

## 2007 annual results

Anne Lauvergeon CEO

February 26, 2008



#### Forward-looking statements

This document contains forward-looking statements and information. These statements include financial forecasts and estimates as well as the assumptions on which they are based, statements related to projects, objectives and expectations concerning future operations, products and services or future performance. Although AREVA's management believes that these forward-looking statements are reasonable, AREVA's investors and investment certificate holders are hereby advised that these forwardlooking statements are subject to numerous risks and uncertainties that are difficult to foresee and generally beyond AREVA's control, which may mean that the expected results and developments differ significantly from those expressed, induced or forecast in the forward-looking statements and information. These risks include those developed or identified in the public documents filed by AREVA with the AMF, including those listed in the "Risk Factors" section of the Reference Document registered with the AMF on April 27, 2007 (which may be read online on AREVA's website, www.areva.com). AREVA makes no commitment to update the forwardlooking statements and information, except as required by applicable laws and regulations.



#### **Overall performance**

Business Environment AREVA's strategy Performance by division 2007 financial results Outlook

AREVA			2007: record-breaking contracts		
	<b>O</b> China	00	<ul> <li>2 EPR nuclear islands, materials and services to support 15 years of operations</li> <li>Sales of 35% of UraMin's production</li> <li>Cooperation in recycling agreed to</li> </ul>		
	<b>O</b> France	edf	Flamanville EPR		
	S. Korea		Multi-year contract in the front end		
	Germany	RWE	Multi-year contract in the front end		
	<b>()</b> Italy	SOCIETA' GESTIONE IMPIANTI NUCLEARI	Recycling of 235 T of used fuel		
			Strategic agreement		
	Russia	RUSAL	<ul> <li>Turnkey projects for electrical equipment and services</li> </ul>		
	Qatar	KAHRA	14 gas-insulated substations		
5	> Financial performan	ce 2007 – February 26. 200	8		



## Key figures for 2007

In millions of euros	2006	2007	∆ <b>07/06</b>	
Backlog	25,627	39,834	+ 55.4%	
Sales revenue	10,863	11,923	+ 9.8 %	Organic growth*** + 10,4%
Operating income	407	751	+ 84.6%	
% of sales revenue	3.7%	6.3 %	+ 2.6 pts	
Consolidated net income Earnings per share	649 18.31	743 20.95	+ 14.5%	
Operating cash flow*	- 358	- 1,985		
Debt-equity ratio**	-	26.2%		

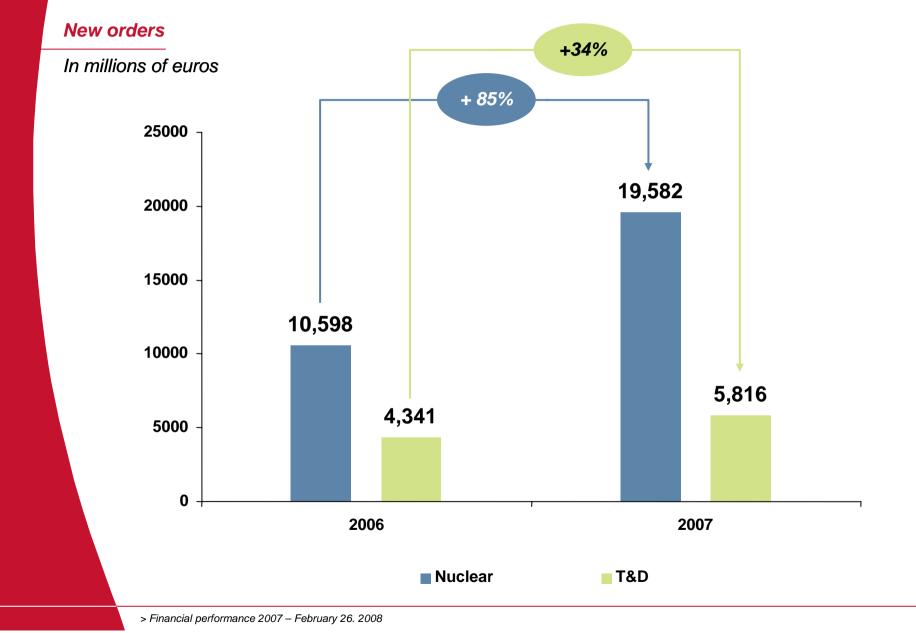
\* EBITDA +/- change in Operating WCR – Operating CAPEX net of disposals

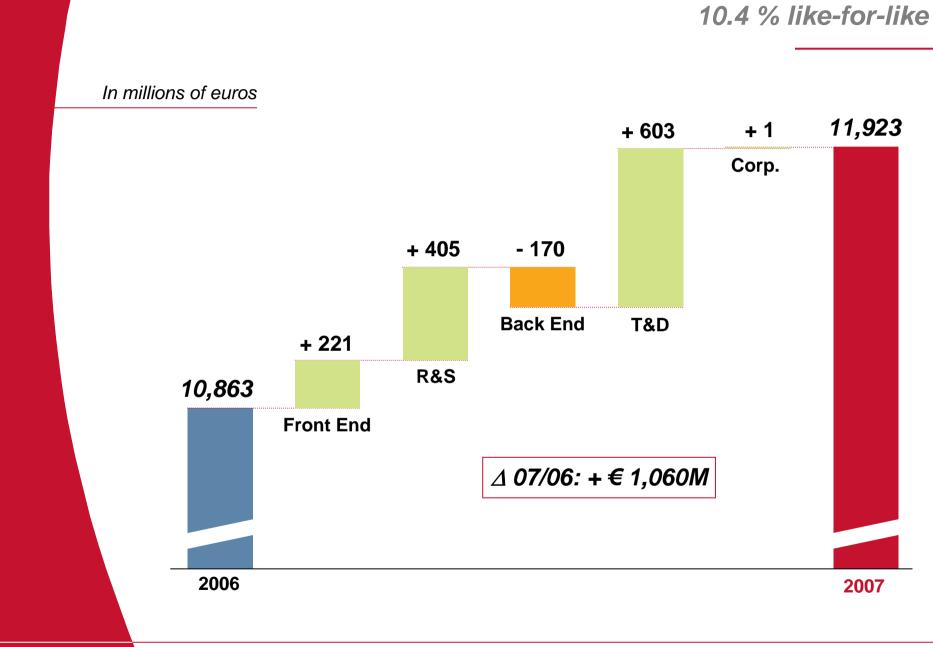
- \*\* including minority interests but excluding minority put options
- \*\*\* at constant consolidation scope and exchange rates

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#### All of our businesses are buoyant



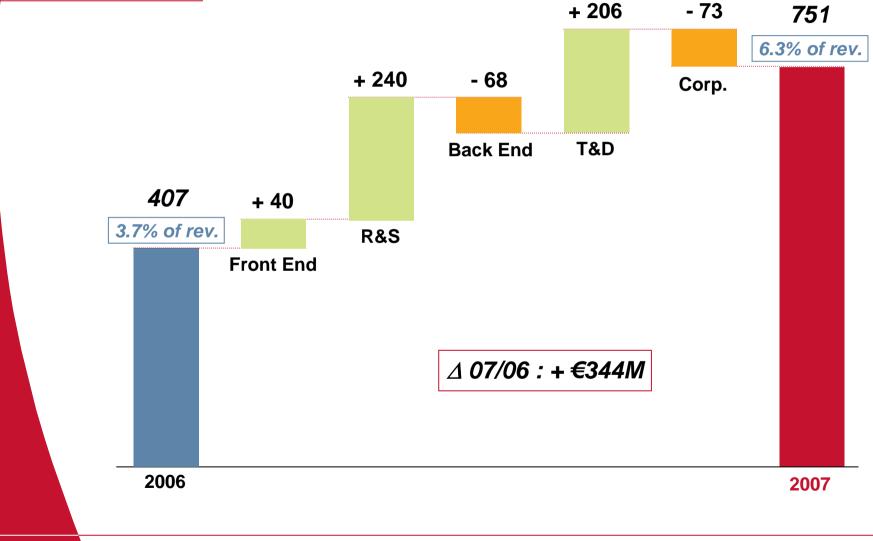


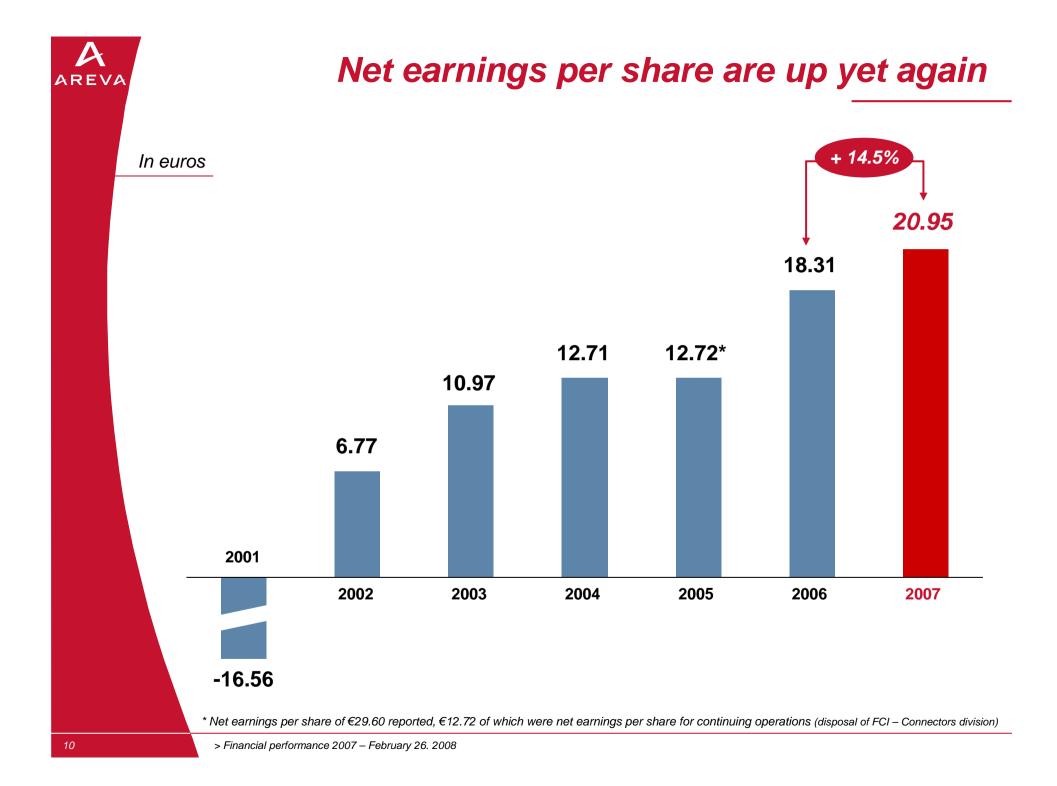
Sales revenue is up 9.8%

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**Operating income is up sharply** 

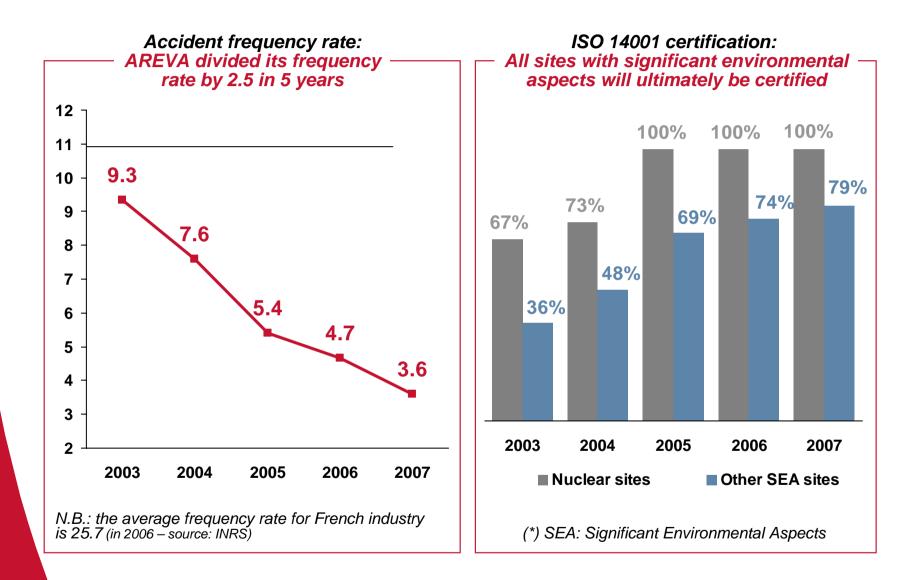
In millions of euros



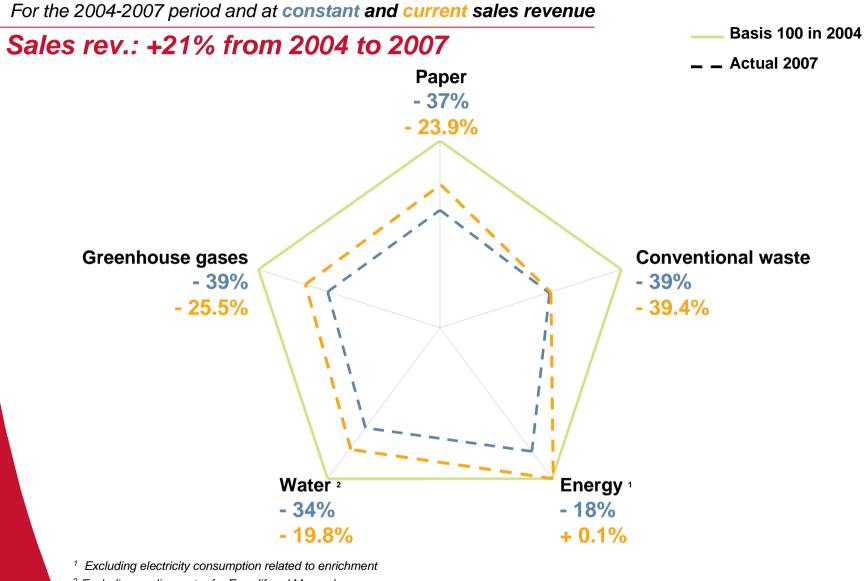












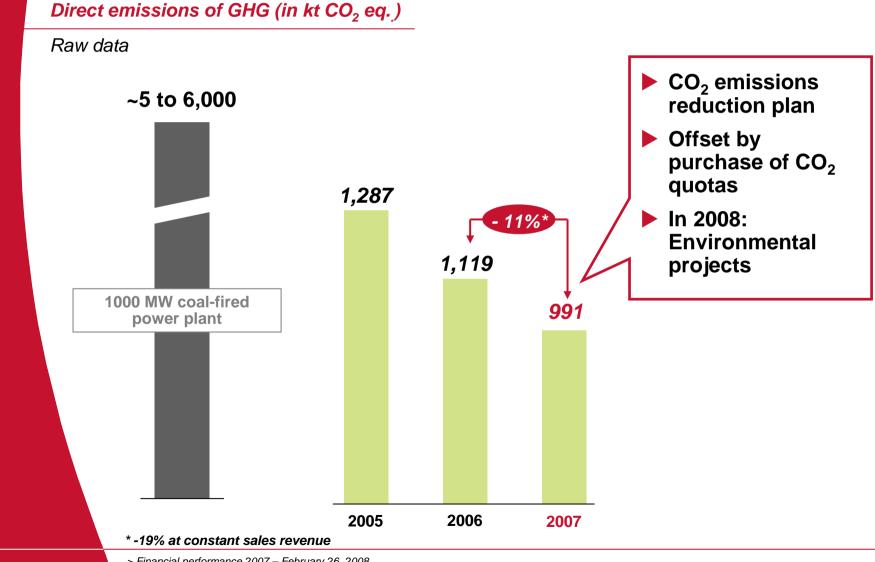
<sup>2</sup> Excluding cooling water for Eurodif and Marcoule

<sup>3</sup> 2007 amount adjusted for exceptional waste production at major construction sites

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## **AREVA has achieved carbon neutrality**





#### **Dialogue with stakeholders**



Second "Stakeholders Session" with Comité 21

Establishment of a health observatory at the mine sites: a world premiere

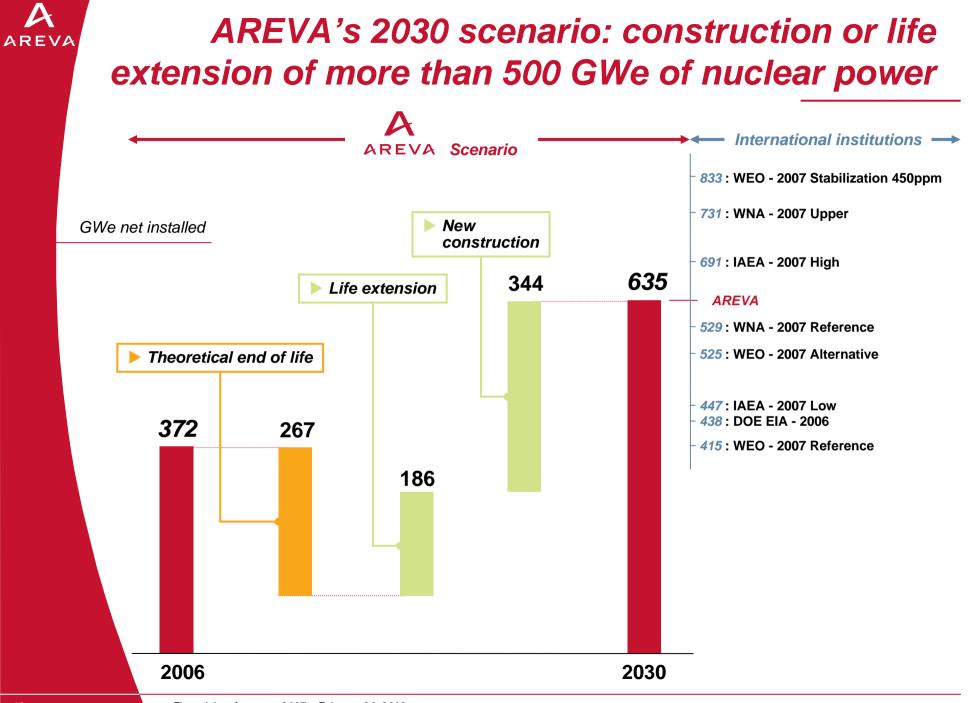
Case studies of United Nations' Global Compact: "AREVA in Niger: a multi-stakeholder partnership to tackle HIV-AIDS"



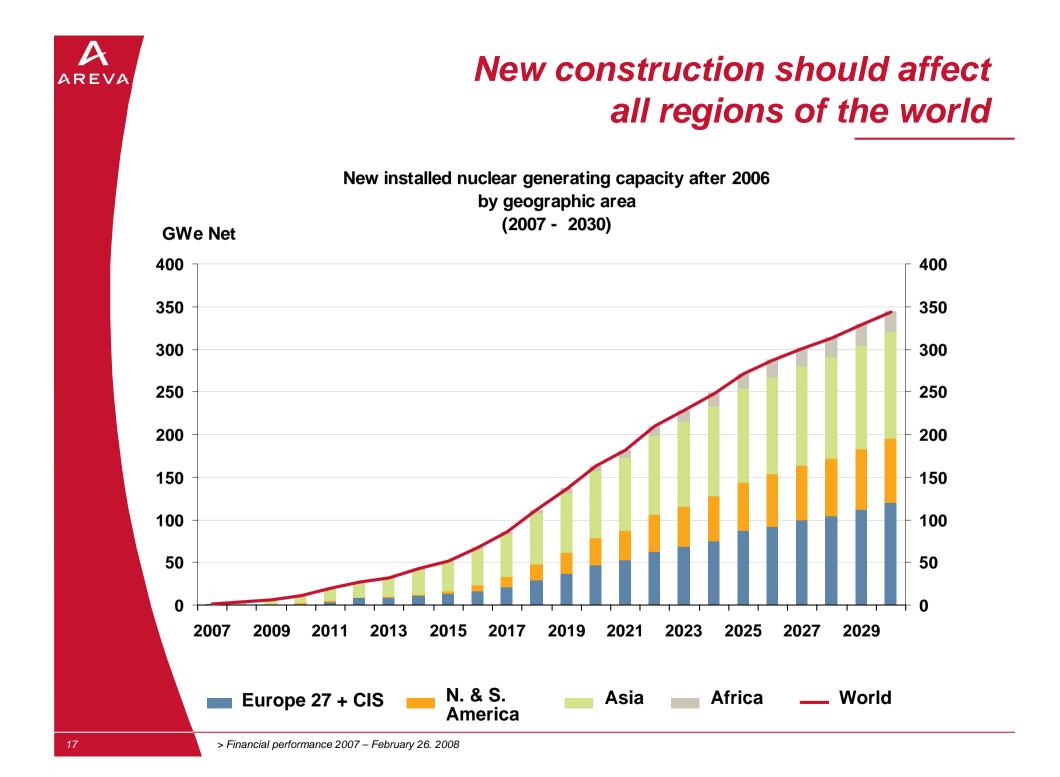
**Overall performance** 

#### **Business environment**

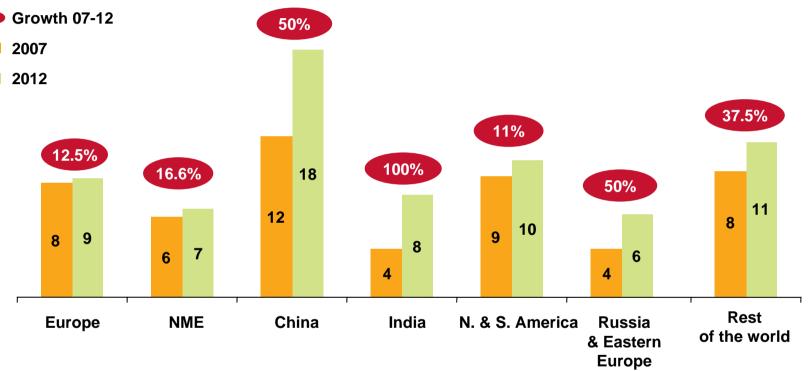
AREVA's strategy Performance by division 2007 financial performance Outlook



<sup>&</sup>gt; Financial performance 2007 – February 26. 2008



# The Transmission & Distribution market should continue to grow in China, India and Russia



- Strong structural trends
  - Modernization of grids and interconnections
  - New generating capacities and related transmission lines
  - Renewable energies and energy efficiency

Note: Market Assessment 2007 - Source: AREVA's estimates

AREVA

In €Bn



Overall performance Business environment AREVA's strategy Performance by division

2007 financial performance Outlook



AREVA's strategy: to set the standard in CO<sub>2</sub>-free power generation and electricity transmission and distribution



Build 1/3 of new nuclear generating capacities\*

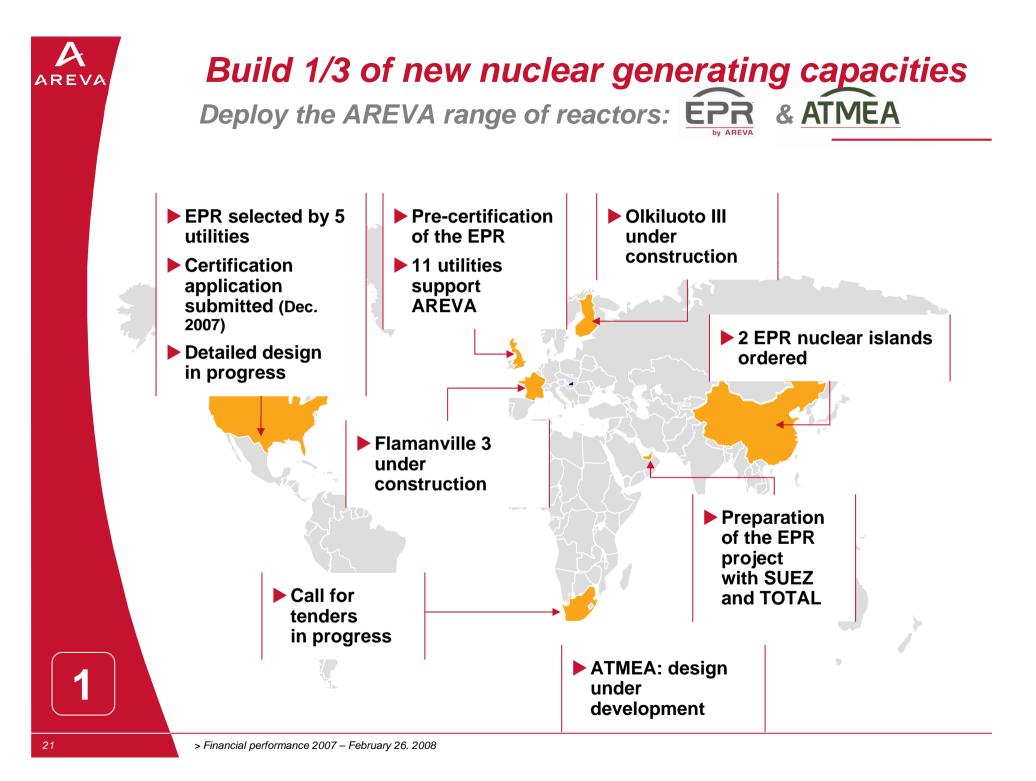
Make the fuel cycle secure for our current and future customers

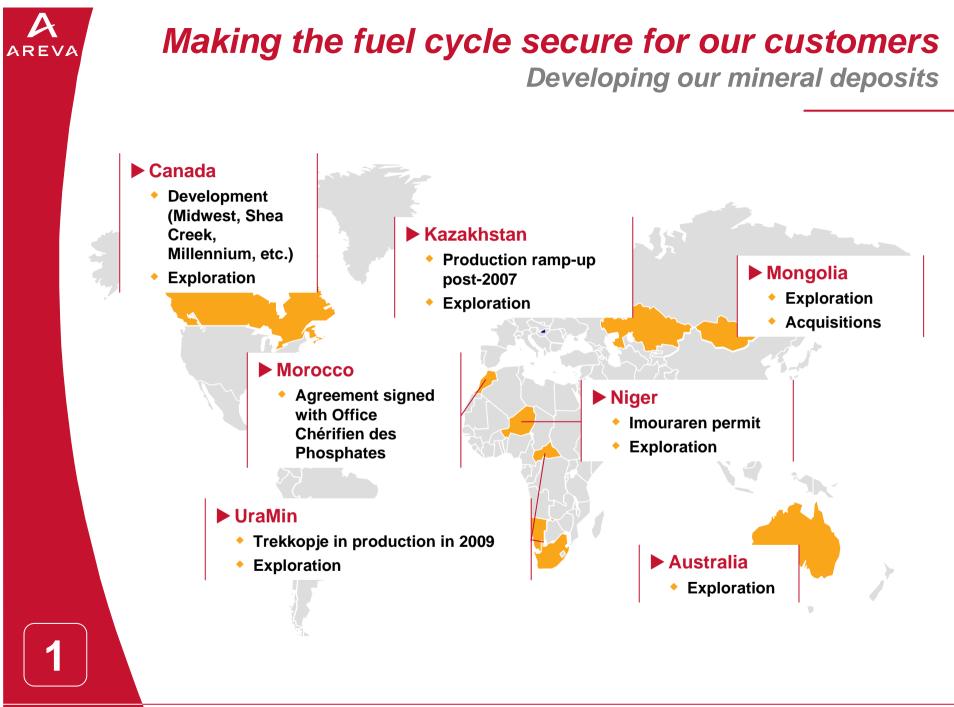
Ensure strong, profitable growth in T&D

Expand our renewable energies offering

...while remaining the leader in safety and security

\* of the accessible market





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# Making the fuel cycle secure for our customers

Adapting our production facilities

#### Conversion

- France: Comurhex II project
  - Capital investment of €610M launched in 2007
  - New plants at the Tricastin and Malvési sites

#### Enrichment

- France: GBII
  - Investment of close to €3B
  - Capacity of 7.5 SWU
  - Modularity enabling production to start in 2009

#### United States

- Authorization via diplomatic channels in progress
- Customers have signed letters reserving capacity





#### Making the fuel cycle secure for our customers

Recycling: a solution meeting economic and environmental requirements

A solution that responds to customer concerns

Growing interest: US, China

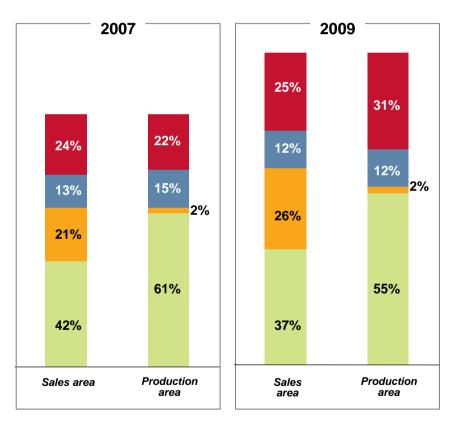
AREVA: world leader in recycling

- ~70% of cumulative world production and ~90% of 2007 production
- Proven technology
- Development of 3<sup>rd</sup> generation

#### A strong differentiator in AREVA's offering

# T&D: Boosting profitable growth

Optimization of industrial footprint



Asia

N. & S.

America

Africa Middle East

Europe

Grow faster than the market by building up presence in growth regions and segments

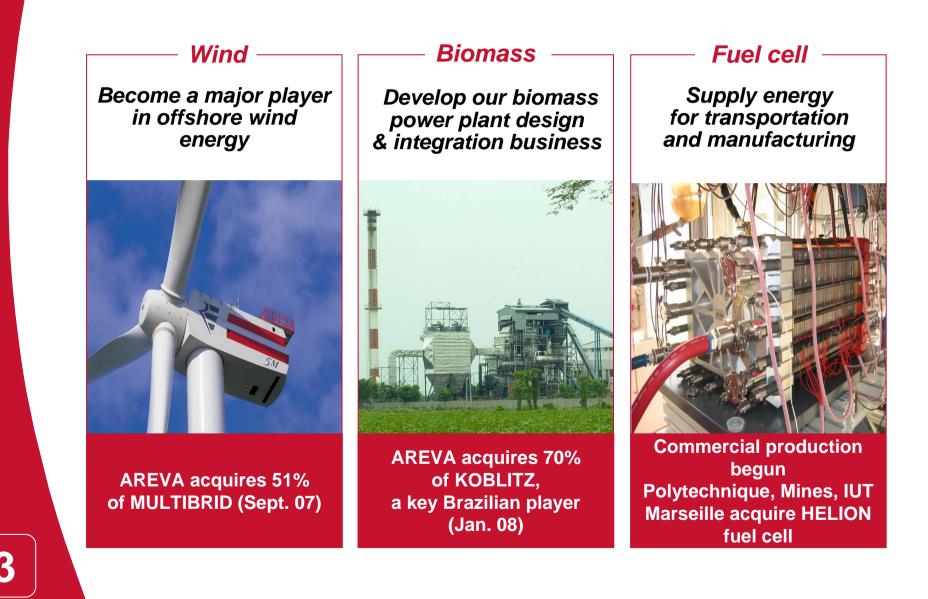
Continue and bolster optimization activities

Targeted acquisitions and partnerships

Continue and bolster



## Expanding our renewable energies offering





## Generation and T&D are synergistic

#### Nuclear and T&D are synergistic

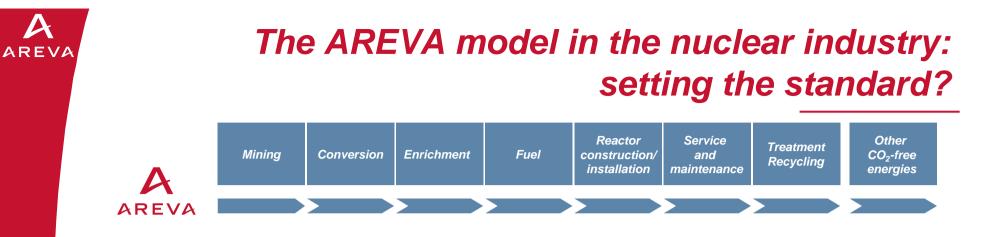
- Both are strategic investments for our customers
- Both help limit CO<sub>2</sub> emissions

#### Strategically

- Very often, the installation of an EPR requires studies to optimize power grids and investments to upgrade them (e.g. USA, RSA, GB, etc.) as well as the development of interconnections
- Grid automation technologies help optimize power plant load management and good integration of renewable energies into the grid
- T&D represents for a large share of renewable energy projects

#### Commercially

- Nuclear power gives access to a country's decision-makers at the highest level
- T&D gives an industrial presence in many countries interested in the nuclear revival and proximity to electro-intensive industry



- "We are getting more involved in the total cycle now than we ever have been [...]some of what AREVA is doing you will see us do." Andrew White, CEO GE Nuclear
- "We wish to do various things, in the future we hope to be able to deploy everything from the front end to the back end at once." Atsutoshi Nishida, CEO Toshiba
- "A vertically integrated nuclear energy holding company will be formed in Russia... a serious presence on the world market requires the establishment of a management plan capable of rivaling that of the world leaders, such as France's AREVA." S. Kirienko, Director General Atomenergoprom



## **AREVA** anticipated this growth

Acceleration of hiring

Intensification of capital expenditures

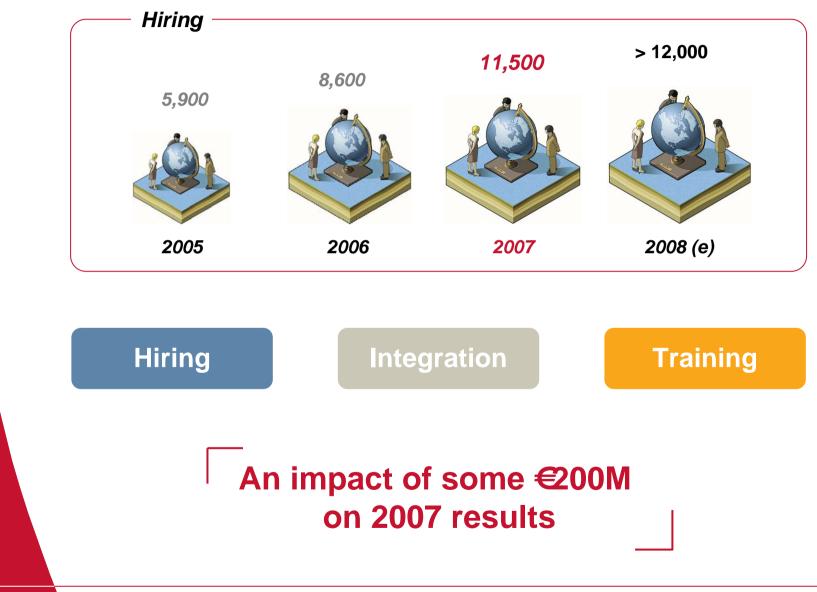
Heavy spending on R&D

**Assert AREVA's leadership** 

Strengthen our lead over our competitors



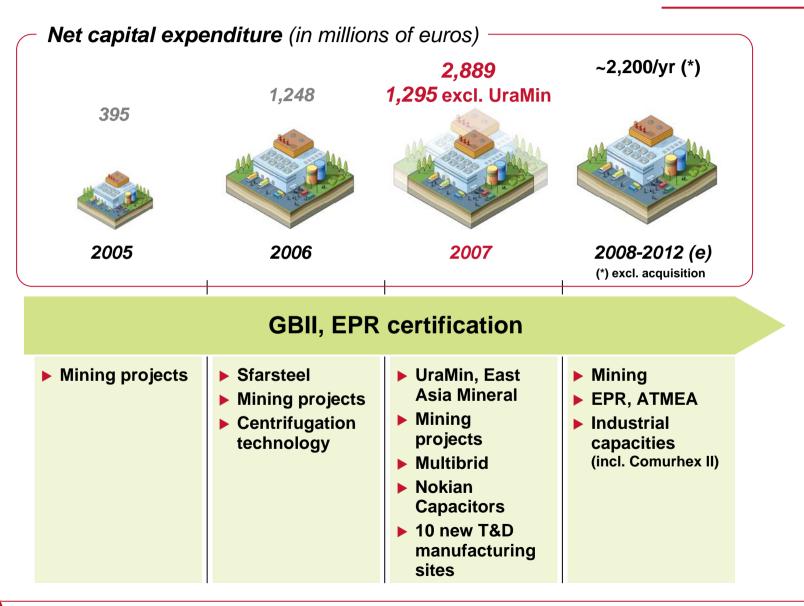
## AREVA is investing in human capital



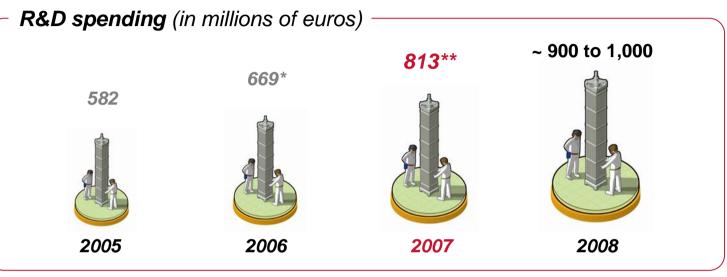


## The investment program is being carried out

Strategic objectives and profitability requirements



## Substantial R&D spending to increase AREVA's technology leadership



\* 2006: 1,021 including the acquisition of the ultra-centrifugation technology

\*\* 2007: excluding R&D projects acquired through UraMin

- Mining and conversion
- New generations of fuel
- Additional reactor types
- Generation III treatment and recycling plant
- T&D: ultra high voltage, new products
- Fuel cells and improved wind technologies



#### An open-ended business model

Appropriate strategic partnerships at our customers' request



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Overall performance Business environment

**AREVA's strategy** 

#### **Performance by division**

2007 financial performance Outlook

# Front End division: customers looking to ensure security of supply

In millions of euros	2006	2007	Change
Backlog (12/31)	11,335	21,085	+ 86.0%
Sales revenue	2,919	3,140	+ 7.6%
Operating income % of revenue	<b>456</b> 15.6%	<b>496</b> 15.8%	+ 8.8% + 0.2 pt
FOCF before tax* % of revenue	<b>- 186</b> - 6.4%	- 1,672 - 53.3%	immaterial - 46.9 pts

\* EBITDA +/- Gain/loss on asset disposals +/- Change in WCR – Net Capex

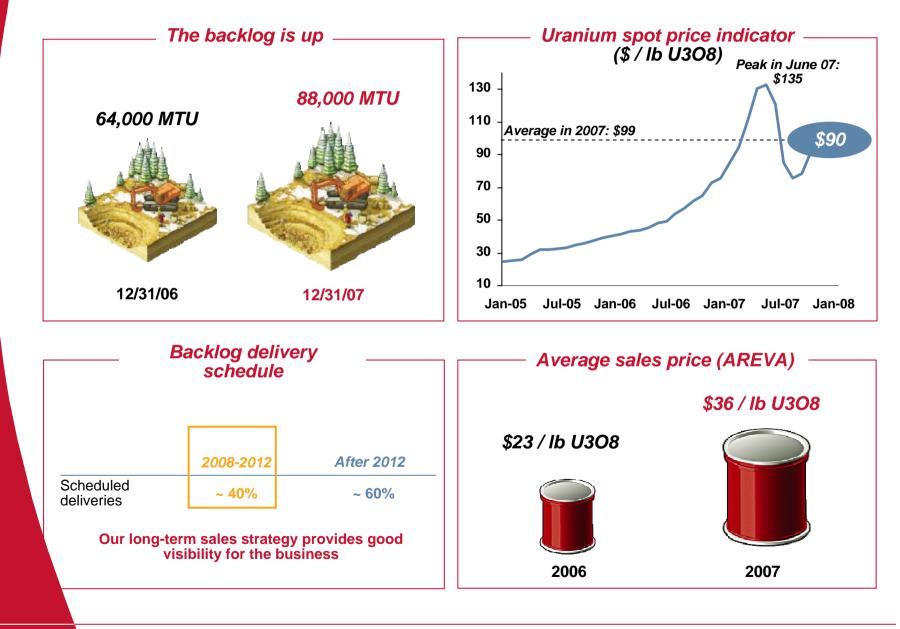
Backlog is up sharply

- Strong demand for uranium
- Contracts extended further (mining and enrichment)
- Sales revenue boosted by rising prices (uranium) and volumes (enrichment)

- Increase in operating income: positive price impact limited by increasing uranium production costs
- Acceleration of Capex program (UraMin)



#### Mining: gradual increase in sales price





# Reactors and Services division: strong growth and improving profitability

In millions of euros	2006	2007	Change
Backlog (12/31)	4,413	7,640	+ 73.1%
Sales revenue	2,312	2,717	+ 17.5%
Operating income	- 420	- 179	+ 134.6%
% of revenue	- 18.2%	- 6.6%	+ 11.6 pts
FOCF before tax* % of sales revenue	<b>- 350</b> -15.1%	<b>- 528</b> - 19.4%	- 51.3% - 4.3 pts

\* EBITDA +/- Gain/loss on asset disposals +/- Change in WCR – Net Capex

- Backlog is up sharply (CGNPC, FA3)
- Growing sales revenue (EPR projects, nuclear services)
- Improvement in operating income: increasing volume limited by the additional provision on OL3 in H1 2007
- Operating cash flow:
  - Cash spending related to OL3 provisions
  - Capex (Multibrid)



#### The first Generation III reactor under construction



OL3 construction site

#### FA3 construction site



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## Status of the OL3 project

- Construction progress in 2007
  - Essentially all equipment has been ordered
  - Fabrication of primary components in line with requirements
  - Civil works 30% complete for the main buildings
  - Delivery of equipment required for civil works (reactor vessel) in line with requirements
  - Manufacturing of hoisting equipment and auxiliary piping started after STUK's approval
- Relations with the customer TVO
  - Despite repeated requests by the consortium to TVO intended to improve the technical documentation approval process, recurring delays continue to impact project performance
  - In view of this situation, the consortium has taken the necessary measures to ensure construction progress, but also prepared to exercise its rights in full



# Back End division: contribution to the group's cash flow

In millions of euros	2006	2007	Change
Backlog (12/31)	6,375	6,202	- 2.7%
Sales revenue	1,908	1,738	- 8.9%
Operating income % of revenue	<b>272</b> 14.2%	<b>203</b> 11.7%	- 25.4% - 2.5 pts
FOCF before tax* % of revenue	156 8.2%	<b>172</b> 9.9%	+ 10.3% + 1.7 pts

\* EBITDA +/- Gain/loss on asset disposals +/- Change in WCR – Net Capex

- Backlog is stable (SOGIN – Italy, MOX in Japan)
- Operating income: operating margin is back to normal level

Sales revenue: lag in production

Robust free operating cash flow



# T&D division: strong and profitable growth

In millions of euros	2006	2007	Change
Backlog (31/12)	3,503	4,906	+ 40.1%
Sales revenue	3,724	4,327	+ 16.2%
Op. income before rest.	249	415	+ 66.7%
% of revenue	6.7%	9.6%	+ 2.9 pts
Operating income % of revenue	<b>191</b>	<b>397</b>	+ 107.9%
	5.1%	9.2%	+ 4.1 pts
FOCF before tax*	<b>94</b>	<b>233</b>	+ 147.9%
% of revenue	2.5%	5.4%	+ 2.9 pt

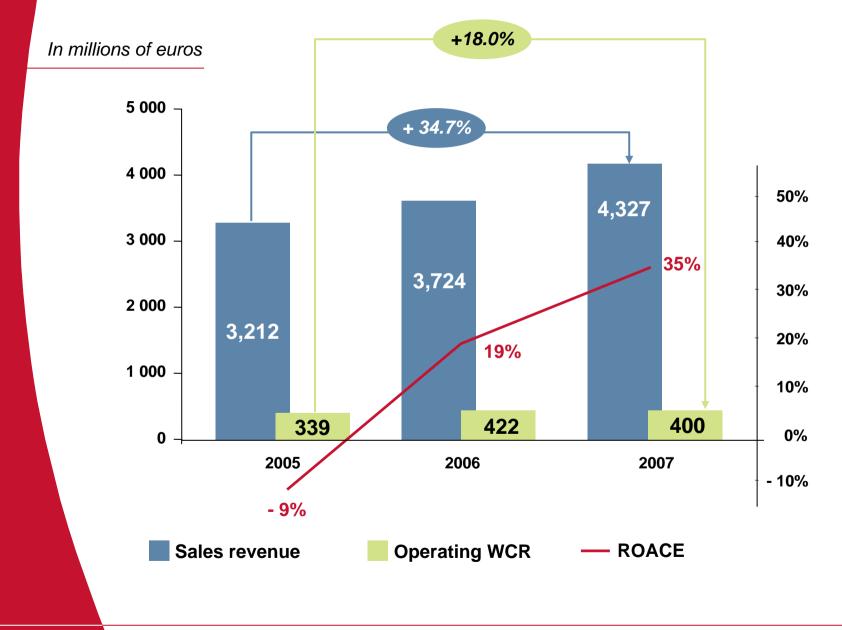
\* EBITDA +/- Gain/loss on asset disposals +/- Change in WCR – Net Capex

- Backlog is up sharply (Qatar, Libya)
- New orders doubled over the last 4 years
- Strong sales revenue growth
  - Europe, Asia, Middle East
  - Systems and Products business units

- 4-point gain in operating margin
  - Optimization plan is successful
  - Profitable growth activities
- Operating cash flow up sharply
  - Improvement in EBITDA
  - WCR essentially stable despite strong growth

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### **Profitable growth**





Overall performance Business environment AREVA's strategy Performance by division

2007 financial performance

**Outlook** 

Alain-Pierre Raynaud – CFO

## Non-operating items

In millions of euros	2006	2007	Change 07/06
Operating income	407	751	344
Net financial income	97	64	(33)
Share in net income of associates	220	148	(72)
Income tax Effective tax rate	(51) 10.1%	(81) 10.0%	(30) - pts
Minority interests	(24)	(139)	(115)
Net income attrib. to eq. holders of parent	649	743	94

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### Net financial income

In millions of euros	2006	2007	Change 07/ 06
End-of-life-cycle operations	17	107	90
Including: Income from earmarked portfolio and interest on receivables Discount reversal on end-of-life-cycle provision and schedule revisions	132 (115)	181 (74)	49 41
Net borrowing costs	(29)	(73)	(44)
Income from disposal of securities	118	3	(115)
Dividends received	73	63	(10)
Discount reversal on retirement/benefits prov.	(56)	(55)	1
Other financial income and expenses	(27)	19	46
Net financial income	97	64	(33)

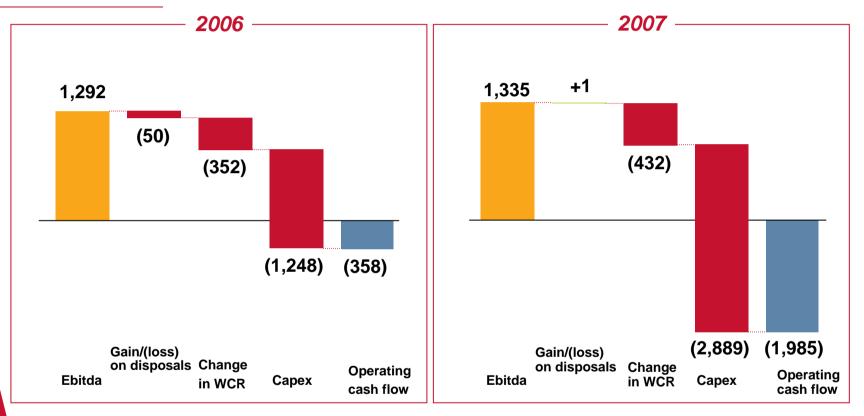
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## **Operating cash flow**

In millions of euros



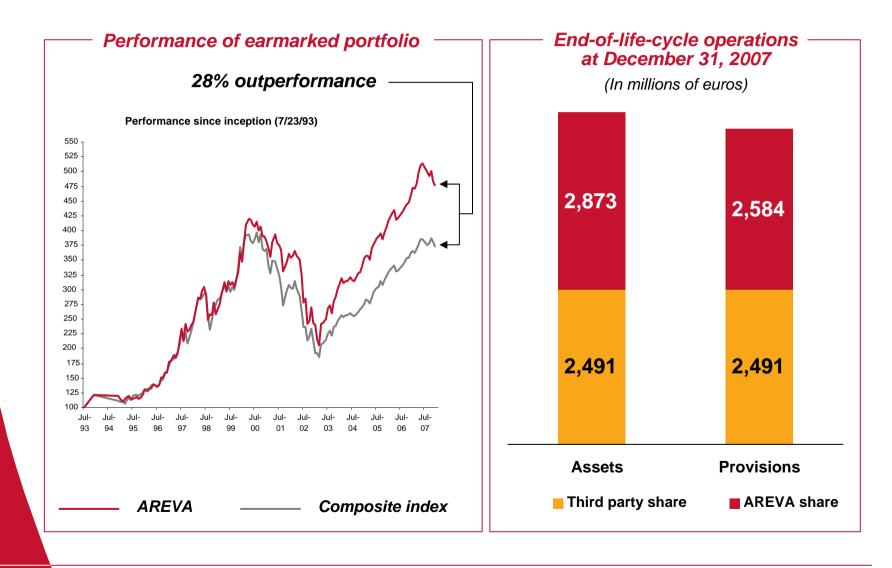
#### Increase in EBITDA

- Change in WCR: use of advances/provisions (Back End/Reactors)
- Acceleration of Capex program (UraMin)



#### End-of-life-cycle operations:

Asset management performance exceeds requirements



#### Net debt (excluding minorities' put options) AREVA In millions of euros 251 12/31/2007 12/31/2006 + 171(345) (45) (1,985) **Cash flow Dividends** Other (1,954)related to Operating end-of-life-cycle cash flow operations

Debt-equity ratio: 26.2% (excluding minorities' put options)

- FFO\*/Net debt\*\*: 71%
- Net debt\*\* / EBITDA: 1.5
- Siemens' put option: €2.049 billion (€1.117 billion in 2006)

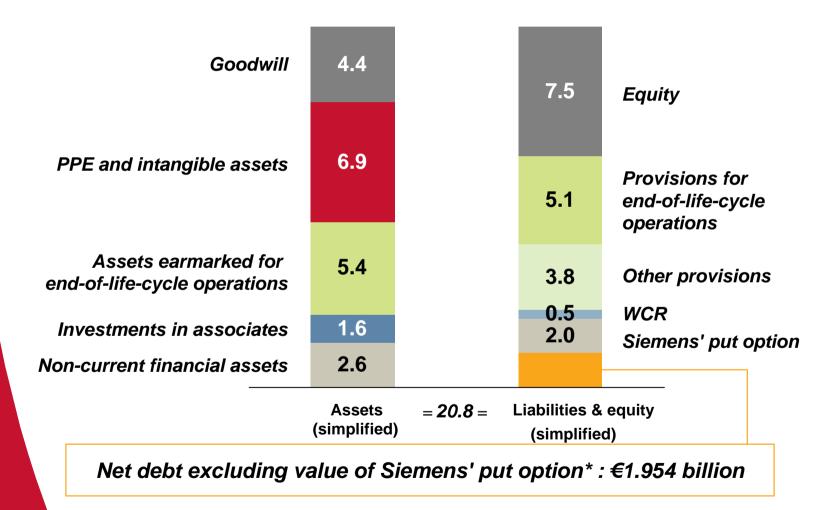
\* Funds From Operations: EBITDA – Cash out tax +/- Financial result cash + Dividends from associates \*\* Net debt excl. minorities' put options

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# Simplified balance sheet at December 31, 2007

In billions of euros

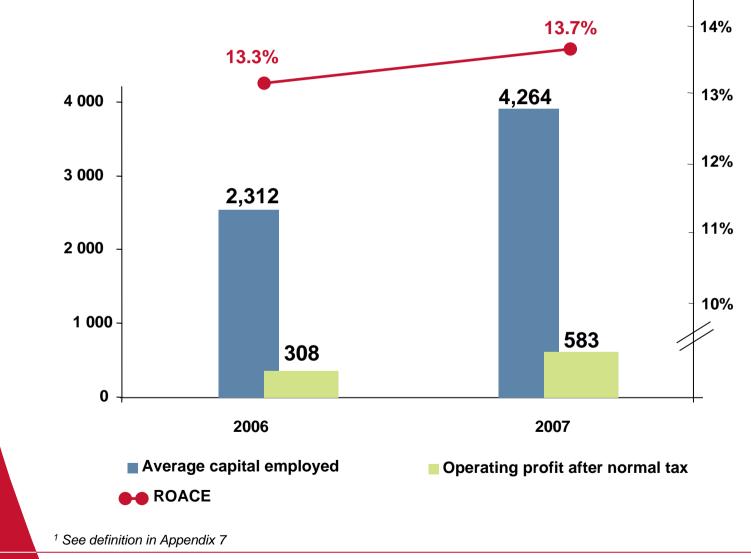


(\*) Net cash excluding put options = cash + cash equivalents + current account assets - borrowings including interest bearing advances



**ROACE**<sup>1</sup>

In millions of euros



> Financial performance 2007 – February 26. 2008



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**Outlook** 

Anne Lauvergeon – CEO



#### - 2008

- A strong increase in sales revenue and backlog
- Increased operating income
- Continuation of AREVA's capital investment program

#### By the end of the current strategic plan (2012) -

- Consolidated sales revenue > €20 billion
- Double-digit operating margin
- Free cash flow once again significantly positive

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