



**AREVA**

forward-looking energy

# Annual Results 2012

Luc OURSEL, Chief Executive Officer

Philippe KNOCHE, Chief Operating Officer

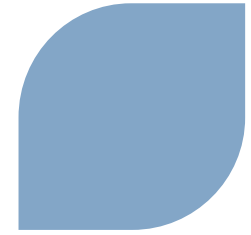
Pierre AUBOUIN, Chief Financial Executive Officer

Olivier WANTZ, Senior Executive Vice President, Mining BG

Thursday, February 28, 2013



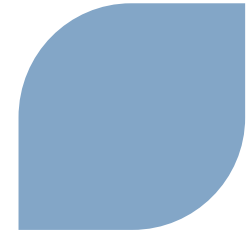
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## ■ 2012 Highlights

- Group performance in 2012
- Operating performance in 2012
- Financial results
- Follow-up of the Action 2016 plan
- Financial outlook

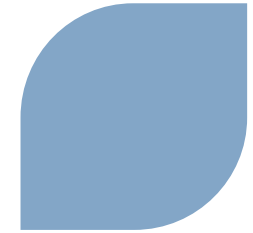
# Action 2016: significant results in the first year of deployment



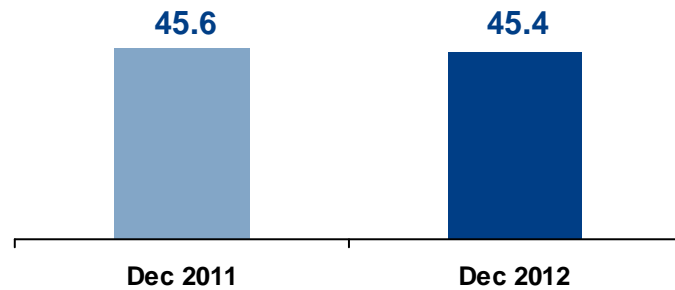
- Performance turnaround
  - EBITDA and free operating cash flow targets (upward revised in mid-2012) exceeded
  - Cost reduction plan on track
- Confirmed growth in nuclear and renewable energies
- Good progress of the group's Capex program
- Asset disposals program ahead of schedule with €1.2bn in proceeds collected at year-end 2012

» **2012: a strong and promising base for  
a continued turnaround**

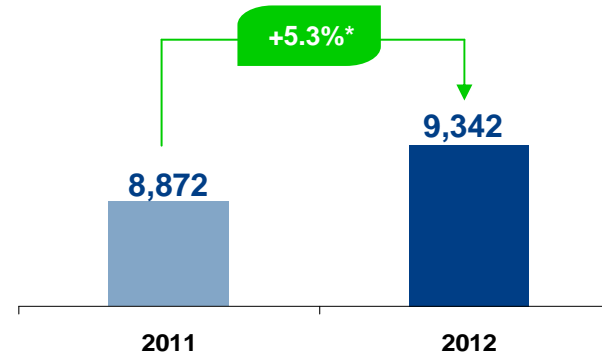
# A good start to performance turnaround



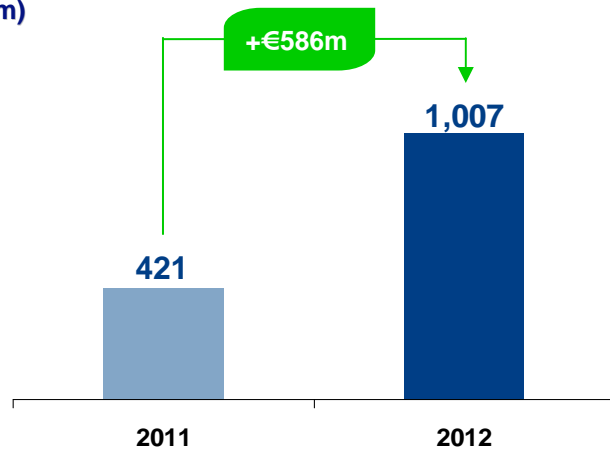
**Backlog renewal**  
(€bn)



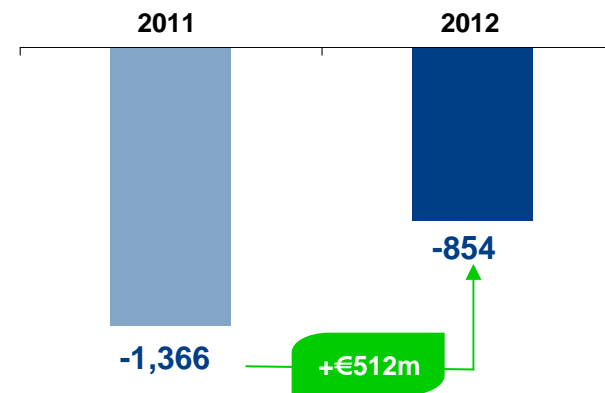
**Sales revenue growth**  
(€m)



**Very sharp upturn in EBITDA (restated\*\*)**  
(€m)

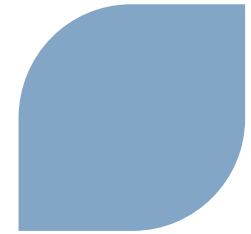


**Very net improvement in free OCF (restated\*\*)**  
(€m)



\* +4.4% at constant exchange rates and consolidation scope  
 \*\* restated for Siemens impacts in 2011 and asset disposals in 2012

# 2012 highlights: Markets and industries



- 2012 World Energy Outlook report: strong and stable outlook for the group's business segments



- Country's nuclear policy confirmed by the French Nuclear Policy Council
- ASN report on Supplementary Safety Assessments (SSA) and nuclear operator proposals submitted to the ASN after the SSA
- Cour des Comptes (audit commission) report on costs in the nuclear industry
- Result of call for tenders in offshore wind



- Electricity Market Reform (EMR) to support the production of low-carbon power
- Certification of the EPR reactor: only Gen III+ reactor certified in the UK



- Restart of the Ohi 3 and Ohi 4 reactors
- Election of the liberal party, supportive of nuclear energy



- Green light for the start of new reactor projects, with priority given to Gen III



- Nuclear power plant lifecycle extension projects ; new builds / plant completion projects approved

# 2012 highlights: AREVA, a leading player in nuclear safety



**AREVA**  
Safety Alliance

■ Helping operators meet facility new safety requirements in the post-Fukushima environment

- Resistance to external risk
- Reliability of cooling systems
- Prevention of environmental impacts

■ Safety Alliance catalogue: more than 35 nuclear safety solutions for all types of reactors

» More than 170 million euros in Safety Alliance orders since the offering was launched

**85** projects

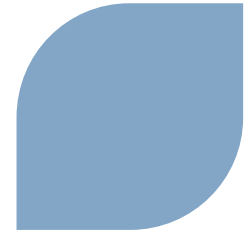
in **16** countries

for **42** customers

operating a total of

**225** reactors

# Social and environmental responsibility: AREVA renews its commitments in 2012



## Our 10 commitments



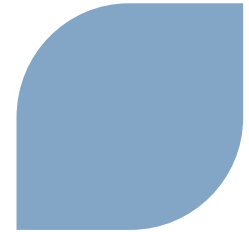
## Tangible results

- 100% offset of direct greenhouse gas (GHG) emissions
- AREVA Comurhex Malvési: first industrial site in France certified for ISO 50001 by AFNOR
- 100% of AREVA's regulated nuclear facilities certified for ISO14001
- EITI compliance extended to include Kazakhstan
- “Declaration of Sustainable Development for Suppliers”
- Diversity Label renewed
- AREVA, member of the ICMM (International Council on Mining and Metals)





# Social and environmental responsibility: AREVA renews its commitments in 2012



105 projects

in

14 countries

including

46 projects

involving the group's employees

## Areas of action

- Education (66 projects in 5 years)



- Health (39 projects in 5 years)



- Culture (new area in 2012)



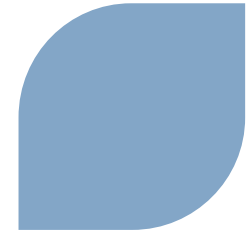
- Underprivileged populations

- 5-year extension in June 2012

## Partners for solidarity and a sustainable commitment



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■ 2012 Highlights

■ **Group performance in 2012**

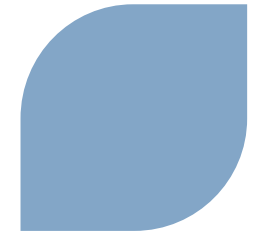
■ Operating performance in 2012

■ Financial results

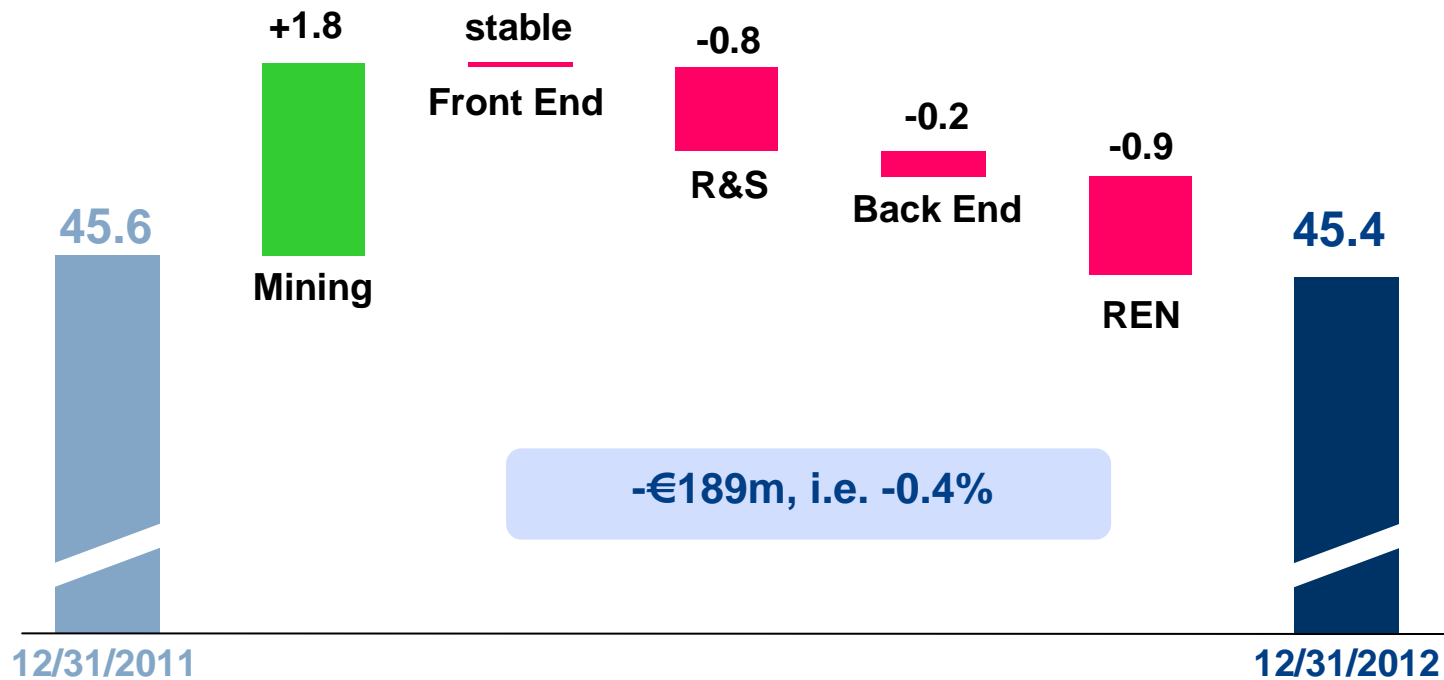
■ Follow-up of the Actions 2016 plan

■ Financial outlook

# Backlog renewal

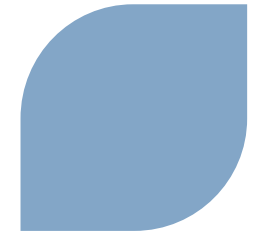


In billion euros

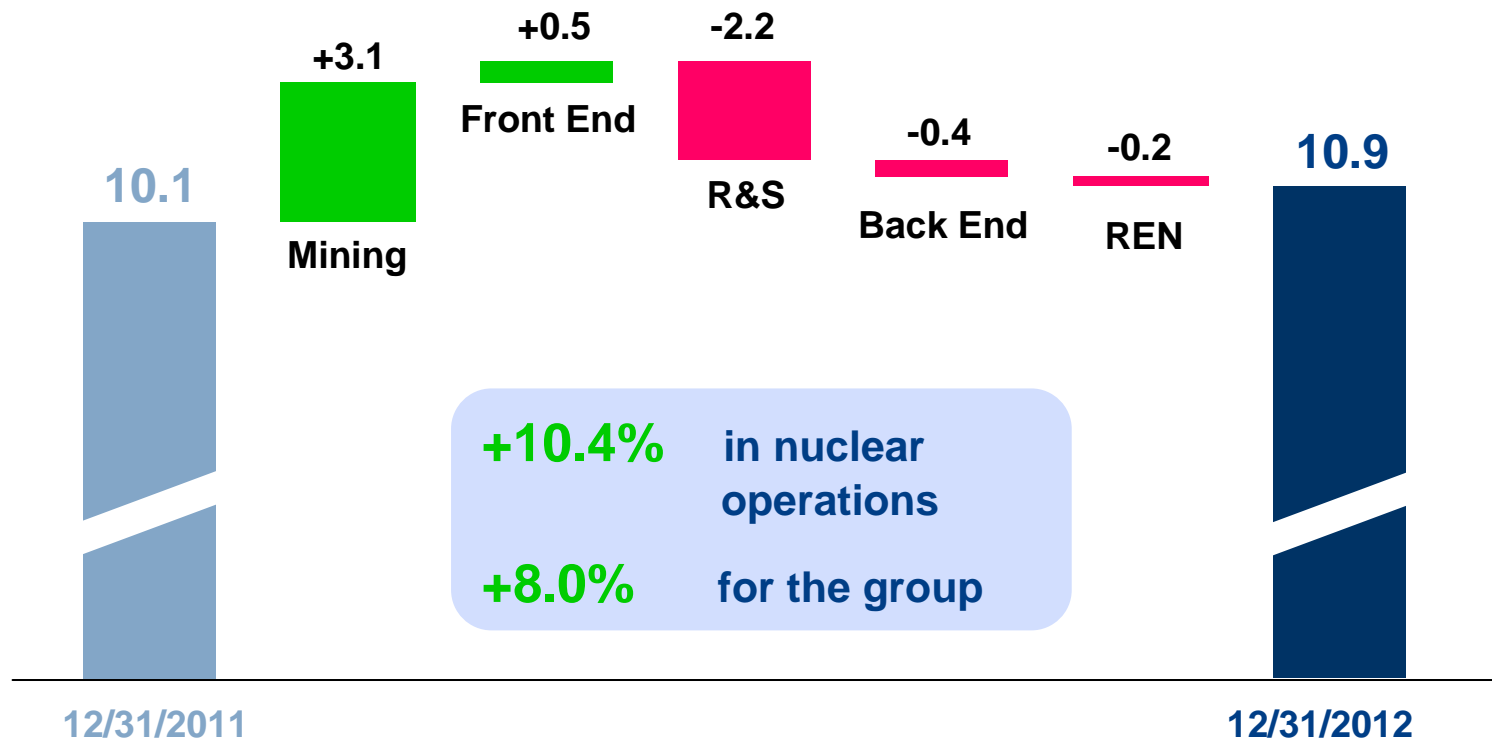


Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

# Significant increase in order intake



In billion euros

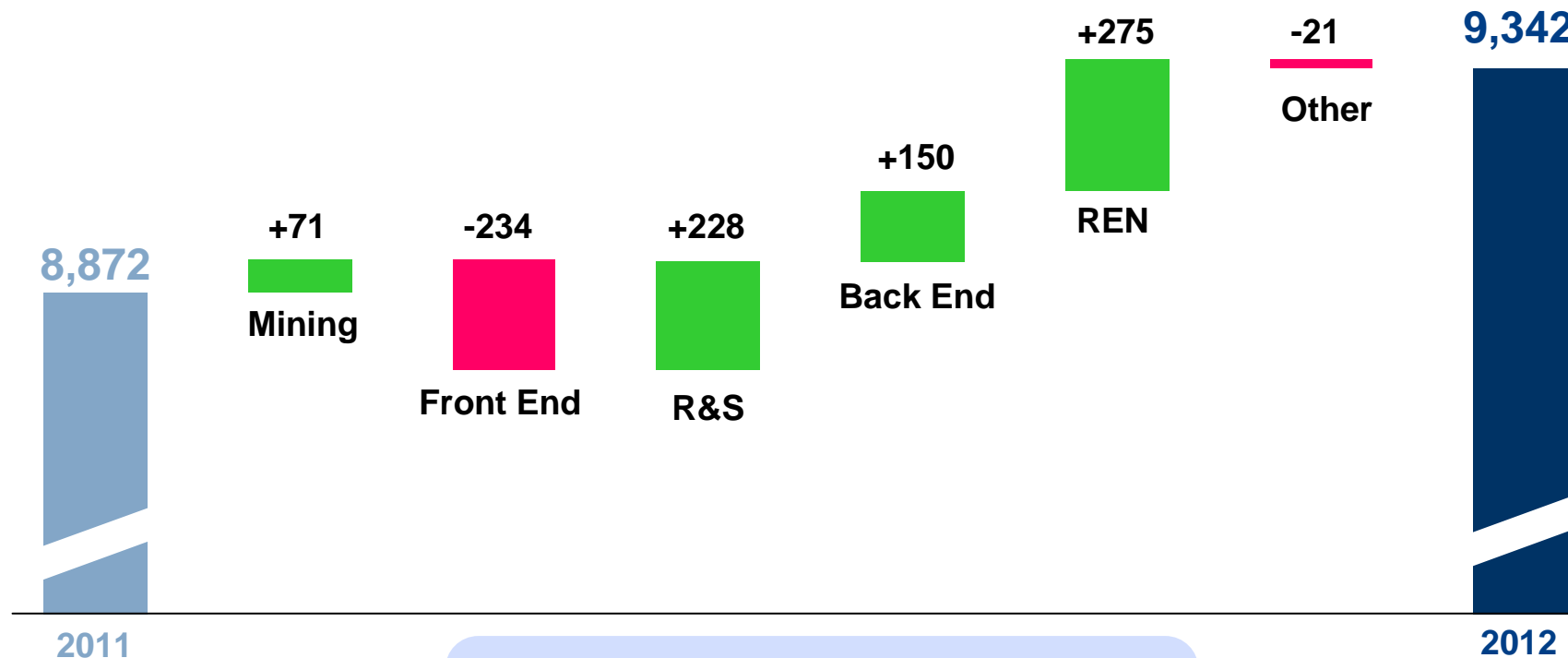


Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

# Sales revenue growth in both nuclear and renewables



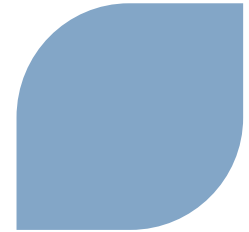
In million euros



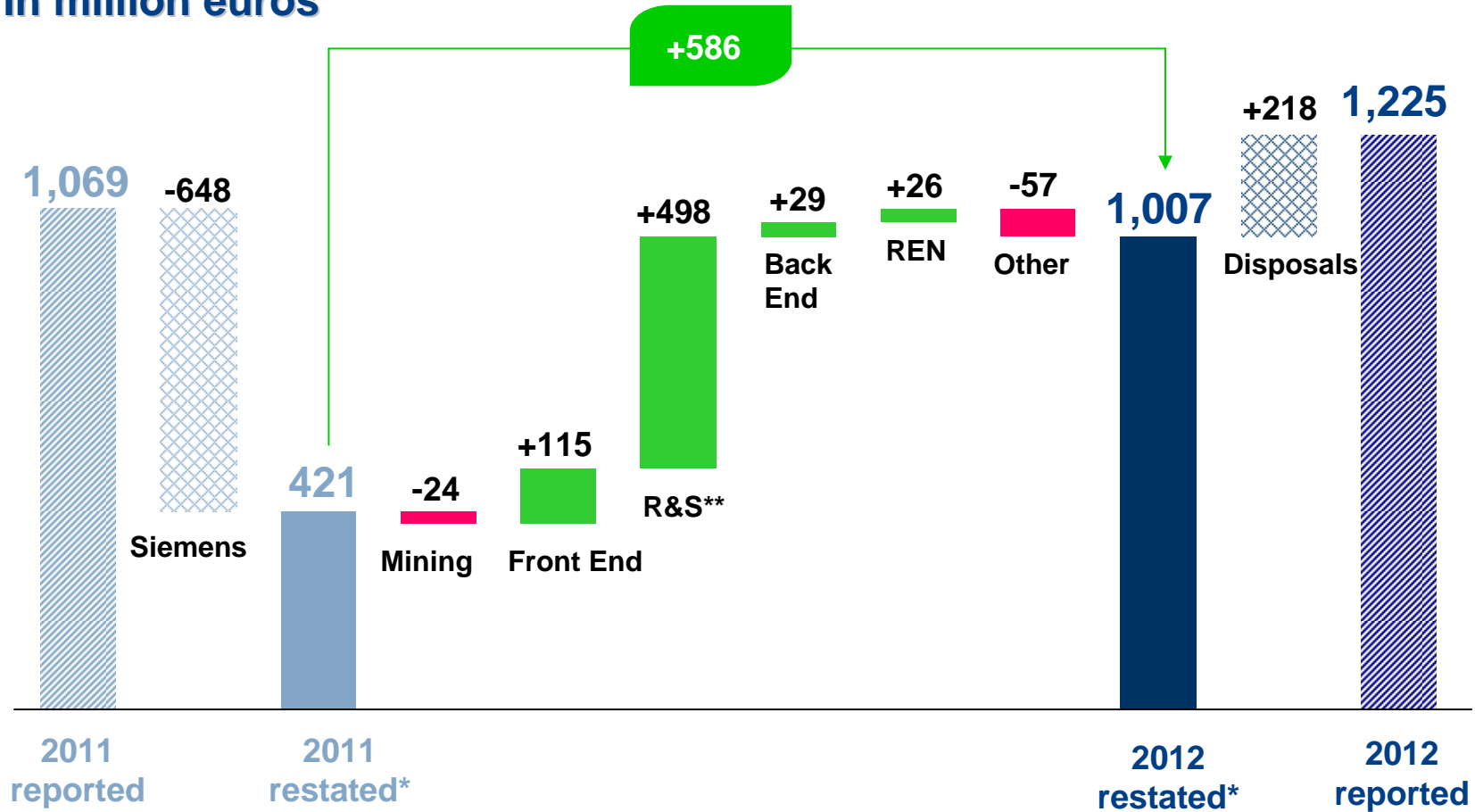
**+€470m, i.e. +5.3%\***  
**Nuclear operations: +2.4%**  
**Renewable operations: x 2**

\* 4.4% at constant exchange rates and consolidation scope  
 Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

# Very sharp upturn in EBITDA



In million euros

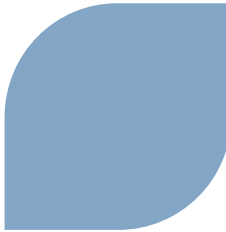


\* restated for Siemens impacts in 2011 and asset disposals in 2012

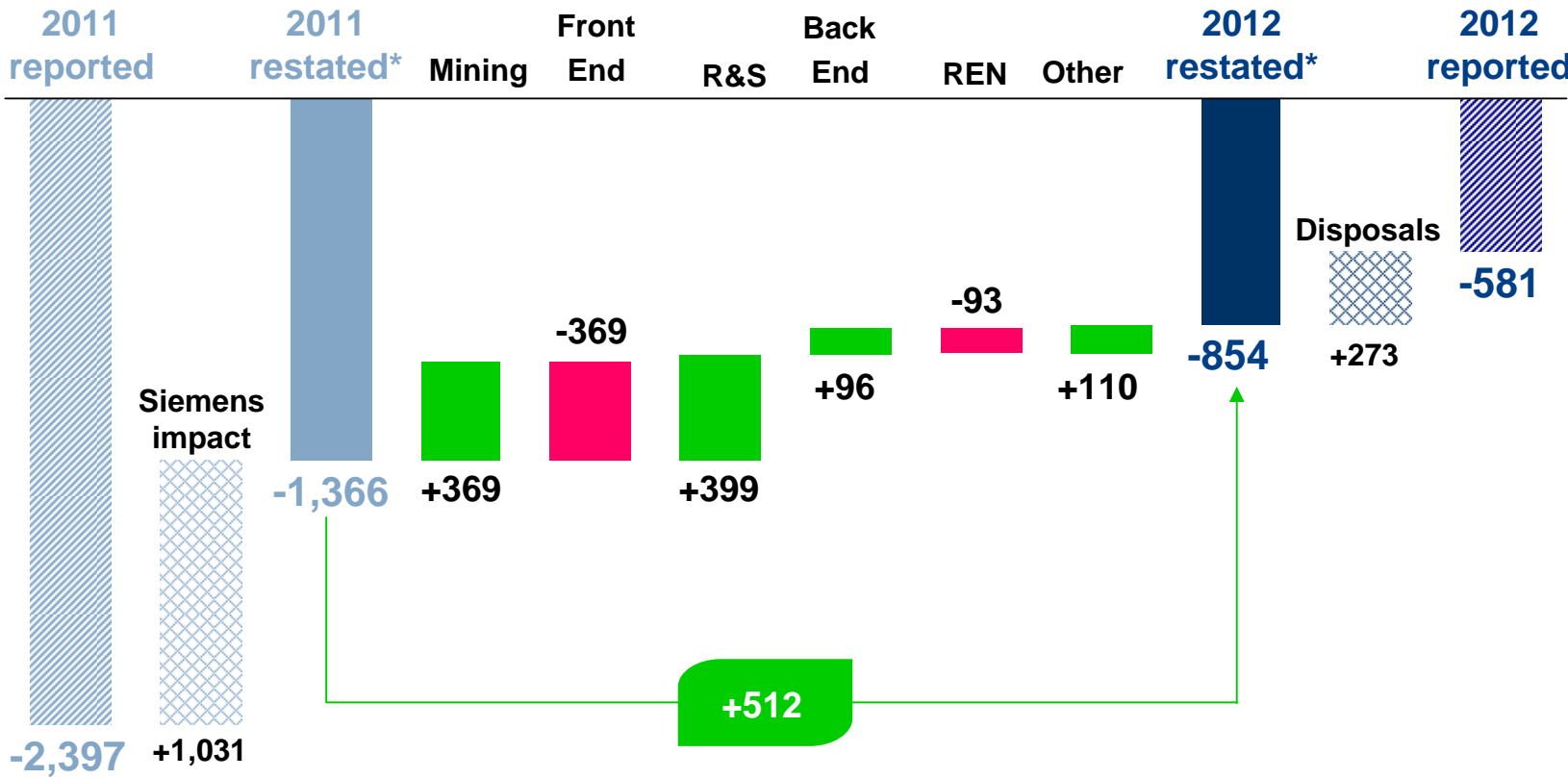
\*\* including €300m for OL3 insurance

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

# Very net improvement in free operating cash flow

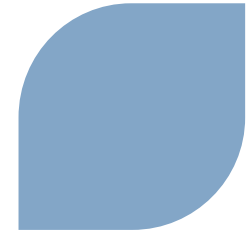


In million euros



\* restated for Siemens impacts in 2011 and asset disposals in 2012  
 Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

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# Mining



<i>In €m</i>	2011	2012	Change	
<b>Backlog</b>	10,230	12,036	+1,806	 EDF (supply of 30,000 MTU in 2014-2035) American and Asian customers (including CNNC)
<b>Contribution to consolidated revenue</b>	1,289	1,360	+71	 Increase in average sales price
<b>Restated operating income*</b>	(1,168)	134	+1,302	
<i>of which impairment</i>	(1,456)	(165)	+1,291	Bakouma and Ryst Kuil in 2012
<b>Restated EBITDA*</b>	449	425	-24	 Change in consolidation scope: La Mancha deconsolidated at the end of August 2012
<b>Restated net Capex</b>	(595)	(497)	+98	Capex focused on Imouraren and Cigar Lake sites
<b>Free operating cash flow before tax, restated*</b>	(179)	190	+369	 Reduction of uranium inventories (in value)

\* restated for asset disposals in 2012

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other". Also, because the group had opted for early adoption of amended IAS 19 on January 1, 2012, the financial statements for the year ended December 31, 2011 were restated in accordance with the new standards for purposes of comparison.









## Front End

<i>In €m</i>	2011	2012	Change	
<b>Backlog</b>	18,072	18,047	-26	EDF EDF Energy (UK) RWE and EnBW American and Asian customers
<b>Contribution to consolidated revenue</b>	2,283	2,049	- 234	Enrichment: decrease in export sales Fuel: decrease in volumes in Germany Chemistry: higher volumes
<b>Operating income</b>	(766)	145	+911	GBII ramp-up and cost optimization Performance improvement plans in Fuel and Chemistry Provision reversals – IAS 19 revised 2011 provisions on Front End facilities (€388m)
<i>of which impairment</i>	(474)	(143)	+331	EREF and ETC assets
<b>EBITDA</b>	179	294	+115	GBII ramp-up and cost optimization Performance improvement plans in Fuel and Chemistry
<b>Net Capex</b>	(927)	(1,182)	-255	GBII (71% of the BG total) + Comurhex II
<b>Free operating cash flow before tax</b>	(589)	(958)	-369	Increased Capex Improved EBITDA Positive contribution of change in WCR

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other". Also, because the group had opted for early adoption of amended IAS 19 on January 1, 2012, the financial statements for the year ended December 31, 2011 were restated in accordance with the new standards for purposes of comparison.








# Reactors & Services

<i>In €m</i>	2011	2012	Change	
<b>Backlog</b>	9,108	8,314	-794	 EDF SNC-Lavalin Nucléaire Russian market Safety Alliance: Asian and American customers
<b>Contribution to consolidated revenue</b>	3,224	3,452	+228	 Installed Base: strong activity (France and USA) Equipment: growth in France Nuclear Measurements: strong demand in Japan
<b>Operating income</b>	(532)	(410)	+122	 Installed base, Equipment, Nuclear Measurements: strong activity levels + cost reduction initiatives  Provisions for losses to completion: ~€550m in 2012 vs. ~€400m in 2011
<i>of which impairment</i>	(125)	-	+125	
<b>EBITDA</b>	(399)	98	+498	 Sustained activity levels and performance improvement in the Installed Base, Equipment and Nuclear Measurements businesses €300m insurance payment for OL3
<b>Net Capex</b>	(220)	(198)	+22	R&D investment to expand the group's reactor line and production Capex in the Equipment business
<b>Free operating cash flow before tax</b>	(453)	(54)	+399	 Increase in EBITDA Slight decrease in Capex

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"



## Back End

<i>In €m</i>	2011	2012	Change	
<b>Backlog</b>	6,267	6,030	-237	 <p>Transitional agreement with EDF for used fuel treatment and shipping in 2013 Supply of MOX fuel to European customers and sale of storage services in the US</p>
<b>Contribution to consolidated revenue</b>	1,582	1,732	+150	 <p>Increased volumes at La Hague and Melox Development of the International Projects BU in the United Kingdom, Japan and the United States</p>
<b>Operating income</b>	210	438	+229	 <p>Strong economic performance of the plants reflecting increased volumes Performance improvement plans Provision reversals – IAS 19 revised</p>
<b>EBITDA</b>	389	417	+29	 <p>Increased volumes at La Hague and Melox Performance improvement plans</p>
<b>Net Capex</b>	(144)	(115)	+29	<p>La Hague and Melox in the Recycling business Expansion of international projects</p>
<b>Free operating cash flow before tax</b>	198	293	+96	 <p>Improved EBITDA and change in OWC Decrease in Capex</p>

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other". Also, because the group had opted for early adoption of amended IAS 19 on January 1, 2012, the financial statements for the year ended December 31, 2011 were restated in accordance with the new standards for purposes of comparison.

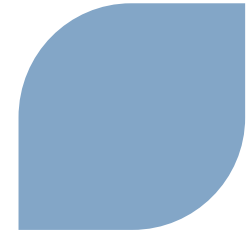
# Renewable Energies



In €m	2011	2012	Change	
<b>Backlog</b>	1,778	844	-935	<p>↓ Bioenergies: orders cancelled in Brazil</p> <p>↑ Bioenergies : Thailand project</p>
<b>Contribution to consolidated revenue</b>	297	572	+275	<p>↑ Offshore Wind: strong growth (GT1 and BW2)</p> <p>Bioenergies: growth in Europe and Brazil</p> <p>Solar: Kogan Creek and Reliance projects</p>
<b>Operating income</b>	(78)	(207)	-129	<p>↓ Solar: difficult execution for some projects</p> <p>↑ Offshore Wind and Bioenergies: ramp-up in business volumes</p>
<i>of which impairment</i>	-	(94)	-94	Solar: impairment of goodwill
<b>EBITDA</b>	(85)	(59)	+26	<p>↑ Offshore Wind and Bioenergies: ramp-up in business</p> <p>Bioenergies: positive impacts of performance improvement plans</p>
<b>Net Capex</b>	(52)	(85)	- 33	Development of Offshore Wind and Solar businesses
<b>Free operating cash flow before tax</b>	(102)	(194)	-93	<p>↓ Increased Capex</p> <p>Use in 2012 of customer prepayments received in 2011</p>

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

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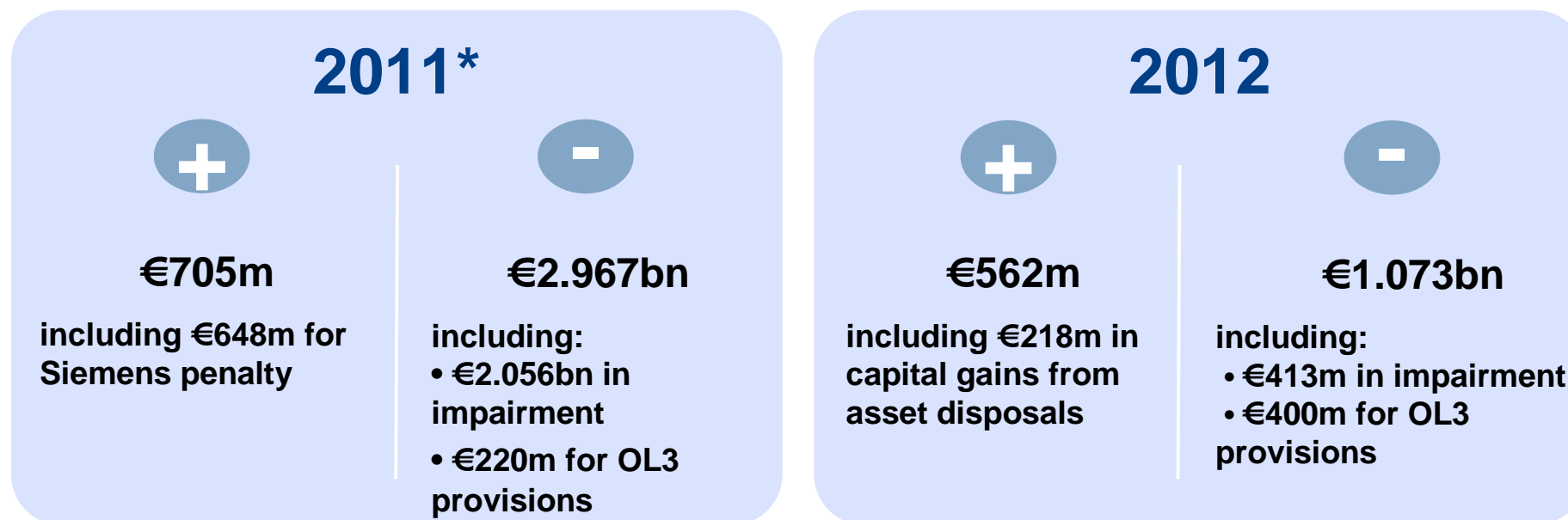


- 2012 Highlights
- Group performance in 2012
- 2012 performance by business

## ■ Financial results

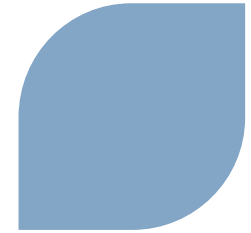
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# Significant items with an impact on operating income



\* Because the group opted for early adoption of amended IAS 19 on January 1, 2012, the financial statements for the year ended December 31, 2011 were restated in accordance with the new standards for purposes of comparison.

# Non-operating items

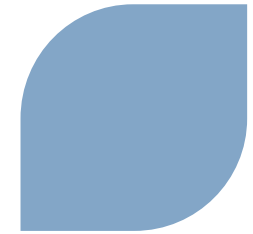


<i>In €m</i>	2011*	2012	Change
<b>Reported operating income</b>	(1,866)	118	+1,984
<b>Net financial income</b>	(555)	(324)	+231
<b>Share in net income of associates</b>	62	11	-51
<b>Income tax</b>	(283)	120	+403
<b>Net income attributable to minority interests</b>	(142)	24	+166
<b>Net income from discontinued operations</b>	(2)	-	+2
<b>Net income attributable to equity owners of the parent</b>	(2,503)	(99)	+2,404
<i>Net earnings per share (in euros)</i>	-€6.55	-€0.26	+€6.29

\* Because the group opted for early adoption of amended IAS 19 on January 1, 2012, the financial statements for the year ended December 31, 2011 were restated in accordance with the new standards for purposes of comparison.



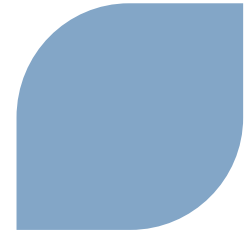
# Net financial income



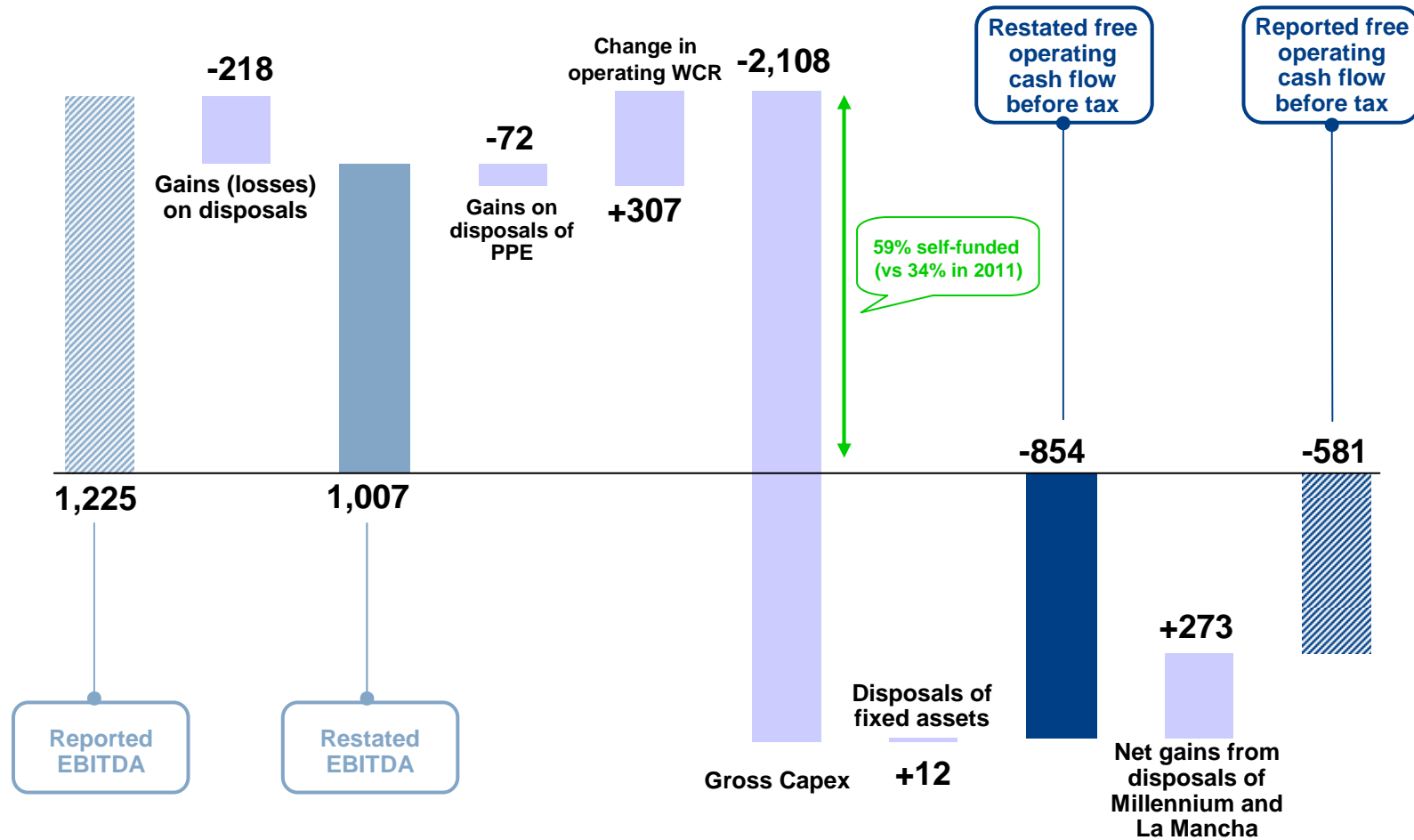
<i>In €m</i>	2011	2012	Change
<b>End of lifecycle operations including:</b>	<b>(152)</b>	<b>36</b>	<b>+188</b>
<i>Income from the financial portfolio for end-of-lifecycle operations</i>	79	316	+237
<i>Income from non-portfolio assets (including receivables from dismantling)</i>	60	45	-15
<i>Discount reversal expenses on end-of-lifecycle operations and impact of schedule revisions</i>	(291)	(325)	-34
<b>Net borrowing costs</b>	<b>(72)</b>	<b>(185)</b>	<b>-113</b>
<b>Net gain on sales of securities</b>	<b>1</b>	<b>(1)</b>	<b>-2</b>
<b>Income from disposal of securities*</b>	<b>(48)</b>	<b>26</b>	<b>+74</b>
<b>Discount reversal: retirement and employee benefits</b>	<b>(88)</b>	<b>(80)</b>	<b>+8</b>
<b>Other income and expenses</b>	<b>(195)</b>	<b>(119)</b>	<b>+76</b>
<b>Net financial income</b>	<b>(555)</b>	<b>(324)</b>	<b>+231</b>

\* Mainly Eramet in 2011 and Sofradir in 2012

# Free operating cash flow: 59% of Capex self-funded

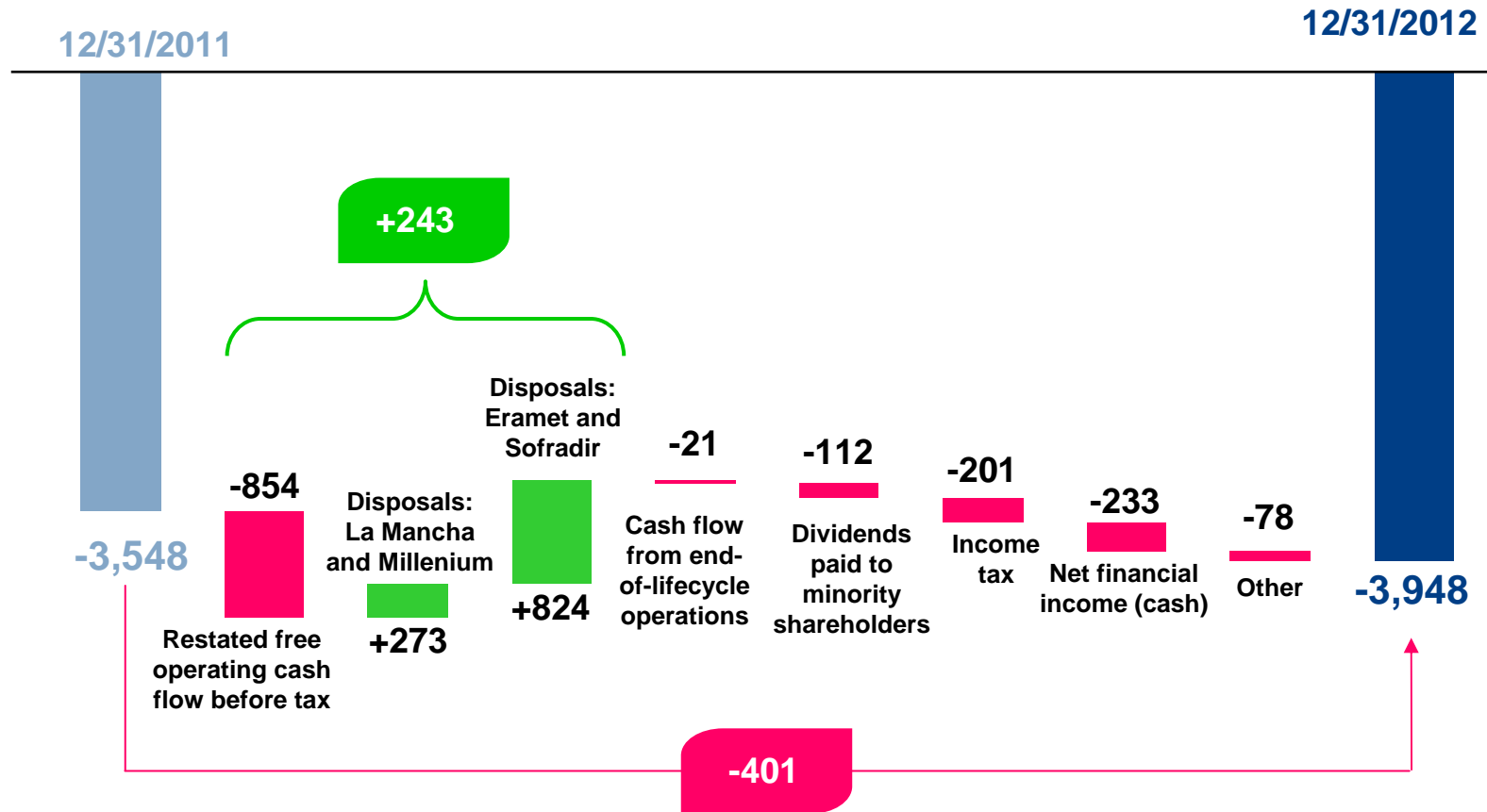


In million euros

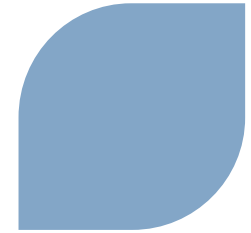


# Net debt kept below 4 billion euros

In million euros



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# Action 2016 strategic action plan

## Safety • Security • Transparency

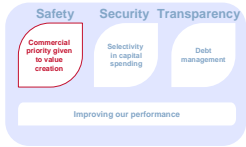
Commercial  
priority given  
to value  
creation

Selectivity  
in  
capital spending

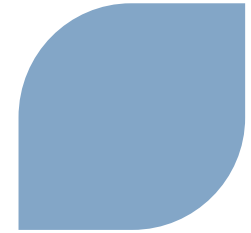
Debt  
management

Improving our performance

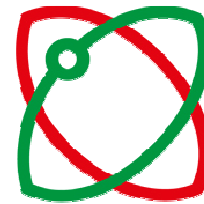
» Concrete progress in all strategic areas



# New contracts signed on every continent



- Order intake: +10.4% in the nuclear business
- Record backlog achieved during the year



مؤسسة الإمارات للطاقة النووية  
Emirates Nuclear Energy Corporation

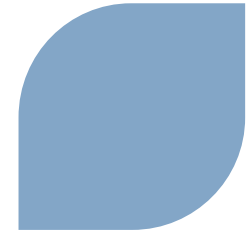


SNC • LAVALIN



RELIANCE Power  
Anil Dhirubhai Ambani Group

# Strengthened visibility in the nuclear operations



**Mining**

In value

€12.0bn

Number of years of 2012 sales revenue in backlog

9

Coverage of 2013 sales revenue forecast (rounded)

c. 90%



**Front End**

€18.0bn

9

c. 80%



**Reactors & Services**

€8.3bn

2

c. 75%



**Back End**

€6.0bn

3

c. 80%



**Renewable Energies**

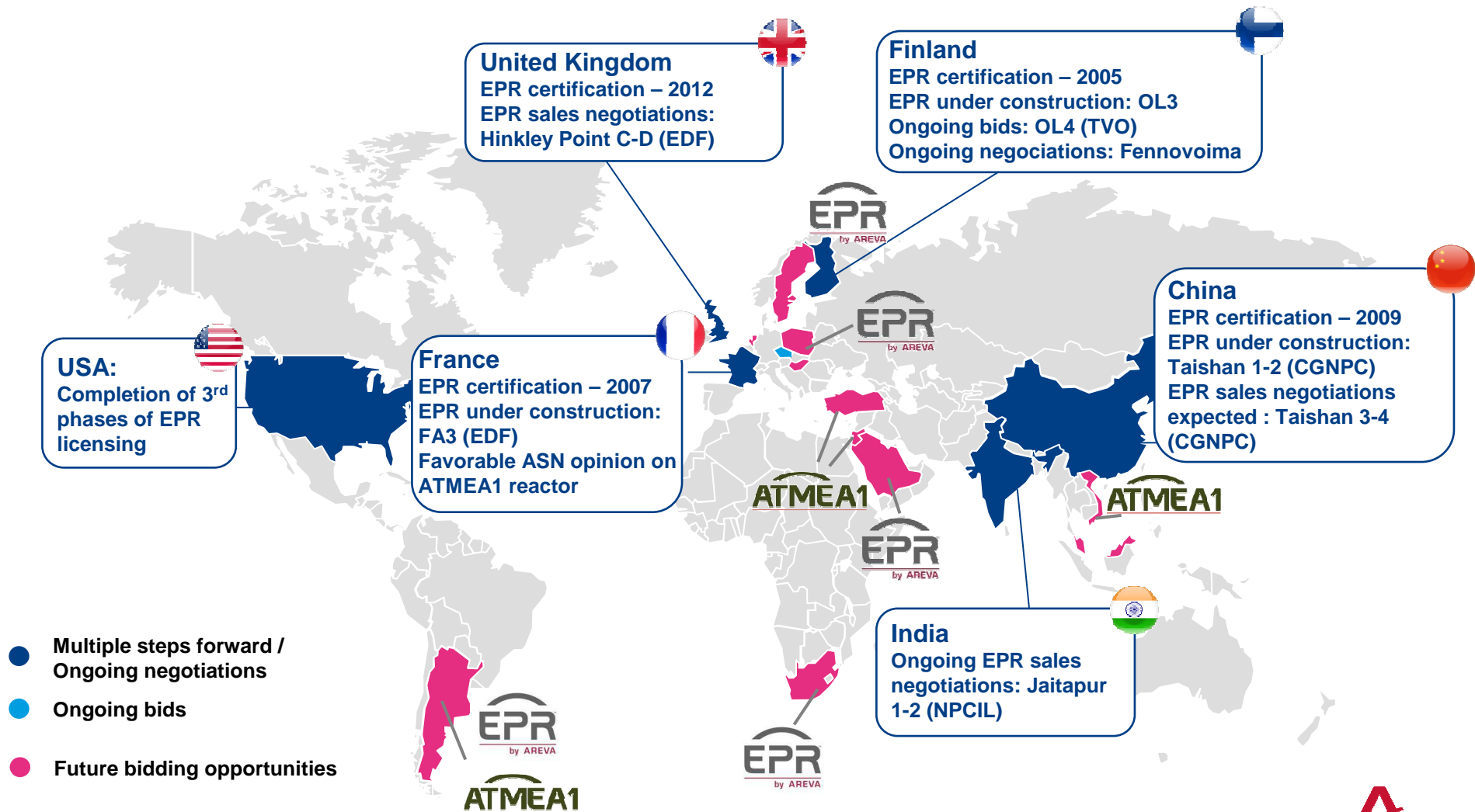
€0.8bn

1

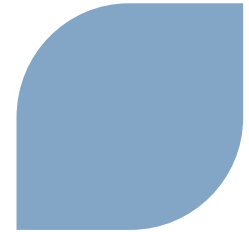
c. 75%

» **5 years of sales revenue in backlog**

# Gen III+: ahead of our competitors, an economic advantage for our customers

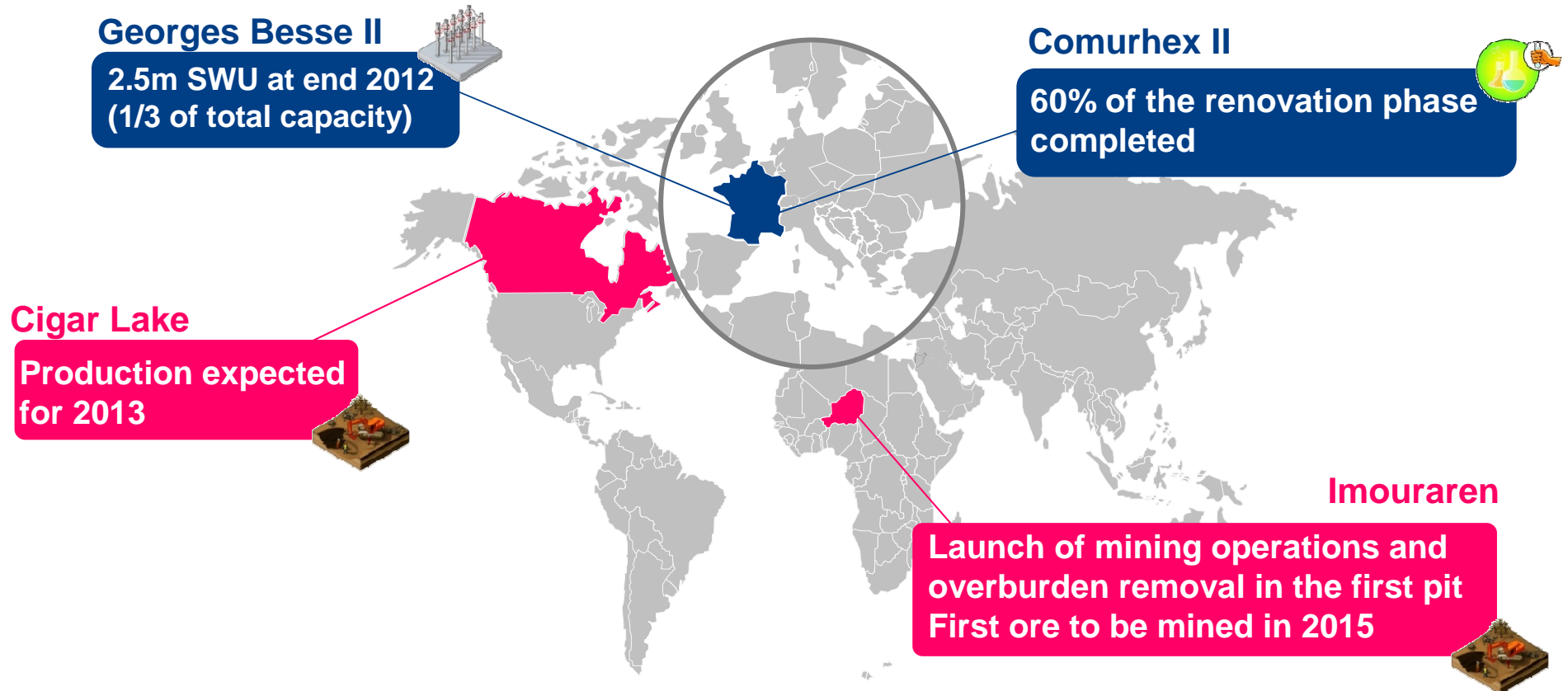




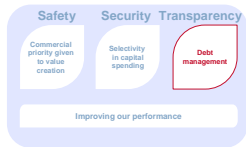


# The Capex program is on track

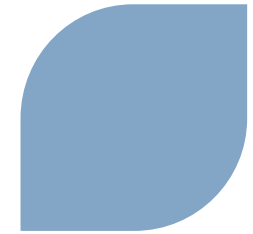
## Group's strategic Capex - 2012 achievements



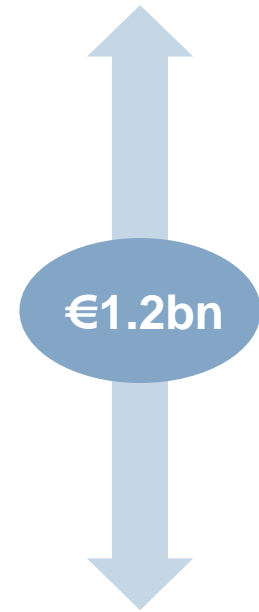
➤➤ **Nearly 60% of total Capex focused on 4 sites**



# Execution of the asset disposals plan is ahead of schedule



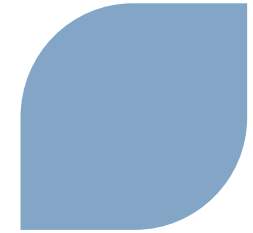
- December 14, 2011: **01dB-Metravib**
- January 30, 2012: **Sofradir**
- May 16, 2012: **ERAMET**
- June 1, 2012: **AREVA Lesedi**
- June 11, 2012: **Millennium**
- August 28, 2012: **La Mancha**



- October 22, 2012: exclusive negotiations for the sale of **Canberra**

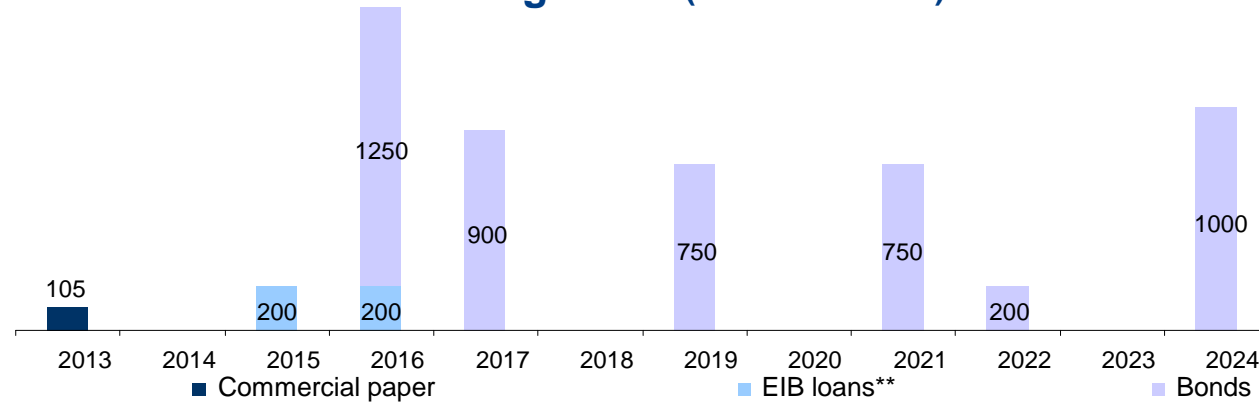
**» 2012-2013 floor target for asset disposals already reached: €1.2bn received by year-end 2012**

# Strengthened balance sheet



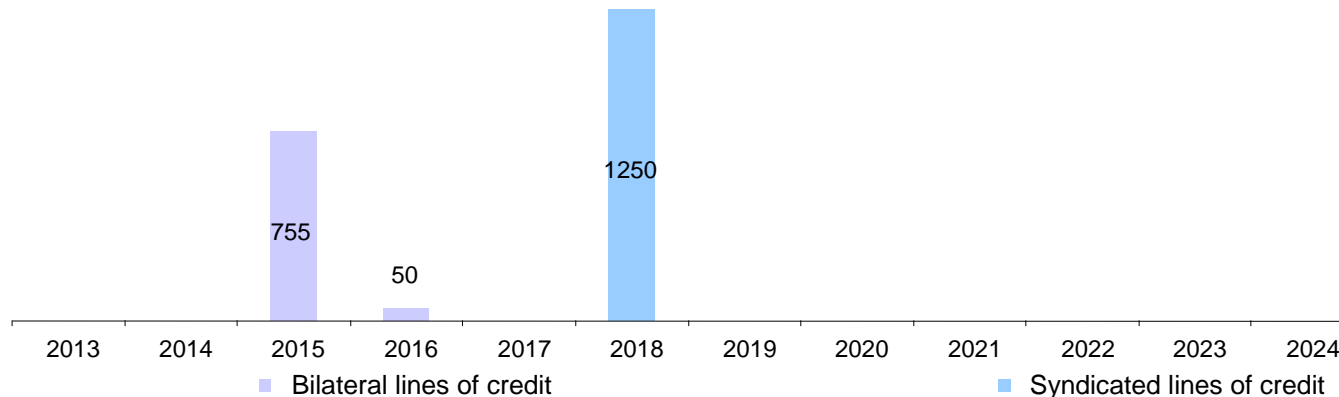
## Maturities of financial obligations (€m at 1/31/2013)

Net cash available\* at 12/31/2012 ~ €1.6bn



## Undrawn facilities (€m at 1/31/2013)

Renewal of bilateral and syndicated lines of credit



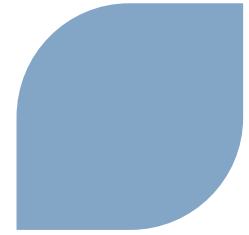
S&P rating of BBB- confirmed with stable outlook in September 2012

\* Cash, cash equivalents and other current financial assets, minus current borrowings

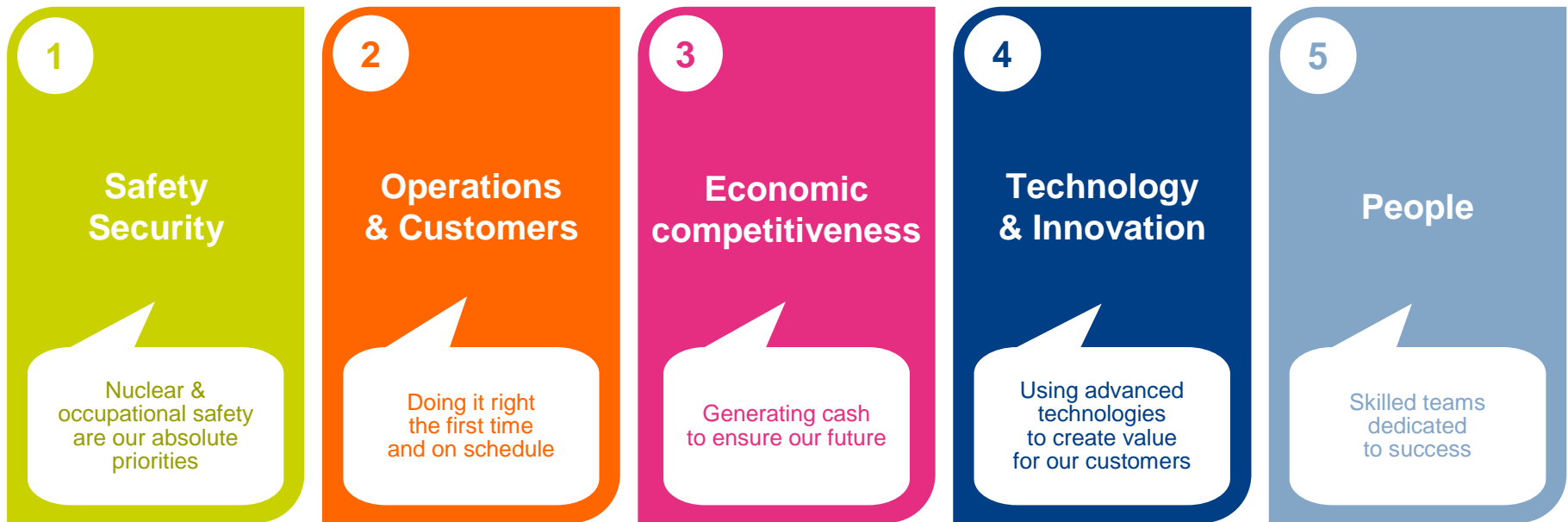
\*\* European Investment Bank

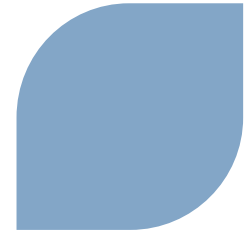


# The 5 pillars for performance improvement



## Improving our performance





# Top priority: Safety and Security

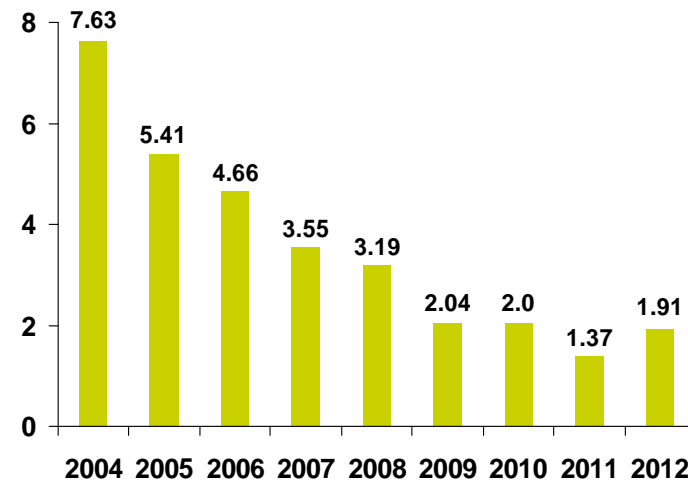
## Nuclear safety

*In 2012*

- **1 INES\* level 2 incident in 2012 (vs. 0 in 2011)**
- **15 level 1 incidents in 2012 (vs. 19 in 2011)**
- **Incident prevention rate\*\*: 0.105**

## Security

*Number of lost time injuries per million hours worked*



**AREVA**  
Safe Together!

an action plan dedicated to a culture of security

➤➤ **Aiming for excellence in Safety and Security in all our sites**

\* International Nuclear Event Scale (INES): see Appendix 11

\*\*Incident prevention rate: ratio (over 12 sliding month) of the number of INES level ≥1 events to the number of INES level 0 events

# Examples of performance in industrial safety

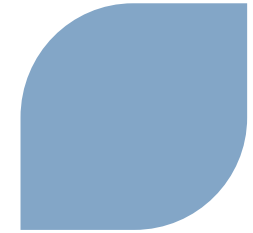
## Tangible examples of excellence

- **Lynchburg, Dessel: more than 5 years without a lost time injury**
- **Lingen, Karlstein, Bioenergies in Brazil: more than 3 years without a lost time injury**
- **Duisburg, Mécachimie: more than 2 years without a lost time injury**
- **Jeumont, Mécagest and Creusot Mécanique: no lost time injury in 2012**



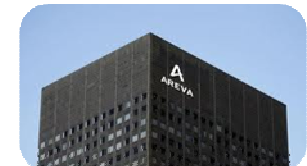
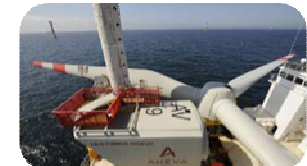


# 2012 highlights: Operations / Customers



## Improving our operating performance

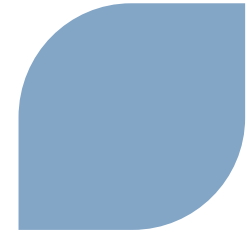
- **Mining:** record production in 2012 (9,762 MTU\* vs. 9,148 MTU in 2011) and refocusing of mining portfolio
- **Front End:** early shut-down of Eurodif and ramp-up of Georges Besse II (1/3 of capacity already installed)
- **Back End:** weekly MOX production record
- **Renewable Energies:** number of turbines produced at the Bremerhaven plant tripled (51 in 2012 vs. 17 in 2011)
- **Organizational adjustments to adapt to the market and operations**
  - Creation of the Asia-Pacific Region
  - Bringing together management teams and industrial sites
  - New organization in the Back End BG with in particular the creation of the International Projects BU
  - Creation of a center of excellent in dismantling
  - Inauguration of offices in Riyadh



\* Share reflected in financial consolidation



# 2012 highlights: Operations / Customers



## Increasing the value of our offering

### Reactors & Services:

- Approval by the British nuclear safety authorities of the design submitted for the EPR reactor
- Favorable ASN opinion on ATMEA 1 reactor safety options
- Launching of ERVA, an innovative system created by AREVA for spare parts supply to nuclear reactors
- Inauguration of AREVA's Technical Center in the United States (tools and test benches supplied to US customers)

### Renewable Energies:

- Designation of Global Tech 1 as Wind Project of the Year by *Project Finance International* magazine
- Selection of AREVA's M5000 turbine by for the Wilkingen wind farm in Germany
- Inauguration of AREVA's first offices in Le Havre to produce an all-French wind turbine



# 83%

Percentage of completion at  
12/31/2012 (AREVA scope)

## Olkiluoto 3

### Primary cooling system and components

- Installation of reactor vessel internals
- Installation of mechanisms in the vessel head

### Instrumentation and control system

- Detailed architecture submitted for final approval
- Electrical power supply system in service for one division; the other three are scheduled for completion in the 1<sup>st</sup> half of 2013

### Preparations for commissioning

- Mechanical testing for fuel handling and technological waste packaging systems in progress
- Operating and maintenance procedure documentation in process

### Relations with TVO

- Call for more active cooperation from TVO

# 63%

Percentage of completion at  
12/31/2012 (AREVA scope)

## Flamanville 3

- Engineering work in progress to prepare the Commissioning documentation and integrate changes required for startup
- Steam generators, pressurizer and reactor coolant pump casings tested and in storage
- Ongoing assembly and installation of the nuclear island's electro-mechanical components
- Installation of the first control cabinets of the SPPA-T200 operational I&C system
- Installation of the first primary cooling system components: reactor vessel annular support, pump support frames and steam generators
- Civil engineering: 93% complete (not part of AREVA's scope of work)

# 84%

Percentage of completion at 12/31/2012  
(AREVA scope – design and engineering work)

## Taishan 1&2

Copyright TNPJVC

- Procurement: 93% of orders placed / Engineering: 84% complete

- Submittal of the Final Safety Analysis Report (FSAR)

- Main components

### Taishan 1

Main control room installed

Polar crane in service

Reactor vessel installed

Pressurizer/4 steam generators brought into place

Completion of welding of reactor coolant system

### Taishan 2

Polar crane installed and testing initiated

Dome installed

Main control room hoisted and brought into place

# EPR reactor: unique experience applied to ongoing projects



## Unique lessons learnt between OL3 and Taishan

<b>Organization</b>	50% of the project directors/team leaders, 50% of the technical staff and 90% of the buyers for Taishan worked on the OL3 and/or FA3 project	
<b>Engineering</b>	Number of engineering hours needed to complete the Nuclear Steam Supply System	<b>-60%</b>
<b>Procurement</b>	Lead time for heavy component manufacturing	<b>-40%</b>
<b>Construction</b>	Construction schedule (from 1 <sup>st</sup> concrete to dome placement)	<b>-50%</b>
<b>Total</b>	Total construction time (1 <sup>st</sup> concrete to 1 <sup>st</sup> divergence)	<b>-40%</b>
<b>Cost reduction</b>	Nuclear island cost over the 2008-2012 period	<b>-15%</b>

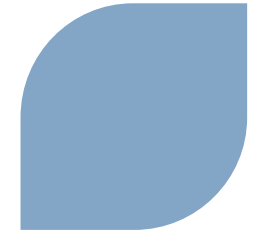


**Towards standardization of the EPR reactor**

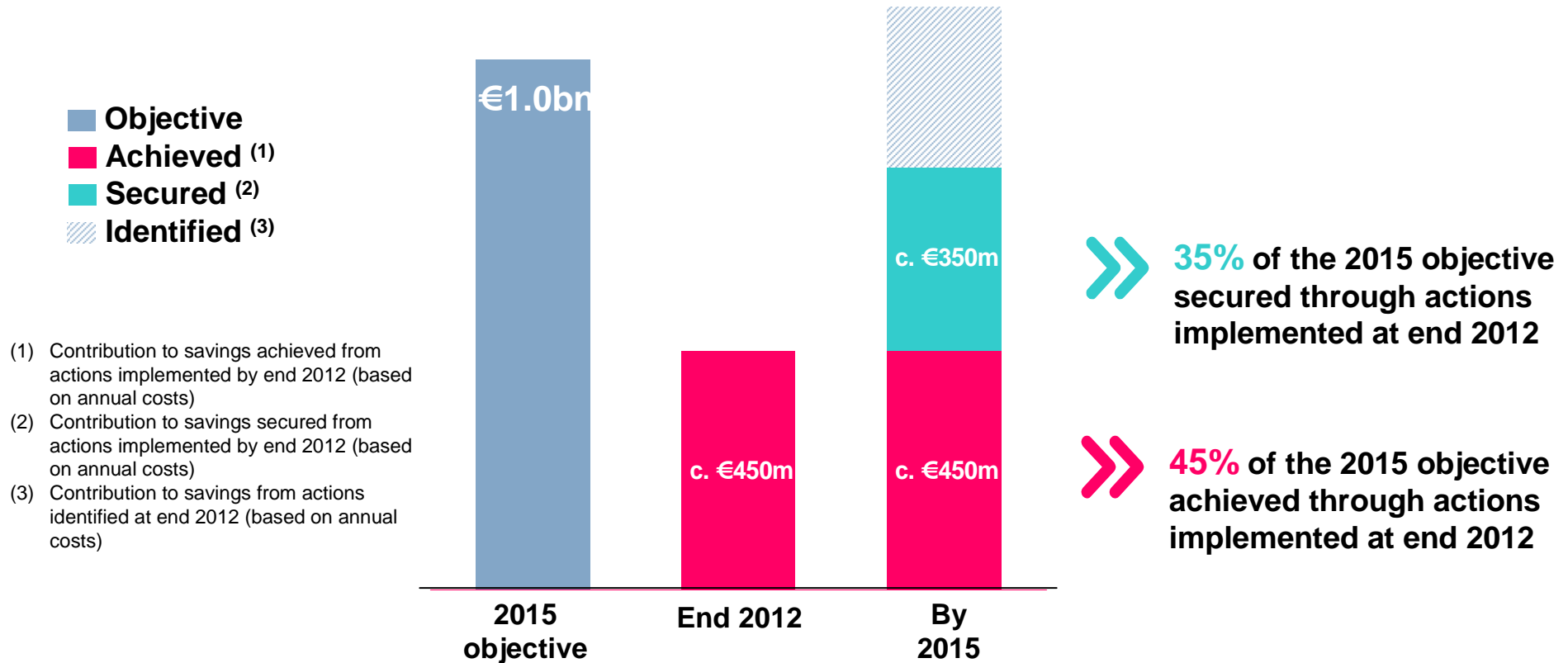




# Increasing our economic competitiveness



**Objective: - €1bn in annual operating costs by 2015**

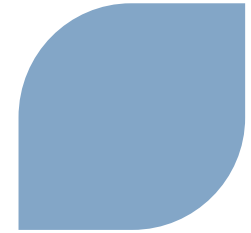


- (1) Contribution to savings achieved from actions implemented by end 2012 (based on annual costs)
- (2) Contribution to savings secured from actions implemented by end 2012 (based on annual costs)
- (3) Contribution to savings from actions identified at end 2012 (based on annual costs)

**80% of the 2015 objective is already secured**



# Increasing our economic competitiveness



## Examples of cost reductions in the BGs

### MINING

- **Katco and Somair: production increased through Lean methods and productivity gains**
- **Katco: increased drum capacity for a reduction in uranium shipping costs**
- **Cominak: reduction of the cost and use of reagents at the site and replacement of diesel fuel with heavy fuel oil**

### FRONT END

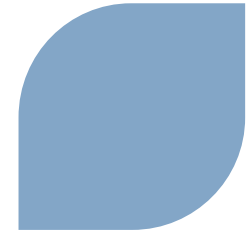
- **Reduction of enrichment costs associated with the operating transition from Eurodif to Georges Besse II (including a reduction in electricity costs)**
- **Optimization of the Fuel BU's industrial platform (Dessel closed)**
- **Improved operating performance at the plants (Tricastin and Fuel BU)**

### REACTORS & SERVICES

- **Improved load factor for resources allocated to service activities**
- **Manpower management (schedule flexibility) to anticipate fluctuations in workload**
- **Procurement performance**



# Increasing our economic competitiveness



## Examples of cost reductions in the BGs

### BACK END

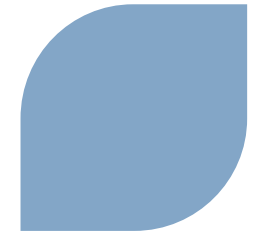
- Reduction of waste volumes at the industrial sites through sorting best practices and optimized waste package fill rate
- Reduction of maintenance costs by optimizing the maintenance strategy
- Optimization of shipments by putting round trips into practice (reducing the number of return trips without load between Pierrelatte and Germany/Netherlands)

### RENEWABLE ENERGIES

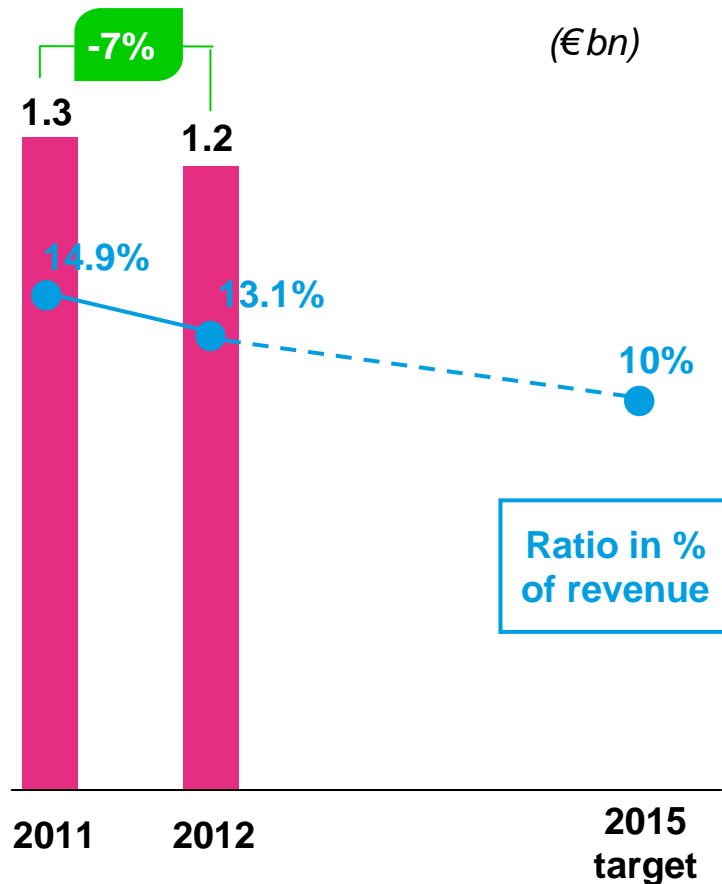
- Offshore Wind: 100% of procurement covered by master agreements; Bremerhaven plant production tripled
- Bioenergies: restructuring of operations in Brazil
- Solar: refocusing on core business, restructuring in the United States, development of industrial operations and supply chain close to the markets (India)



# Increasing our economic competitiveness



## Reducing the cost of the support functions



### Examples of cost reductions

#### Optimizing the organization

- Mutualization at Business Groups and major sites (e.g. Tricastin) levels
- Deployment of shared service centers (training, accounting, etc.)
- Simplification of the group's legal entities
- Transfer of head office to La Défense, relocation of management teams to industrial sites
- Reduction in the number of sites in the United States

#### Simplification of processes and reporting

- Standardization of commercial reporting
- Standardization of contract forms and legal procedures

#### Reduction of external expenses

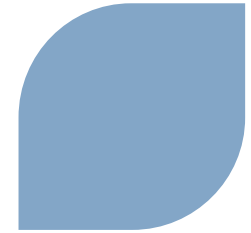
- Lower cost of general services through global contracts
- Cuts in communication budgets
- Limitations on the use of external consultants
- Reduction in the number of trips, travel expenses, seminars

Note: in the P&L statement, the cost of support functions is charged to "gross margin", "marketing and sales expenses" and "general and administrative expenses"





# Reinforcing our technology leadership

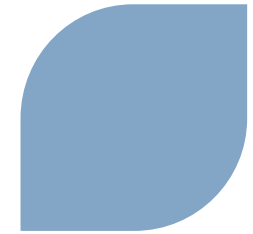


## R&D integrated with operations

- **R&D refocused on the most promising projects:  
€448m\* in 2012 (4.8% of revenue) vs. €481m in 2011(5.4% of revenue)**
- **A global network of 900 experts**
- **A portfolio of more than 8,000 patents covering more than 1,800 inventions**
- **124 new inventions patented in 2012 (compared with 104 in 2011 and 91 in 2010)**
- **140 engineers working on reactors of the future**
- **Support to science schools / cooperation agreements with universities in 2012: INSA Lyon, University of Manchester, Ecole des Mines de Nantes, University of Technology of Warsaw**

\* Including capitalized R&D

# Reinforcing our technology leadership



## Technology achievements 2012

### Nuclear

- AREVA Med: contract with Roche to create and operate together a cancer research laboratory
- Joint development of two innovative solutions for contamination management in the Fukushima region, Japan
- Inauguration of a MOX R&D center at the Melox site
- Inauguration of the Lynchburg technical center in the United States
- Signature of the SMR\* agreement with EDF, the CEA and DCNS (technical and financial feasibility study)



### Renewables

- Start of operations at the Myrte energy storage platform
- Acquisition of the torrefaction technology (biocoal)
- Inauguration of an R&D platform for concentrated solar power in Beaumont-Hague (Normandy)







\* Small Modular Regulator



# Human resources

## Workforce at year-end

	2011	2012
 <b>Mining</b>	5,319	4,601
 <b>Front End</b>	8,888	8,727
 <b>Reactors &amp; Services</b>	16,367	16,113
 <b>Back End</b>	11,009	11,095
 <b>Renewable Energies</b>	1,252	1,493
 <b>Corporate</b>	4,706	4,484
 <b>Total</b>	47,541	46,513



# Human resources: skilled and committed teams

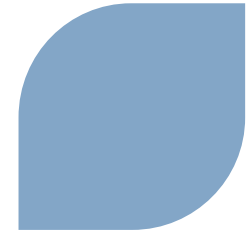
## Developing the group's talents

- **Developing expertise: 1.5 million hours of training per year (equivalent to 1 week per employee)**
- **Encourage the transfer of skills: 1,600 work-study trainees (ie 5% of the French workforce)**
- **More than 1,000 employees hired in open-end contracts in France in 2012**
- **Facilitating professional and geographic mobility: 2,600 positions filled in AREVA last year, 60% through internal mobility**
- **Promoting diversity: objective of 25% women in the management committees (already achieved for the Executive Management Board)**





# Launch of an employee share ownership initiative



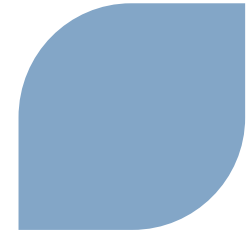
## Objectives

- Employee participation in the development of their company
- Recognition for the commitment of AREVA employees

## Conditions

- France, Germany, United States: 86% of the workforce
- Use of treasury stock (1.2% of the share capital available)
- Implementation in H1 2013

# Contents



- 2012 Highlights
- Group performance in 2012
- Operating performance in 2012
- Financial results
- Follow-up of the Actions 2016 plan

## ■ Financial outlook

# Summary 2012 financial performance



	Initial	Revised upward in H1	Actual	
Revenue	Nuclear: +3 to 6%	Nuclear: +4 to 6%	Nuclear: +2 %	
		Renewables: ~ €600m	Renewables: €572m	✓
EBITDA	> €750m	> €950m	€1.007bn	✓
Free operating cash flow before tax	> -€1.5bn	> €-1.25bn	-€854m	✓

At constant consolidation scope, restated for disposals

➤ Profitability and cash flow objectives largely exceeded despite lower than expected nuclear revenue growth

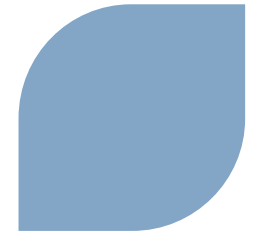
# Financial outlook confirmed



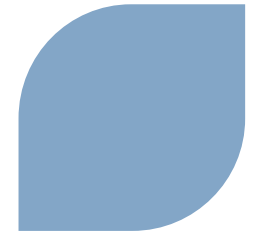
	2013 outlook	2015-2016 outlook
Revenue	Nuclear: +3 to 6% Renewables: ~ €600m	Nuclear: +5 to 8% per year Renewables: > €1.25bn
EBITDA	> €1.1bn	
Free operating cash flow before tax	Break-even	> +€1.0bn/year starting in 2015

At constant consolidation scope, excluding impact of disposals



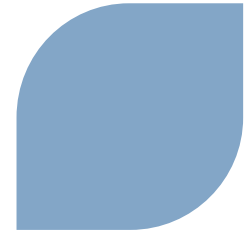


# Questions / Answers

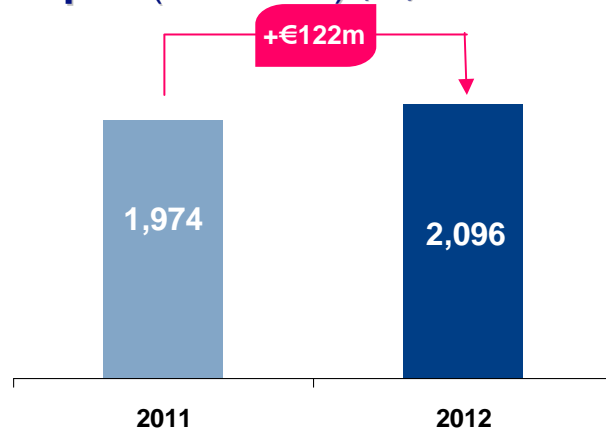


# Appendices

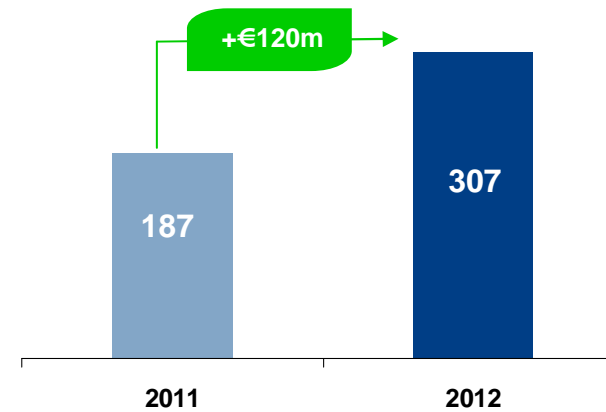
# Key figures for 2012: improved WCR and profitability



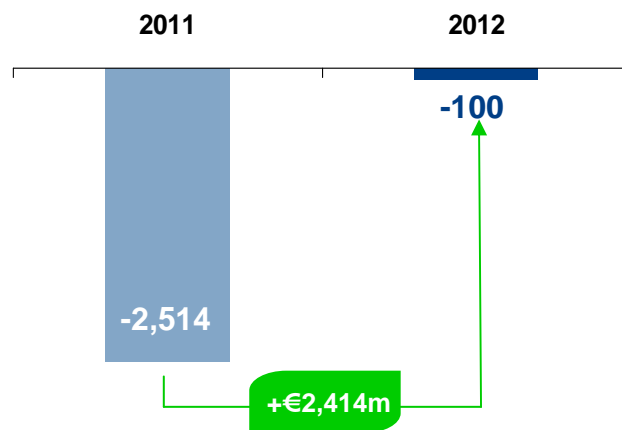
Net Capex (restated\*) (€m)



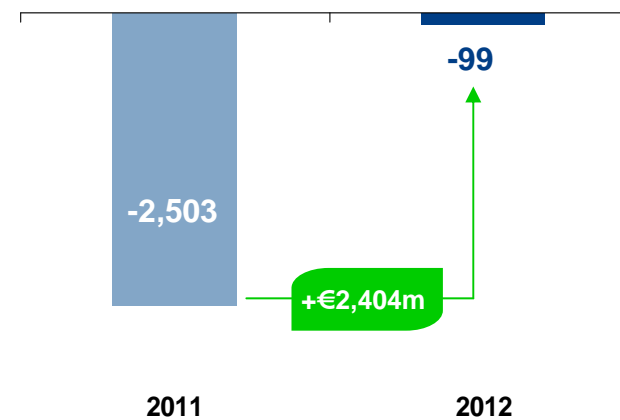
Change in operating WCR (in €m)



Operating income (restated\*) (€m)



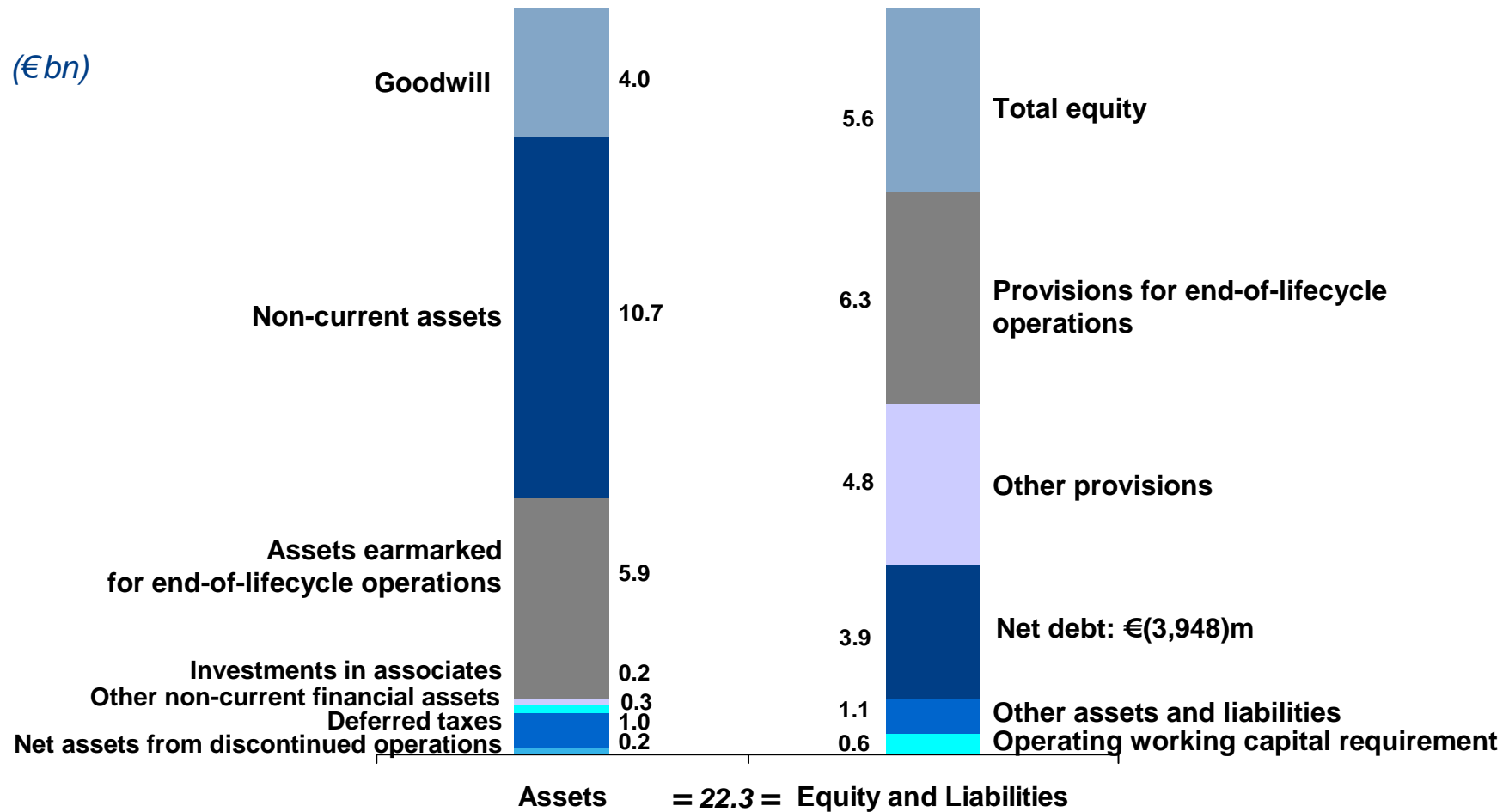
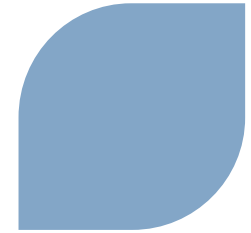
Net income attr. to equity owners of parent (€m)



\* restated for Siemens impacts in 2011 and asset disposals in 2012

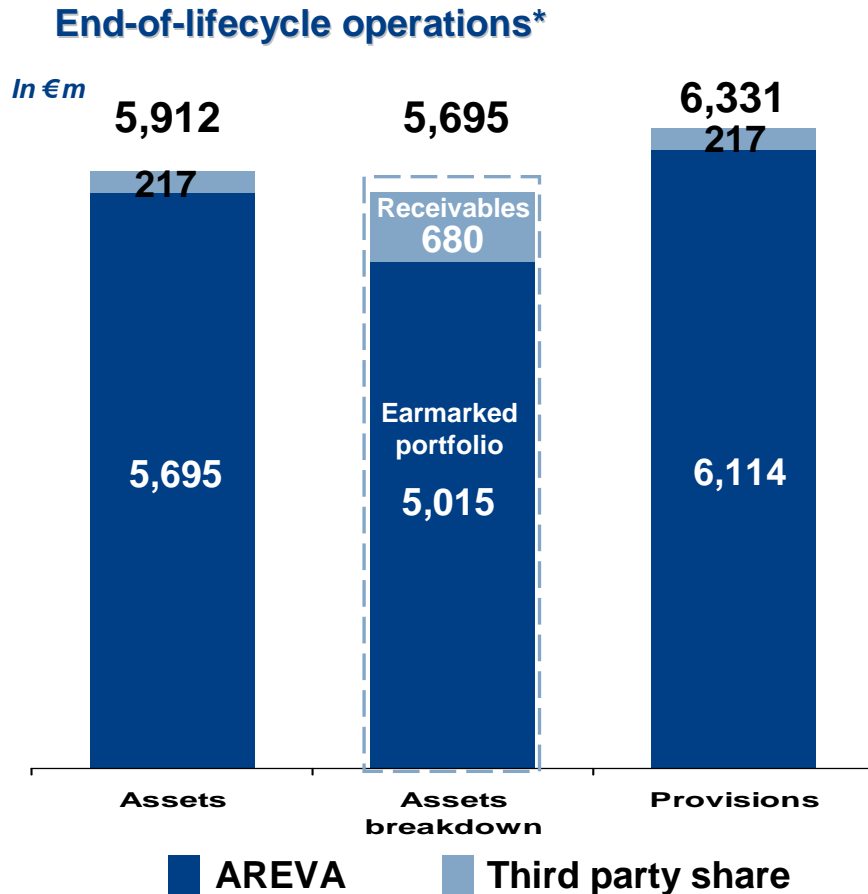
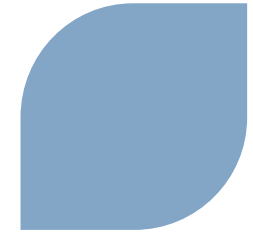
# Appendix 1

## Simplified balance sheet at 12/31/2012



# Appendix 2

## Balance Sheet at 12/31/12 – End-of-lifecycle operations



\* for all French and foreign facilities, including those not subject to the law of June 28, 2006

■ The law of June 28, 2006 on the sustainable management of radioactive materials and waste requires that 100% of the provisions for end-of-lifecycle operations be covered by earmarked assets as of **June 28, 2011**

■ At 12/31/2012, AREVA's coverage for activities subject to the law of June 28, 2006 was **98.5%**

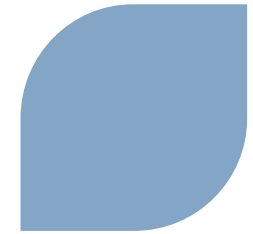
■ The rates used for facilities in France as of 12/31/2012\* are:

- inflation rate: 1.9% (vs 2% as of 12/31/2011)
- discount rate: 4.75% (vs 5% as of 12/31/2011)

\*The sensitivity of the value of provisions to the above rates is described in note 13 to the consolidated financial statements

## Appendix 3

### Share in net income of associates



<i>In €m</i>	2011	2012	Change
<b>Group Eramet*</b>	54	-	-54
<b>Other</b>	8	11	+3
<b>Total</b>	62	11	-51

\* Sale of Eramet shares in May 2012

## Appendix 4

### Net income attributable to minority interests



<i>In €m</i>	2011*	2012	Change
<b>Somaïr</b>	26	23	(4)
<b>Katco</b>	95	37	(58)
<b>Eurodif, Sofidif and subsidiaries</b>	(190)	(14)	176
<b>UraMin Lukisa</b>	(60)	(8)	52
<b>AREVA TA</b>	(1)	(10)	(9)
<b>Other</b>	(13)	(3)	10
<b>Total</b>	(142)	24	166

\* 2011 restated for IAS 19R

# Appendix 5

## Change in sales revenue (like-for-like)



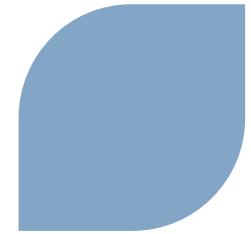
<i>In €m</i>	2012 Reported revenue	Revenue LFL	2011 Exch. rate impact	Consolidation scope impact	Reported revenue
<b>Mining BG</b>	<b>1,360</b>	<b>1,298</b>	49	-40	<b>1,289</b>
<b>Front End BG</b>	<b>2,049</b>	<b>2,291</b>	43	-36	<b>2,283</b>
<b>Reactors &amp; Services BG</b>	<b>3,452</b>	<b>3,272</b>	56	-8	<b>3,224</b>
<b>Back End BG</b>	<b>1,732</b>	<b>1,595</b>	12	0	<b>1,582</b>
<b>Renewable Energies BG</b>	<b>572</b>	<b>295</b>	-3	0	<b>297</b>
<b>Corporate and Other</b>	<b>176</b>	<b>197</b>	1	0	<b>197</b>
<b>Total – Nuclear and Renewables</b>	<b>9,204</b>	<b>8,750</b>	158	-83	<b>8,724</b>

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"



# Appendix 6

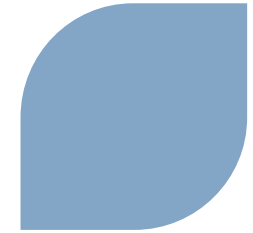
## Income statement



<i>In €m</i>	December 31, 2012	December 31, 2011
<b>Revenue</b>	<b>9,342</b>	<b>8,872</b>
Other income from operations	63	40
Cost of sales	(8,463)	(8,020)
<b>Gross margin</b>	<b>942</b>	<b>891</b>
Research and development expenses	(317)	(343)
Marketing and sales expenses	(238)	(231)
General and administrative expenses	(418)	(426)
Other operating income and expenses	150	(1,758)
<b>Operating income</b>	<b>118</b>	<b>(1,866)</b>
Income from cash and cash equivalents	51	121
Gross borrowing costs	(236)	(193)
<b>Net borrowing costs</b>	<b>(185)</b>	<b>(72)</b>
Other financial income and expenses	(139)	(482)
<b>Net financial income</b>	<b>(324)</b>	<b>(555)</b>
Income tax	120	(283)
<b>Net income of consolidated businesses</b>	<b>(85)</b>	<b>(2,703)</b>
Share in net income of associates	11	62
<b>Net income from continuing operations</b>	<b>(74)</b>	<b>(2,642)</b>
Net income from discontinued operations	-	(2)
<b>Net income for the period</b>	<b>(74)</b>	<b>(2,644)</b>
<i>including minority interests</i>	24	(142)
<b>Net income attributable to equity owners of the parent</b>	<b>(99)</b>	<b>(2,503)</b>

# Appendix 7

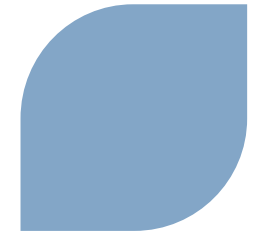
## Balance sheet (1/2)



<b>ASSETS (€m)</b>	<b>December 31, 2012</b>	<b>December 31, 2011</b>
<b>Non-current assets</b>	<b>22,107</b>	<b>20,451</b>
Goodwill on consolidated companies	3,998	4,239
Intangible assets	2,961	2,929
Property, plant and equipment	7,738	6,487
End-of-lifecycle assets (third party share)	217	226
Assets earmarked for end-of-lifecycle operations	5,695	5,287
Equity associates	175	205
Other non-current financial assets	294	217
Pension fund assets	0	0
Deferred tax assets	1,029	861
<b>Current assets</b>	<b>9,148</b>	<b>10,781</b>
Inventories and work-in-process	2,608	2,579
Trade accounts receivable and related accounts	2,130	2,544
Other operating receivables	2,079	2,136
Current tax assets	92	66
Other non-operating receivables	113	133
Cash and cash equivalents	1,543	2,347
Other current financial assets	358	199
Assets of operations held for sale	225	776
<b>Total assets</b>	<b>31,255</b>	<b>31,232</b>

# Appendix 7

## Balance sheet (2/2)



### EQUITY AND LIABILITIES (€m)

	December 31, 2012	December 31, 2011
<b>Equity and minority interests</b>	<b>5,556</b>	<b>5,963</b>
Share capital	1,456	1,456
Consolidated premiums and reserves	3,473	6,320
Deferred unrealized gains and losses on financial instruments	286	71
Currency translation reserves	57	104
Net income attributable to equity holders of the parent	(99)	(2,503)
Minority interests	382	514
<b>Non-current liabilities</b>	<b>14,107</b>	<b>13,261</b>
Employee benefits	2,026	2,003
Provisions for end-of-lifecycle operations	6,331	6,026
Other non-current provisions	163	126
Long-term borrowings	5,564	4,949
Deferred tax liabilities	23	156
<b>Current liabilities</b>	<b>11,593</b>	<b>12,008</b>
Current provisions	2,562	2,187
Short-term borrowings	286	1,144
Advances and prepayments received	4,004	4,148
Trade accounts payable and related accounts	1,928	1,763
Other operating liabilities	2,581	2,623
Current tax liabilities	72	58
Other non-operating liabilities	87	85
Liabilities of operations held for sale	73	-
<b>Total liabilities and equity</b>	<b>31,255</b>	<b>31,232</b>

## Appendix 8

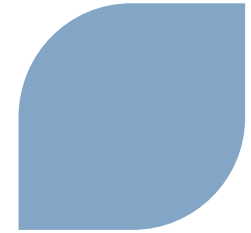
### Change in net debt



<i>In €m</i>	2012
Net debt (at 01/01)	(3,548)
EBITDA from operations (excl. end-of-lifecycle costs)	1,225
<i>% of sales</i>	13.1%
Income (loss) on the sale of non-current operating assets	(290)
Change in operating WCR	307
Net operating Capex	(1,823)
Free operating cash flow before tax	(581)
End-of-lifecycle operations	(21)
Dividends paid	(112)
Financial transactions	824
Income tax paid	(201)
Other (net financial investments, income tax, non operating WCR, etc.)	(311)
Change in net cash or (debt)	(401)
Net debt (at 12/31)	(3,948)

# Appendix 9

## Key data by BG (1/2)



### 2012

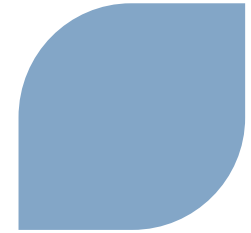
*In €m (except workforce data)*

	Mining	Front End	Reactors & Services	Back End	Renewable Energies	Corporate and other operations	Total group
<b>Result items</b>							
Contribution to consolidated sales	1,360	2,049	3,452	1,732	572	176	9,342
Operating income	352	145	(410)	438	(207)	(200)	118
<i>% of contribution to consolidated revenue</i>	<b>+25.9%</b>	<b>+7.1%</b>	<b>-11.9%</b>	<b>+25.3%</b>	<b>-36.3%</b>	-	<b>+1.3%</b>
EBITDA (excl. end-of-lifecycle costs)	643	294	98	417	(59)	(169)	1 225
<i>% of contribution to consolidated revenue</i>	<b>+47.3%</b>	<b>+14.3%</b>	<b>+2.8%</b>	<b>+24.1%</b>	<b>-10.3%</b>	-	<b>+13.1%</b>
<b>Net cash</b>							
Net Capex	(224)	(1,182)	(198)	(115)	(85)	(19)	(1,823)
Change in operating WCR	261	7	44	(9)	(51)	54	307
Free operating cash flow	463	(958)	(54)	293	(194)	(131)	(581)
<b>Other</b>							
Workforce at year end	4,601	8,727	16,113	11,095	1,493	4,484	46,513

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

# Appendix 9

## Key data by BG (2/2)



**2011**

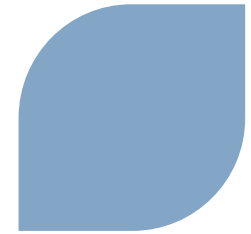
*In €m(except workforce data)*

	Mining	Front End	Reactors & Services	Back End	Renewable Energies	Corporate and other operations	Total group
<b>Result items</b>							
Contribution to consolidated sales	1,289	2,283	3,224	1,582	297	197	8,872
Operating income	(1,168)	(766)	(532)	210	(78)	469	(1,866)
<i>% of contribution to consolidated revenue</i>	<i>-90.6%</i>	<i>-33.6%</i>	<i>-16.5%</i>	<i>+13.2%</i>	<i>-26.2%</i>	-	<i>-21.0%</i>
EBITDA (excl. end-of-lifecycle costs)	449	179	(399)	389	(85)	536	1,069
<i>% of contribution to consolidated revenue</i>	<i>+34.8%</i>	<i>+7.8%</i>	<i>-12.4%</i>	<i>+24.6%</i>	<i>-28.4%</i>	-	<i>12.0%</i>
<b>Net cash</b>							
Net Capex	(595)	(927)	(220)	(144)	(52)	(1,715)	(3,653)
Change in operating WCR	(33)	158	174	(53)	35	(94)	187
Free operating cash flow	(179)	(589)	(453)	198	(102)	(1,273)	(2,397)
<b>Other</b>							
Workforce at year end	5,319	8,888	16,367	11,009	1,252	4,706	47,541

Note: 2011 data by segment restated to include the Engineering & Projects business under "Corporate / Other"

# Appendix 10

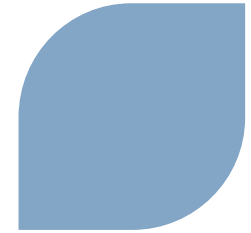
## Definition of indicators used by AREVA (1/2)



- **Backlog:** The backlog is valued based on economic conditions at the end of the period; it includes firm orders and excludes unconfirmed options. Orders in hedged foreign currencies are valued at the rate hedged; unhedged orders are valued at the rate in effect on the last day of the period. The valuation of uranium orders is based on the closing price of reference spot and long-term indices. The backlog reported for long-term contracts recognized under the percentage of completion method and partially performed as of the reporting date is equal to the difference between (a) the projected sales revenue from the contract at completion and (b) the sales revenue already recognized for this particular contract. Accordingly, the backlog takes into account escalation and price revision assumptions used by the Group to determine the projected revenue at completion.
- **Cash flows from end-of-lifecycle operations:** this indicator encompasses all of the cash flows related to end-of-lifecycle operations and to assets earmarked to cover those operations. It is equal to the sum of the following items:
  - income from the portfolio of earmarked assets
  - cash from the sale of earmarked assets
  - minus acquisitions of earmarked assets
  - minus cash spent during the year on end-of-lifecycle operations
  - full and final payments received for facility dismantling
  - minus full and final payments paid for facility dismantling.
- **Earnings before interest, taxes, depreciation and amortization (EBITDA):** EBITDA is equal to operating income plus net amortization, depreciation and operating provisions (except for provisions for impairment of working capital items) included in operating income. EBITDA excludes the cost of end-of-lifecycle operations performed in nuclear facilities during the year (facility dismantling, waste retrieval and packaging).
- **Free operating cash flow:** represents the cash flow generated by operating activities It is equal to the sum of the following items:
  - EBITDA, excluding end-of-lifecycle operations,
  - plus losses or minus gains on disposals of property, plant and equipment and intangible assets included in operating income,
  - plus the decrease or minus the increase in operating working capital requirement between the beginning and the end of the period (excluding reclassifications, currency translation adjustments and changes in consolidation scope),
  - minus acquisitions of property, plant and equipment and intangible assets, net of changes in accounts payable related to fixed assets,
  - plus sales of property, plant and equipment and intangible assets included in operating income, net of changes in receivables on the sale of fixed assets,
  - plus prepayments received from customers during the period on non-current assets,
  - plus acquisitions (or disposals) of consolidated companies (excluding equity associates).

# Appendix 10

## Definition of indicators used by AREVA (2/2)

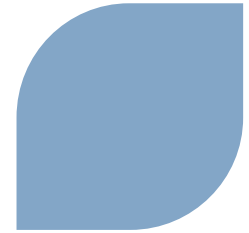


- **Gearing:** The ratio of net debt to net debt plus equity.
- **Operating margin:** The ratio of operating income to sales revenue.
- **Operating working capital requirement (OWCR):** Operating WCR represents all of the current assets and liabilities related directly to operations. It includes the following items:
  - Inventories and work-in-process,
  - Trade accounts receivable and related accounts,
  - Non-interest-bearing advances,
  - Other accounts receivable, accrued income and prepaid expenses,
  - Minus: Trade accounts payable and related accounts, trade advances and prepayments received (excluding interest-bearing advances), other operating liabilities, accrued expenses, and deferred income.
  - NB: it does not include non-operating receivables and payables such as income tax liabilities, amounts receivable on the sale of non-current assets, liabilities in respect of the purchase of non-current assets, and advances to fund non-current assets.
- **Net cash (debt):** Net cash (debt) is defined as the sum of cash and cash equivalents plus other current financial assets minus current and non-current borrowings. Current and non-current borrowings include the present value of puts held by minority interests.



# Appendix 11

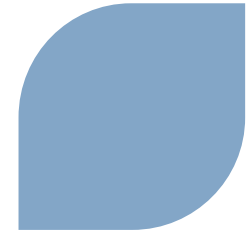
## General description of INES levels



*The International Nuclear Event Scale (INES) consists of seven levels of rising severity from 1 (anomaly) to 7 (major accident).*

- **Level 0:** Below-scale event; deviation from normal facility operations or transport of materials, without safety significance
- **Level 1:** Anomaly beyond normal operating limits
- **Level 2:** Incident with on-site consequences (significant contamination, overexposure of a worker) and/or major deviations from safety regulations

# Disclaimer



## 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 shareholders are hereby advised that these forward-looking 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 explained 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 March 29, 2012 (which may be read online on AREVA's website [www.areva.com](http://www.areva.com)). AREVA makes no commitment to update the forward-looking statements and information, except as required by applicable laws and regulations.**



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