of crudes
- Conversion to high-value product mix (50% middle distillates)
- Ability to produce VLSFO (bunker fuel 0.5%_s)
- Track record in delivery of improvement initiatives

2 New market cycle from 2015



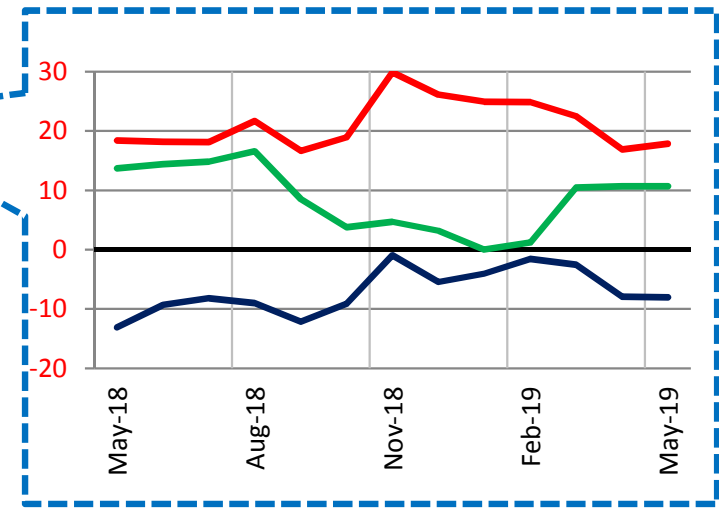
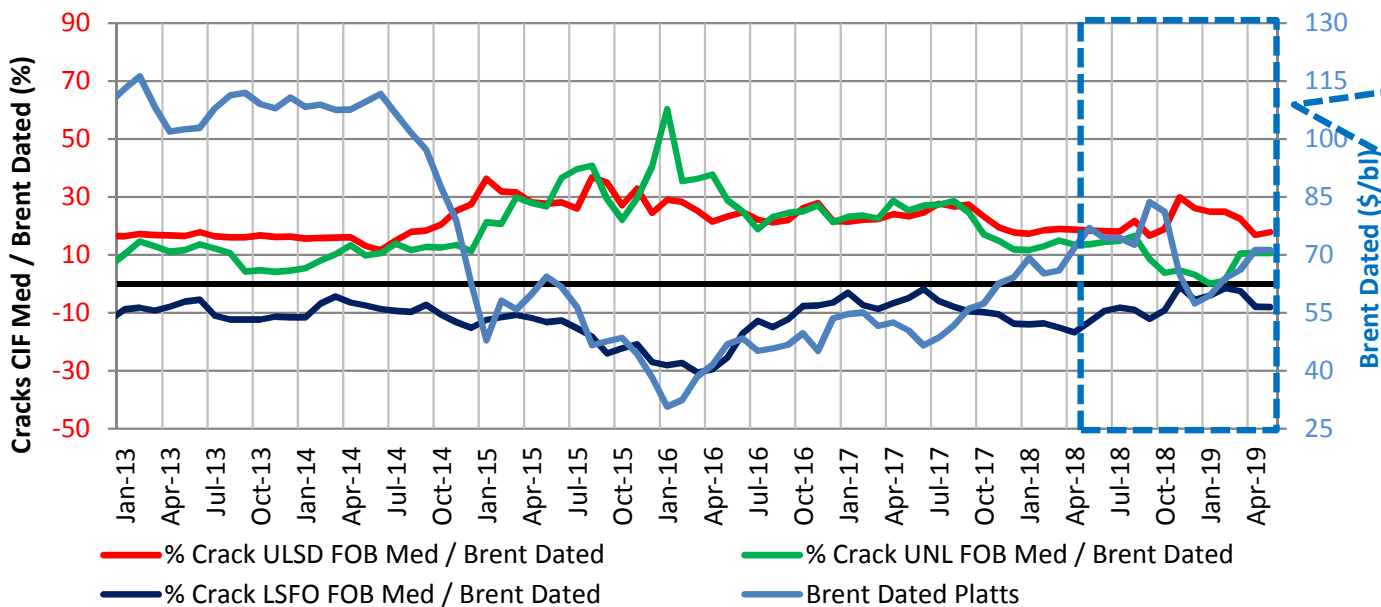
Market Downturn from 2009 to 2014

New Market Cycle from 2015 onwards

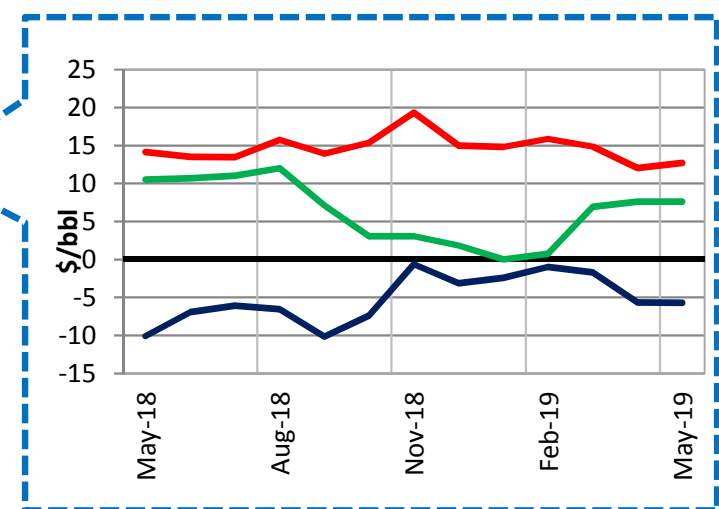
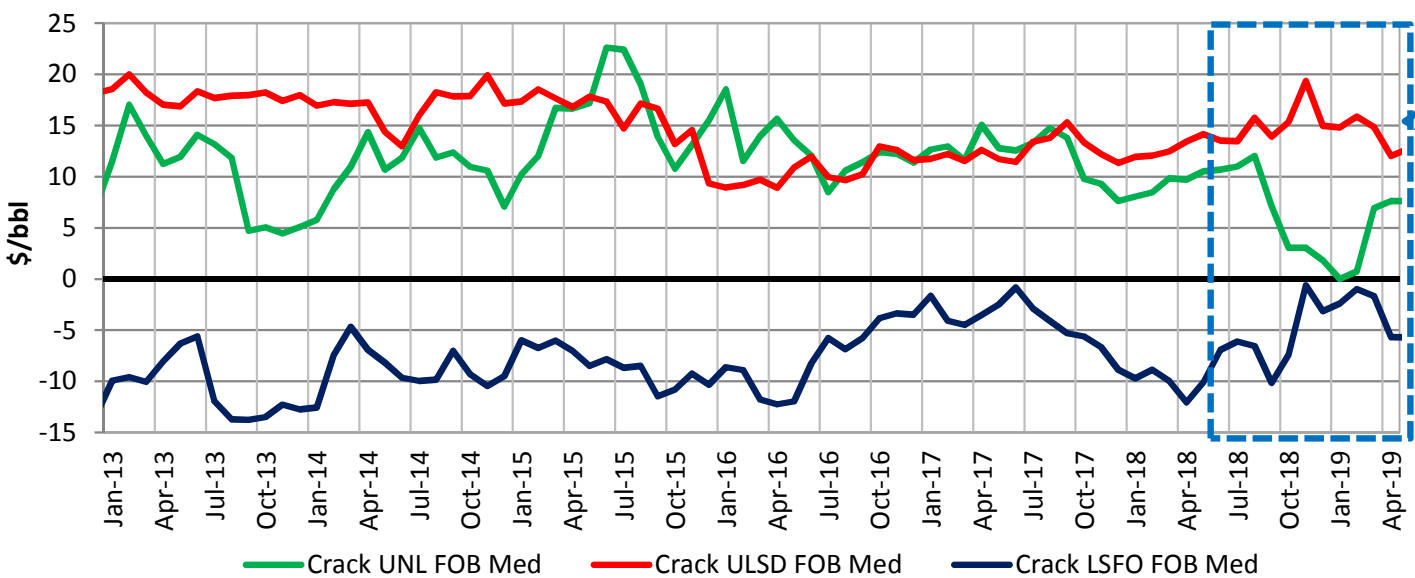
i	High crude prices	More balanced oil prices and supply
ii	Low availability of heavy sour crudes	Larger availability of heavy crudes (in 2015-16). Now limited by sanctions against Iran and Venezuela and OPEC+ cuts
iii	Falling product demand in Europe	Improving product demand in Europe and worldwide
iv	Refining overcapacity	Rationalization of European refining capacity Over estimation of global spare capacity
v	Strong competition from: <ul style="list-style-type: none"> • Wide Brent-WTI spread • Non-OECD refineries 	Correction of market distortions Reduction of global spare capacity
vi	Low crack spreads and tight light-heavy products differentials	Healthier crack spreads. With IMO widening of light-heavy products differential

Crack spreads: strong middle distillates, weak gasoline now recovered

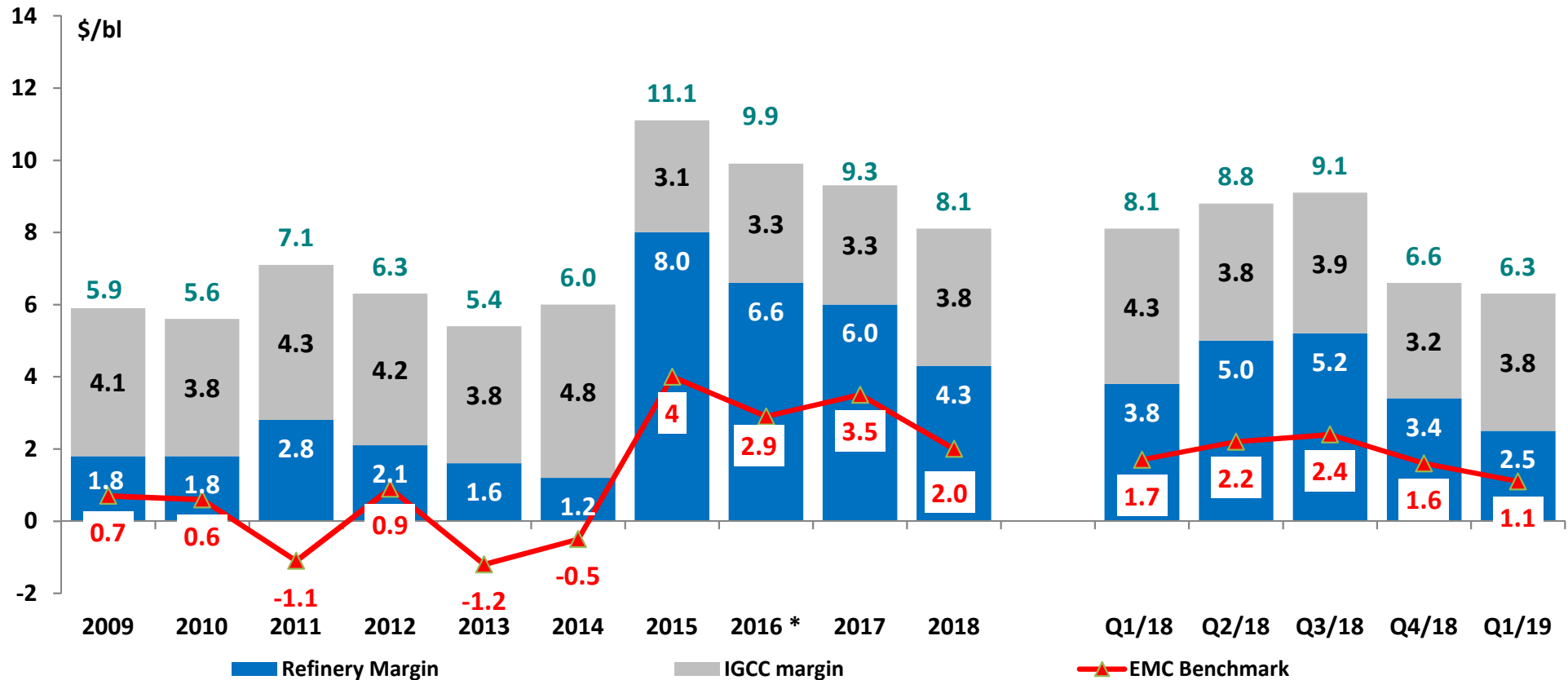
Ratios of Product Cracks FOB Med to Brent Dated



Product Cracks FOB Med vs. Brent Dated



Saras margins and EMC benchmark (\$/bl)



Refining margins: (*comparable* Refining EBITDA + Fixed Costs) / Refinery Crude Runs in the period

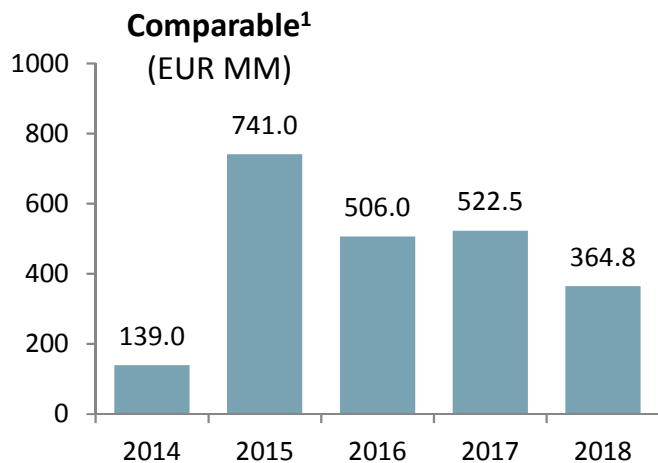
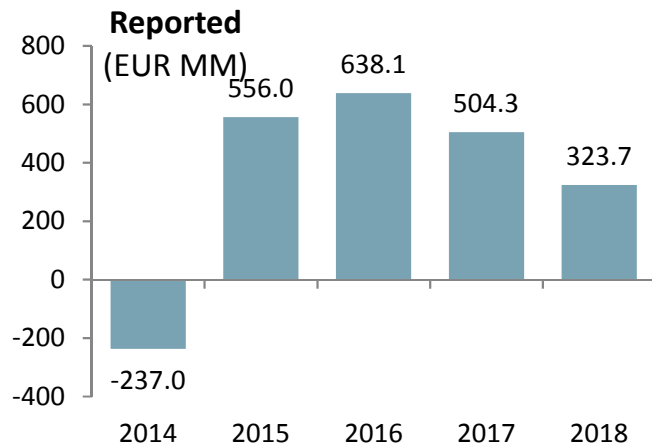
IGCC margin: (Power Gen. EBITDA + Fixed Costs) / Refinery Crude Runs in the period

EMC benchmark: margin calculated by EMC (Energy Market Consultants) based on a crude slate made of 50% Urals and 50% Brent

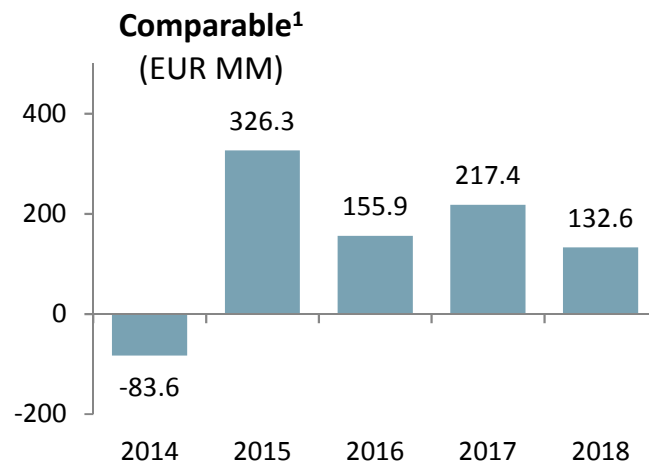
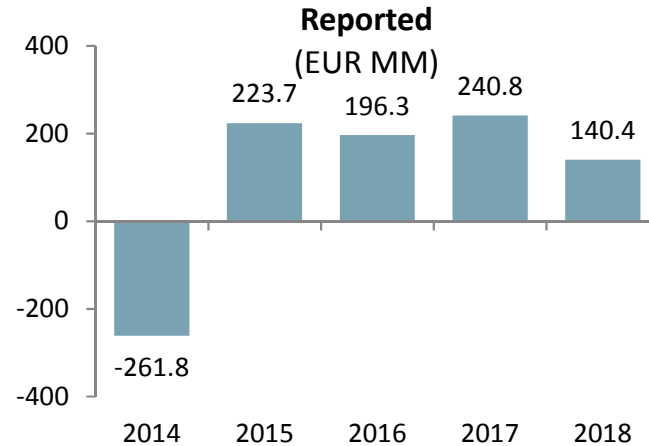
Saras' margin has a significant premium over the EMC Benchmark

FY/18: another good year but impacted but extreme volatility and less favorable macro

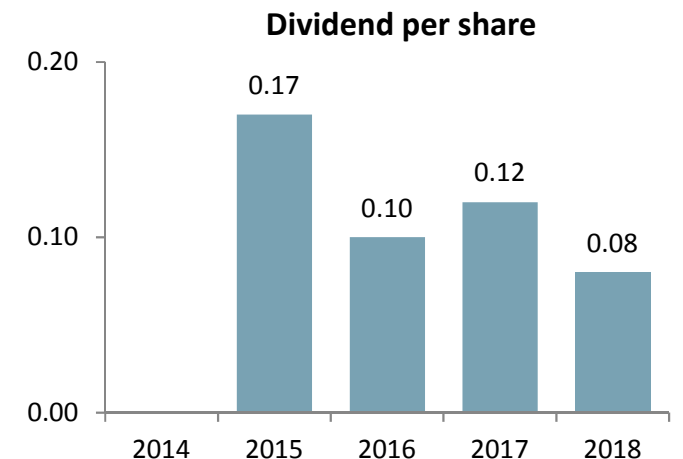
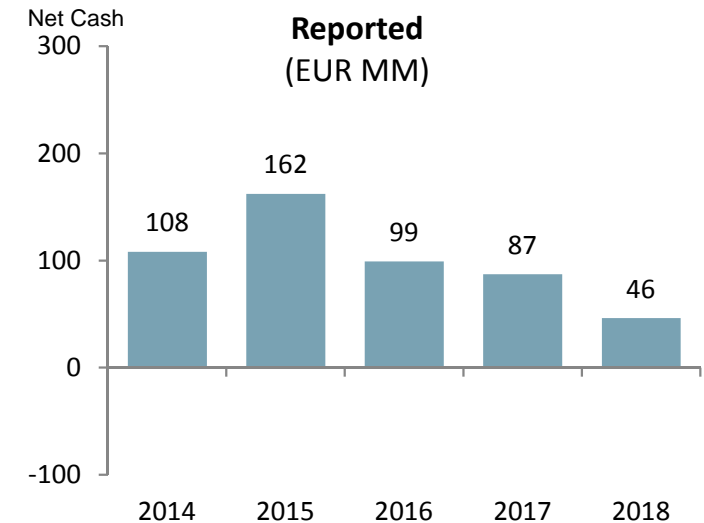
EBITDA



Net Result



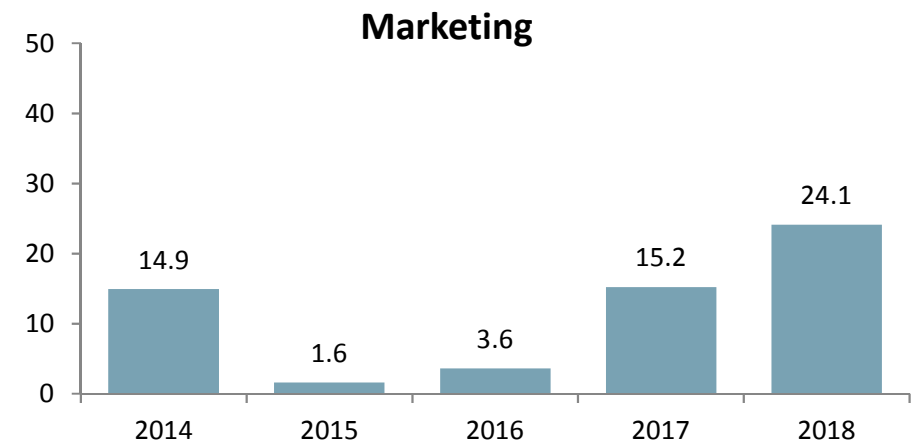
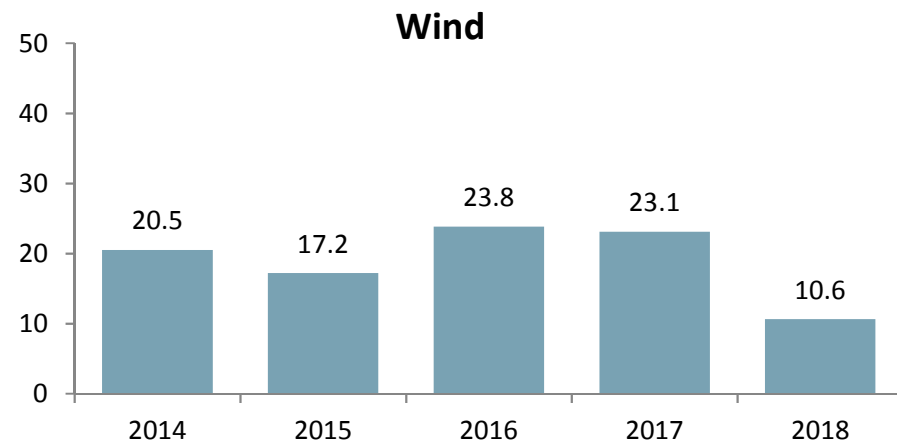
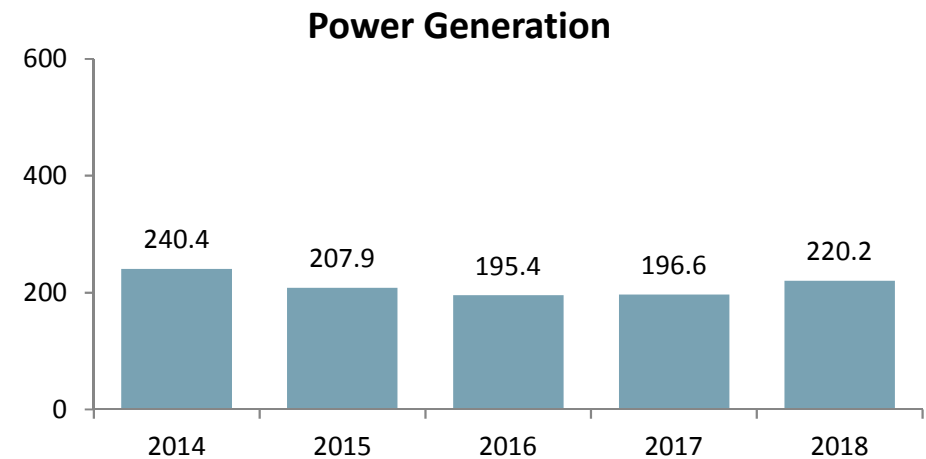
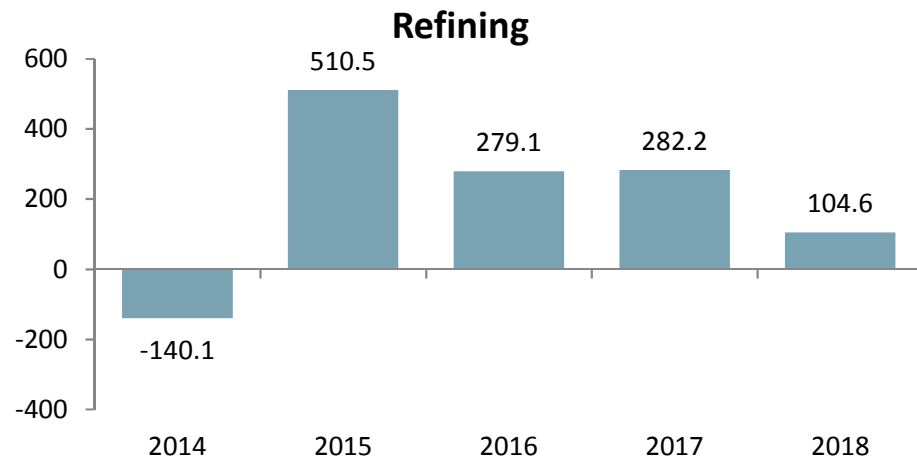
Net Financial Position



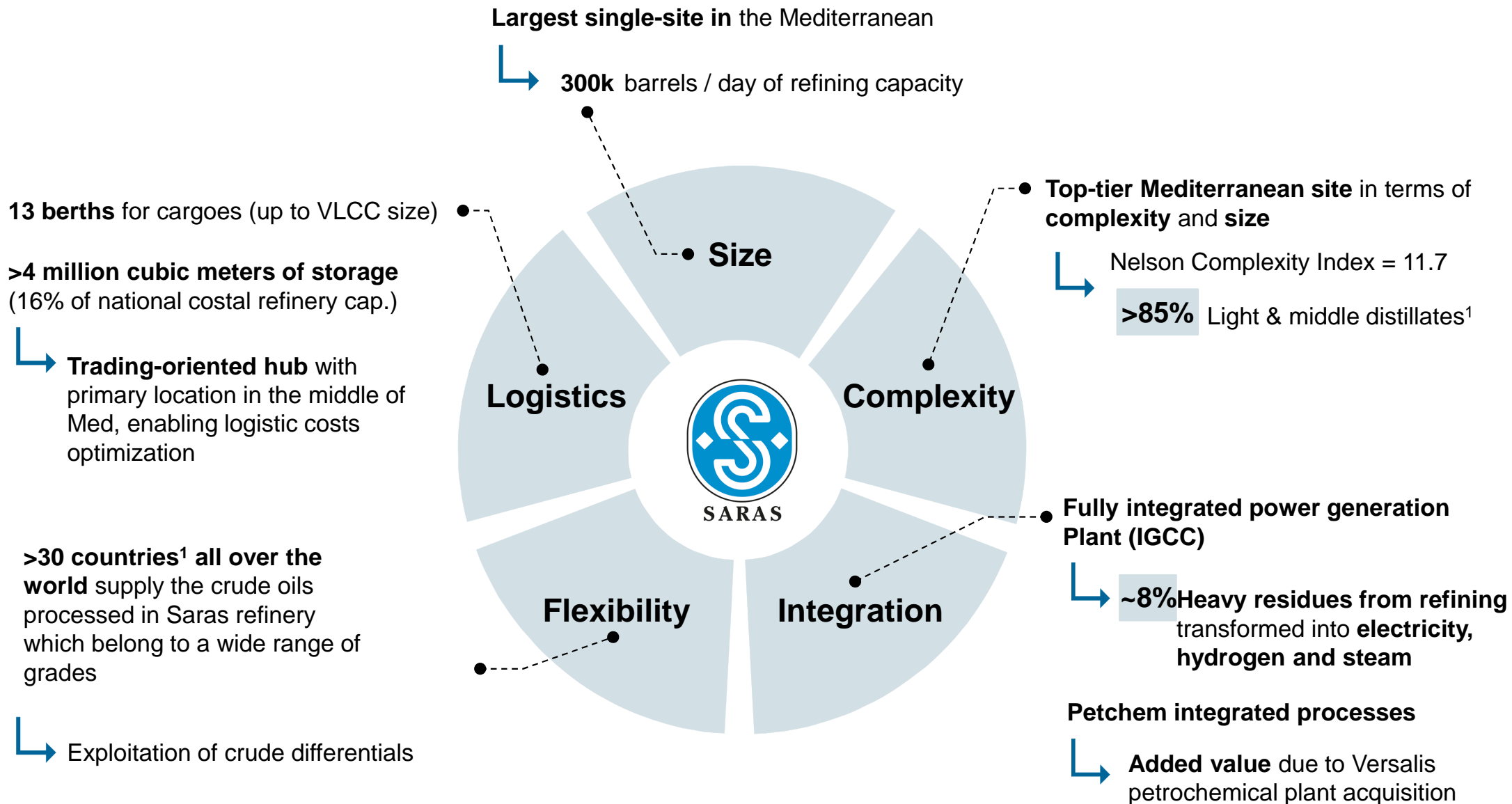
1. Until 2015 "Comparable" results evaluated oil inventories based on LIFO methodology (while IFRS accounting principles adopt FIFO methodology) and did not include non-recurring items and "fair value" of the open positions of the derivative instruments on oil and Forex. From 2016 "comparable" EBITDA and the Net Result are displayed valuing inventories with FIFO methodology, excluding unrealised inventories gain and losses, due to changes in the scenario, by valuing beginning-of-period inventories at the same unitary value of the end-of-period ones. Moreover the realised and unrealised differentials on oil and exchange rate derivatives with hedging nature which involve the exchange of physical quantities, are reclassified in the operating results. Non-recurring items by nature, relevance and frequency and derivatives related to physical deals not of the period under analysis, are excluded by the operating results and the Net Result

FY/18 Segments profitability: refining impacted by lower margins, partly offset by strong marketing and Power Generation results

Comparable EBITDA¹ (EUR MM)

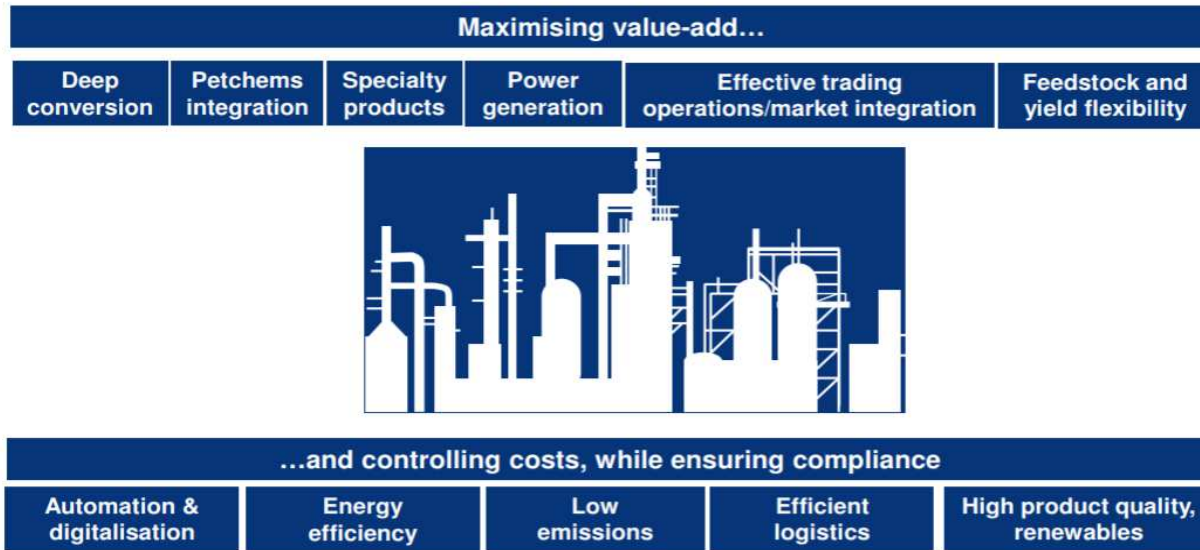


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How does a European refinery evolve to become the refinery of the future?

It becomes a highly efficient, world scale industrial complex, able to adapt to a changing market environment

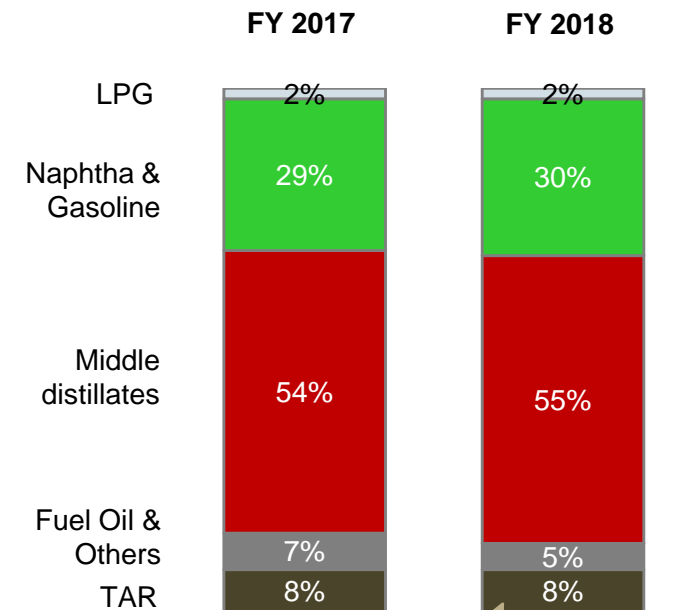


12 Trusted commercial intelligence
www.woodmac.com



Saras has the characteristics identified by WoodMackenzie to remain competitive in the next decade

Output yields¹

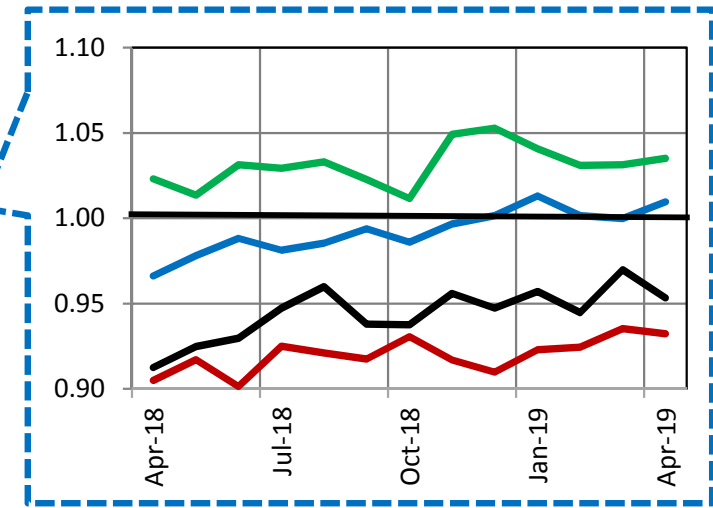
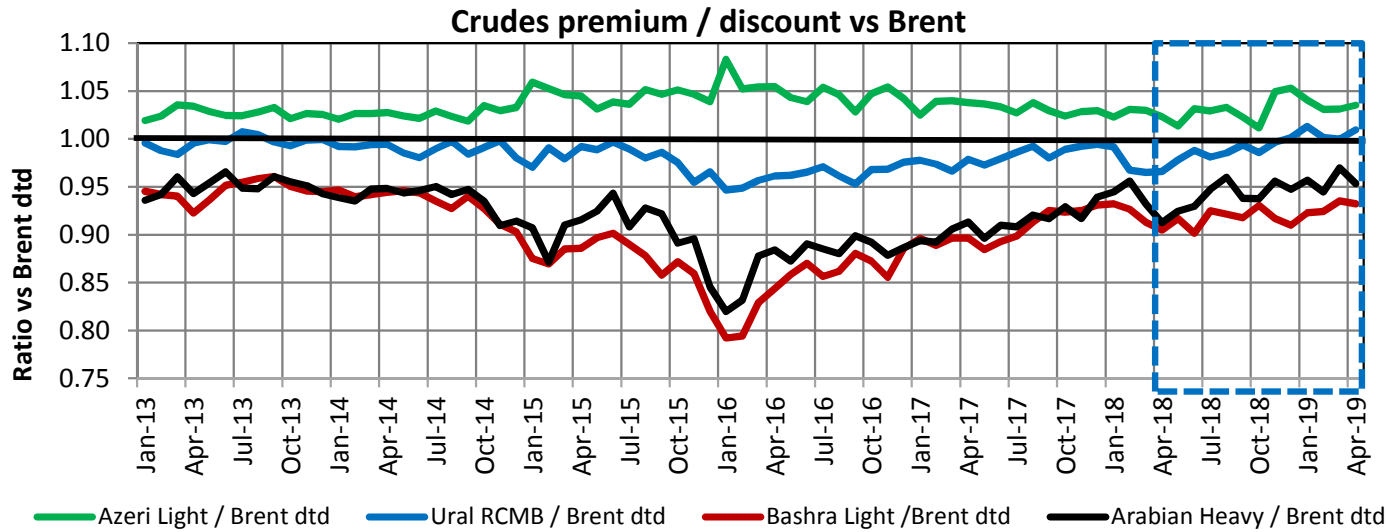


Heaviest stream of output sent to Power Generation unit (IGCC) for electricity production

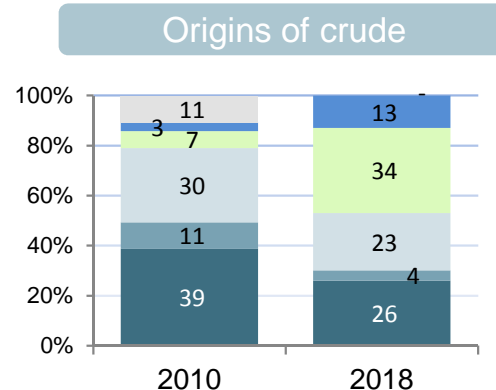
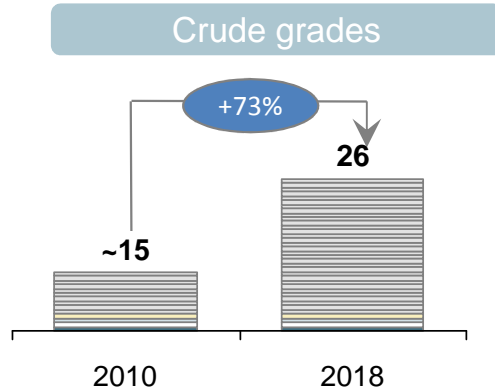
~86% of output are light & middle distillates

3. Product Yields are calculated net of "C&L"

Crude flexibility & Supply Chain Integration: strong competitive advantages



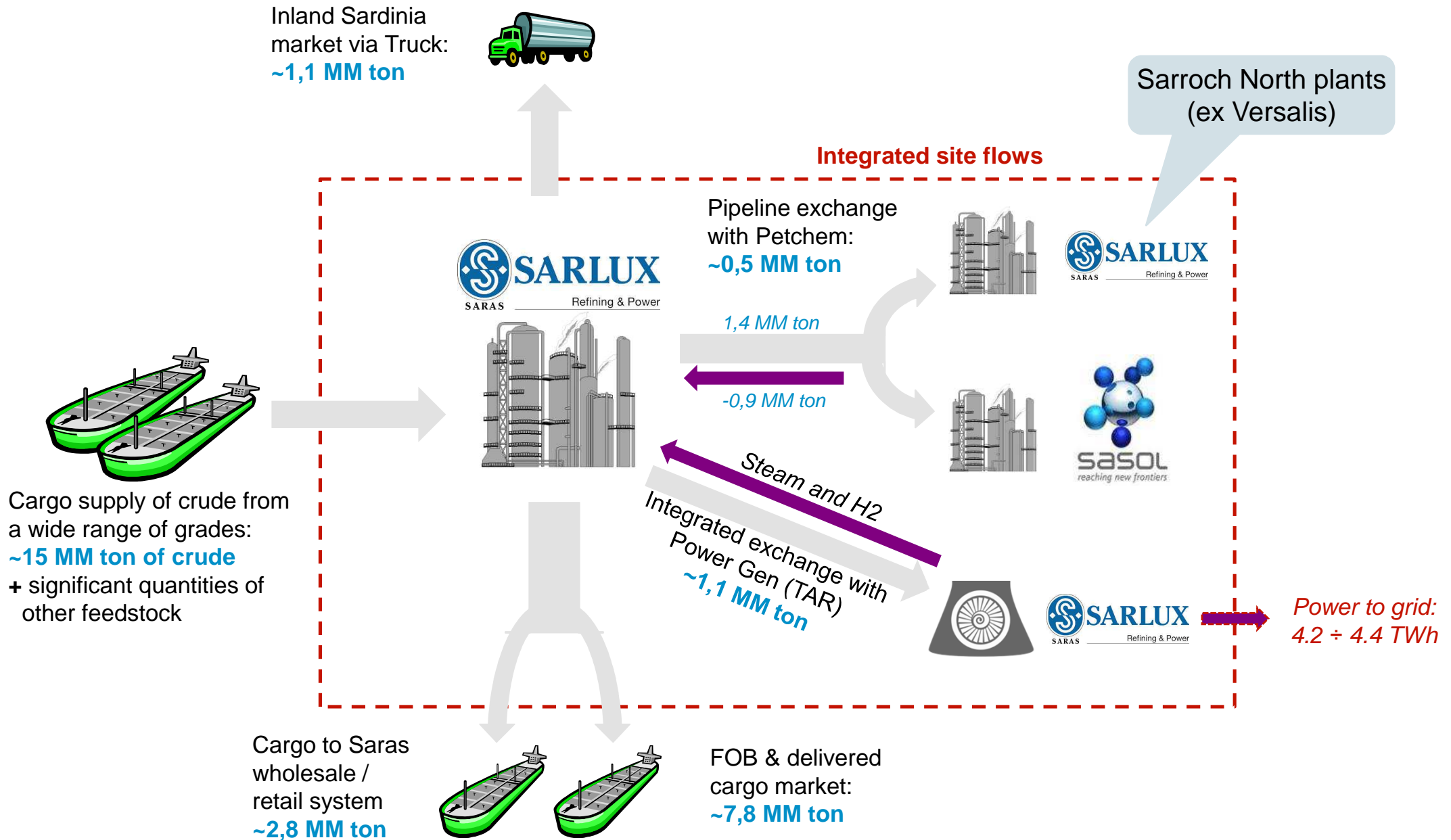
Change in variety of crudes processed and origin of crudes purchased

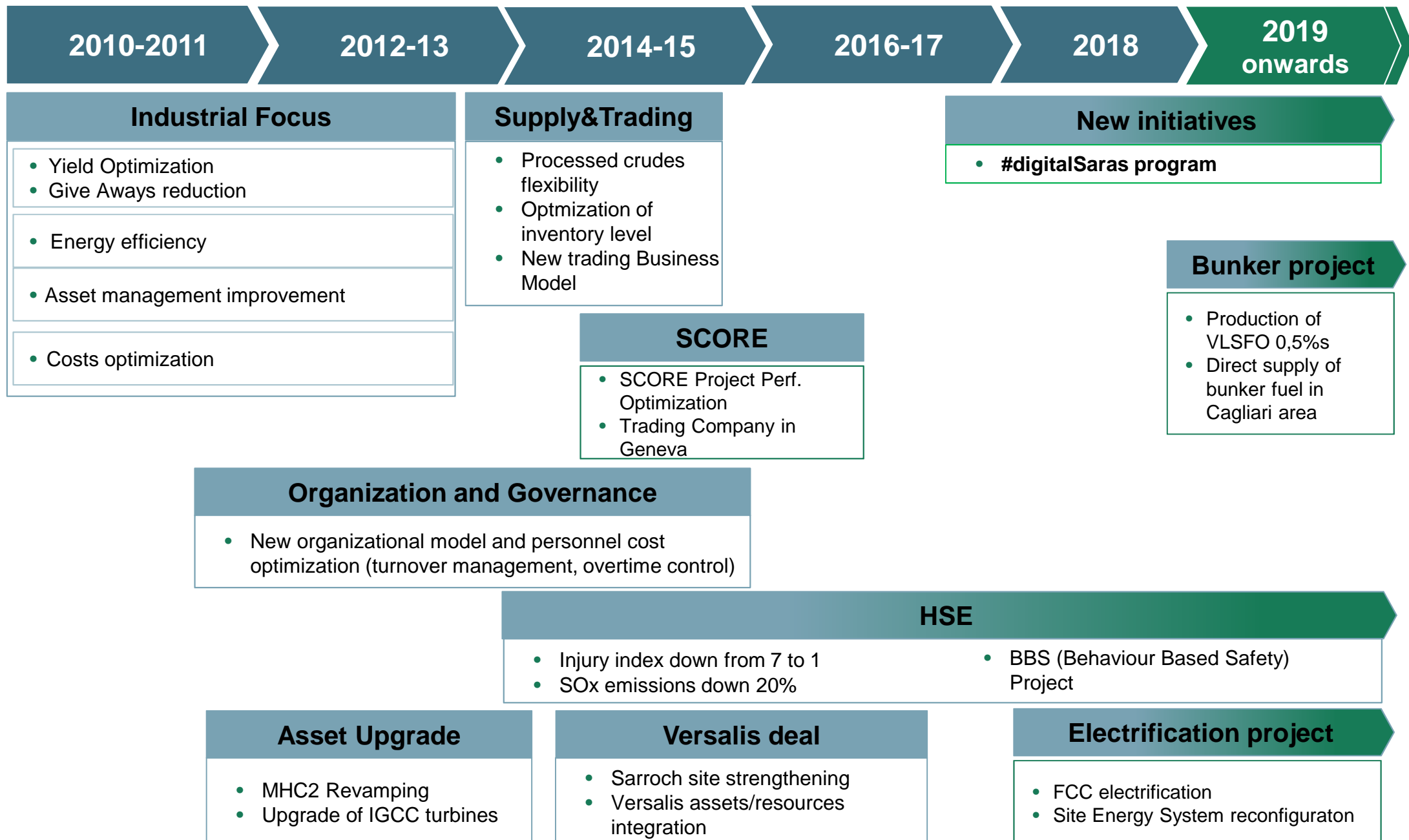


- **Saras flexible refinery is capable of processing multiple grades of crude**
 - Overcome supply disruptions
 - Exploit opportunities in differentials
- **Its central location allows for a geographically diversified supply**
 - Flexibility in crude origin
 - Supply optimization

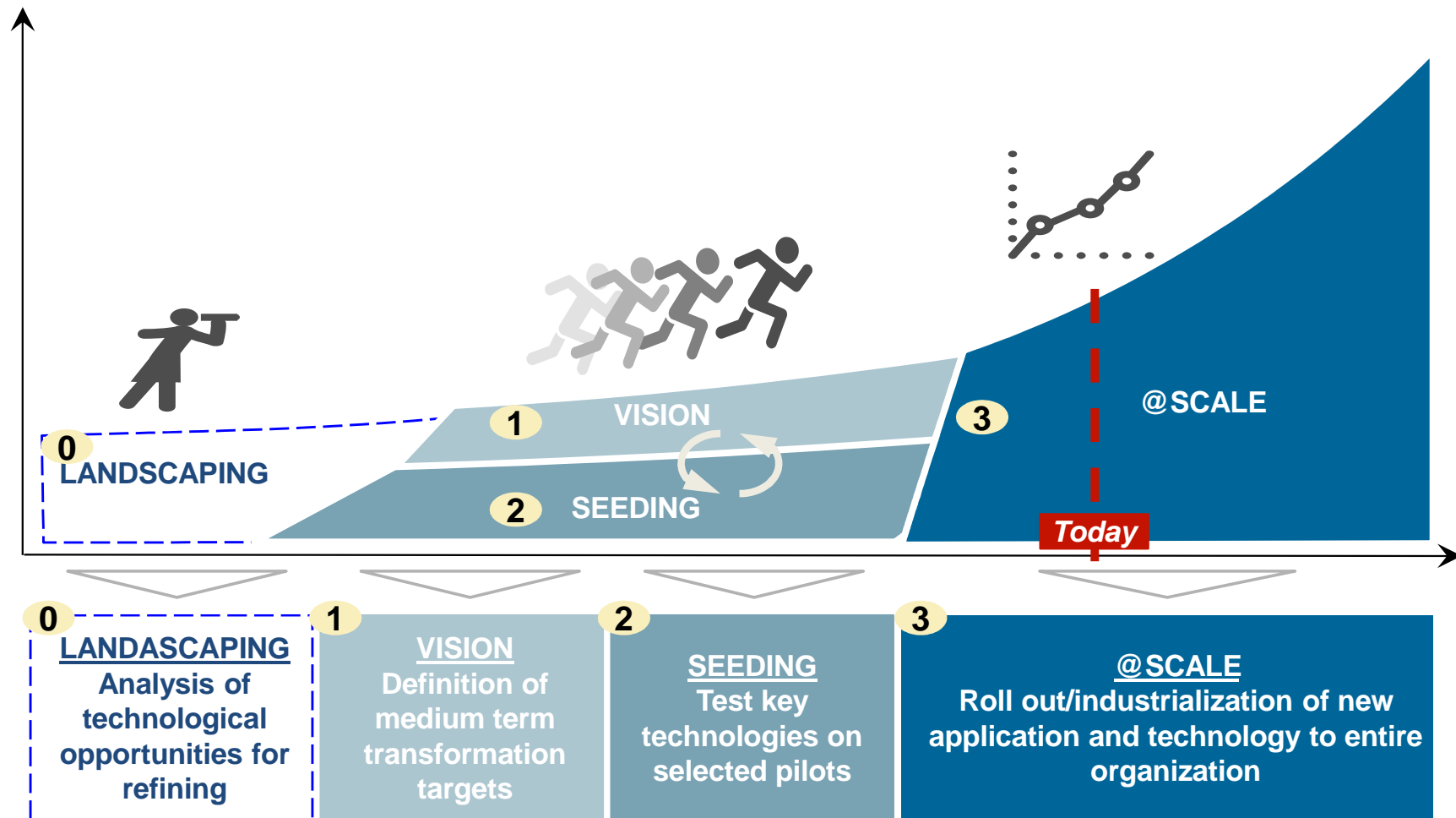
... which allow Saras to overcome supply disruptions and exploit market opportunities

Fully-integrated industrial site, with Power Generation & Petrochemical

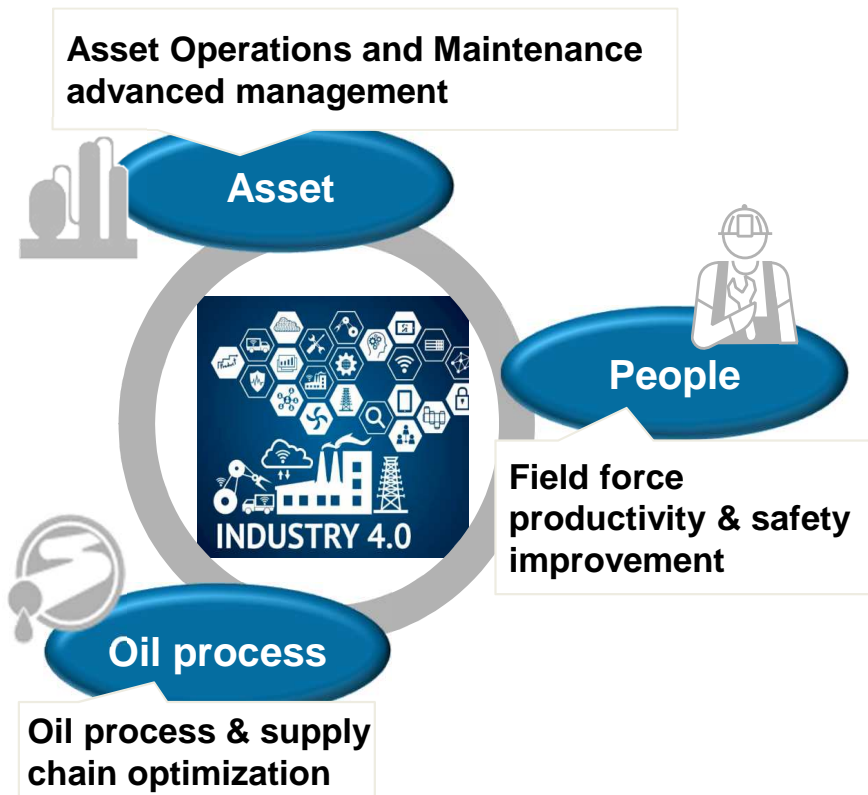




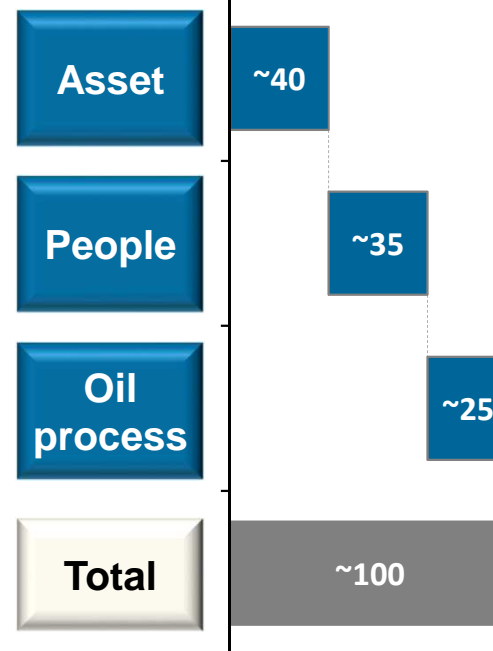
A 3-steps digital transformation journey from vision to industrialization



Domains of the Saras digital transformation program



Landscaping



Development phase

A continuous portfolio of projects developed with Agile methodology, and undergoing industrialization

 **#digitalSaras**: a clear move towards digital transformation & cultural change
A technology & mindset step change

5 Overview of completed industrializations



Crude Compatibility

Blend optimization for 50+ crudes



Column Head Corrosion

Online corrosion monitoring on 2 Crude Distillation Units



Digital Checklists

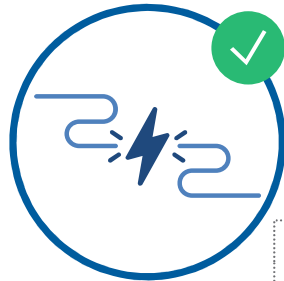
Field data collection through smart devices

~400 people involved



IGCC Gasifiers

Cycle duration prediction on 3 gasifiers



Electric Sectioning

More efficient execution through smart devices

~50 people involved



ASSO¹

Collaboration platform for operators and engineers



Mass Balance

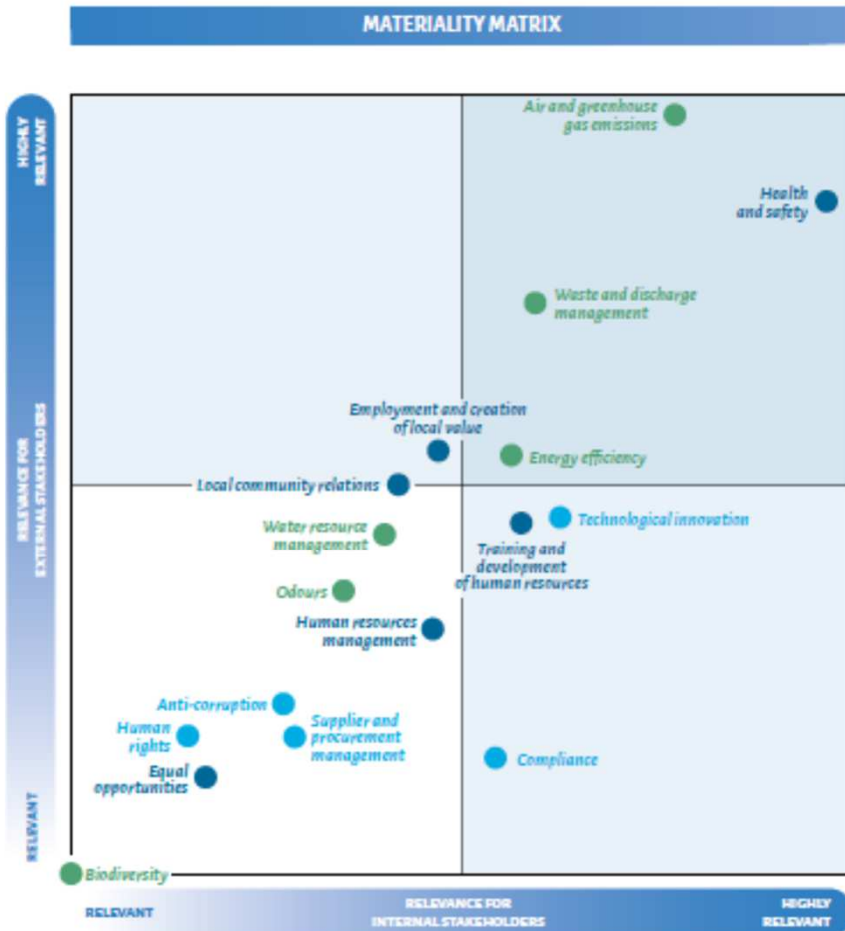
Automated mass balance with intelligent reconciliation

6 Saras's Sustainability approach

Stakeholders' Engagement:

To determine the priority topics within the framework of its sustainable behavior, a dialogue has been established with those groups who have related or shared interests with the company.

OUR STAKEHOLDERS



“Materiality Matrix”:

By merging the views of all the stakeholders involved in the engagement process it was created the materiality matrix. The x-axis of the matrix shows the priorities (in ascending order from left to right) assigned to the various topics by internal stakeholders, while the y-axis shows the priorities assigned by external stakeholders, in ascending order of relevance from the bottom upwards

Priority topics:

According to this representation, the 4 topics positioned in the top-right quadrant are those considered extremely relevant and therefore material both by the company and the community.

A further 5 topics were positioned in quadrants in the matrix characterised by high relevance for just one of the dimensions. The Group nonetheless believes that it is important, also for these topics, to communicate clearly and precisely its strategies, objectives, results achieved so far and potential associated risks.

Detailed sustainability data in the Appendix

Health & Safety

- Saras committed to applying the best standards in its activities, in order to guarantee maximum safety for all its employees and contractors
- Almost >25,000 hours of Health & Safety training per year
- Saras Total Injury Frequency consistently trending lower, in accordance with best European standards (Concawe benchmark)
- Application of the Behavior Based Safety (BBS) protocol
- OHSAS 18001:2007 certification

Social Responsibility and Local Value Creation

- Voluntary accreditation with Eco Management & Audit Scheme (EMAS) since 2008
- Largest company in Sardinia (based on turnover) and second for number of employees
- Long-standing active dialogue with local communities and Stakeholders
- Transfer of cumulated technical expertise & knowledge to local community, contractors and next generation
- Seminars, traineeships and scholarships for students
- EUR1.8m distributed among the local community

Environment

- 1st Italian refinery to comply with Integrated Environmental Authorization (AIA)
- Numerous investments to increase energy efficiency also aiming at reducing CO₂ emissions
- >90% of the waste sent for treatment and recovery
- Several desalination units installed to reduce use of primary water sources (only 13% withdrawal)
- Monitoring of environmental habitats around Sarroch
- Main Certifications : Energy management system UNI EN ISO 50001, Environmental Management System UNI EN ISO 14001

Human Resources and Governance

- Approx 1,950 employees
 - of which 1,450 in Sardinia
 - more than 85% with high school or university degree qualification
 - almost 20% female
 - 97% with permanent contracts (vs 88% average)
- >50,000 total training hours per year
- Board of Director
 - 50% Independent Directors
 - 33% Female Directors

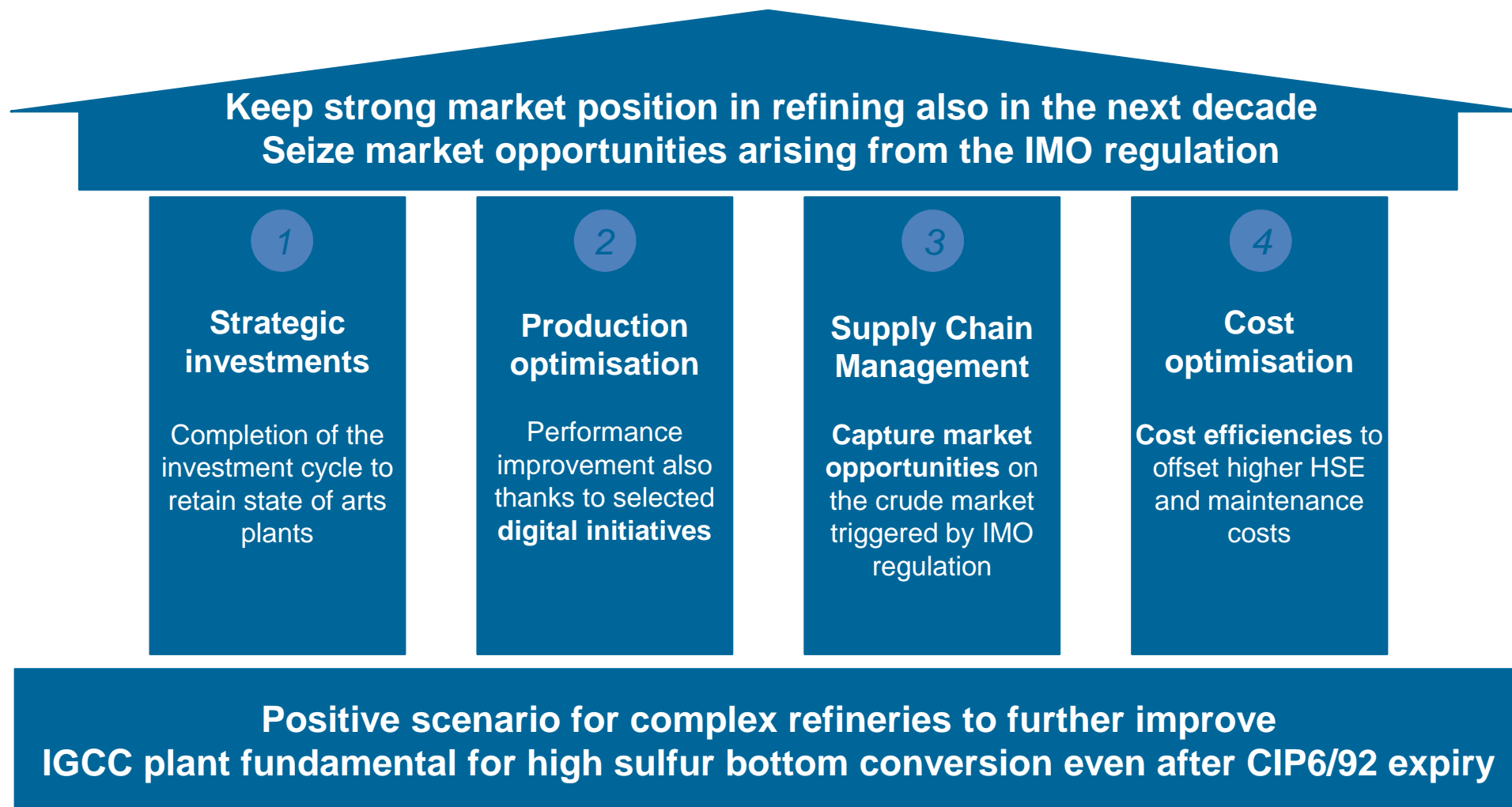


Business Plan 2019 – 2022

Outlook for 2019

- **Refining:** positive scenario expected in 2019 with average margin ahead of previous year (also thanks to lower oil price) especially from H2/19 when the effect of the new IMO–Marpol VI regulation will start to have effect.
 - Relevant maintenance cycle in 2019 carried out successfully and on time in Q1/19 in order to be ready to capture better market opportunities arising from IMO.
 - Remaining maintenance in Q4/19 on VisBreaking “VSB”, North Plants, “RT2” and Vacuum “V1”
 - **Saras expects to deliver an average premium above the Benchmark of 2.4 ÷ 2.8 \$/bl (net of maintenance)**
- **Power:** Standard maintenance activity. Power production expected broadly in line with 2018

		Q1/19A	Q2/19E	Q3/19E	Q4/19E	2019E
REFINERY						
Crude runs	Tons (M) Barrels (M)	2.7 19.4	3.5 ÷ 3.7 26.0 ÷ 27.0	3.5 ÷ 3.7 26.0 ÷ 27.0	3.4 ÷ 3.6 25.0 ÷ 26.0	13.0 ÷ 13.7 96 ÷ 99
IGCC						
Power production	MWh (M)	1.00	0.90 ÷ 1.00	1.10 ÷ 1.20	1.10 ÷ 1.20	4.10 ÷ 4.40



Environmental regulation progressively tightening

- EU Fuel Quality Directive, Clean Air For Europe Regulation, etc.

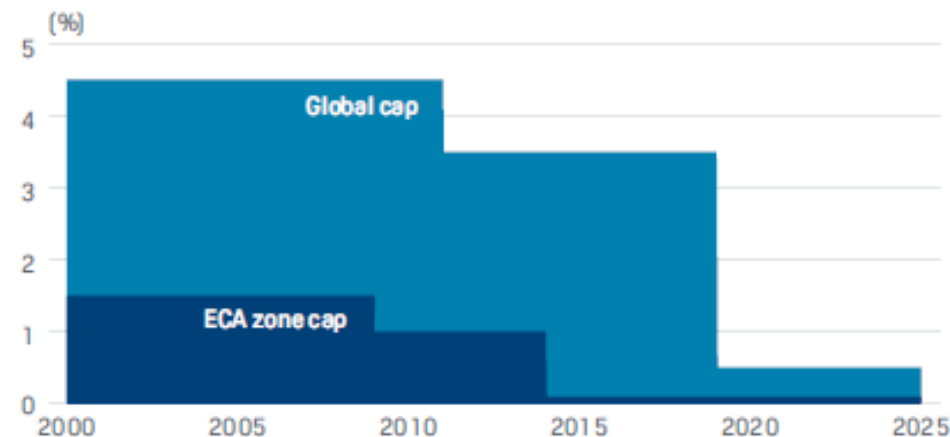
Air quality is more and more a relevant theme for the public opinion

- Despite representing only 4% of global oil demand, marine bunker accounts for approx. 40% of sulphur emissions from oil use

IMO decision to implement tighter limits on bunker emissions as of 1st Jan 2020, in accordance with “MARPOL Annex VI” Regulations, is the last regulatory measure aiming at reducing sulphur emissions

Lower bunker fuels emission cap by 1st January 2020

MARPOL ANNEX VI SULFUR LIMITS



Source: IMO

IMO has set a global limit for sulphur content of marine fumes of 0.5% from 1st January 2020, compared to current limit of 3.5%. Shippers can meet lower sulphur emission standards by:

- Using low-sulphur compliant fuel oil
- Using alternative fuels (i.e. gas or methanol)
- Installing scrubbers which clean the emissions before they are released in the atmosphere

Saras is ideally placed to exploit market developments triggered by IMO

Expected impact of IMO on the refining sector

Crack spreads

- Increase of diesel/gasoil crack spreads
- Sharp deterioration of HSFO crack spread

Crudes differentials

- Heavy and medium sour crude oils expected to increase their discounts vs. Brent

Refiners

- Need of conversion investments for simple refiners or risk to be displaced
- Widening competitive advantages for deep conversion refineries

Saras is ideally placed to play this scenario

Site size & complexity

- Top-tier refiner by complexity index and capacity
- High value output yields: 85% light & middle distillates
- Strong competitive position in producing and supplying VLSFO

Integration

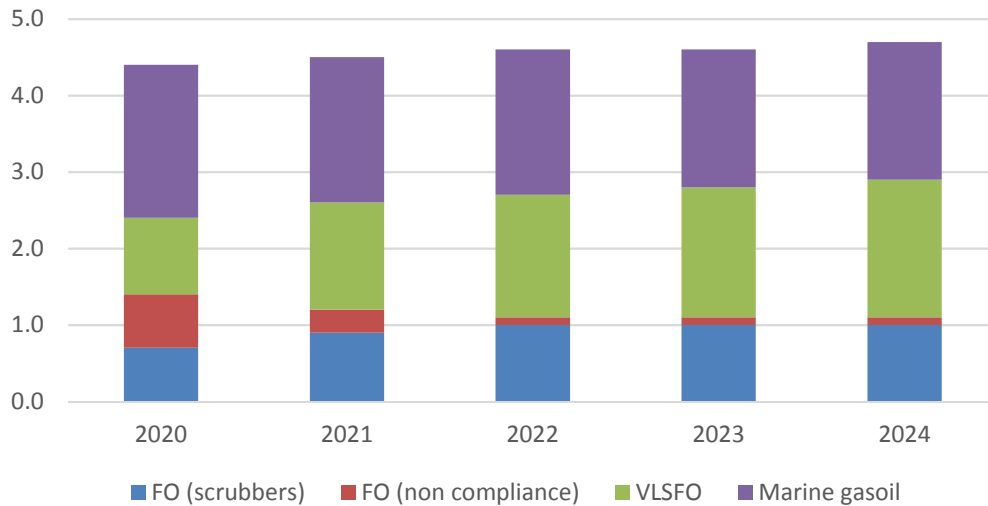
- IGCC, fully integrated with the refinery, efficiently converts heavy part of the barrel (TAR) into electricity and utilities exploiting crude differentials
- IGCC intrinsic value to be maximized in a context of high differential of GO - HSFO (i.e. IMO) that reduces TAR value compared to electricity prices

Flexibility and business model

- Location in the middle of Med allows geographically diversified supply and sales
- Business model based on the integrated supply chain management coupled with trading skills, will enable to seize market opportunities on both crudes differential and products

Update on IMO scenario

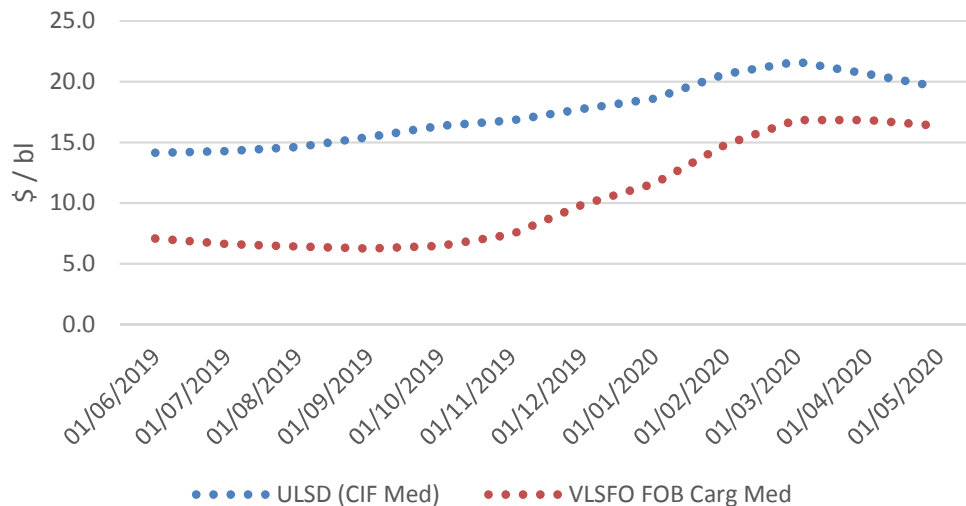
Marine demand 2020-24 (mb/d)



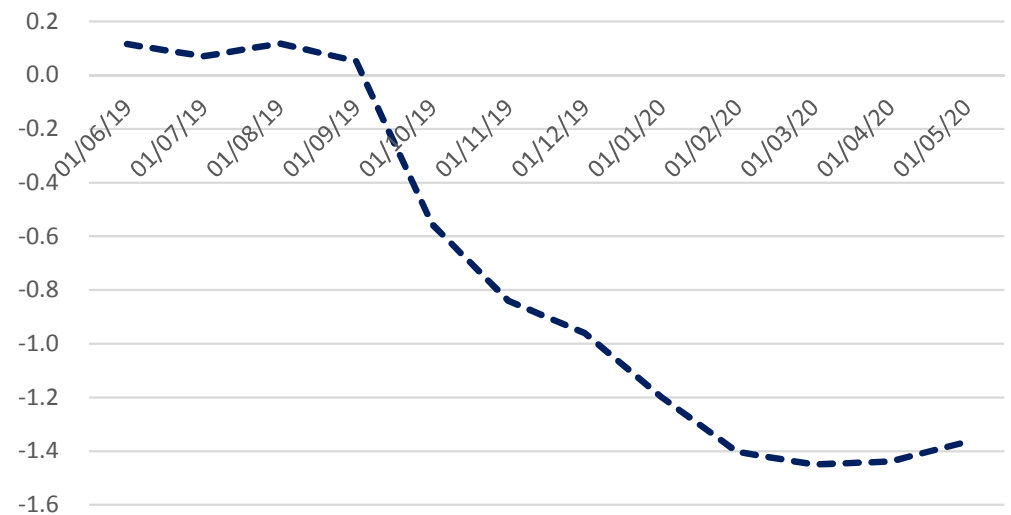
- According to IEA a large part of bunker demand (approx. 2 mbl/d) will be satisfied by marine gasoil and 1 mbl/d by VLSFO
- Forward curves and estimates on ULSD & VLSFO are encouraging pointing to a material improvement of crack spreads
- Heavy-sour crude market remains quite tight and driven by geopolitics (Iran, Venezuela, OPEC+ cuts) but IMO could bring some relief

Source IEA Oil 2019

Crack spreads estimates



Urals (Med)/Dtd Brent estimates



Source JBC

Exploiting strong competitive position in producing and supplying VLSFO

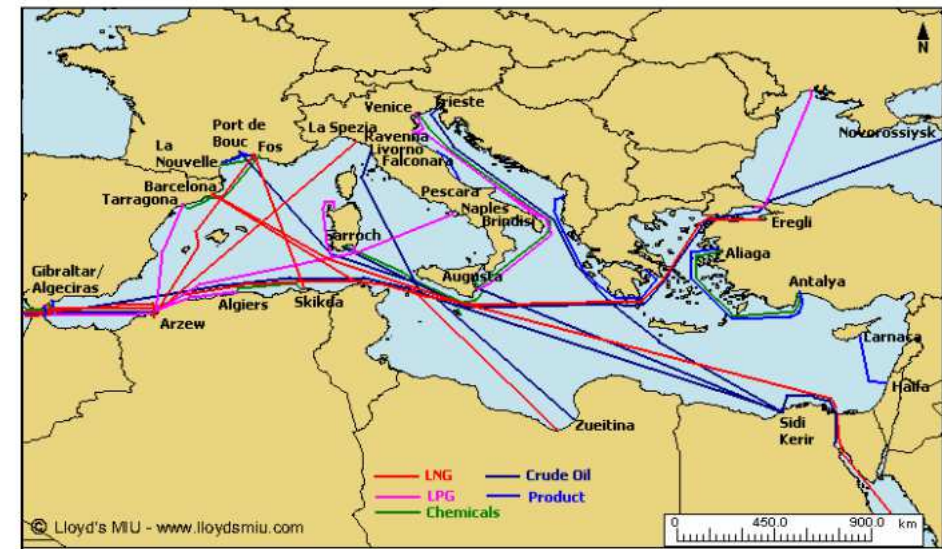
Saras is well positioned to exploit VLSFO opportunity thanks to the following advantages:

- Versatile & flexible refinery configuration allows to produce VLSFO, blending various vacuum residues (from non conventional crude qualities) with very low sulphur fluxants
- Long-standing supply positioning makes Saras a very reliable player
- Central position in the Mediterranean Sea is ideal to serve both local and “in transit” fleets

Bunker project main features:

- Timeline: start up of operations by H2/19
- Production of up to 950 ktons of bunker fuel IMO compliant
- Target to supply directly 550 ktons of VLSFO in Sarroch/Cagliari and approx. 180 ktons of marine gasoil
- Limited investments required
- Leverage on existing infrastructure (existing marine terminal)
- Lease of 1-2 small vessels for lightering
- Commercial expertise and capabilities to exploit market opportunities

Major tankers routes



Good opportunity to leverage on strong refinery configuration and commercial capabilities to enter in a new market

Business Plan Market Scenario

		2019E	2020E	2021E	2022E
Brent Dated	\$/bl	65.0	65.0	68.0	70.0
Gasoline <i>crack spread</i>	\$/bl	7.4	7.5	8.0	9.0
ULSD <i>crack spread</i>	\$/bl	17.5	21.0	19.0	18.5
HS Fuel Oil <i>crack spread</i>	\$/bl	-14.3	-25.0	-24.0	-23.0
VLSFO Bunker <i>crack spread</i>	\$/bl	6.0	8.0	7.0	6.0
National electricity price	€/MWh	65.0	60.0	55.0	55.0
Exchange Rate	€/\$	1.22	1.24	1.26	1.27

Market Scenario based on prominent market experts forecasts (IHS and Wood Mackenzie for oil and Pöyry and Ref4E for electricity)

Market Scenario:

- We have set our oil scenario starting from the most recent experts estimates. Diesel/gasoil crack spreads incorporate the impact of IMO that already in H2/2019. In detail:
 - Material strengthening of diesel/gasoil crack spread** as the demand of bunker fuel is expected to switch to lower sulphur fuels (gasoil/diesel representing approx. 50% of Saras yield)
 - Heavy and medium sour crude grades to increase their discounts from 2020.** Saras able to capture widening price differentials thanks to its IGCC configuration and the integrated supply chain model
 - Good market opportunities for the VLSFO** that Saras is able to produce and commercialize at competitive conditions positively contributing to the Group margin
 - HSFO crack spread decreasing** due to the sharp decline in demand (Saras does not produce HSFO)

Operations and costs:

- Refinery: important plants turnarounds in 2019-20. In 2021-22 completed the investment cycle and the planned maintenance it will operate at full capacity.
- IGCC: In 2021 it will be carried out the 10Y turnaround on the IGCC plant to extend its economic life up to 2031
- Total **fixed costs** equal to approx. EUR 350 ÷ 360 million per year as the efficiencies will offset inflationary drift of HSE and maintenance costs and salaries. Savings to be achieved on variable costs (included in the refining margins) to compensate rising price of utilities driven by the scenario.

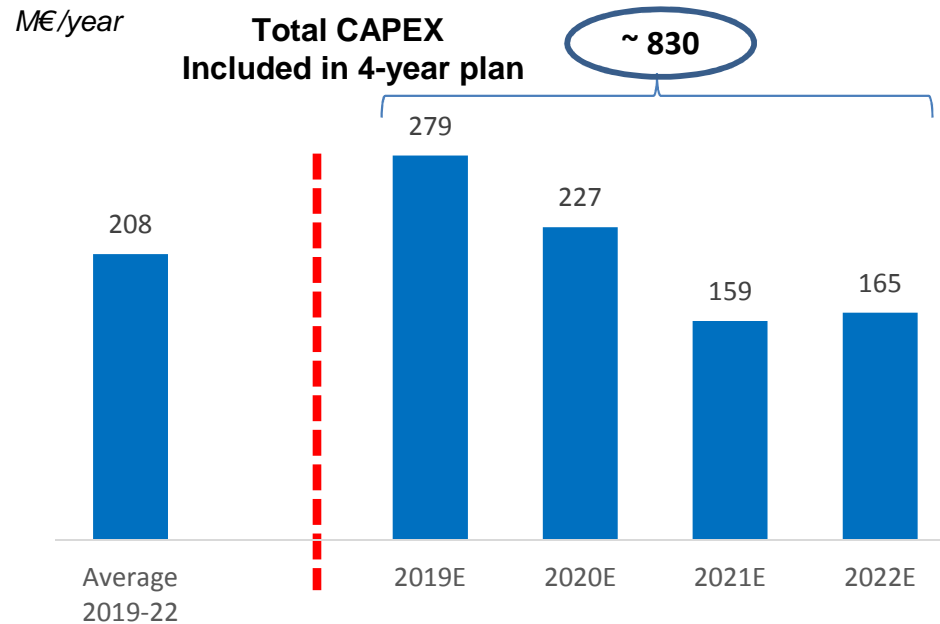
Business Plan Operations & Fixed Costs

		2019E	2020E	2021E	2022E
Refinery Crude Runs	Mtons	Approx. 13.4 ÷ 15			
Refinery other feedstock	Mtons	Approx. 0.5 ÷ 1.2			
IGCC Power production	TWh	4.3 ÷ 4.4		4.0 ⁽¹⁾	4.3 ÷ 4.4
Total Fixed costs (Refining + Power)	€ M	Approx. 350 ÷ 360			

(1) 10Y turnaround on the IGCC plant

CAPEX Plan for long term operational and technological excellence

Business Plan Group CAPEX



Main development CAPEX included in Plan

- Investments in asset reliability, HSE, steam and power system reconfiguration with the aim to keep the operational and technological excellence long term
- Contribution at EBITDA level from EUR15M in 2019 to EUR65M in 2022 (i.e. energy efficiencies, operational availability improvements and digital initiatives)

Digitalization investments

- In 2018 **selected projects were industrialized** in the field of predictive maintenance and digitalization of the operational workforce
- In 2019 **start-up of the new Reliability Control Center** to collect all the digital Asset Management applications and to support **data-driven human decisions**
- **Main objectives: downtime reduction, asset availability enhancement, safety and security improvements and production increase**
- Expected benefit: Digital investments to improve the operational performance and sustain refining margins premium

Saras SpA

New wind farm

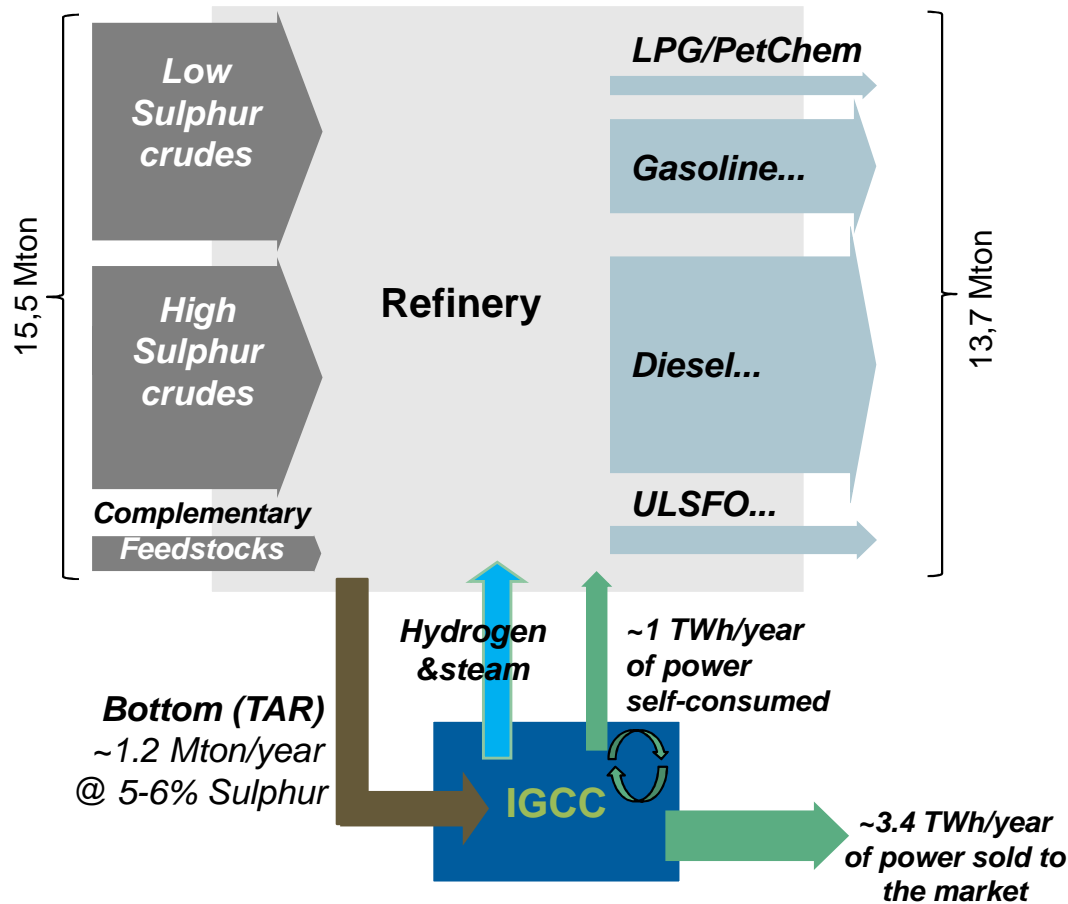
- **EUR30M of investments** (EUR7M in 2018 and EUR23M in 2019)
- **+30MW of capacity (+30%) to the Ulassai wind farm**
- Expected to enter in operation in H2/19
- Compelling IRR operating at grid-parity thanks to synergies with the existing farm (good wind conditions, existing electricity network, maintenance know-how)

Segments profitability outlook

Segment	Comments				
	2019E	2020E	2021E	2022E	
Refining	EMC \$/bl	Ytd = 0.6 3.2-3.5 ⁽¹⁾	5.0 ⁽¹⁾	4.0 ⁽¹⁾	3.7 ⁽¹⁾
	PREMIUM NET OF MAINTENANCE \$/bl ⁽²⁾	2.4 - 2.8	4.4	6.0	4.7
Power Generation	EBITDA of approx. EUR 200 million/year Electricity produced to be sold according to CIP6/92 tariff		From 2021 Power Gen results (including fixed costs) will be incorporated in the refining segment. There will be only one intergrated margin		
Marketing	<ul style="list-style-type: none"> EBITDA of approx. EUR 20 M/year (corresponding to about 0.4 \$/bl of margin) 				
Wind	<ul style="list-style-type: none"> EBITDA of approx. EUR 14 M/year taking into account the new wind capacity from H2/19 				

(1) Based on reference scenario of the business plan presented on 4th March 2019.
 (2) Based on reference scenario of the business plan presented on 4th March 2019. Including contribution of capex and cost savings, net of maintenance

Sarlux site configuration post 2021



Three independent trains for gasification and power production, with a total design capacity of 575 MW

Total Input = 15,5 Mton

Total Output = 13,7 Mton + 3,4 TWh ⁽¹⁾

2021 will be a year of discontinuity for the IGCC:

- By end of Q2 CIP6/92 incentive expire
- By that date the 10Y turnaround will be executed
- Then the plant **will start to operate at market conditions**

From 2022 IGCC will be exploited with an integrated perspective and we expect it to run at full capacity:

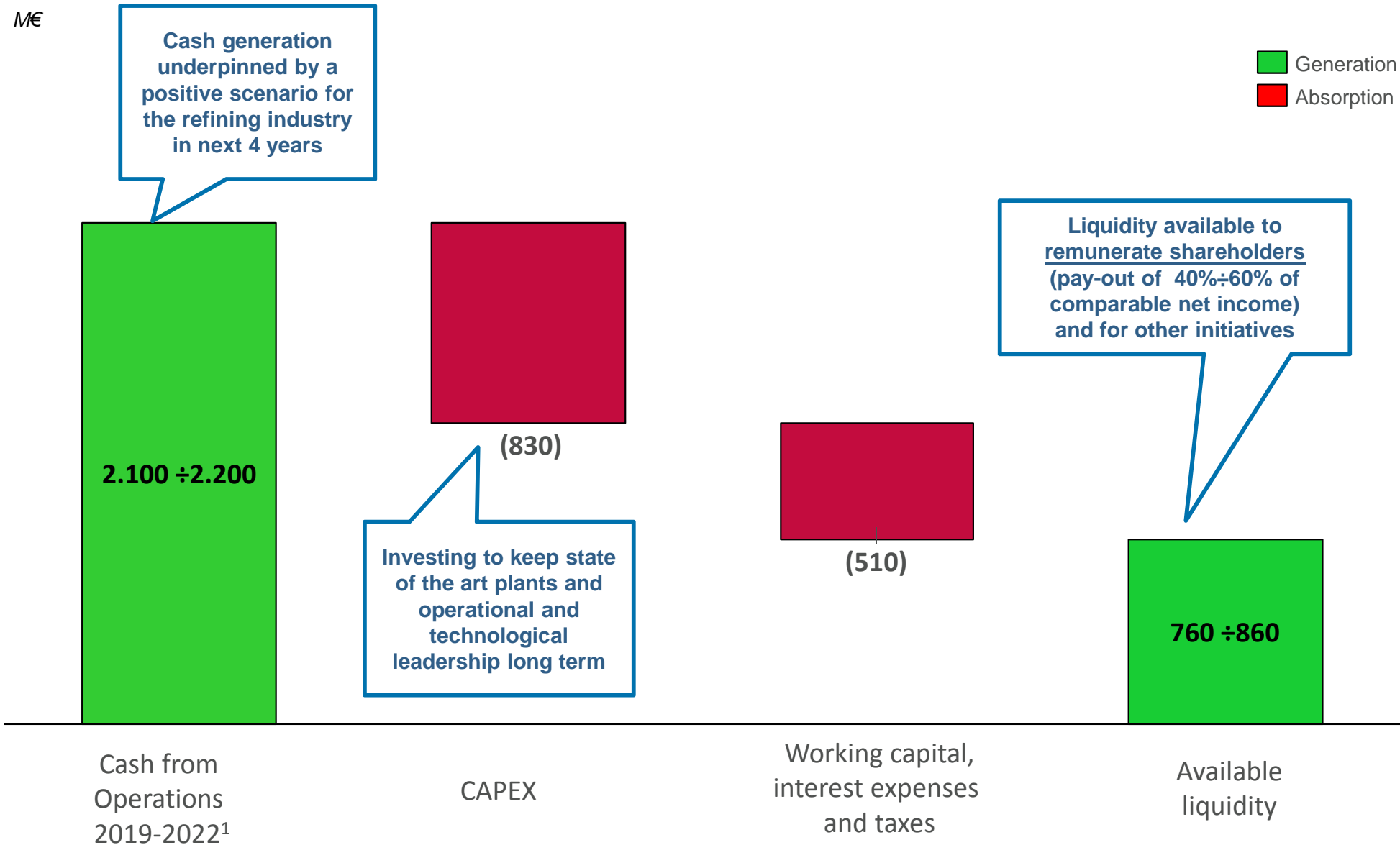
- ~1TWh of power production will be self-consumed allowing to save system and dispatching charges (approx. EUR 20 ÷ 25M)
- ~3.4 TWh will be sold to the market at PUN ⁽²⁾
- The plant will continue to provide hydrogen and steam necessary for refinery operations
- Competitive marginal cost of production versus the expected PUN (55 EUR/MWh)

Main benefits will be:

- No need of multi billion investments to convert bottom of the barrel into refined products (ie cocker or others)
- Possibility to continue to economically process HS crudes with a low fuel oil yield fully exploiting IMO opportunities
- IGCC intrinsic value will be boost in conditions of high differential between GO & HSFO (i.e. IMO) that reduces TAR value compared to electricity prices, contributing positively to the refining margin

Note: Arrow width proportional to material flow size, plant surfaces proportional to Nelson Complexity Index.

Sources and uses of cash (Cumulated 2019-2022)



1. Cash Flow from operations = EBITDA – Linearization effect on Power Generation – others



Saras segments

- **Refining**
- Power Generation
- Marketing
- Wind Energy

Key financial performance of the Refining segment

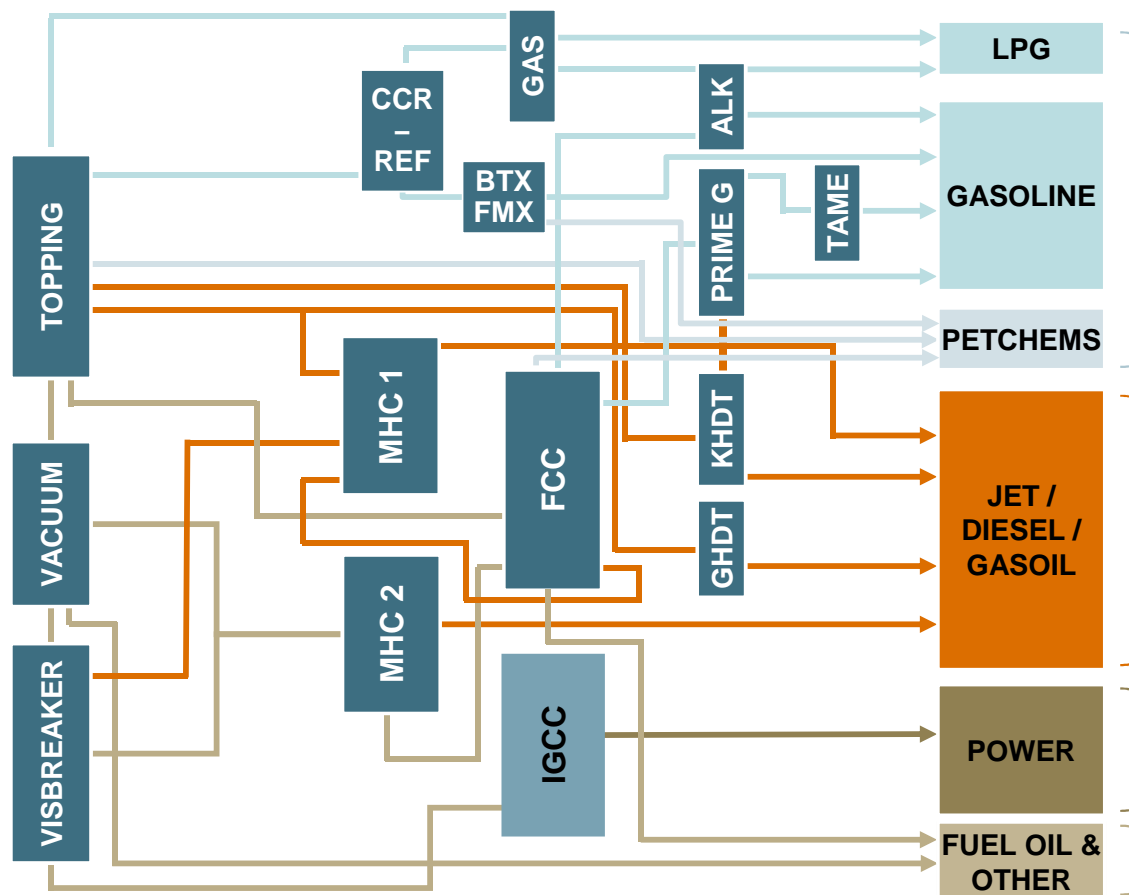
EUR million	2012	2013	2014	2015	2016	2017	2018	Q1/19
EBITDA	(91.2)	(153.6)	(496.3)	337.1	418.3	276.9	142.6	49.9
Comparable EBITDA	(61.2)	(127.5)	(140.1)	510.5	279.1	282.2^(*)	104.6	(20.9)
EBIT	(197.0)	(261.0)	(640.7)	204.8	281.5	160.3	26.6	19.3
Comparable EBIT	(167.0)	(234.9)	(261.8)	396.6	162.3	165.6^(*)	(7.8)	(51.5)
CAPEX	97.0	87.1	124.9	75.0	133.6	186.1	213.4	102.7
REFINERY RUNS								
Crude Oil (ktons)	13,309	12,980	12,430	14,550	12,962	14,060	13,512	2,653
Crude Oil (Mbl)	97.2	94.8	90.7	106.2	94.6	102.6	98.6	19.4
Crude Oil (kbl/d)	265	260	249	291	259	281	270	215
Complementary feedstock (ktons)	431	390	548	1,026	1,598	1,291	1,319	281
EMC benchmark	0.9	(1.2)	(0.5)	4.0	2.9	3.5	2.0	1.1
Saras Refining Margin	2.1	1.6	1.2	8.0	6.6	6.0	4.3	2.5

(*) Comparable results are based on the new methodology from 2016. For more details please refer to slide 58.

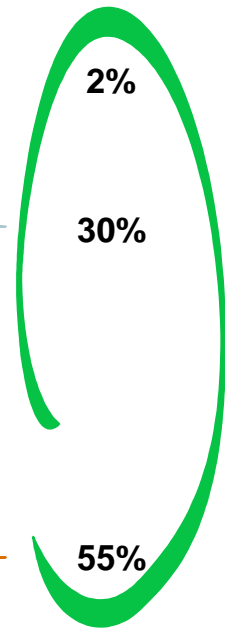
Complex and well balanced refinery configuration

Key units	# units	Total cap. (kb/d) ¹
TOPPING	3	300
VACUUM	2	105
VISBREAKER	1	41
FCC Fluid Catalytic Crack.	1	90
MHC Mild Hydrocraker	2	120
CCR & REFORMER	2	50
Power Gen (IGCC)	3	20

Diagram flow



Yields (%)²



8%

5%

High conversion to high-value products: Petrochemicals, Gasoline, Diesel and Power

1. Calculated using calendar days
2. Yields are calculated net of "C&L" – values refer to FY 2018

~4M cm of tank farm capacity and 13 berths



Tank Farm

	#	k cm	k bl
Crude	13	1,290	8,127
Gasoline	60	1,000	6,300
Kerosene	11	114	718
Gasoil	35	694	4,372
Fuel Oil & feedstock	33	885	5,575
LPGs	47	72	454
Total	199	4,055	25, 546



Marine Terminal

	#	Dwt	m Draft
Deep sea berths for VLCC	2	up to 300,000	20.7
Berths for Products	9	up to 65,000	12
	1	up to 40,000	9.5
	1	up to 6,000	7
Total	13		

Opportunity of expansion in the storage capacity (gasoil/crude)

Flexibility for simultaneous loadings of multiple products



Saras segments

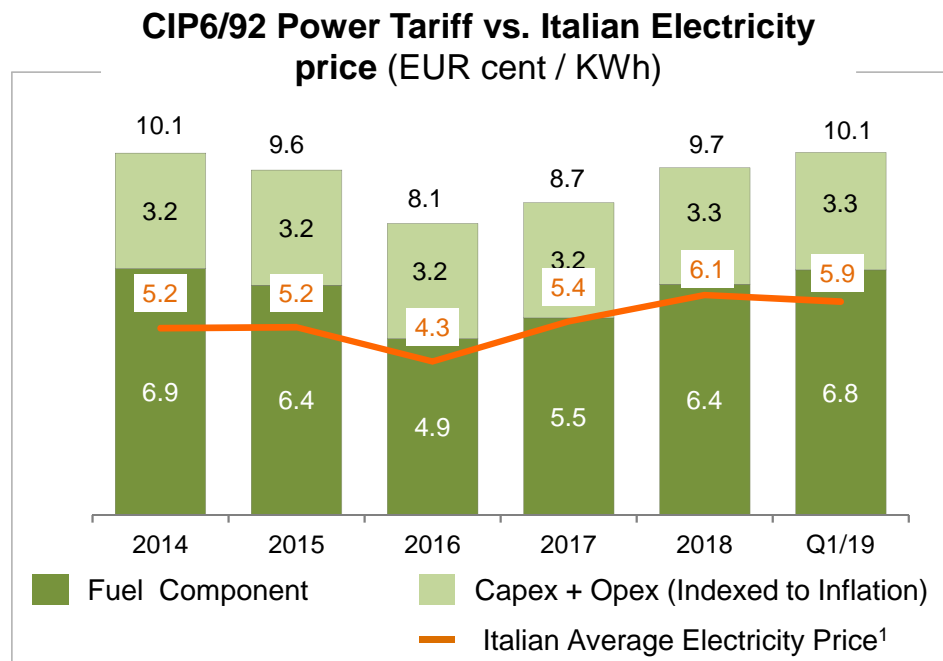
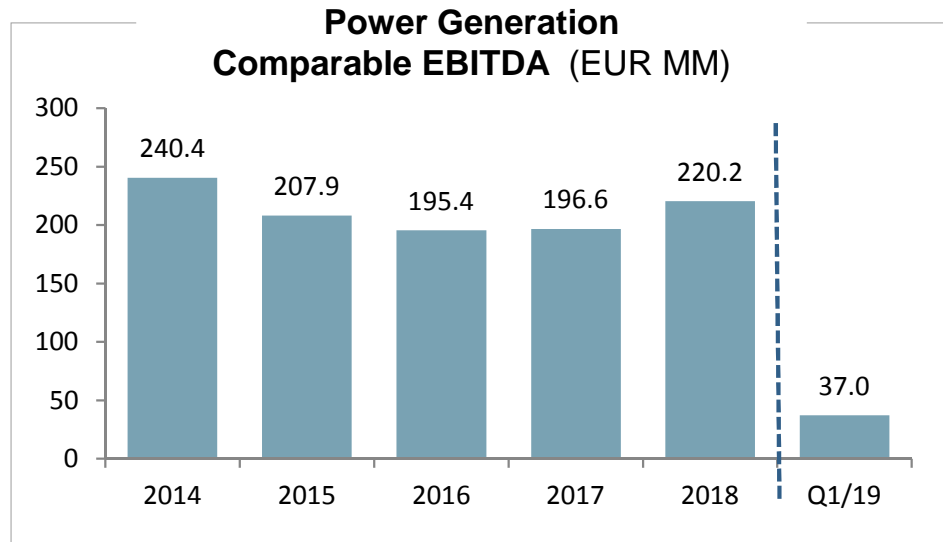
- Refining
- **Power Generation**
- Marketing
- Wind Energy

Key financial performance of the Power Generation segment

EUR million	2012	2013	2014	2015	2016	2017	2018	Q1/19
Comparable EBITDA	226.8	182.4	240.4	207.9	195.4	196.6	220.2	37.0
Comparable EBIT	147.0	109.5	174.7	111.1	96.3	145.5	167.9	23.7
EBITDA IT GAAP	178.3	184.8	147.9	168.2	133.9	97.7	67.7	44.1
EBIT IT GAAP	133.2	131.2	85.9	105.0	68.6	80.4	49.1	39.2
CAPEX	8.7	16.9	6.8	9.1	9.6	16.6	20.7	10.8
ELECTRICITY PRODUCTION <small>MWh/1000</small>	4,194	4,217	4,353	4,450	4,588	4,085	4,363	988
POWER TARIFF <small>€cent/kWh</small>	12.2	11.9	10.1	9.6	8.1	8.7	9.7	10.1
POWER IGCC MARGIN <small>\$/bl</small>	4.2	3.8	4.8	3.1	3.3	3.3	3.8	3.5

Power Generation: strong and stable contribution to Group EBITDA

- IGCC economics are stable and based on attractive regulated contract (CIP6/92)
- The CIP6/92 contract with National Grid operator (GSE) enjoys priority of dispatching and full CO₂ cost reimbursement until April 2021
- From 2022 the IGCC will be exploited with an integrated perspective, dedicating ~1TWh to self-consumption and ~3.4 TWh to the market while continuing to provide hydrogen and steam necessary for refinery operation. This will allow to continue to economically process HS crudes with a low fuel oil yield fully exploiting IMO opportunities



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



Saras segments

- Refining
- Power Generation
- **Marketing**
- Wind Energy

Key financial performance of the Marketing segment


EUR million	2012	2013	2014	2015	2016	2017	2018	Q1/19
EBITDA	18.0	16.0	(4.9)	(5.1)	9.9	13.9	24.3	4.4
Comparable EBITDA	31.7	33.7	14.9	1.6	3.6	15.2	24.1	1.6
EBIT	(29.8)	7.6	(14.7)	(16.3)	4.2	8.4	19.0	3.7
Comparable EBIT	19.8	25.3	6.4	(4.7)	(2.1)	9.7	18.8	0.9
CAPEX	8.2	3.7	3.0	1.2	1.4	0.9	1.3	0.4
SALES (THOUSAND TONS)								
ITALY	2,210	2,342	2,449	2,573	2,298	2,169	2,119	505
SPAIN	1,584	1,310	1,234	1,388	1,787	1,484	1,564	371
TOTAL	3,794	3,652	3,683	3,961	4,084	3,653	3,682	876

Overview of the Italian and Spanish Marketing businesses

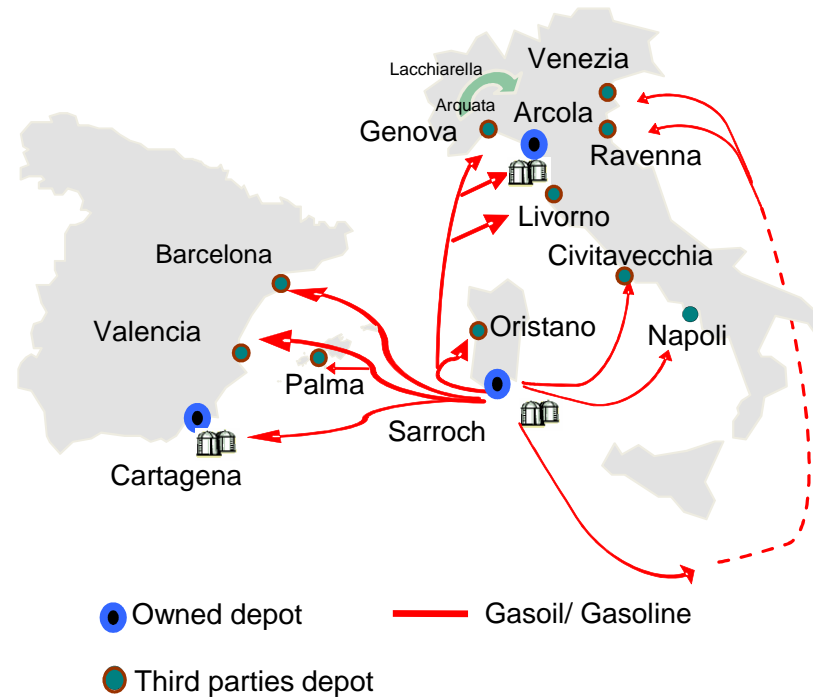


Spain: Saras Energia

Spain wholesale

- 114kmc distillates storage in Cartagena 
- Mainly located in the Med tributary, with Decal and CLH Depots regional support
- Spain retail stations to be sold by the end of H1/2019



Main logistics flows



Italy: Saras SpA



Arcola La Spezia (owned)

- 200kmc storage for diesel and gasoline 
 - Sea Terminal for up to 50kt DWT 
 - Logistics available for bunkering
- Transfer depots network (3rd party)
- Logistics efficiently covers all richest northern and central regions (Genova, Lacchiarella, Livorno, Civitavecchia, Venezia, Napoli, Ravenna, Marghera, Civitavecchia etc)
- Reaching further downstream
- i.e. resellers, unbranded service stations, supermarket chains, etc...

Sales (ktons)	2013	2014	2015	2016	2017	2018
SPAIN	1,310	1,234	1,388	1,787	1,484	1,564

Sales (ktons)	2013	2014	2015	2016	2017	2018
ITALY	2,342	2,449	2,573	2,298	2,169	2,119

An Integrated MED Market Player Offering Integrated Services



Saras segments

- Refining
- Power Generation
- Marketing
- **Wind Energy**

Key financial performance of the Wind segment

EUR million	2012	2013	2014	2015	2016	2017	2018	Q1/19
Comparable EBITDA	20.0	22.7	20.5	17.2	23.8	23.1	10.6	3.6
Comparable EBIT	9.7	18.3	15.9	12.7	19.2	18.5	6.0	2.3
ELECTRICITY PRODUCTION <small>MWh</small>	171,050	197,042	171,657	155,101	195,360	168,473	169,811	66,054
POWER TARIFF <small>€cent/kWh</small>	7.1	5.7	4.8	4.8	4.0	5.0	5.7	5.6
FEED-IN PREMIUM TARIFF¹ <small>€cent/kWh</small>	8.0	8.9	9.7	10.0	10.0	10.7	9.9	9.2

1. Feed-in Premium Tariff since 1st Jan 2016 – previously Green Certificates. From 2018 incentives expired on 80% of the production

ULASSAI WIND FARM



Sardegolica



- 96 MW (48 Vestas aero-generators), with production ranging from 170 up to 200 GWh per year
- Operations started at the end of 2005
- Green Certificates granted until 31st Dec 2015, and later feed-in premium tariff until 2018 (incentives expired on approx 80% of the installed capacity)
- Seven more years of feed-in premium tariff (2025) on the last units installed (about 20% of the installed capacity)
- Enlargement of the Ulassai wind farm (additional 30 MW) to enter in operation by H2/19



Appendix

- Group Financials
- Sustainability
- Market data

Group Financials – Q1/19 highlights

EUR million	Q1/19	Q1/18	Change %
<i>Reported</i> EBITDA	108.5	72.2	+50%
<i>Reported</i> Net Result	(4.1)	22.5	-118%
<i>Comparable</i> ¹ EBITDA	22.8	71.6	-68%
<i>Comparable</i> ¹ Net Result	(40.8)	8.5	<i>nm</i>
Net Financial Position ante IFRS 16	48	(1)	
Net Financial Position post IFRS 16	(4)	-	



Complex and volatile Q1/19 scenario: narrow heavy-light differentials due to US sanctions against Iran and Venezuela and OPEC+ cuts. Weak gasoline crack spreads, now recovered



Large refinery turnaround completed successfully in a period of weak margins, now ready to seize market opportunities.



Q1/19 results: approx. EUR60M of EBITDA penalization due to maintenance. Sound operating performance at both refining and power



Positive Net Financial Position at +EUR 48 M, stable compared to FY/18 (+EUR46M). -EUR4M after the application of the IFRS 16

1. In order to give a better representation of the Group's operating performance, and in line with the standard practice in the oil industry, EBITDA and the Net Result are displayed valuing inventories with FIFO methodology, excluding unrealised inventories gain and losses, due to changes in the scenario, by valuing beginning-of-period inventories at the same unitary value of the end-of-period ones. Moreover the realised and unrealised differentials on oil and exchange rate derivatives with hedging nature which involve the exchange of physical quantities, are reclassified in the operating results, as they are related to the Group industrial performance, even if non accounted under the hedge accounting principles. Non-recurring items by nature, relevance and frequency and derivatives related to physical deals not of the period under analysis, are excluded by the operating results and the Net Result. EBITDA and Net Result calculated as above are called "comparable"

Group Financials – Income Statements 2017 – 2019

KEY INCOME STATEMENT (million)	(EUR)	Q1/17	Q2/17	Q3/17	Q4/17	2017	Q1/18	Q2/18	Q3/18	Q4/18	2018	Q1/19
EBITDA		160.4	(19.1)	161.8	201.2	504.3	72.2	199.2	176.6	(124.3)	323.7	108.5
Comparable EBITDA		124.1	128.5	160.1	109.8	522.5	71.6	78.8	122.4	92.0	364.8	22.8
D&A		(52.9)	(54.1)	(56.8)	(14.7)	(178.3)	(41.8)	(43.1)	(44.3)	(49.7)	(178.7)	(46.2)
EBIT		107.5	(73.2)	105.0	186.4	325.8	30.4	156.1	132.3	(174.0)	144.8	62.3
Comparable EBIT		71.1	73.9	103.8	95.0	344.0	29.8	35.7	78.1	46.0	189.6	(23.4)
Interest expense		(3.7)	(1.4)	(3.2)	(3.9)	(12.2)	(3.5)	(3.2)	(5.5)	(4.4)	(16.5)	(5.6)
Other		26.8	28.2	(26.0)	(11.3)	17.7	3.4	(69.0)	(24.5)	147.3	57.2	(63.7)
Financial Income/Expense		23.1	26.8	(29.3)	(15.1)	5.6	(0.1)	(72.2)	(30.0)	142.9	40.7	(69.3)
Profit before taxes		130.6	(46.4)	75.7	171.3	331.4	30.3	83.9	102.3	(31.0)	185.5	(7.0)
Taxes		(38.5)	8.7	(20.8)	(39.9)	(90.5)	(7.8)	(25.0)	(29.6)	17.4	(45.1)	2.8
Net Result		92.1	(37.6)	54.9	131.4	240.8	22.5	58.9	72.7	(13.7)	140.4	(4.1)
Adjustments		(39.6)	95.0	(3.2)	(75.7)	(23.5)	(14.0)	(52.6)	(28.5)	87.3	(7.8)	(36.7)
Comparable Net Result		52.5	57.4	51.7	55.8	217.4	8.5	6.3	44.1	73.6	132.6	(40.8)

Group Financials – EBITDA and Income Statement Adjustments 2017 - 19

EBITDA Adjustment (EUR million)	Q1/17	Q2/17	Q3/17	Q4/17	2017	Q1/18	Q2/18	Q3/18	Q4/18	2018	Q1/19
EBITDA	160.4	(19.1)	161.8	201.2	504.3	72.2	199.2	176.6	(124.3)	323.7	108.5
Gain / (Losses) on inventories	(57.3)	101.1	0.9	(98.7)	(54.0)	(20.1)	(93.1)	(47.4)	85.7	(74.9)	(51.9)
Non-recurring items	-	15.3	7.8	(3.0)	20.1	-	11.4	7.0	42.1	60.5	-
Realized and unrealized hedging derivatives and net Forex	21.0	31.2	(10.5)	10.3	52.1	19.4	(38.7)	(13.8)	88.5	55.5	(33.8)
Comparable EBITDA	124.1	128.5	160.1	109.8	522.5	71.6	78.8	122.4	92.0	364.8	22.8

Net Result Adjustment (EUR million)	Q1/17	Q2/17	Q3/17	Q4/17	2017	Q1/18	Q2/18	Q3/18	Q4/18	2018	Q1/19
Net Result	92.1	(37.6)	54.9	131.4	240.8	22.5	58.9	72.7	(13.7)	140.4	(4.1)
Gain / (Losses) on inventories net of taxes	(41.3)	72.6	0.9	(71.2)	(39.0)	(14.5)	(67.1)	(34.2)	61.8	(54.0)	(37.5)
Non-recurring items net of taxes	0.0	19.8	0.0	(5.1)	14.7	0.0	11.0	8.7	29.4	49.1	-
Derivatives related to future deals	1.8	2.5	(4.1)	0.5	0.7	0.5	3.6	(3.0)	(3.9)	(2.9)	0.7
Comparable Net Result	52.5	57.4	51.7	55.8	217.4	8.5	6.3	44.1	73.6	132.6	(40.8)

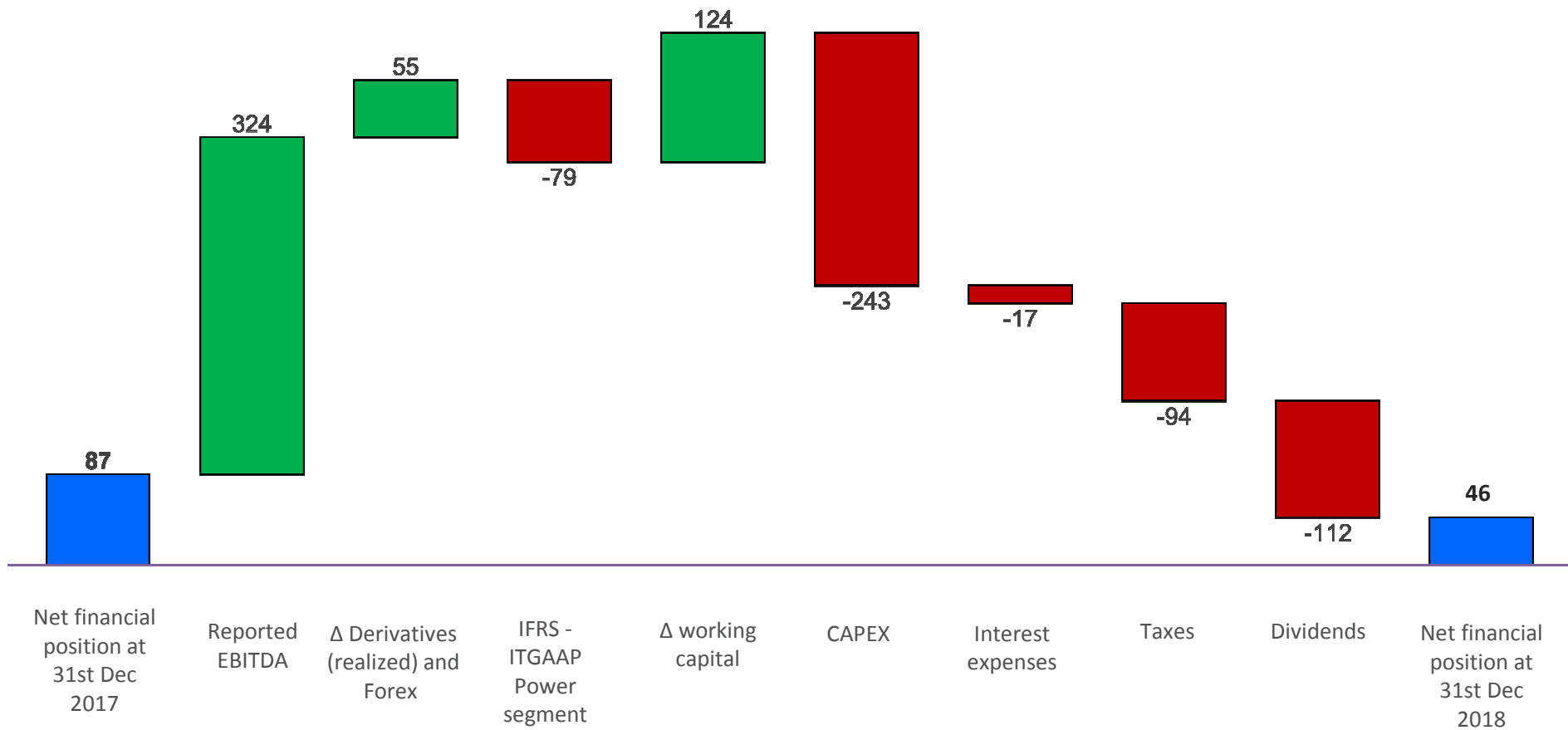
Group Financials – Balance Sheet

EUR million	31/12/2014	31/12/2015	31/12/2016	31/12/2017	31/12/2018	31/03/2019
Trade receivables	427	261	424	391	290	252
Inventories	670	565	622	875	862	1,019
Trade and other payables	(1,714)	(1,043)	(1,045)	(1,150)	(1,043)	(1,217)
Working Capital	(617)	(218)	1	116	109	54
Property, plants and equipment	1,121	1,034	964	1,020	1,087	1,166
Intangible assets	286	227	195	153	112	101
Right of use	0	0	0	0	0	51
Other investments	1	1	1	1	1	1
Other assets/liabilities	(269)	(245)	(192)	(88)	(49)	(4)
Tax assets / liabilities	114	26	(31)	(85)	(23)	(86)
Funds	(84)	(102)	(113)	(132)	(214)	(214)
Assets held for sale	0	0	0	0	35	35
Total Net Capital Invested	551	723	824	985	1,058	1,104
	0	0				
Total equity	660	885	923	1,072	1,104	1,100
Net Financial Position pre IFRS 16	108	162	99	87	46	48
IFRS 16 effect						(52)
Net Financial Position post IFRS 16						(4)
ROE (Comparable Net income/Average total equity)	-11%	42%	17%	22%	12%	
ROIC (Comprable EBIT after tax/Invested capital)	-11%	47%	22%	25%	14%	



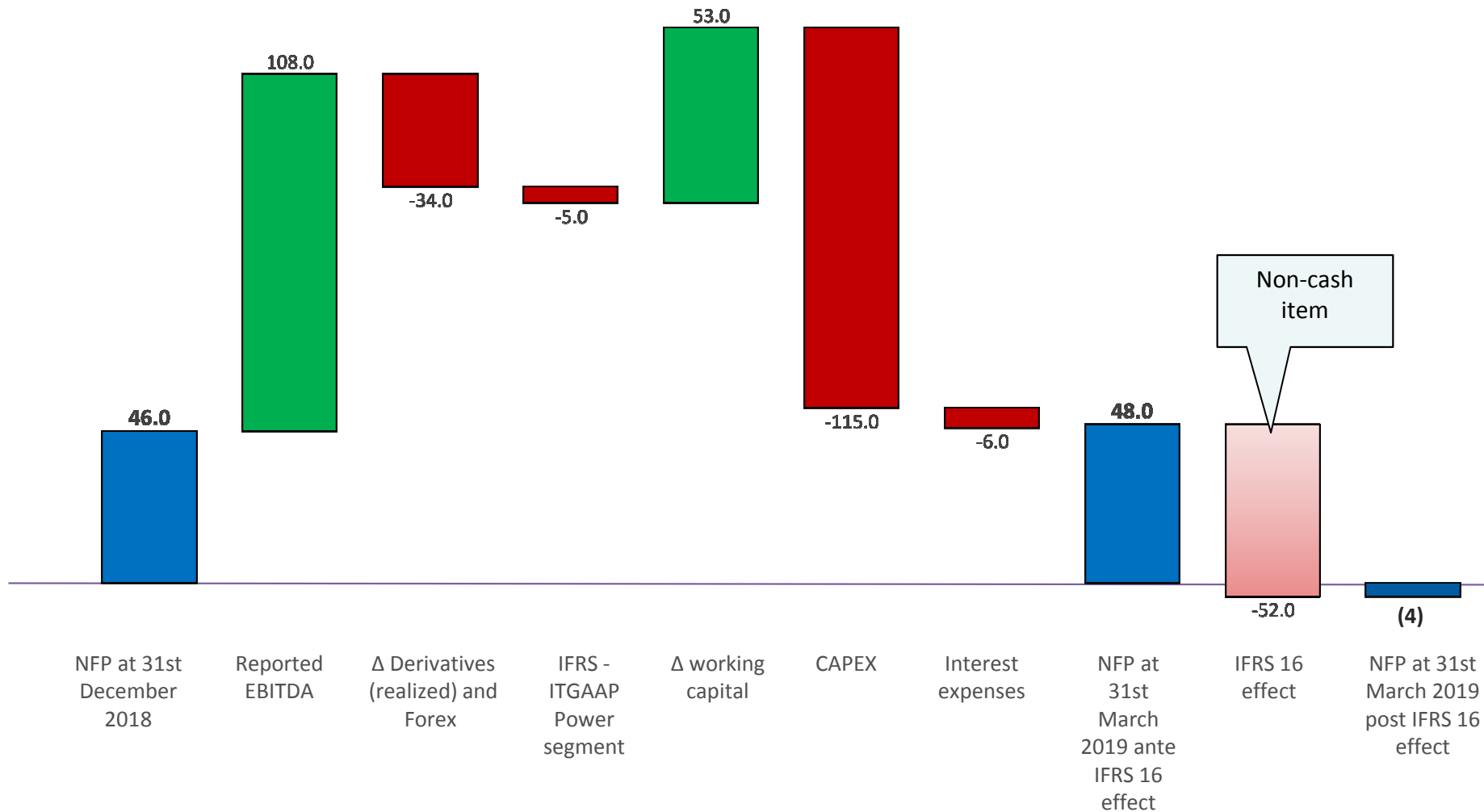
Group Financials – Net Financial Position evolution FY/18

Cash flow FY/18 (EUR million)



Group Financials – Net Financial Position evolution Q1/19

Cash flow Q1/19 (EUR million)



Group Financials - CAPEX by segment

CAPEX BY SEGMENT (EUR million)	2012	2013	2014	2015	2016	2017	2018	Q1/19
REFINING	97.0	87.1	124.9	75.0	133.6	186.1	213.4	102.7
POWER GENERATION	8.7	16.9	6.8	9.1	9.6	16.6	20.7	10.8
MARKETING	8.2	3.7	3.0	1.2	1.4	0.9	1.3	0.4
WIND	3.8	0.2	0.6	0.3	0.4	0.5	6.9	0.9
OTHER ACTIVITIES	1.6	1.7	0.9	0.6	0.6	0.9	0.6	0.2
TOTAL CAPEX	119.3	109.6	136.3	86.2	145.6	205.0	243.0	115.0

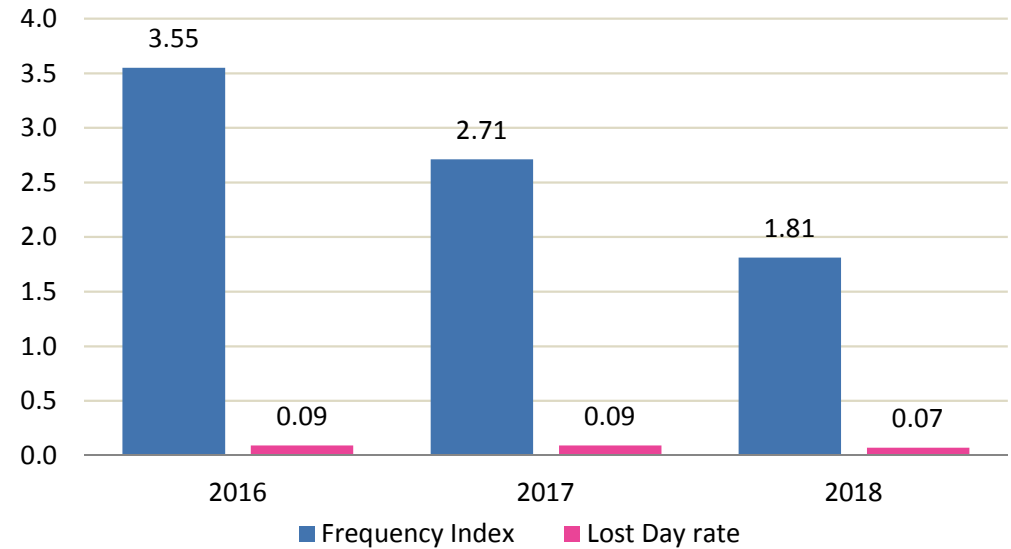
Saras has always been deeply committed to promoting a culture of safety within the company as well as with its contractors and suppliers, through many initiatives, investments and ongoing training. Controls are in place to ensure safe operations and compliance with the highest national and international HSE standards.

In 2018, in a context of continuous improvement, the application of the Behavior Based Safety (BBS) protocol was consolidated across all operational functions and areas at the Sarroch site. This protocol has become the main management and monitoring tool used to achieve Sarlux objective of “zero accidental events”

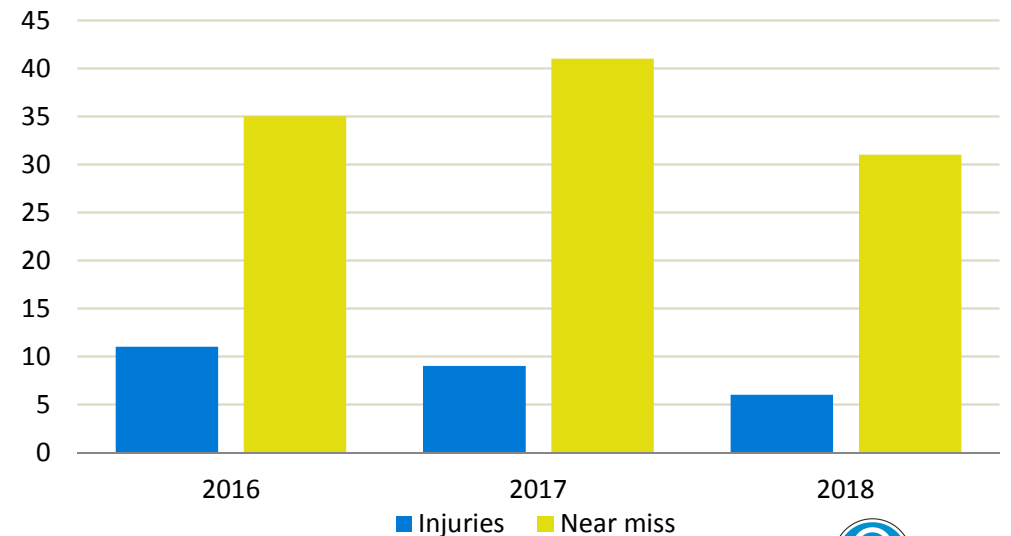
As a result of the above activities and efforts, in 2018 Saras Group achieved the best performance ever in terms of the Injury Frequency Index (IF), achieving a total value of 1.81 (against 2.71 in 2017), together with a decrease in the injury Lost Day Rate (indicating the severity of the injury), which stood at 0.07 (against 0.09 in 2017)

BEHAVIOUR BASED SAFETY				
Parameter	2015	2016	2017	2018
Observations carried out [No.]	2,320	6,230	16,940	21,925
Safe behaviour [%]	97%	98%	98%	98%
Plant areas involved	Pilot, Energy, Utilities, Movement, Asset Mgmt (Observation of contractors)	Addition of refinery and northern sites	Entire industrial site - all operating functions	Entire industrial site - all operating functions

Injury Rates - Saras Group



Injuries and near miss - Saras Group



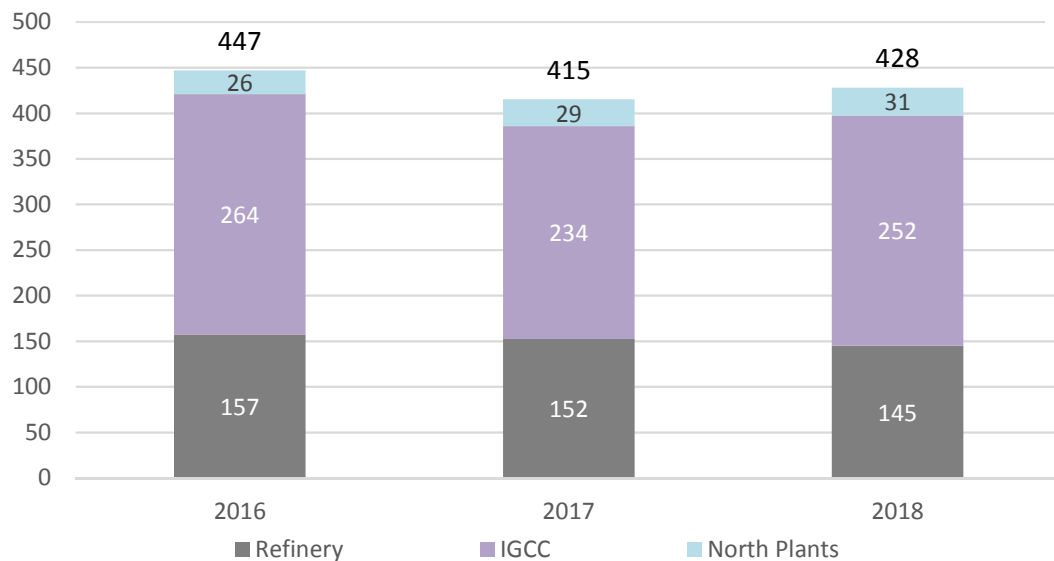
Sustainability: Air and greenhouse gas emissions

Emission indexes for Sarlux are always significantly lower than the limits imposed by Environmental Regulations

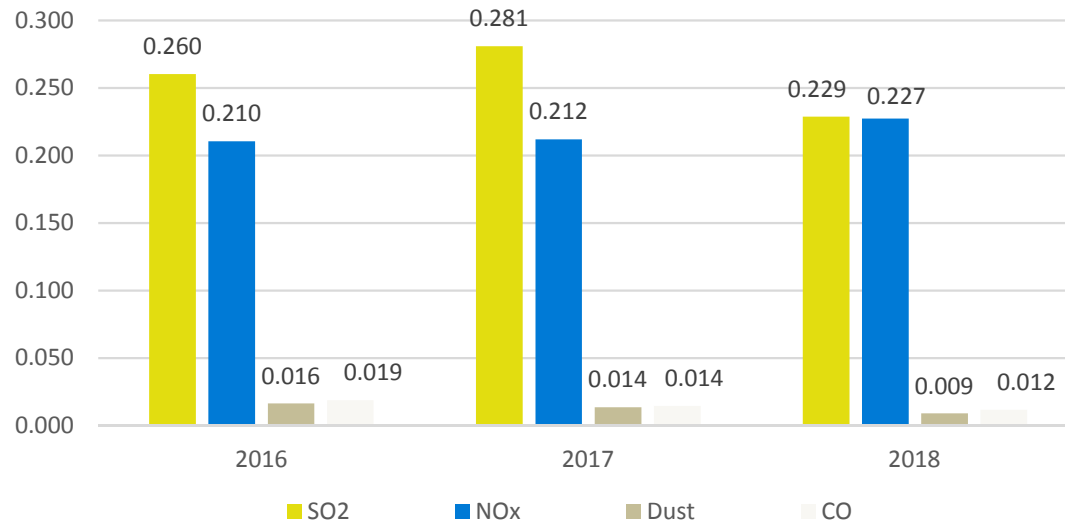
The use of low sulphur fuels, the adoption of efficient burners, and specific treatments aimed at improving combustion and reducing particulate are among the initiatives taken by Saras to reduce its air pollutant emissions

Moreover, Saras made numerous investments (including electrification of major machinery) and other initiatives to increase energy efficiency, all aimed at reducing CO₂ emissions

CO₂ Emission Index (t emitted/kt processed year)



Pollutants Emission Indexes [t emitted/kt processed]



SO₂ emission index, always widely inside the regulatory limits, in 2017 was influenced by the HS crude slate processed

123.408 tons of CO₂

Avoided thanks to energy efficiency initiatives implemented during 2016-18

Sustainability: Waste and spills management

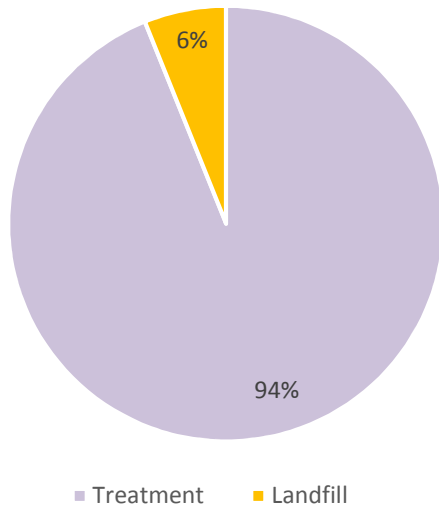
Saras Group is committed to protecting and respecting the environment; for this reason, it codified all aspects concerning waste & spills management within its ISO:14001 Environmental Management System and the EMAS scheme

More than 90% of the waste generated by Saras activities is sent for treatment and recovery, while only a small amount is sent to landfill.

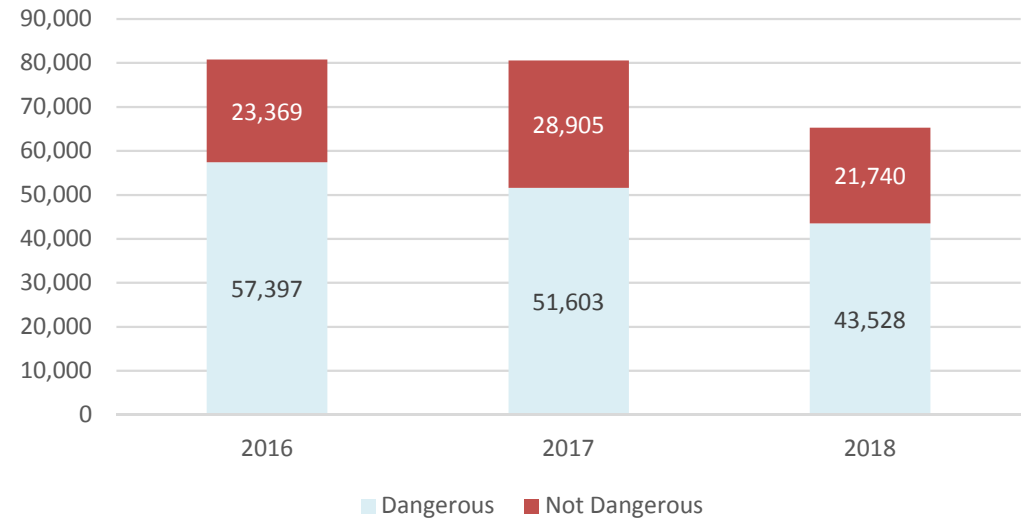
In 2018, there were no significant spills deriving from equipment failures, neither at sea nor on the ground. This came as a result of a constant commitment to ensure process reliability and asset integrity.

Moreover, the Group's procedures require that all the oil tankers incoming and outgoing from its refinery must be modern, efficient and they must have "double hull" fittings.

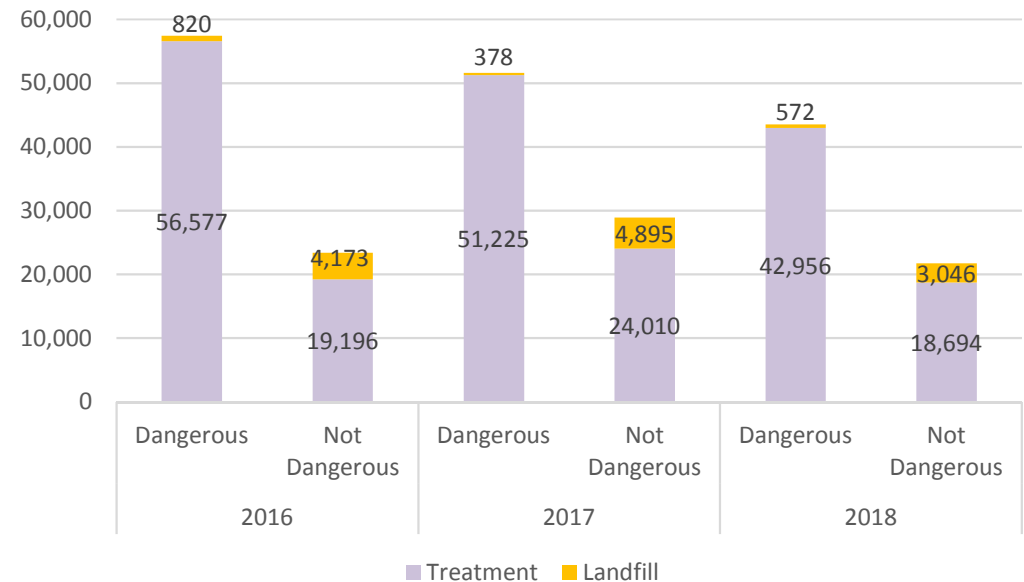
Waste by destination 2016-2018



Waste (t/year)



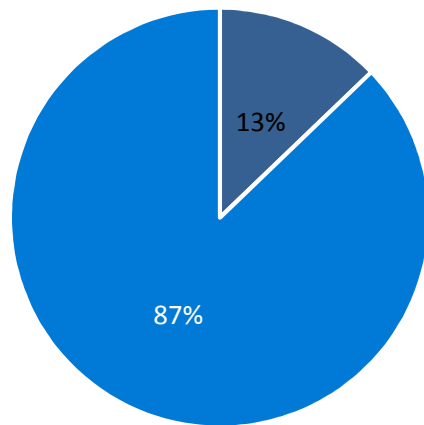
Waste by destination (t/year)



Aware of the scarcity of water resources in the local area, the Saras Group has adopted policies at its Sarroch site designed to minimise the use of regional primary water sources:

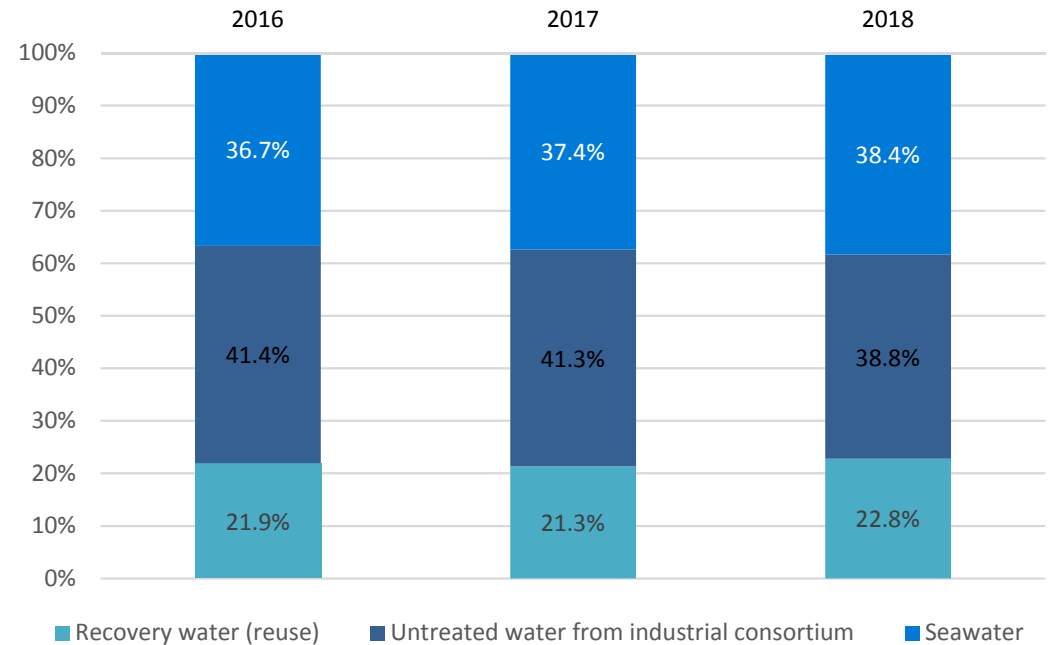
- The water use of the industrial site is approx. 22Mm³/y, of which 23% is recovered internally (water reuse), 39% is untreated water from the industrial consortium, and the remaining 38% is seawater
- The total water withdrawal of the industrial site is approx. 70M m³/y, of which only 13% is untreated water coming from the industrial consortium; the rest is seawater, which is withdrawn and later returned to the sea without meaningful changes in its chemical and physical characteristics

Sarlux site: water withdrawal (2016-2018)



■ Untreated water from industrial consortium ■ Seawater

Sarlux site: Water use by source



■ Recovery water (reuse) ■ Untreated water from industrial consortium ■ Seawater

In recent years several investments were made to maximise internal water recovery and use of seawater, including the construction of large desalination plants

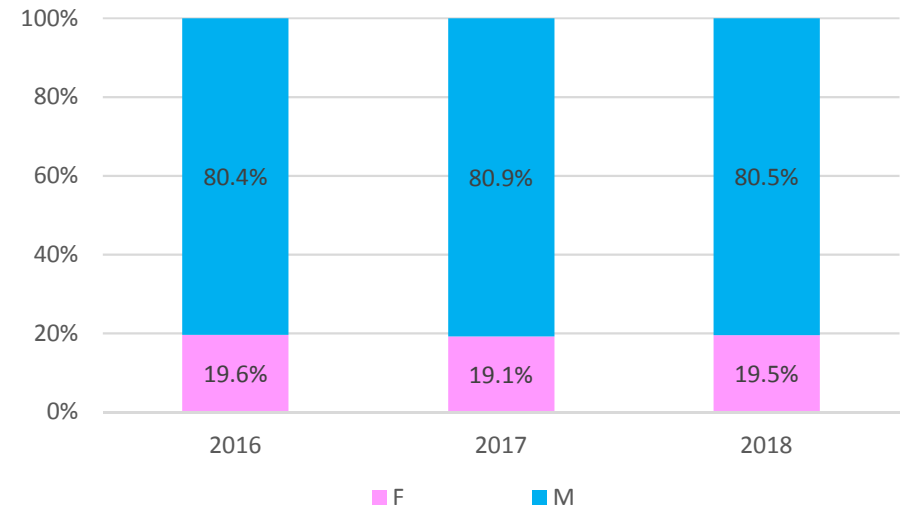
Sustainability: Human resources management

Saras bases relations with its employees on integrity and mutual trust, commending the professionalism and merits, ensuring without any discrimination the possibility of professional growth and development, while respecting the principle of recognising contributions, through remuneration systems that are fair and suitable for the responsibilities assigned.

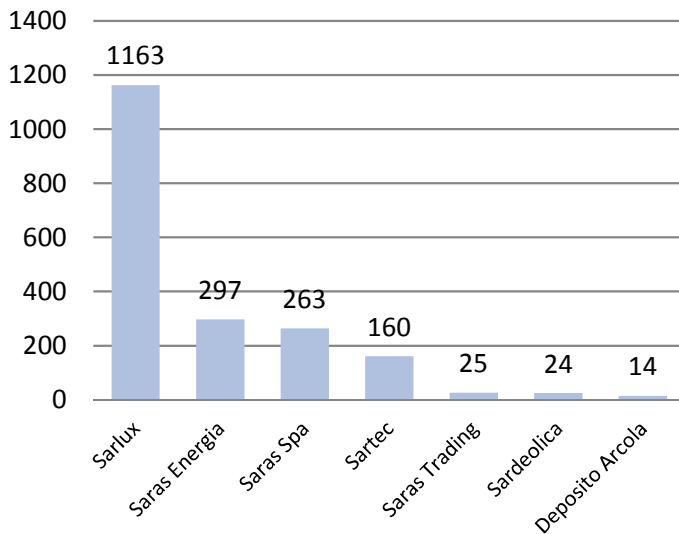
Saras promotes a work environment that fosters the sense of belonging to an organisation capable of increasing the value perceived by the local community.

The Group employees have a high level of education (24% University degree, 62% High School diploma), permanent employment contract (97%), and the female percentage (20%) is higher than industry average.

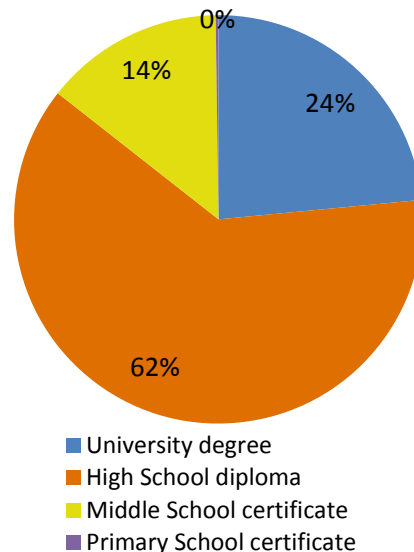
Employees by gender



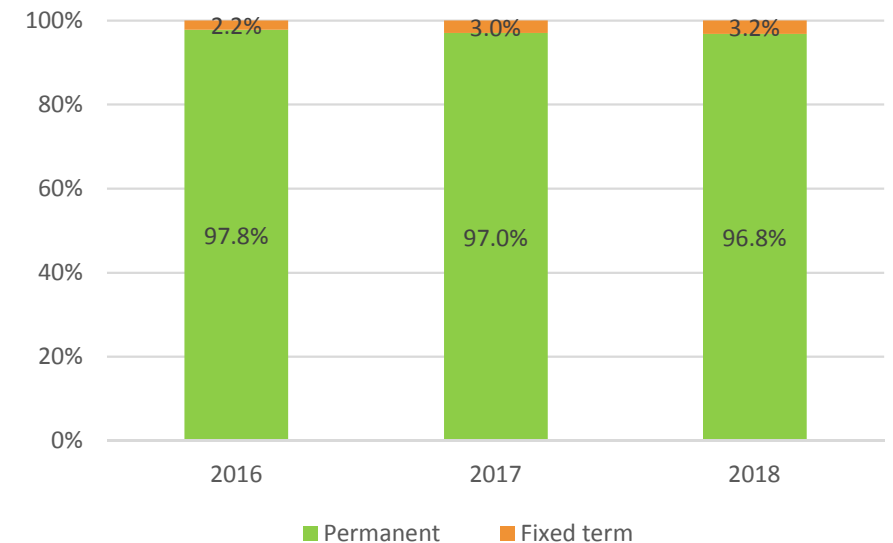
Employees by company (2018)



Employees by education



Employees by type of contract



Sustainability: Local value creation

Saras is a “glocal” company, which plays a significant role in the international oil markets and, at the same time, has great influence on the local community.

Indeed, since more than 50 years, Saras is engaged in numerous social initiatives and projects to support the local community, always paying great attention in particular to the needs of young people.

In 2018, a study was commissioned to The European House – Ambrosetti (TEH-A) with the aim of measuring the Saras Group’s local value creation across the various ways it interacts with the local area, looking beyond purely economic results.

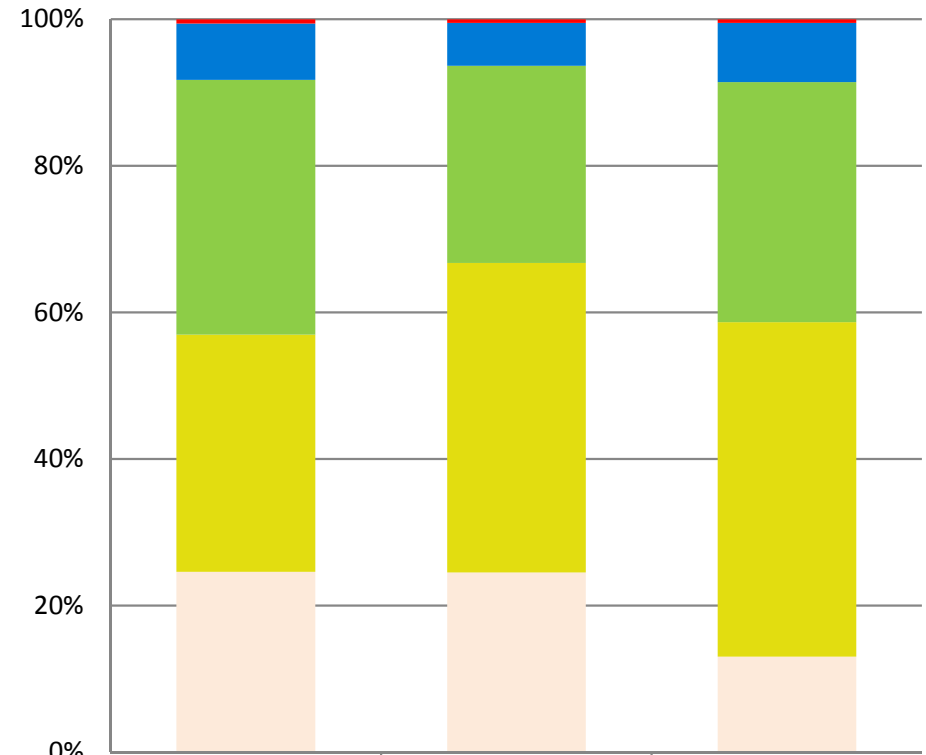
~ 1.450 direct employees

(equal to 75% of the total workforce) live and work in Sardinia

Further ~ 3.200 payslips

can be attributed to activities carried out in Sardinia by the Group

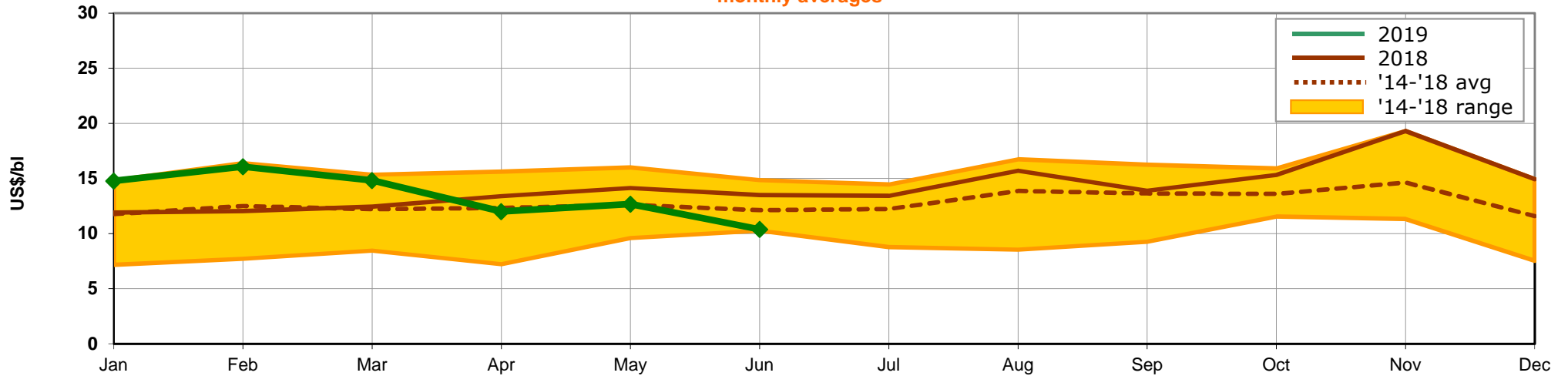
Economic Value distributed



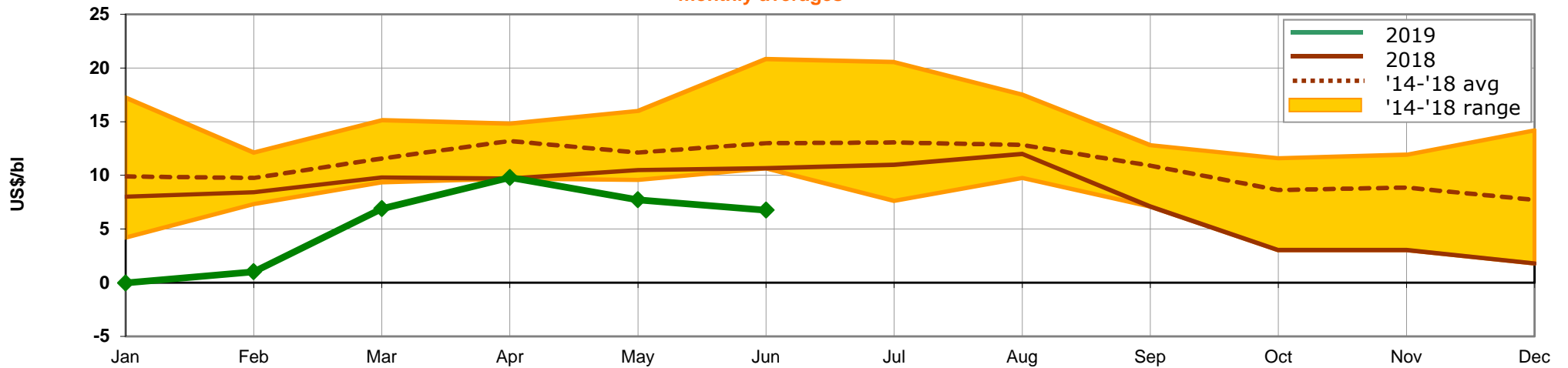
	2016	2017	2018
To the Community	2,781	1,808	1,779
To Capital Providers	35,129	20,354	27,665
To Shareholders	159,122	93,601	112,321
To Employees	148,060	147,067	156,613
to PA for Taxes	112,469	85,321	44,645

Market data: Diesel and Gasoline Crack Spreads

Med: Diesel Crack spread vs Brent monthly averages

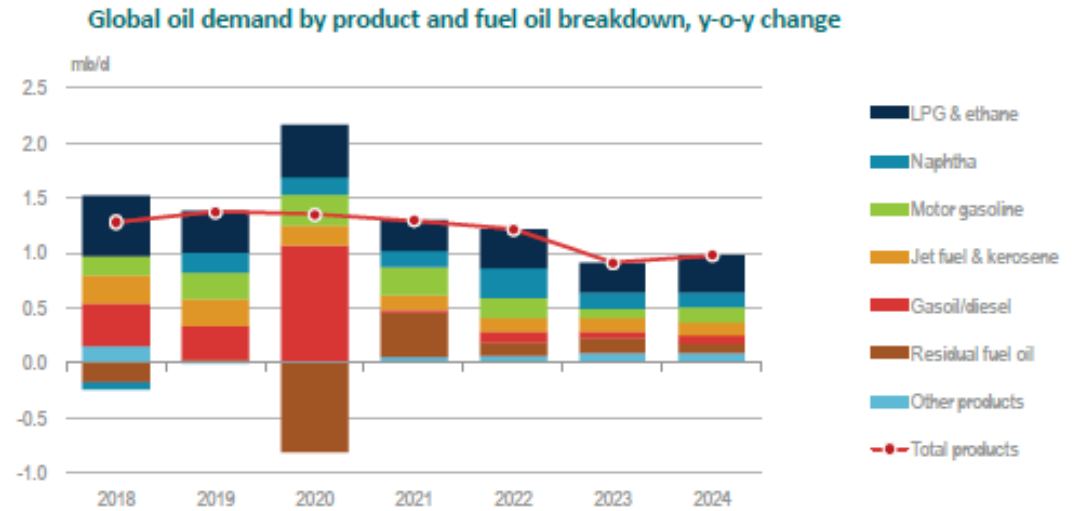
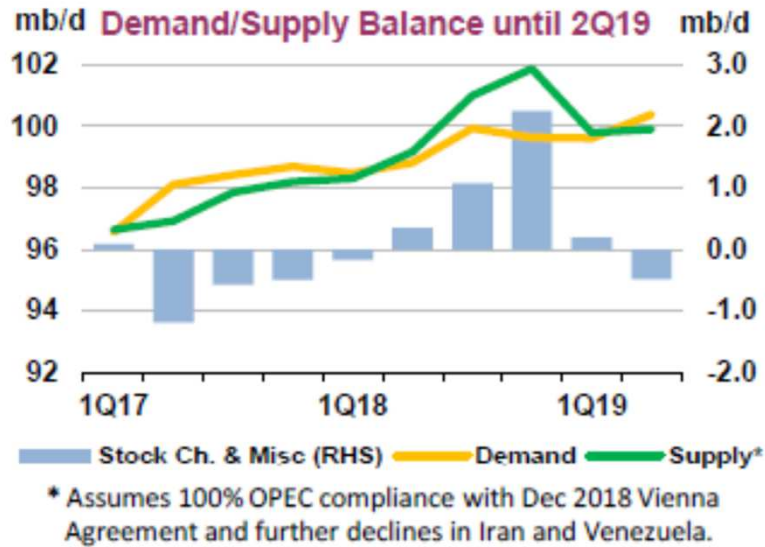


Med: Gasoline Crack spread vs Brent monthly averages

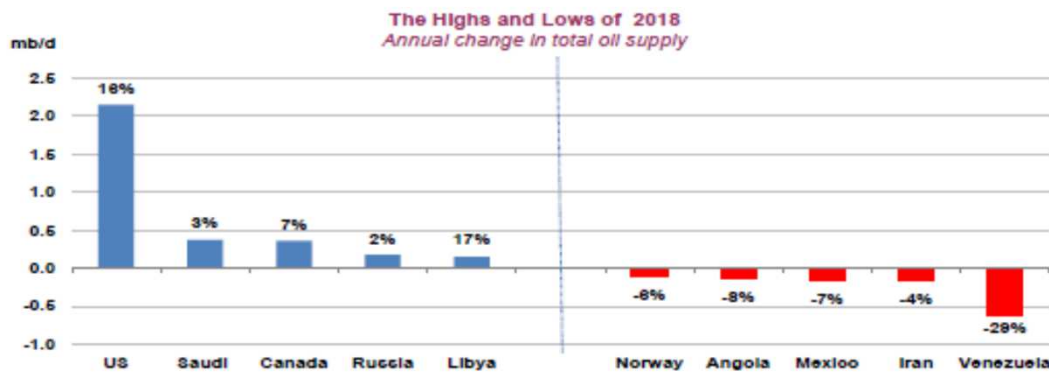


Market data: Global oil demand continues to grow while supply is influenced by lower availability of heavy sour grades

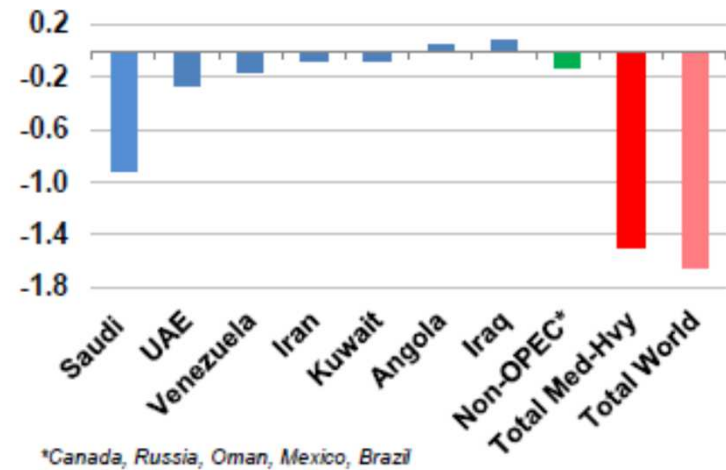
Demand



Supply

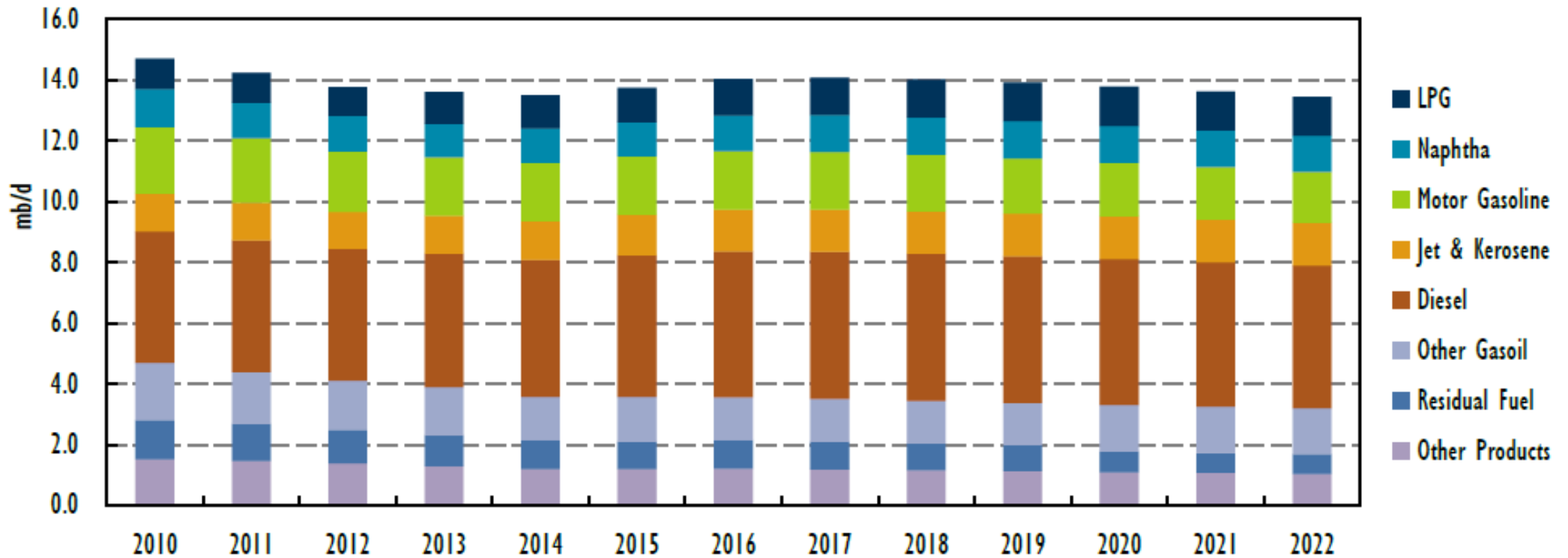


Med-Heavy Crude Drop (Feb vs Nov)



Sharp drop in Europe's total demand until 2014 followed by growth in 2015-16, and stable mid term outlook

OECD Europe oil demand, 2010-22



Source: IEA

Market data: Robust diesel demand growth driven by freight transport

Gasoline and diesel demand 2017 ['000 b/d]

	EU28	USA	Africa	Asia	Middle East	FSU and Eastern Europe	Americas excl. USA	World
Gasoline Demand	1,829	9,007	1,073	6,929	1,762	1,082	3,462	25,145
Total Gasoil/Diesel Demand	5,608	4,006	1,592	9,366	1,891	2,214	3,297	27,973
Total Transport Diesel Demand	5,608	4,006	1,592	9,366	1,891	2,214	3,297	27,973
<i>Transport Diesel Demand (Passenger)</i>	1,576	131	424	1,428	146	325	106	4,136
<i>Transport Diesel Demand (Freight)</i>	2,364	2,308	636	4,283	830	976	1,868	13,264
<i>Other Gasoil Demand</i>	1,667	1,567	532	3,656	915	913	1,322	10,572

Gasoline and diesel demand in 2025 ['000 b/d] - Base Case

	EU28	USA	Africa	Asia	Middle East	FSU and Eastern Europe	Americas excl. USA	World
Gasoline Demand	1,724	8,294	1,339	8,573	2,100	1,089	3,754	26,873
Total Gasoil/Diesel Demand	5,093	4,016	1,925	10,357	1,975	2,367	3,569	29,302
Total Transport Diesel Demand	5,093	4,016	1,925	10,357	1,975	2,367	3,569	29,302
<i>Transport Diesel Demand (Passenger)</i>	1,253	137	556	1,711	177	373	122	4,330
<i>Transport Diesel Demand (Freight)</i>	2,439	2,449	834	5,134	1,003	1,120	2,171	15,149
<i>Other Gasoil Demand</i>	1,400	1,430	535	3,512	795	873	1,276	9,823

(1) Assuming EU diesel car sales' share decreasing from approx. 50% in 2016 to 13% in 2025

Source: JBC Energy SuDeP

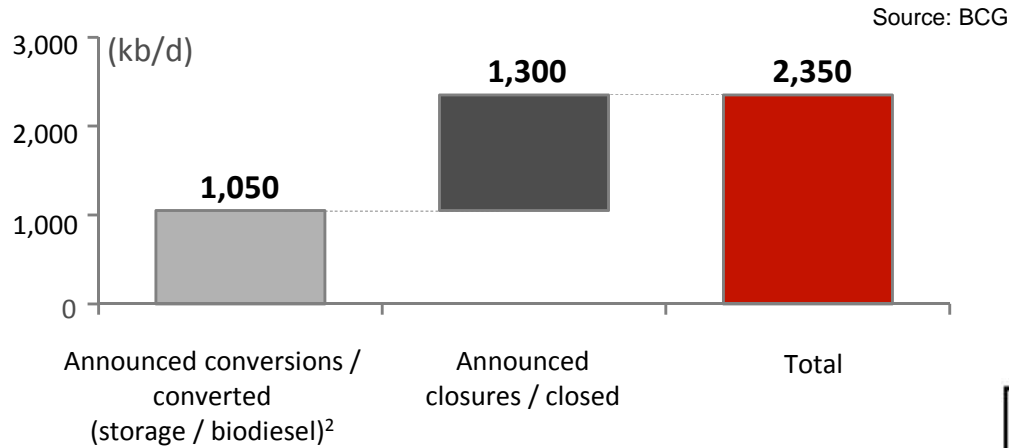


Transport Diesel passenger representing a small portion of total demand, set to stay strong on the basis of a robust diesel car fleet

Total gasoil /diesel demand underpinned by freight demand growth

Market data: Significant impact of European refineries rationalization

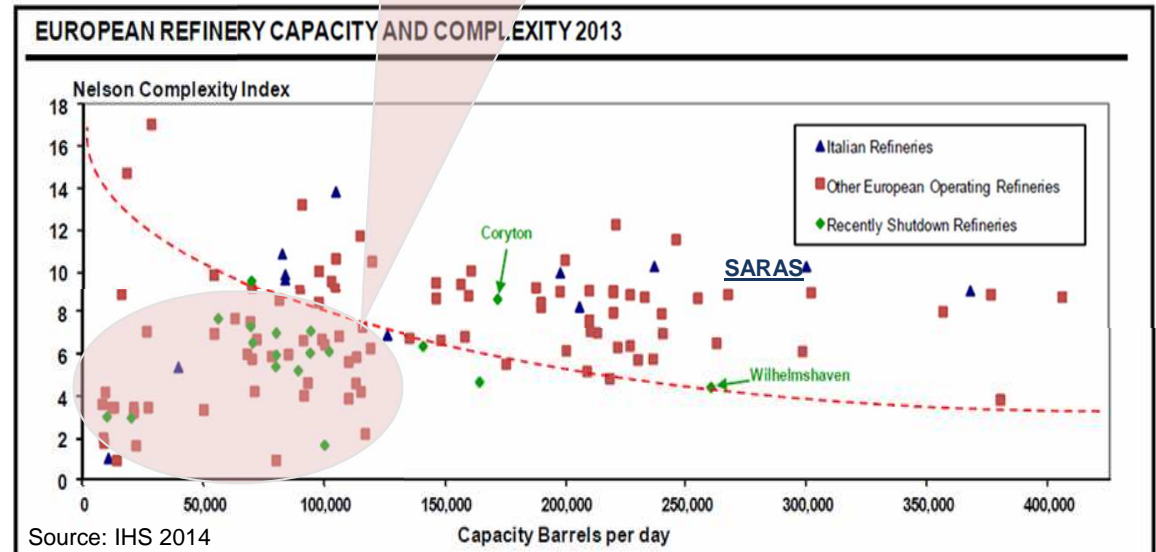
Closures and conversions in OECD Europe (2009-15)



- Majority of shutdown refineries had low complexity and small distillation capacity (less than 100,000 bl/day)
- Refineries under the red spotted line will continue to face the hardest competitive pressure

	Teesside (Petroplus)		Arpechim (Petrom)
	Dunkirk (Total)		Harburg (Shell)
	Reichstett (Petroplus)		Berre (LyondellBasell)
	Cremona (Tamoil)		Petit-Couronne (Petroplus)
	Roma (TotalERG)		Coryton (Petroplus)
	Milford Haven (Murphy Oil)		Stanlow (Essar) ¹
	Wilhelmsh. (Hestya)		Paramo (Unipetrol/PKN)
	Mantova (MOL)		Collombey (Tamoil)
	Venezia (Eni)		Lischansk (Rosneft)
	La Mede (Total)		Lindsey (Total) ¹
	Gela (Eni)		

1. Shutdown of 1 CDU only
2. Includes conversion to oil storage terminal or logistic hub for oil products



Large and complex refineries are the best positioned in the European competitive context