

Annual Results Fiscal Year 2010/11

4 May 2011

We are shaping the future

ALSTOM

Agenda

1. Key figures of the year
2. A new business phase
3. Operational review by Sector
4. Financial results
5. Outlook

Key figures (1/2)

In € million

Operational performance in line with guidance...

	March 2010	March 2011		Variation	
		Excl. Grid	Incl. Grid*	Excl. Grid	Incl. Grid
Sales	19,650	17,270	20,923	-12%	+6%
Income from operations	1,779	1,352	1,570	-24%	-12%
<i>Operating margin</i>	9.1%	7.8%	7.5%		
Net income	1,217		462**		-62%
Dividend per share	1.24€		0.62€***		-50%

* Consolidated for 10 months (from June 2010 to March 2011)

** After an after tax negative impact of €(406) million due to restructuring charges and €(158) million for Grid purchase price allocation and acquisition costs

*** To be proposed to the next AGM

Key figures (2/2)

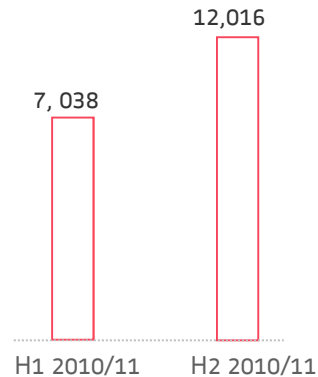
In € million

...whilst orders picked up in the second part of the year

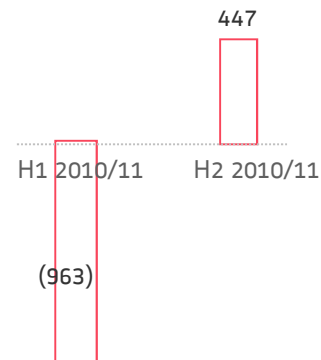
	March 2010	March 2011		Variation	
		Excl. Grid	Incl. Grid*	Excl. Grid	Incl. Grid
Orders received	14,919	15,620	19,054	+5%	+28%
Backlog	42,561	41,685	46,816	-2%	+10%
Free cash flow	185		(516)		

* Consolidated for 10 months (from June 2010 to March 2011)

Orders received



Free cash flow

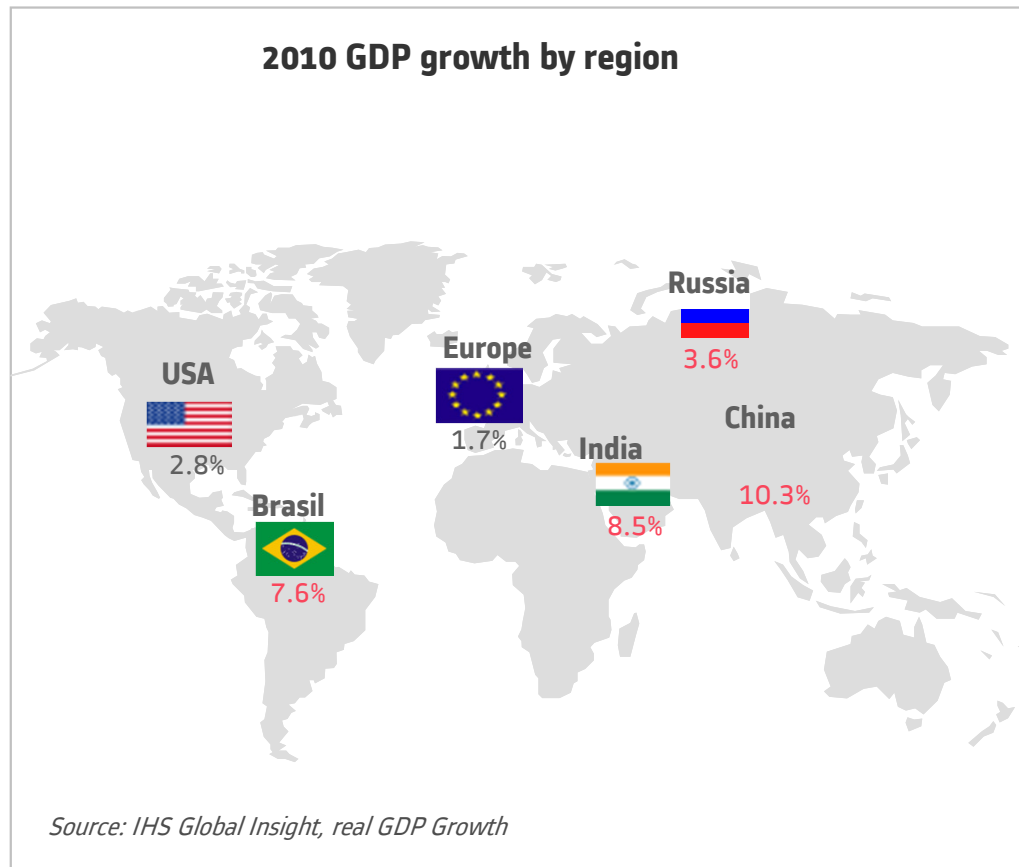


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Evolution of the global context

After a strong crisis in 2009, growth resumed in 2010



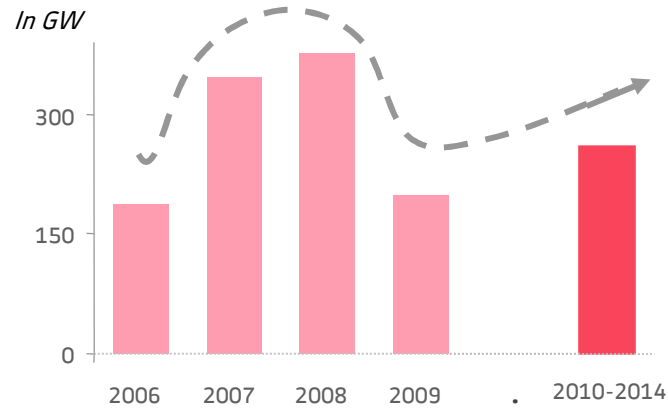
- Strong rebound of demand in emerging countries
- Slow recovery in developed economies

Impact on our markets

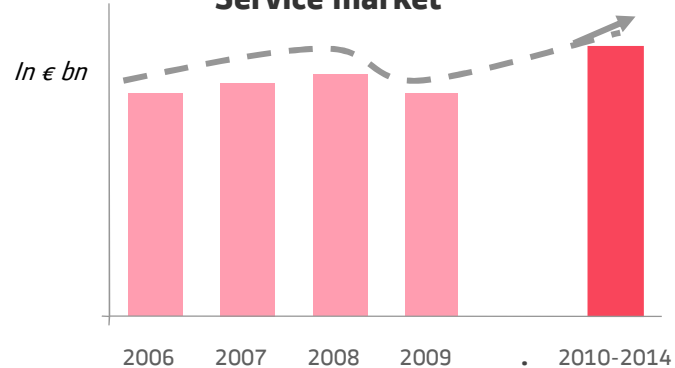
All markets turning positive, supported by growth in emerging countries

Power

New equipment market



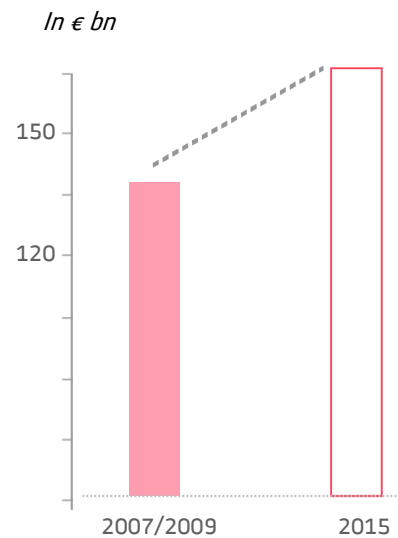
Service market



Source: Alstom

Transport

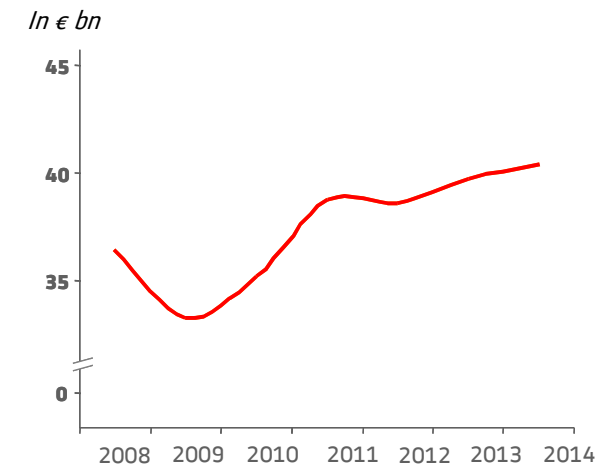
Railway market



Source: UNIFE 2010

Grid

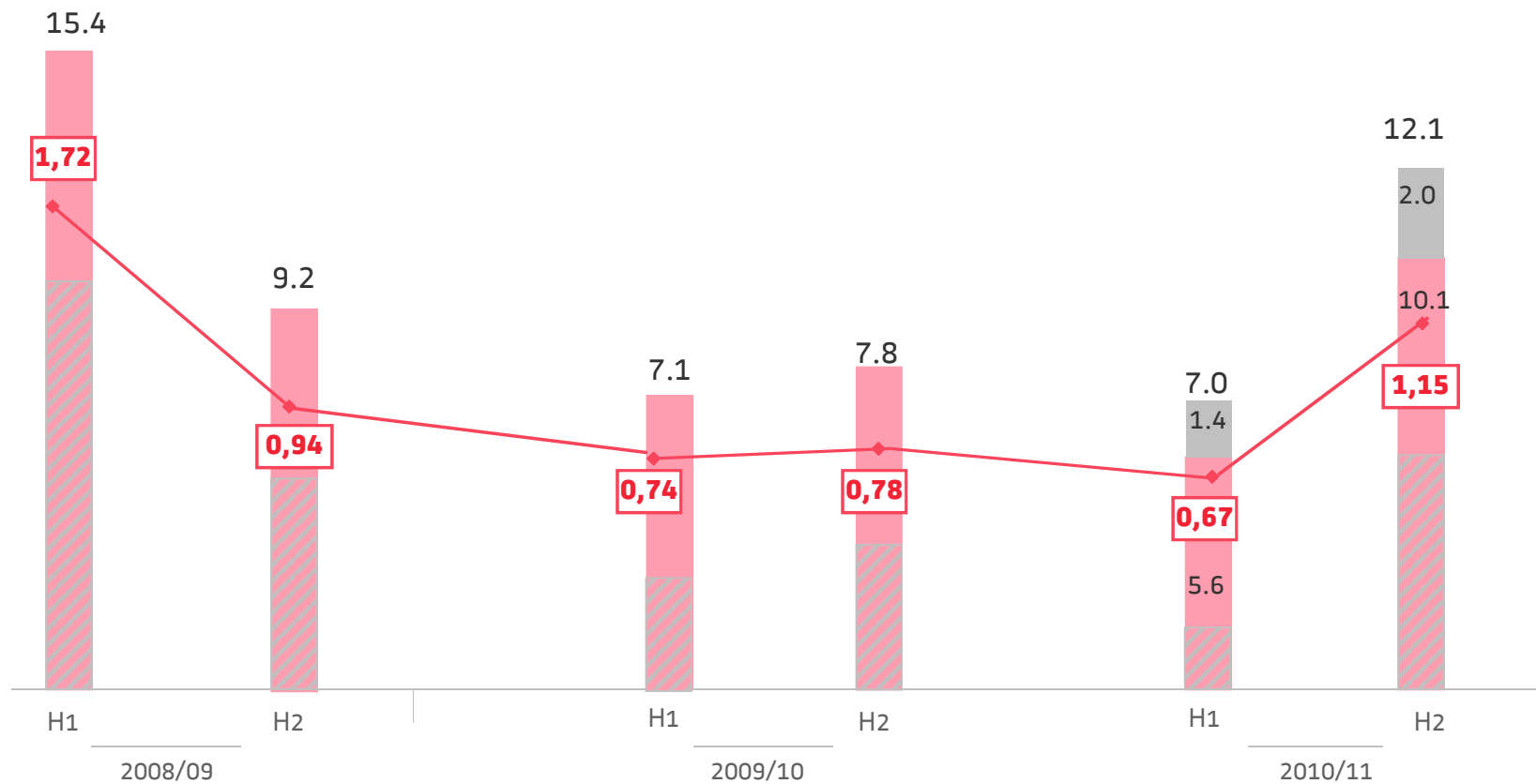
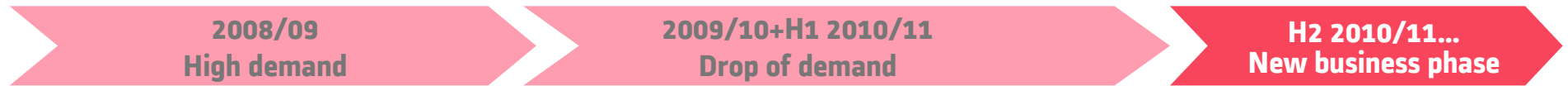
Transmission market



Source: Alstom

Recent development

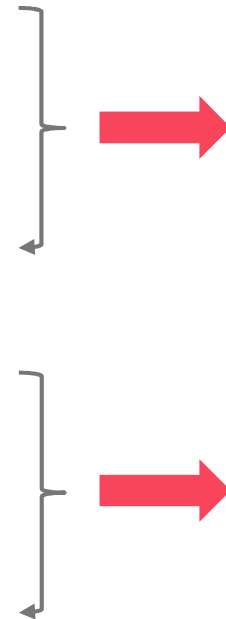
Alstom: a « late-cycle » company entering a new business phase



Seizing new opportunities

Main characteristics of the environment

- Strong commercial activity back in emerging markets
- Developed economies remaining weak
- Evolution of product demand
- Broadening competition from Asian players

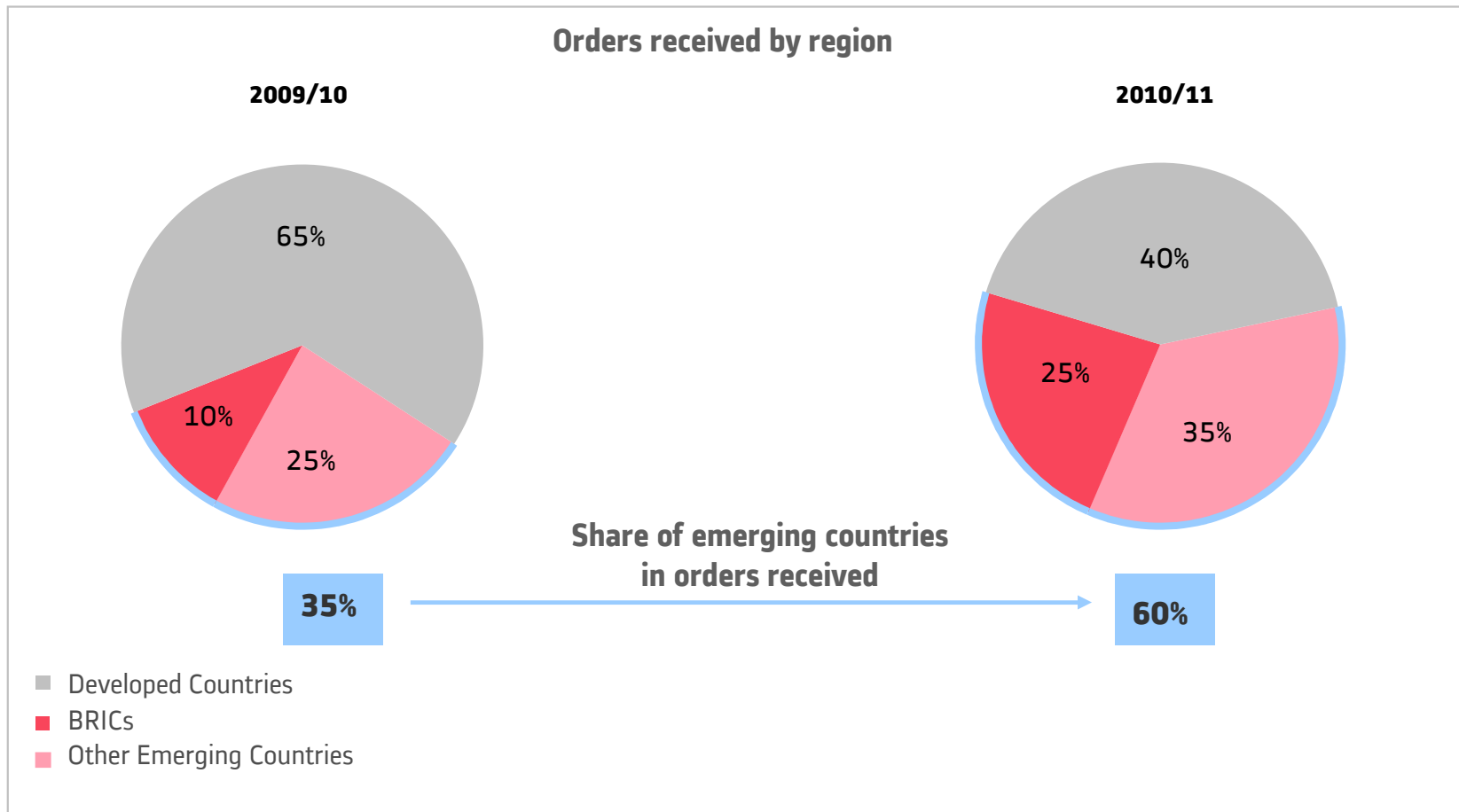


Goals in the new business phase

1. ADAPT GEOGRAPHICAL PRESENCE
2. KEEP BEST-IN-CLASS OFFERING

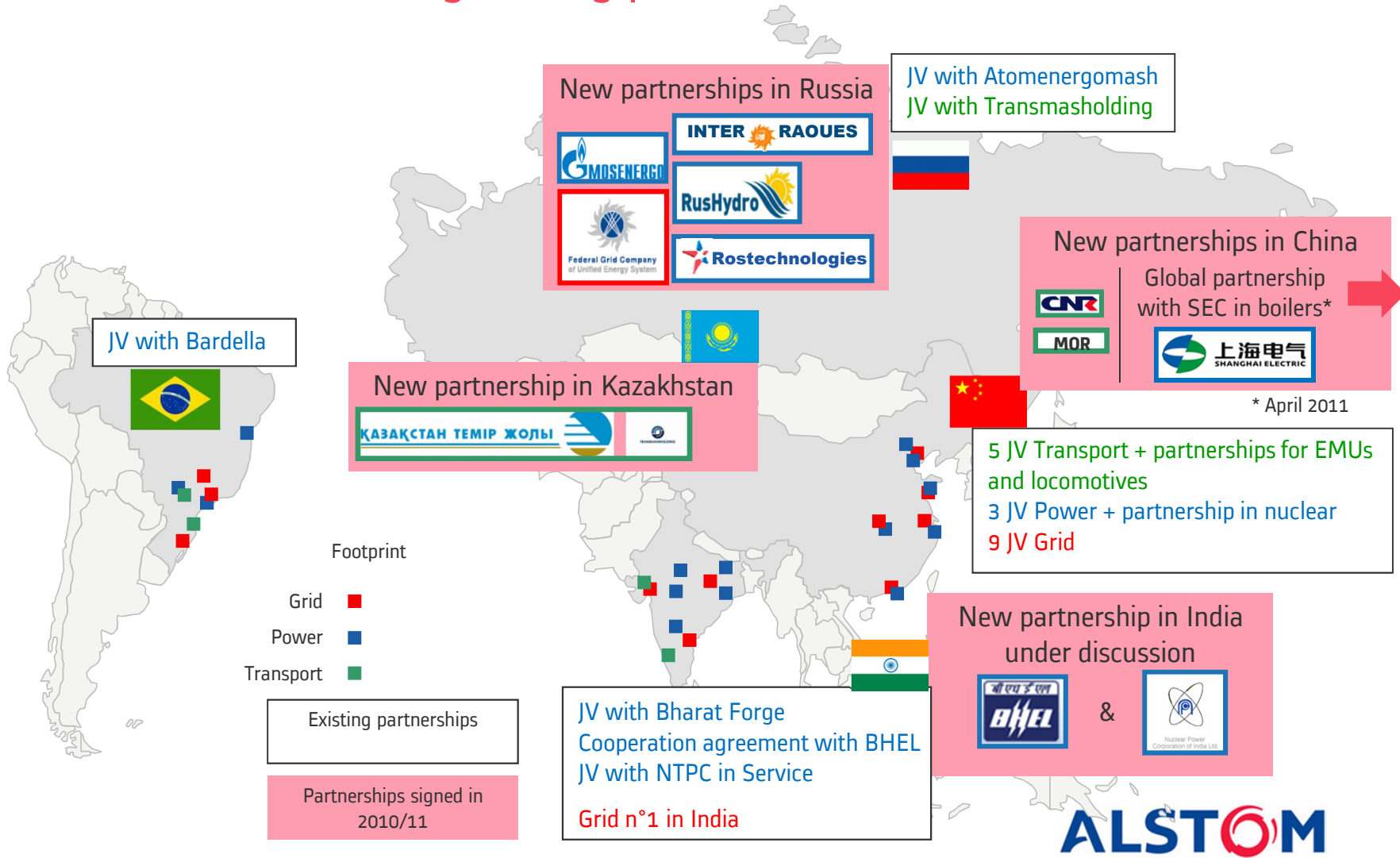
1. Adapt geographical presence

Orders recovery mainly driven by emerging countries



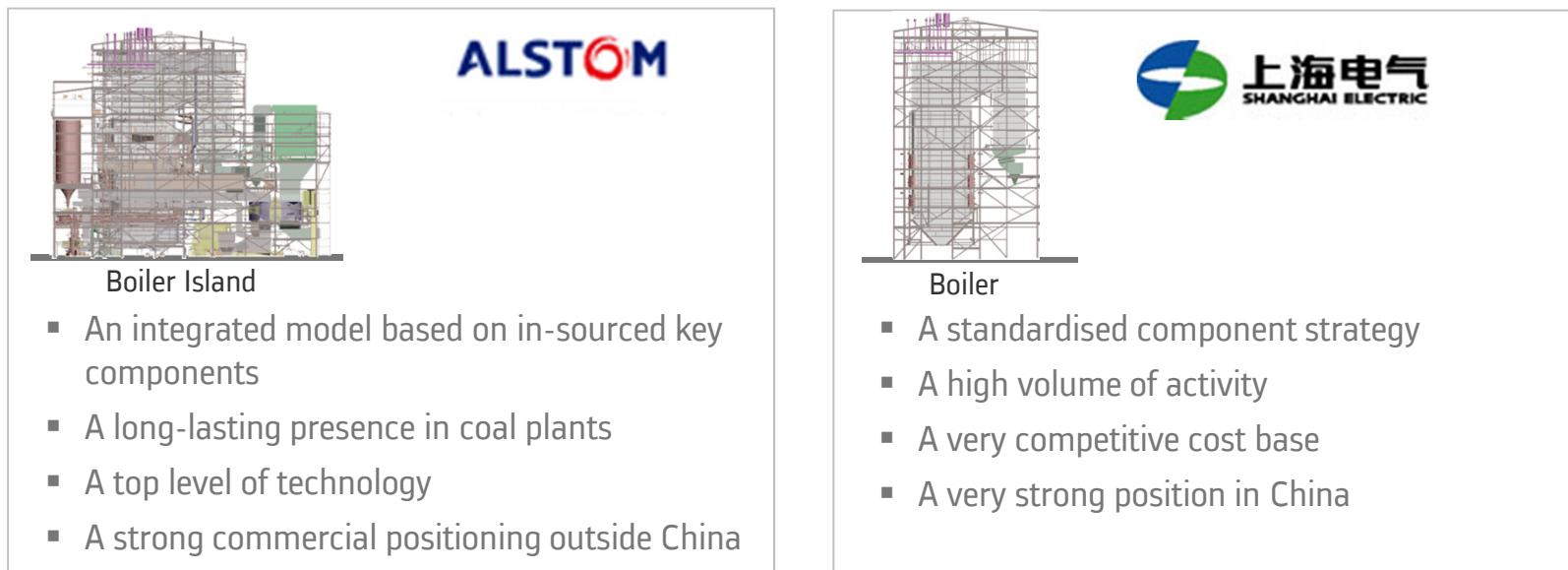
1. Adapt geographical presence

Strengthening presence in BRICs



1. Adapt geographical presence

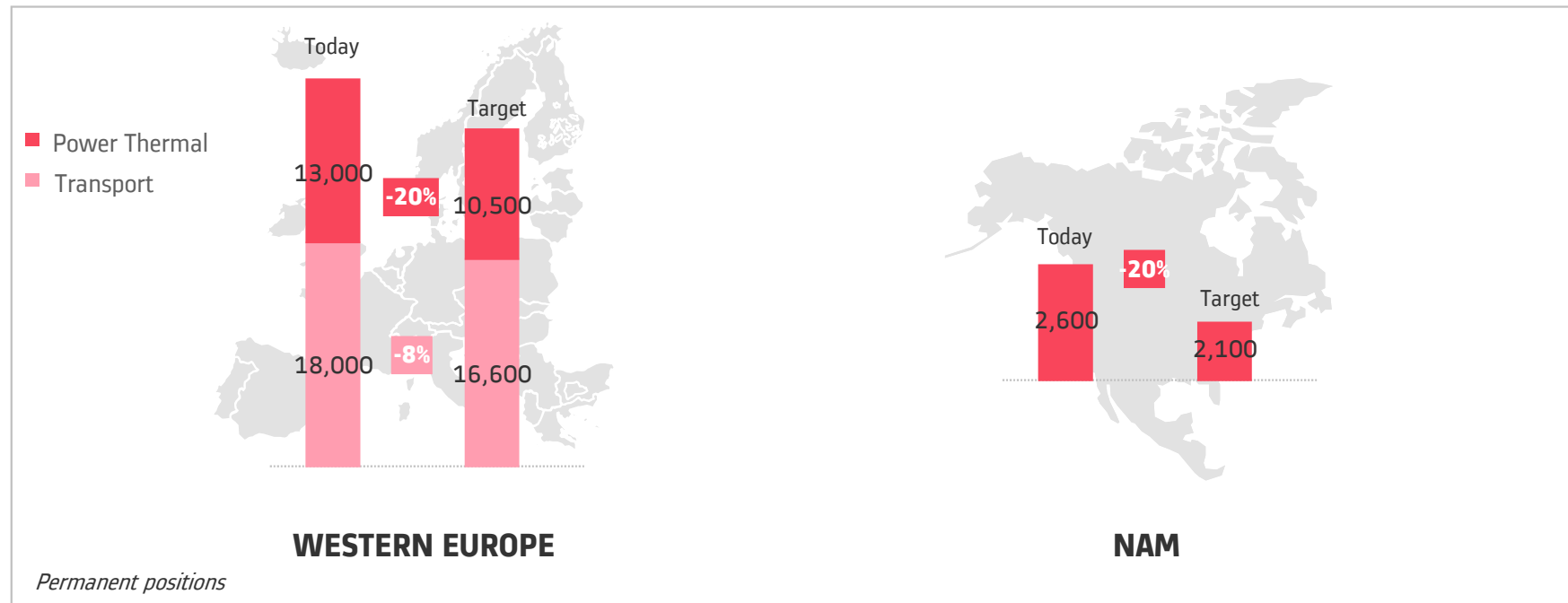
50/50 JV with Shanghai Electric to create the n°1 boiler company worldwide



The alliance of complementary and strong assets in boilers

1. Adapt geographical presence

Downsizing in Europe and North America



TRANSPORT

- Adaptation to load in three countries: Italy, Germany and Spain

POWER

- Adaptation to market evolution in Power Thermal (Europe and North America)

2. Keep best-in-class offering

Focusing R&D expenses on high growth segments

POWER

GAS



Turbine upgrades

COAL



Carbone capture and storage programs

WIND



Entry in off shore market

OTHER RENEW.



Tidal, thermal solar...etc.

HYDRO & NUKE



On-going programs

TRANSPORT

URBAN



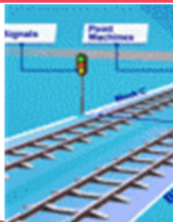
Good enough platforms

VHS



Very high speed developments

SIG



Train Control Systems

GRID

SUPER GRID



Ultra High Voltage and High Voltage Direct Current

SMART GRID

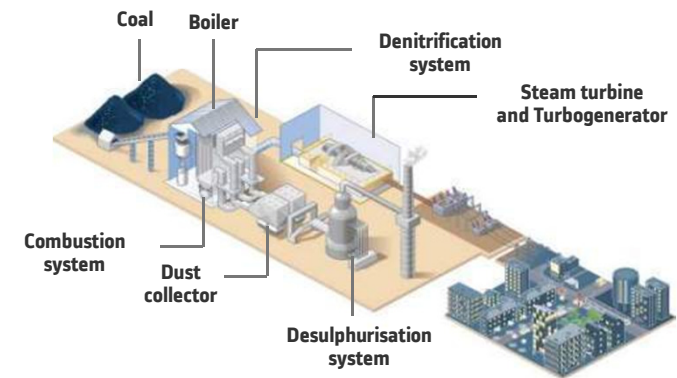


Integration of decentralised renewable, several demo projects worldwide

2. Keep best-in-class offering

Strong assets to differentiate from competition

- Strong service activity
 - Over 35% of Power's sales
 - 20% of Transport's sales
 - Modest in Grid
- Systems/turnkey capabilities
- Quality and experience



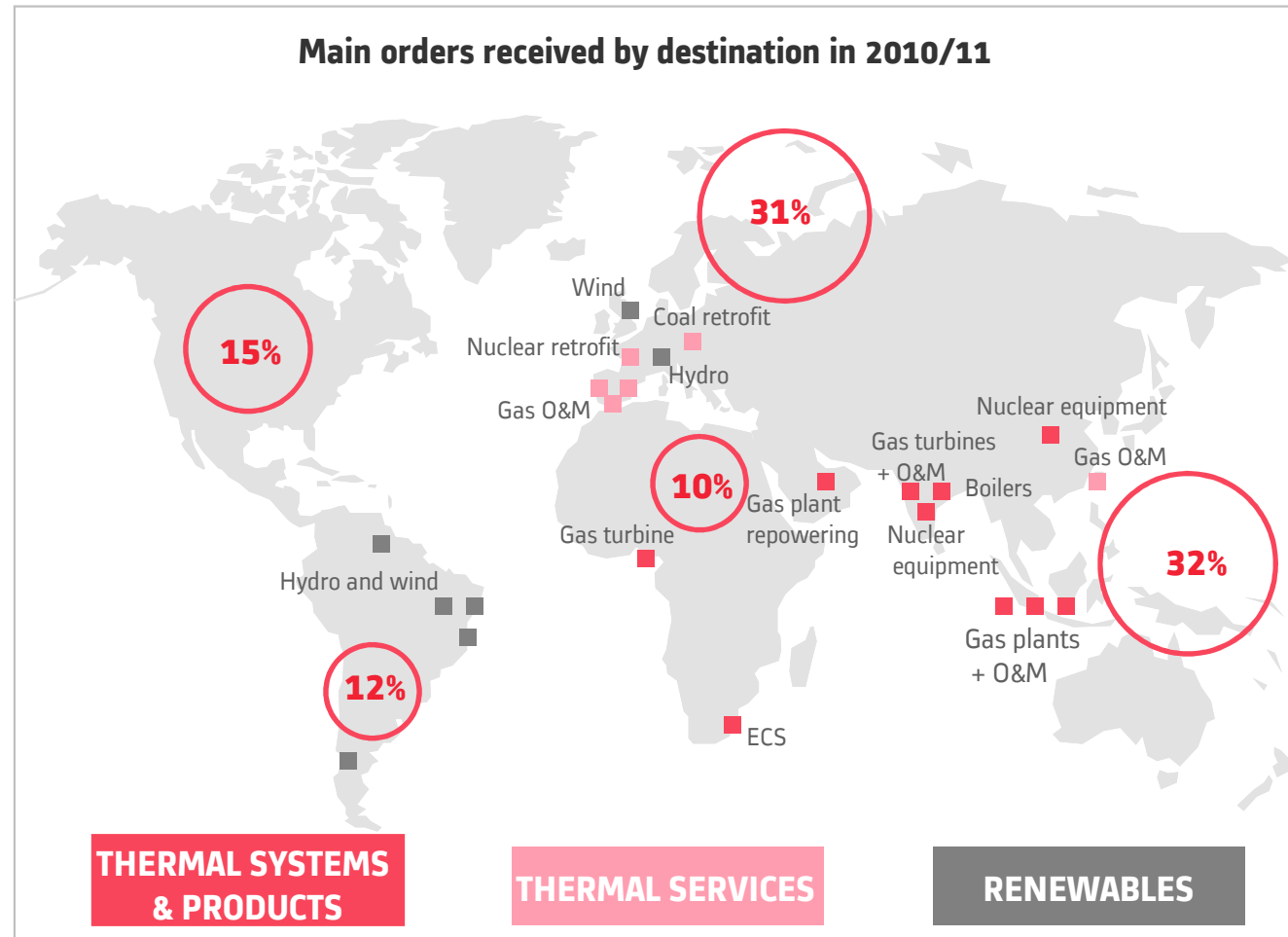
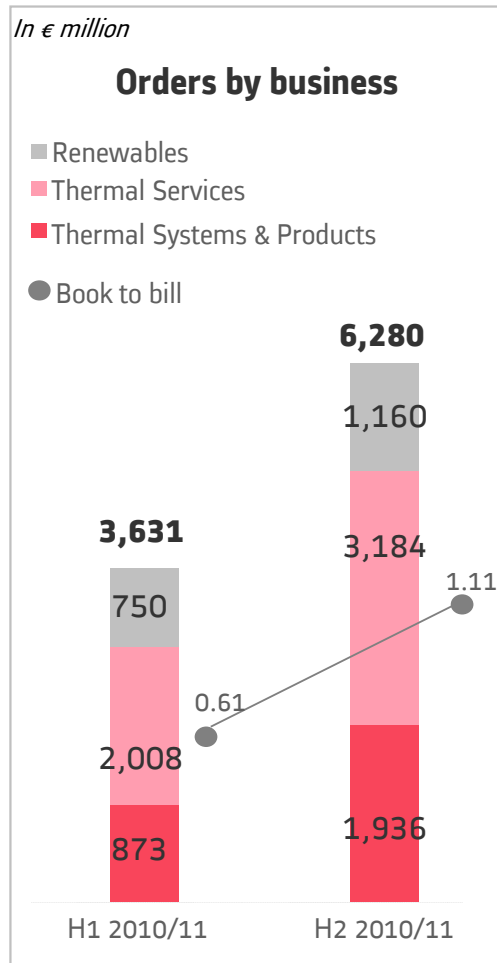
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Power

Orders received

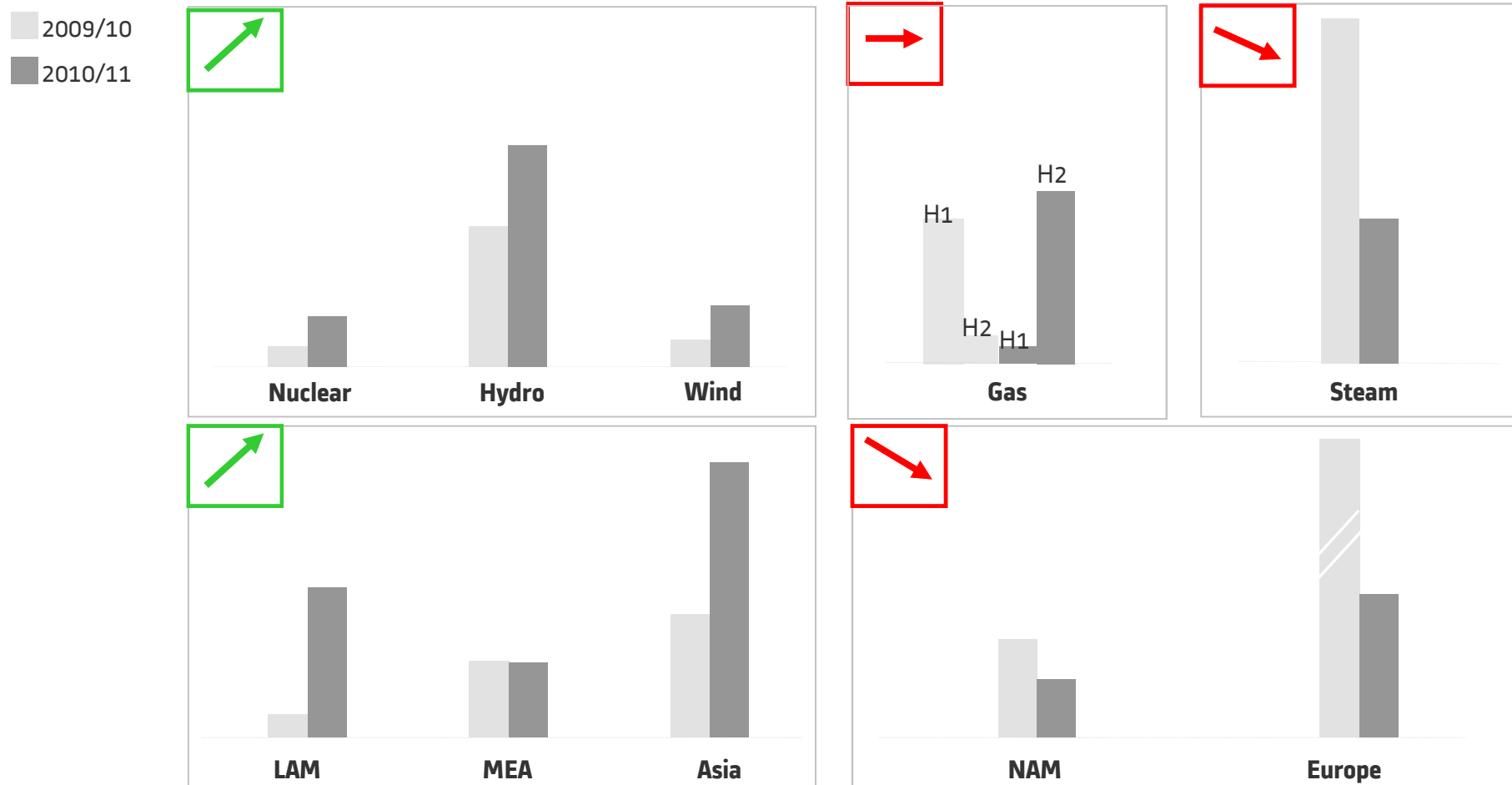
Strong rebound of orders in H2



Power

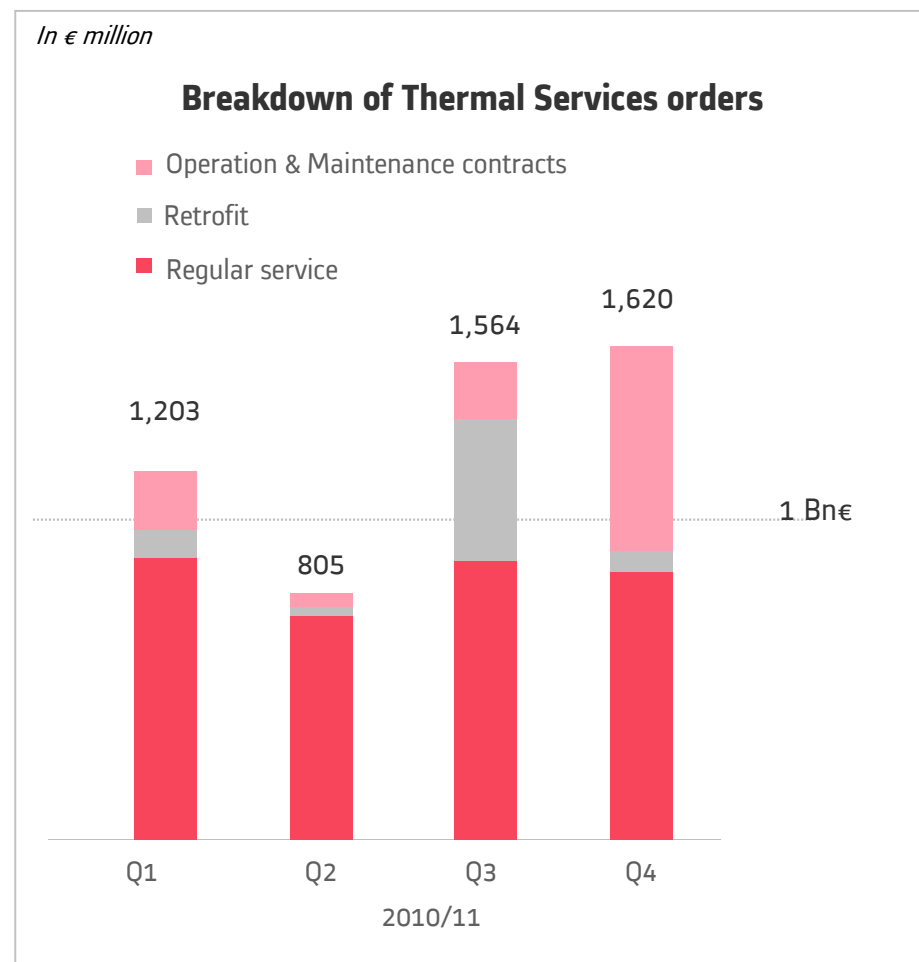
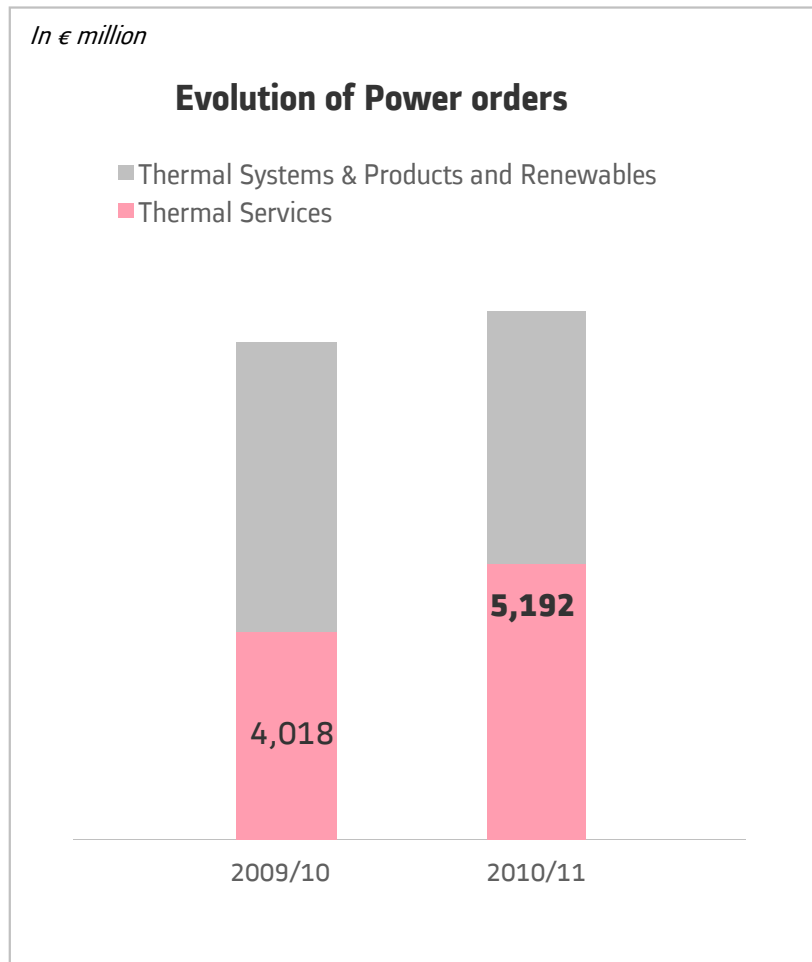
Orders by fuel and region for new equipment

Non-CO2 technologies and Asia driving the rebound



Power Service orders

Service orders all time high in 2010/11



Power

Key figures

In € million

	March 2010	March 2011	Variation
Orders	9,435	9,911	+5%
Backlog	23,318	22,169	-5%
Sales	13,901	11,666	-16%
<i>Book-to-bill ratio</i>	<i>0.68</i>	<i>0.85</i>	
Income from operations	1,468	1,052	-28%
Operating margin	10.6%	9.0%	

Power

Main events: technology

Focus on Renewables and Services

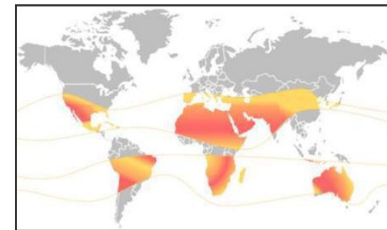
WIND

- Exclusive agreement with EDF Energies Nouvelles for offshore development in France



THERMAL SOLAR

- Investment in Brightsource Energy



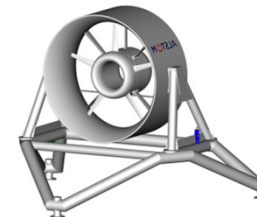
SERVICE / RETROFIT

- Strengthening portfolio



TIDAL

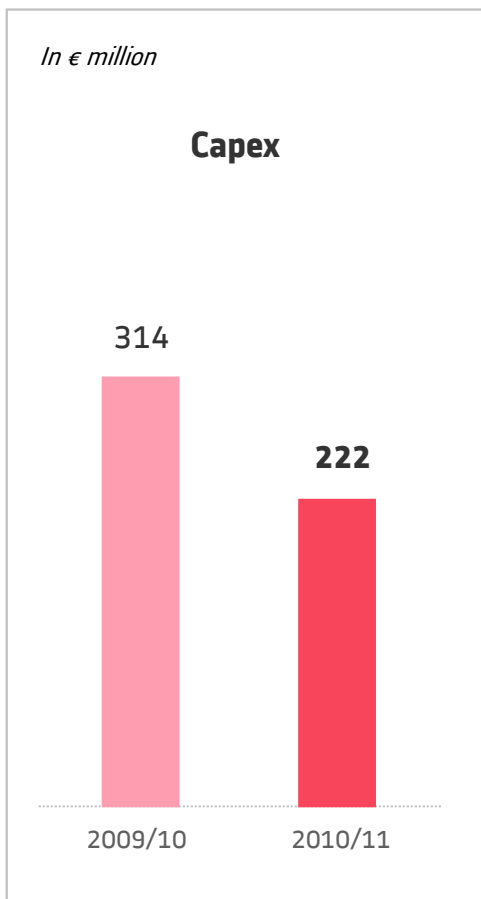
- Centre set up in Nantes (France)
- Tidal turbine prototype to be tested



Power

Main events: capex

Investments in BRICs



Capex programmes

HYDRO



Extension of hydro power factory in China



WIND



Construction of a wind assembly facility in Brazil



STEAM



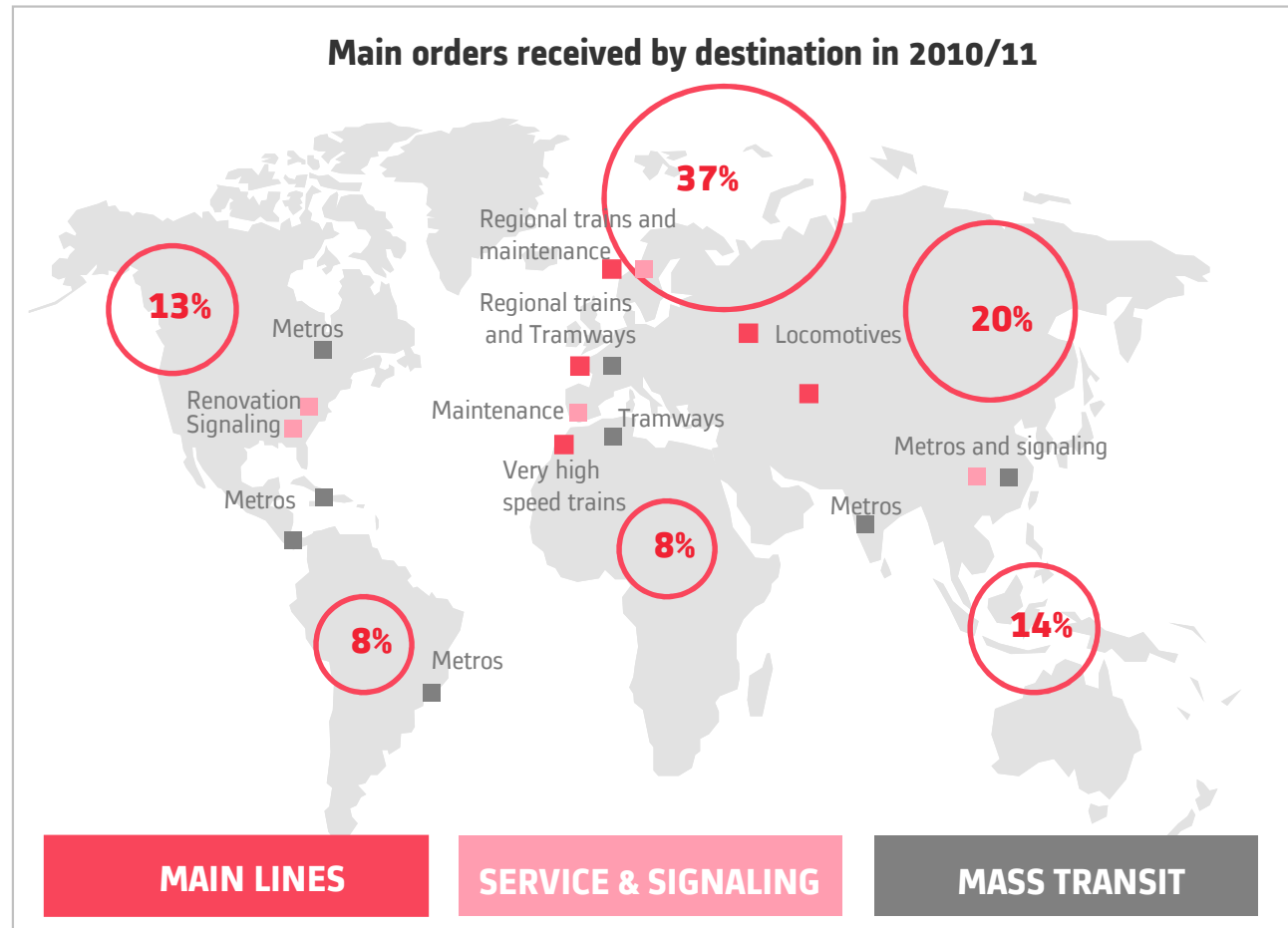
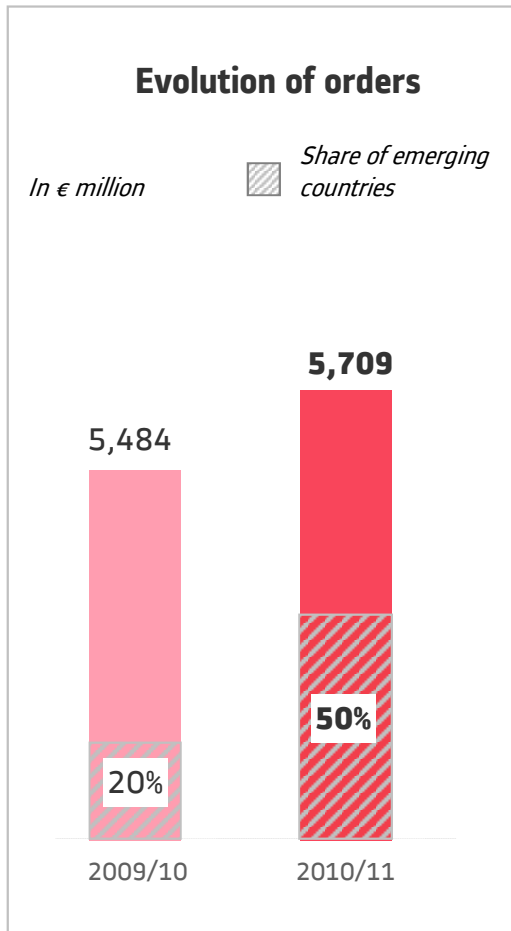
Erection of a steam turbines plant in India, together with Bharat Forge



Transport

Orders received

Commercial successes across regions and technologies



Transport

Key figures

In € million

	March 2010	March 2011	Variation
Orders	5,484	5,709	+4%
Backlog	19,243	19,516	+1%
Sales	5,749	5,604	-3%
<i>Book-to-bill ratio</i>	0.95	1.02	
Income from operations	414	398	-4%
Operating margin	7.2%	7.1%	

Transport

Main events: technology

Push forward advanced technologies

VHS



- AGV run-up in Italy
- Speedelia platform unveiled
- Allegro trains in operation on the St Petersburg – Helsinki line

REGIONAL



New Coradia Polyvalent in test

MASS TRANSIT

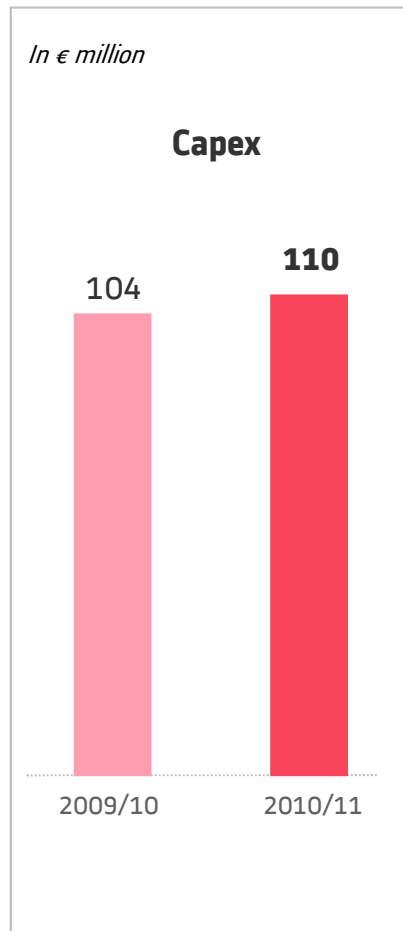


Partnership with RATP to develop new automatic metros (Metrolab)







Transport

Main events: capex

Investments focused on key products



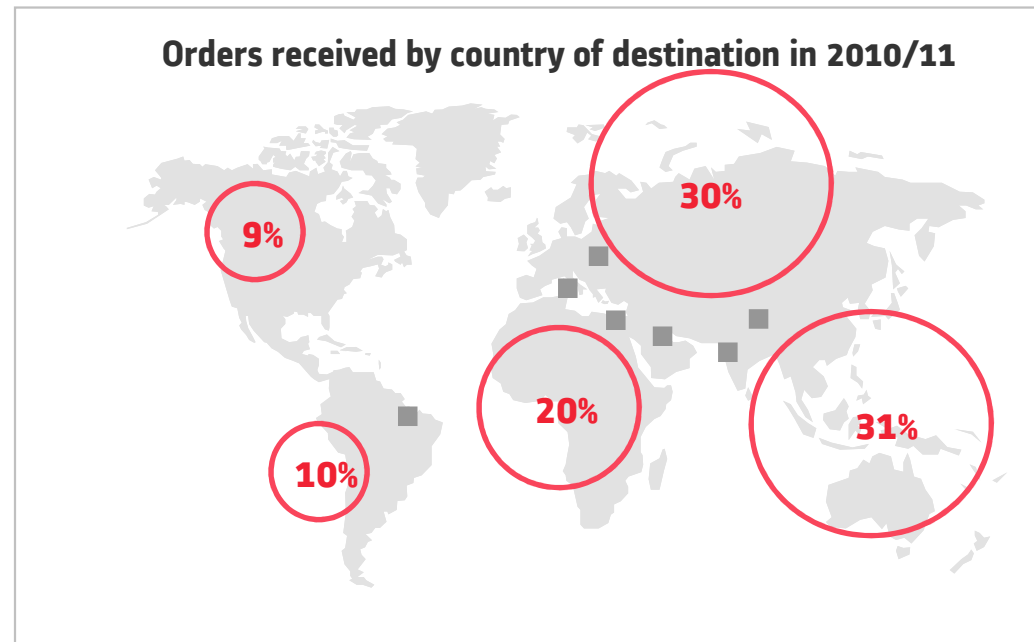
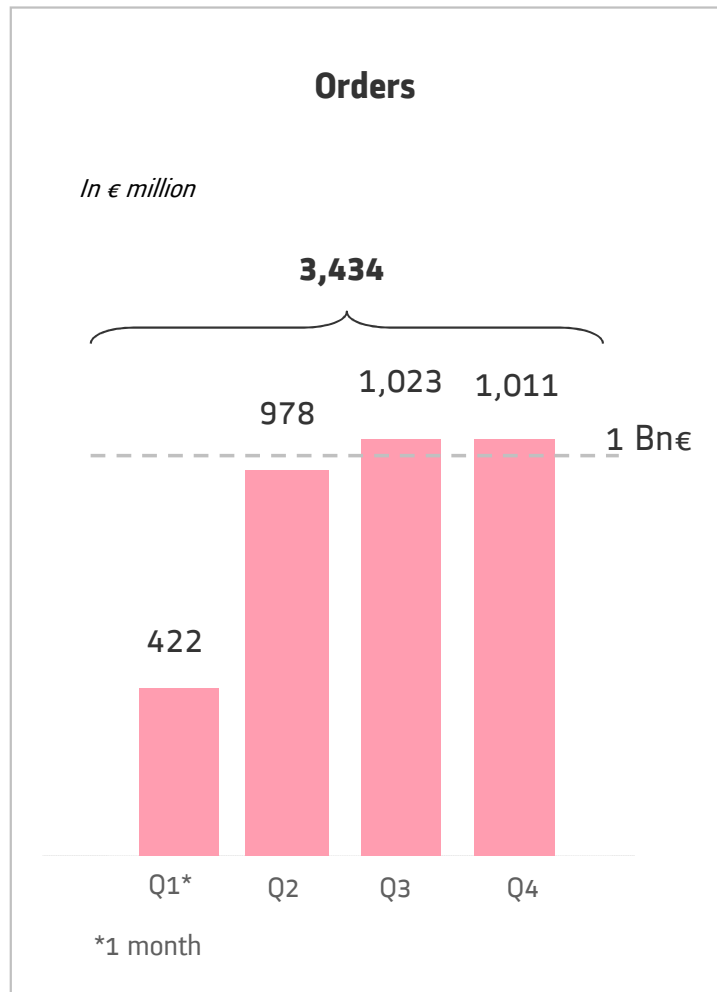
Capex programmes

SERVICE	ROLLING STOCK	
		
Maintenance centers	Modernisation of European sites	New rolling stock plant in Chennai
		

Grid

Orders received

A large volume of orders sustained throughout the year



EMS contracts in Europe and Middle East



Offshore substation in Europe



GIS in Russia and Brazil

Grid

Key figures

In € million

	March 2011
Orders	3,434
Backlog	5,131
Sales	3,653
<i>Book-to-bill ratio</i>	<i>0.94</i>
Income from operations	218
Operating margin	6.0%

Grid

Main events: technology

Acquisitions and partnerships focused on smarter grid management

Acquisition of Uisol, a supplier of software platform for demand response management



Creation with Bouygues of Embix, JV to develop energy management services for eco-districts



BOUYGUES

Acquisition of Psymetrix, a specialist in Smart Grid applications



Partnership with Microsoft for the Smart Management of Renewable Energy Sources



Microsoft

Grid

Main events: capex

Expansion of industrial footprint

In € million

Capex

125



2010/11

Capex programmes

UHV



Ultra High Voltage Technology
Centre Shanghai, China



**POWER
TRANSFORMERS**



Power transformer facilities
upgrades



**GAS INSULATED
SWITCHGEARS**



GIS facilities extension



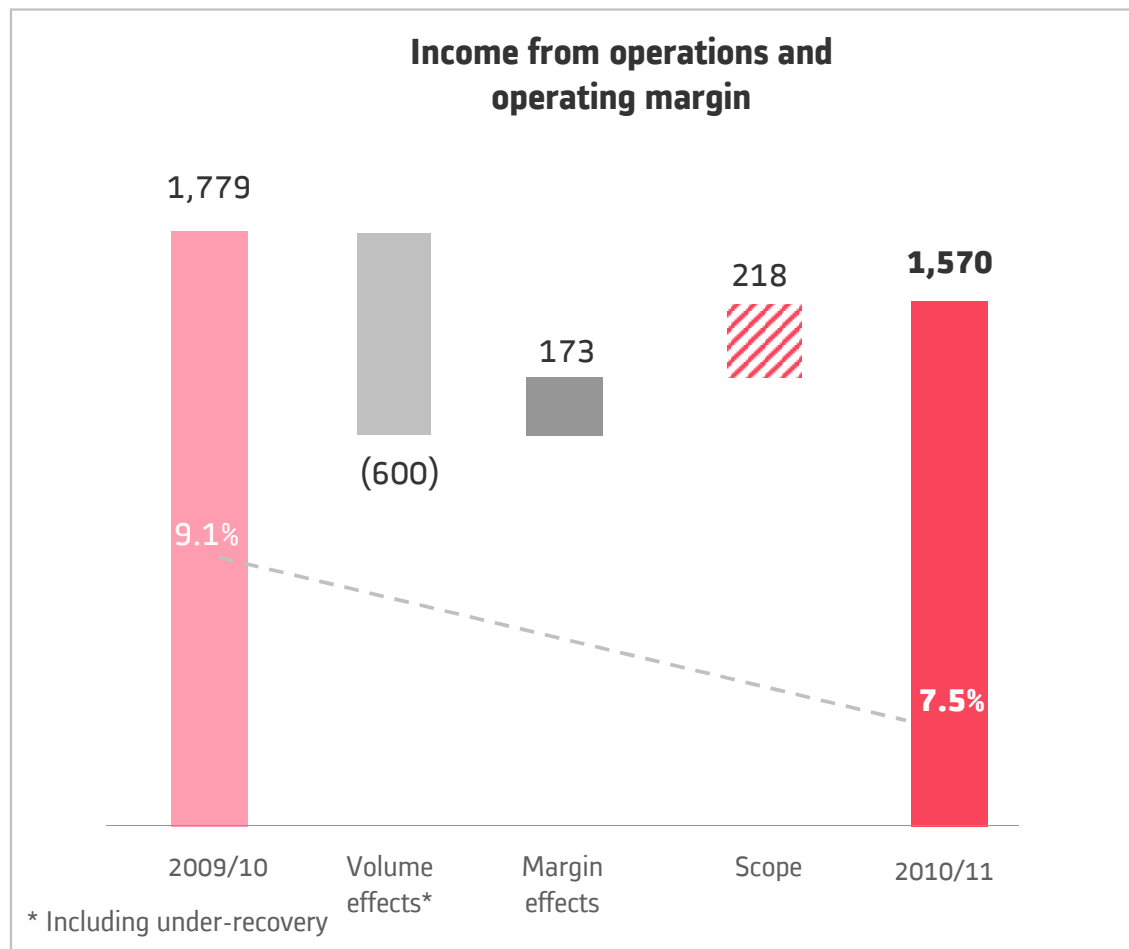
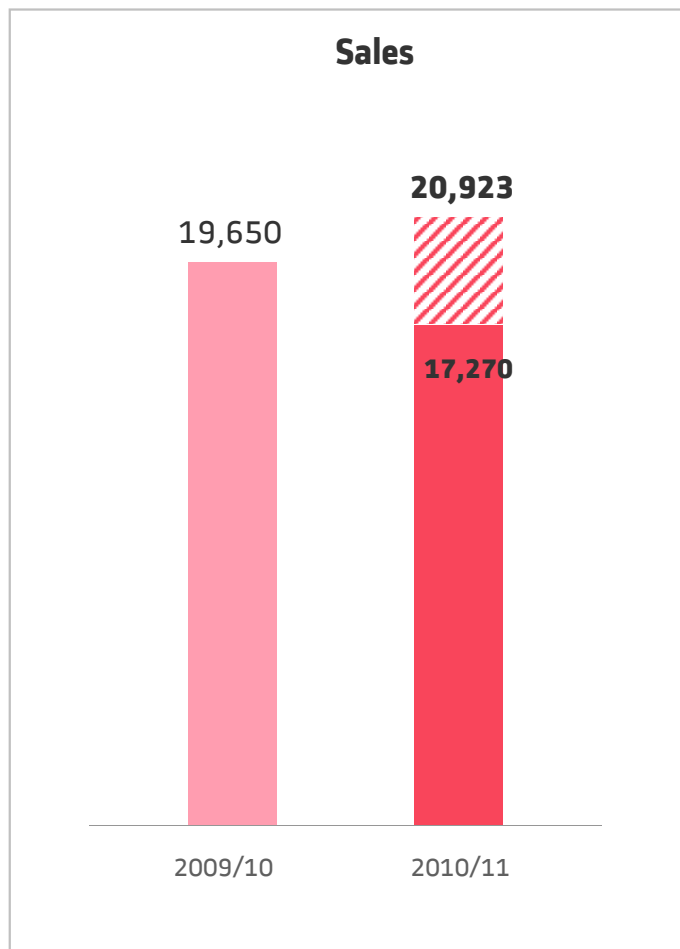
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Income statement

In € million

 Grid contribution



Income statement

In € million

	March 2010	March 2011	Variation
Income from operations	1,779	1,570	-12%
Grid PPA&acquisition costs	NA	(203)	
Restructuring costs	(96)	(520)	
Capital gains&other	(54)	(83)	
EBIT	1,629	764	-53%
Financial result	(42)	(136)	
Tax result	(385)	(141)	
Non control. interest&other	15	(25)	
Net result	1,217	462	-62%

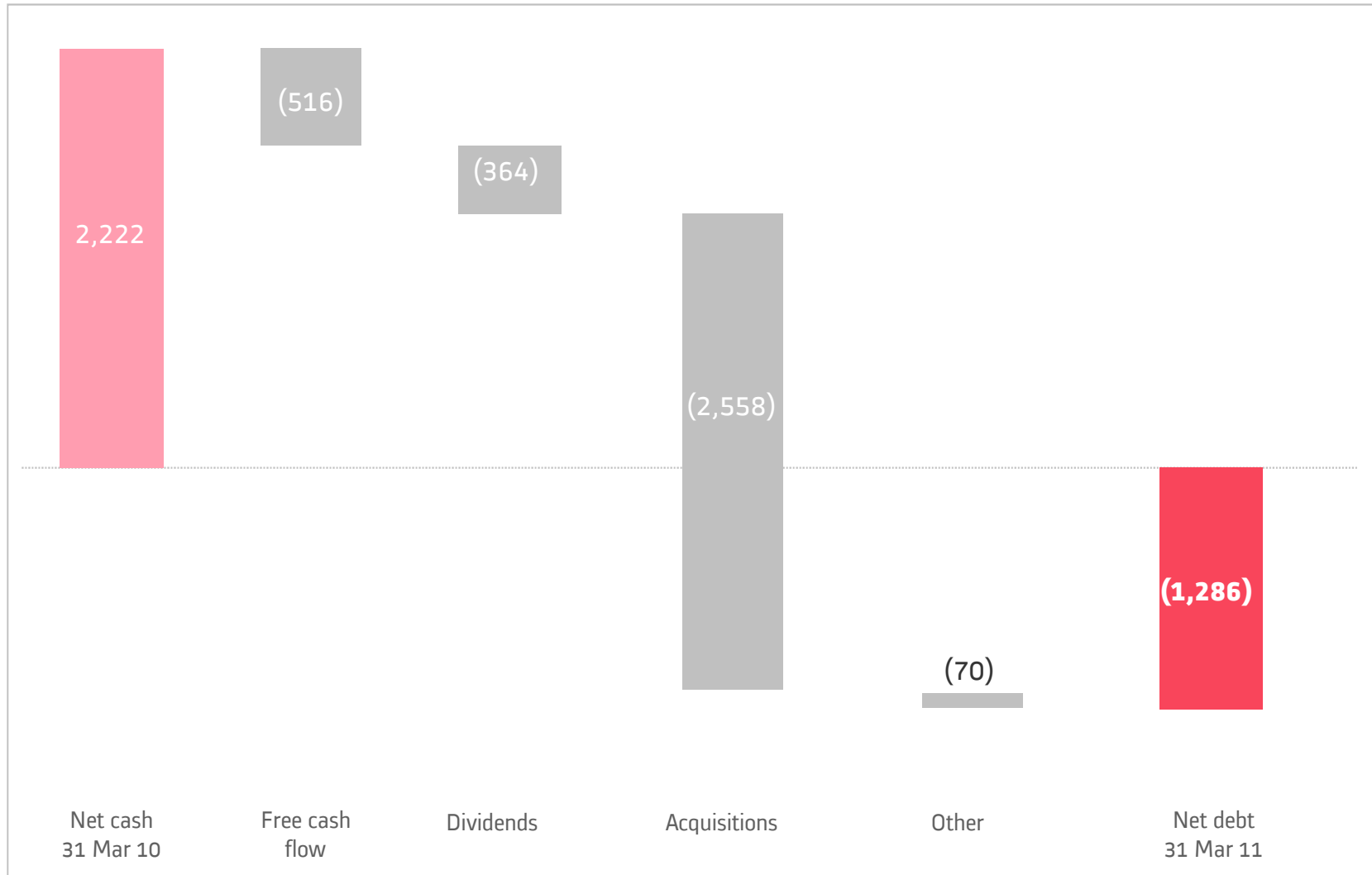
Free cash flow

In € million

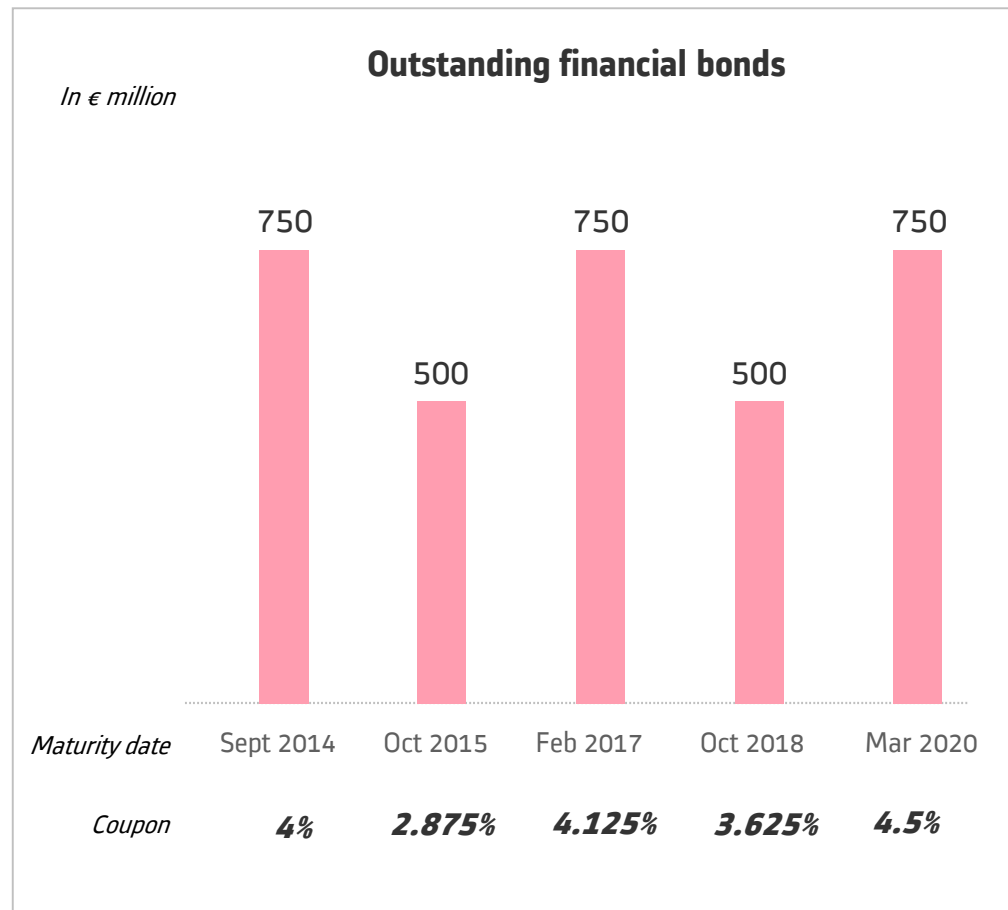
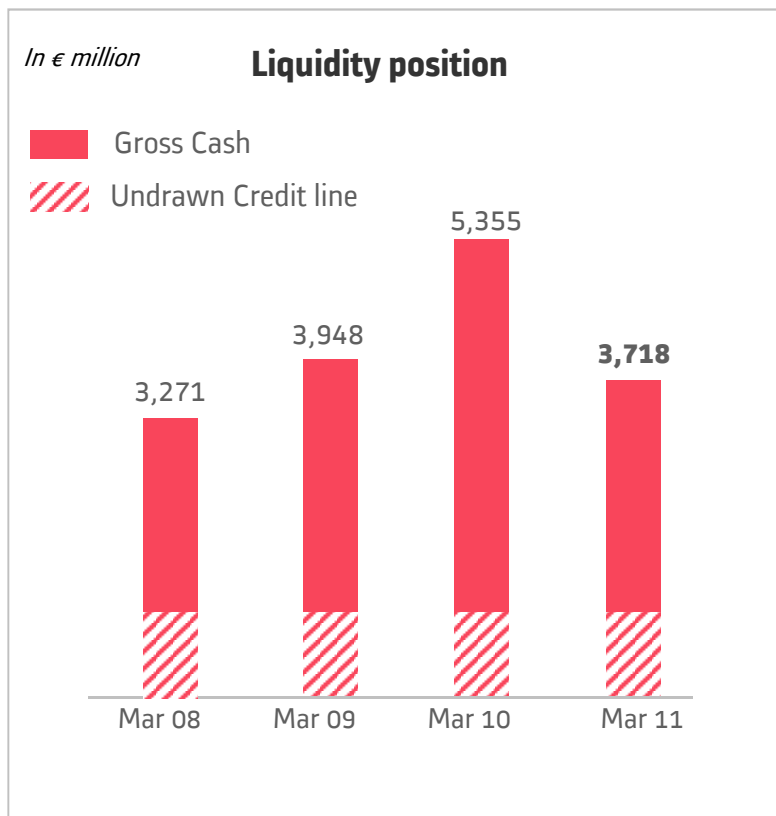
	March 2010	March 2011
Income from operations	1,779	1,570
Restructuring cash out	(112)	(106)
Depreciation	278	353
Capital expenditure	(470)	(504)
R&D cap. & amort. of acq. Techno.	(56)	(121)
Pensions	(63)	(120)
Change in working capital	(953)	(1,157)
Tax cash out	(191)	(248)
Financial cash out	(18)	(121)
Other	(9)	(62)
Free cash flow	185	(516)

Net cash/net debt evolution

In € million

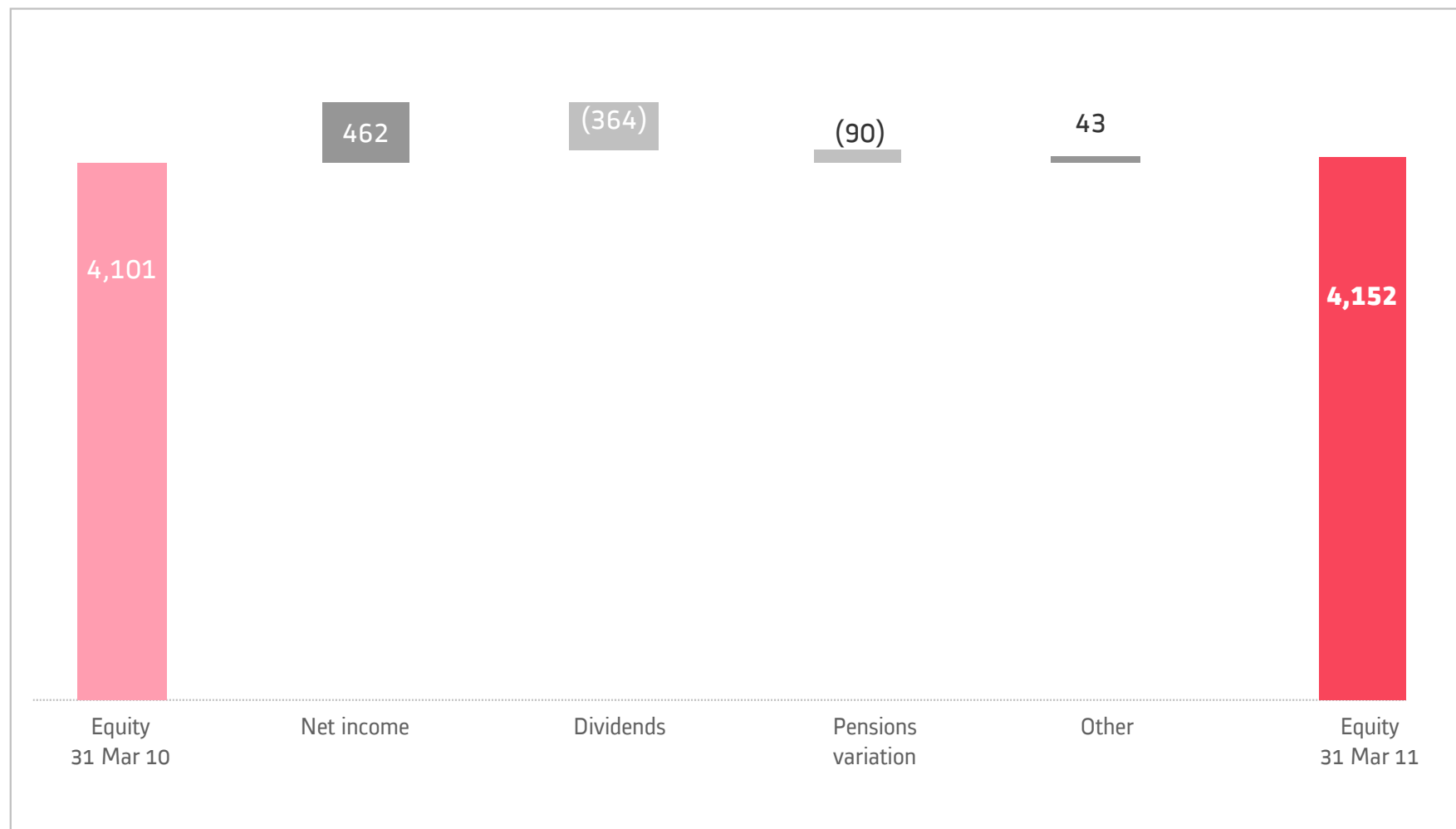


Funding

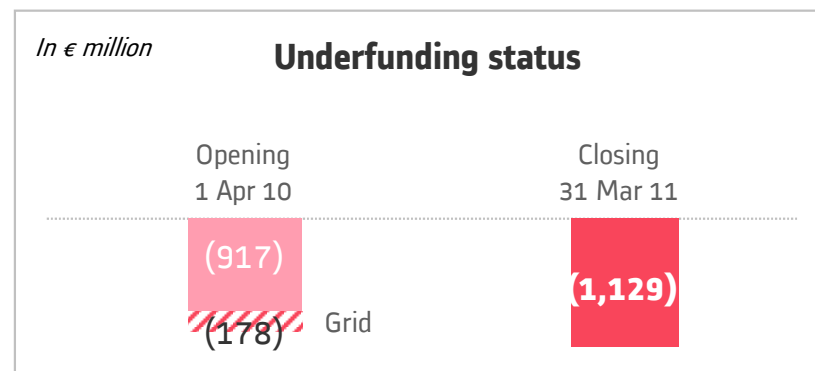
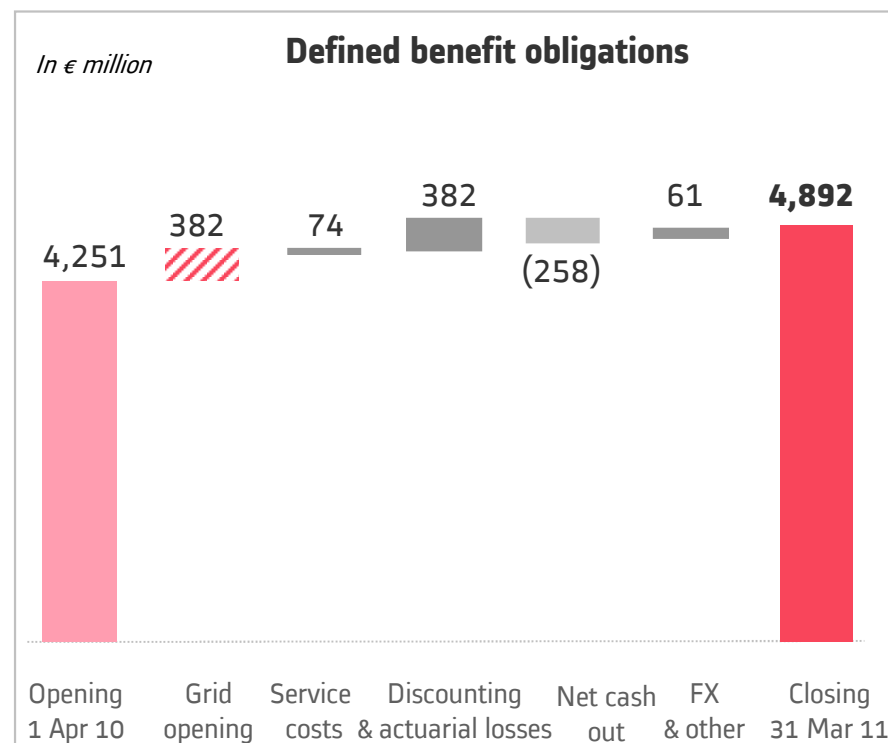
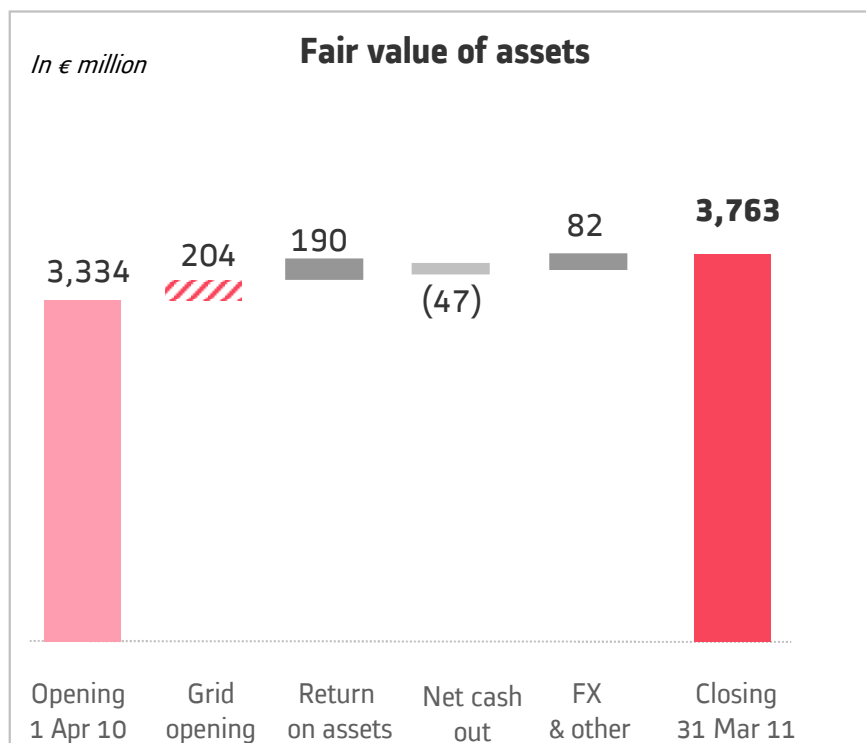


Equity evolution

In € million

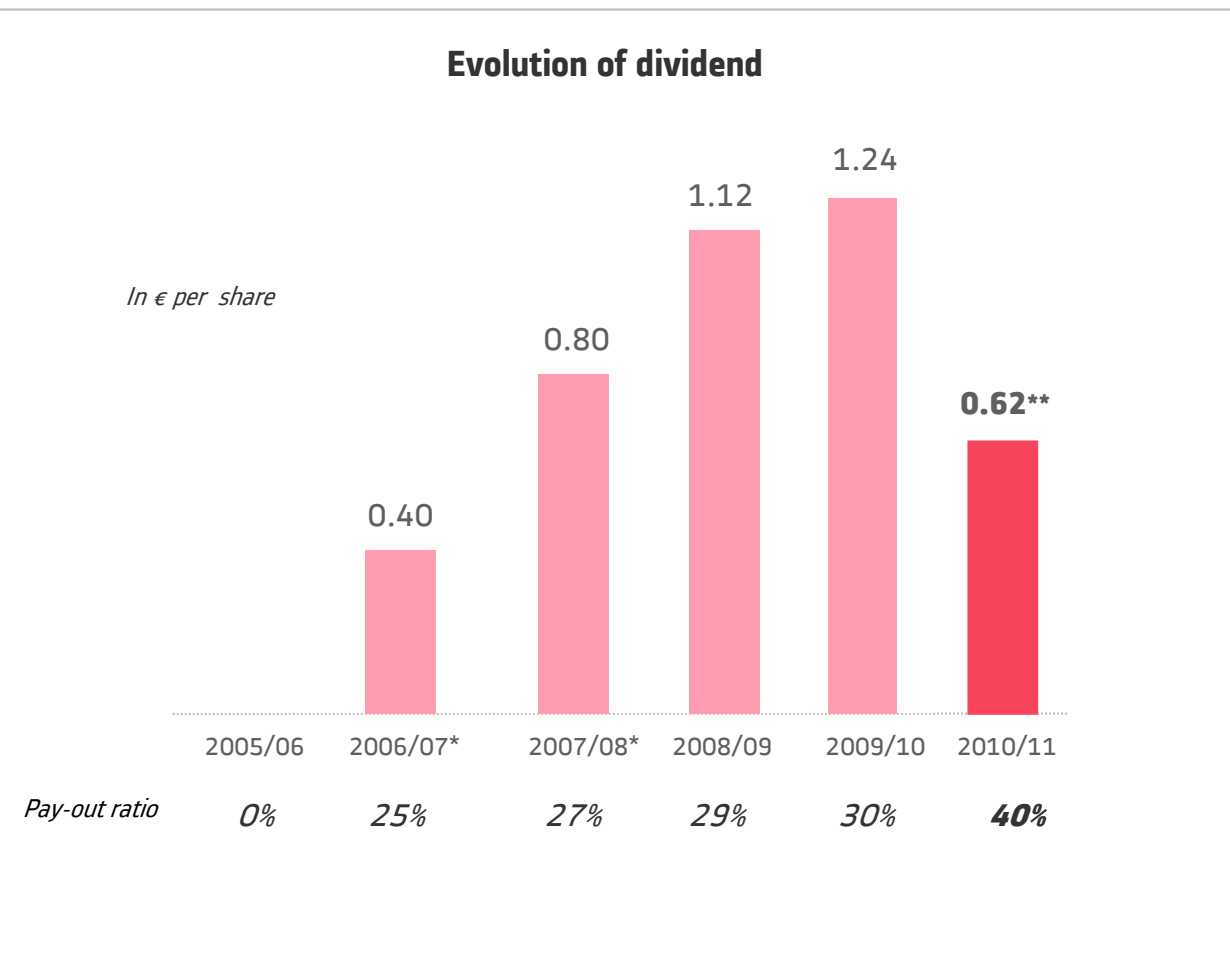


Pensions



Dividend

Evolution of dividend



Annual General Meeting: 28 June 2011

Ex-date: 30 June 2011

Record date: 4 July 2011

Payment date: 5 July 2011

(*) Adjusted from the split

(**) To be proposed to the next AGM

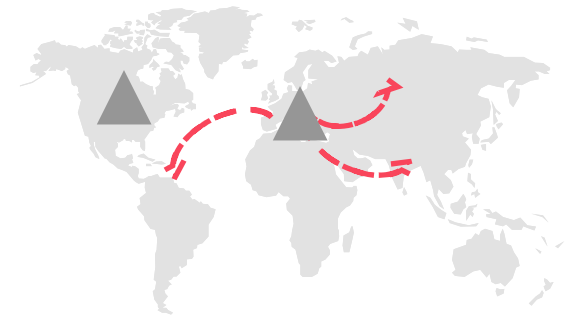
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Strategic and operational priorities

1. ADAPT GEOGRAPHICAL PRESENCE

- Expand our positions in emerging markets through partnerships and capex
- Implement successfully the restructuring programmes in Western Europe and NAM



2. KEEP BEST-IN-CLASS OFFERING

- Continue R&D programs in key areas
- Boost and protect our leading positions



3. MAINTAIN FOCUS ON PERFORMANCE

- Excellence in project execution
- Actions on costs

Outlook

Outlook for 2011/12



- On-going recovery of orders
- Operating margin guidance confirmed: between 7% and 8%

Contacts & agenda

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- **28/06/2011** Annual General Meeting
- **20/07/2011** Orders and sales for the first quarter of FY2011/12

Disclaimer

This presentation contains forward-looking statements which are based on current plans and forecasts of Alstom's management. Such forward-looking statements are by their nature subject to a number of important risk and uncertainty factors (such as those described in the documents filed by Alstom with the French AMF) that could cause actual results to differ from the plans, objectives and expectations expressed in such forward-looking statements. These such forward-looking statements speak only as of the date on which they are made, and Alstom undertakes no obligation to update or revise any of them, whether as a result of new information, future events or otherwise.

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