



Rome Subway, Line C



Caracas-Tuy Railway (Venezuela)



Hospital in Mestre



Milan Subway, Line 5 (Italy)



Pont Ventoux Hydroelectric Power Plant (Italy)

# ► Who we are

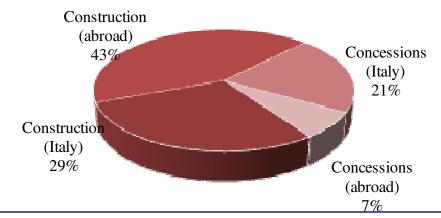
- ▶ What we do and where we do it
- ► Main Shareholders
- **▶** 2009-2013 Business Plan
- **Q4 2009 Results**
- **▶** Concession business overview
- **Appendix**



### ► ASTALDI: what we do

- ✓ ASTALDI is one the world's **leading construction companies focused on large infrastructures**; in Italy, it is also a leader in general contracting business and promoter of project finance initiatives.
- ✓ ASTALDI is primarily engaged in the following sectors: transport infrastructures, water and energy, industrial and civil construction, concessions management. It ranked 107<sup>th</sup> in *Engineering News-Record (ENR)* 2009 *Top* 400 *International Contractor List*.
- ✓ **Transport infrastructures are the core business** for the Group.
- ✓ ASTALDI has been listed on the Italian Stock Exchange since 2002; operates in 21 countries with over 11,000 employees; generates EUR 1.87bn revenues and has an orders backlog of EUR 8.9bn in 2009.

EUR 8.9bn of order backlog as of December 31, 2009



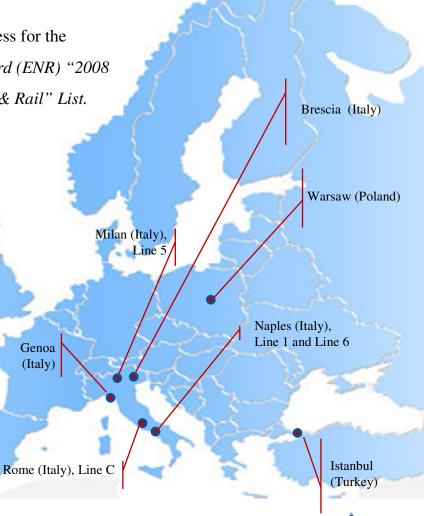


Major subway contracts in progress

# ► ASTALDI: what we do

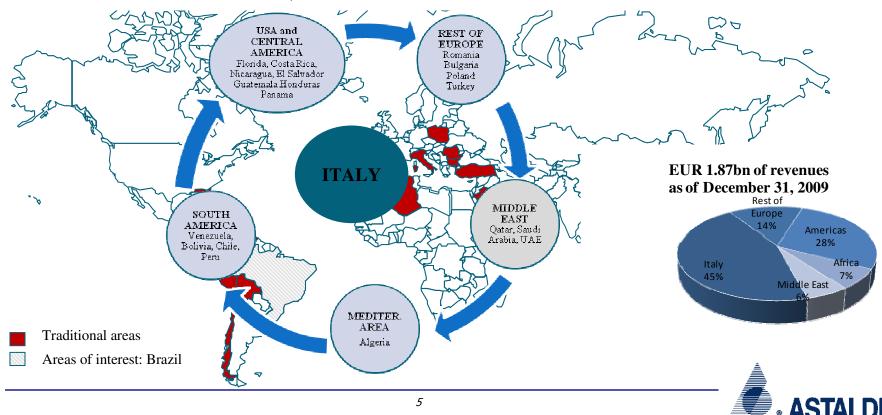
✓ Transport infrastructures represent the core business for the Group, that ranked 6<sup>th</sup> in *Engineering News-Record (ENR)* "2008 *Top 15 International Contractor in Mass Transit & Rail*" *List*.

✓ ASTALDI is a key player in some of the most significant "subway" projects under way in Italy and abroad − Rome underground Line C, Milan underground Line 5, and the undergrounds in Naples, Genoa and Brescia and abroad, Istanbul underground, Warsaw underground.

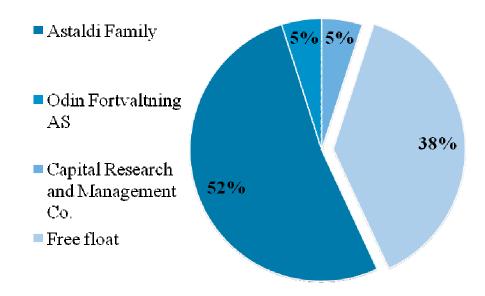


### ► ASTALDI: where we do it

- ✓ Other than Italy, our activities are focused on 5macro-areas offering a good geographical mix. As of today, there are more than 100 job sites all around the world.
- ✓ Three new markets opened in 2009: Poland, Chile, Peru.
- ✓ Further areas of interest: Panama, Brazil.



# **▶** Main shareholders



ASTALDI S.p.A.	No. of shares	% of total shares
Tradable shares	98,425,000	100%
ASTALDI Family	51,240,055	52%
Free float	47,184,945	48%

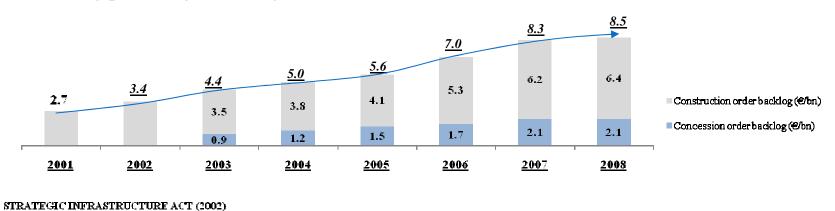


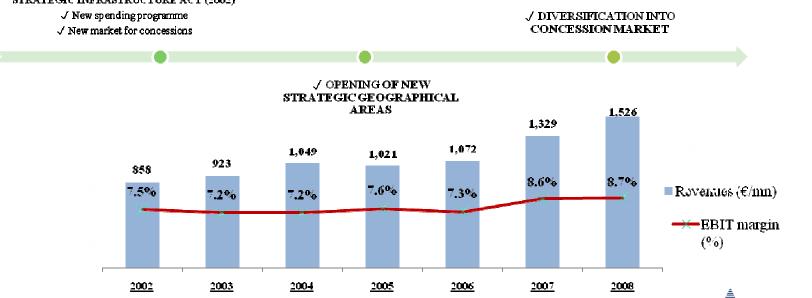
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# How Astaldi has performed

► Consistent strategic guidances and good quality of the order backlog have proven successfull in achieving planned growth targets





► Three main drivers for growth are being implemented

# 1. OPTIMIZE EXISTING MARKETS

- Italy (construction + concessions): new infrastructure spending package
- 5 international traditional areas (only construction):
  - Central America and USA: transportation + energy

+ Milan EXPO 2015

- South America: transportation + energy
- Mediterranean Area: transportation + utilities
- Eastern Europe + Turkey: transportation + industrial buildings
- Middle East: construction in oil&gas

### 2. DEVELOP NEW MARKETS

 From our traditional markets we intend to explore/expand to neighboring markets

### 3. INCREASE CONCESSION BUSINESS

- In Italy and abroad:
  - ·Subways, healthcare, parkings
  - New investments in **highways** and renewable energy



Main items (€/mn)	2008	New Plan 2013	CAGR 08-13	
Order backlog (€ / bn)	8.5	13.5		
Revenues (€ / mln)	1,526	> 2,750	13%	
of which from concessions	n.m.	≈ <b>160</b>		
EBIT (€ / mln)	133	260	14%	
Ebit margin (%)	8.7%	> 9%		
Net income (€ / mln)	42	> 110	> 20%	

- ► Order backlog has a high economic value
- ► Increased benefits from economies of scale
- ► Concession contribute to increase profitability



Main items (€ mn)	2008	New Plan 2013	CAGR 08-13
Net invested capital	725	1,175	10%
of which construction	667	770	
of which concessions	58	405	
Net indebtedness	(393)	(529)	
of which construction	(335)	(178)	
of which concessions	(58)	(351)	
Net equity	332	646	14%
Debt/equity ratio	1.18	0.82	
ROCE	18%	22%	
Debt/EBITDA	2.25	1.53	

- ► Construction business CAPEX down to approx. 3% of total revenues
- ► Improved turnover of working capital
- ▶ Policy on dividends: payout ratio at 30%



# 2009-2013 Business Plan

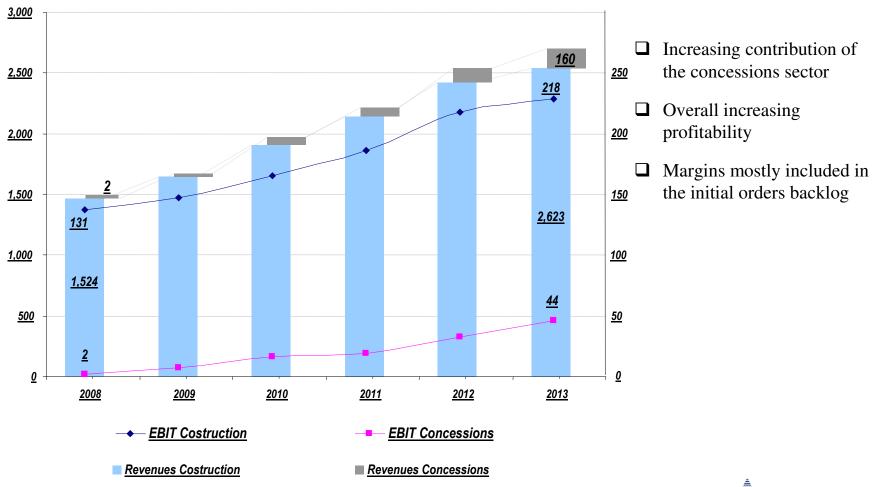
Net indebtedness ad of Change in Working Net indebtedness as of Self-financing Net CAPEX Dividends December 31, 2008 Capital December 31, 2013 □ CONSTRUCTION SECTOR (24) (312)604 (*€*/*mn*) (111) (335)Net inceptedness ac of Change in Working Net incebtedness as of December 31, 2008 Self-financing Capital Net CAPEX December 31, 2013 Change in equity □ CONCESSIONS SECTOR (87) 1 (**€**/mn) (351)(327) 26 Net indebtedness ad of Change in Working Dividends & Change in Net Indebtedness as of ☐ TOTAL GROUP December 31, 2008 Self-finanding Capital Net CAPEX equity December 31, 2013 (**€**/mn) (112) 700 (639)(393)(529)(85) 12

# 2009-2013 Business Plan

### ► FOCUS ON CONSTRUCTION BUSINESS

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	0,65			
2	2009-2013		<u>GUII</u>	<u>DELINES</u>
	607		Gross cash flow high technologic	from large contracts wit
Operating cash flow 580				
				<u>flow: improved turnover</u> al
Operating cash flow 269				_
Increase/(Decrease) in equity/dividends/minorities			<u>CAPEX: &lt; 3% o</u>	<u>f the revenues</u>
	157		Pay out policy: 3	<u>80% o<b>£</b>net income</u>
		-312 269 -111	-312 269 -111	-312

### €/mn





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# **2009 Overview**

► Strong 2009 results are **better than forecast** by 2009-2013 Business Plan

► Total revenues: +22.4% at EUR1.9bn

► EBIT: +17.7% at EUR 156mn

Net profit: +22.4% at EUR 51.5mn

2009-2013 Business Plan (EUR/mn)	FY 2008	2013	CAGR '08-'13
TOTAL REVENUES	1,526	> 2,750	13%
of which under concession	n.m.	≈ 160	
EBIT	133	260	14%
Ebit margin	8.7%	> 9%	
NET PROFIT	42	> 110	> 20 %

FY 2009	% (yoy)	Change
1,868	22.4%	1
n.m.		
156	17.7%	1
8.4%		
51.5	22.4%	1



# 2009 Overview

▶ Net debt down to EUR 467mn from EUR 490mn as of September 30, 2009

Net financial debt (EUR/mn)	FY 2007	FY 2008	FY 2009	2013 Targets
NET EQUITY	312	332	379	646
Net financial debt (corporate)	372	332	349	178
Net financial debt (concessions)	25	58	118	354
TOTAL NET FINANCIAL DEBT	397	390	467	532

Investments (EUR/mn)	FY 2007	FY 2008	FY 2009	2009-2013 Bus. Plan	Average per yr
Capex (construction)	67	39	80	312	60
Investments in concessions	24	33	60	327	65
TOTAL INVESTMENTS	91	72	140	639	125
Cash flow from operating activities	(25)	68	88	,,'	

**EUR 117mn of total investments** in project finance initiatives





### Strong 2009 results, as a result of:

1

- ► Strong commercial positioning boosts order backlog up to EUR 8.9bn
- EUR 2.2bn of new orders in 2009
- Construction backlog: EUR 6.4bn
- Concessions backlog: EUR 2.5bn
- EUR 8.6bn of incoming orders to be added to the EUR8.9bn order backlog in execution

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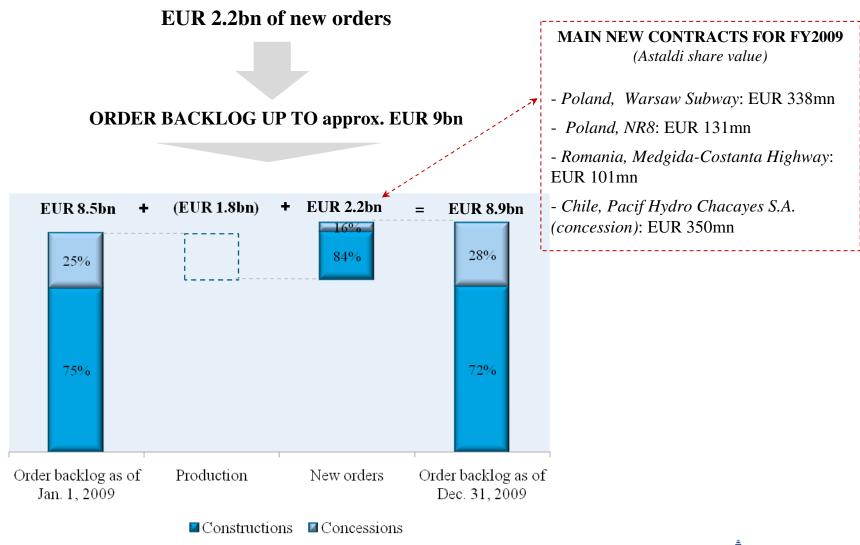
- ► Strategic vision and risk management prove effective in anticipating and solving problems
- Group's risk management policies have proven effective in mitigating the effects of the latest Venezuelan bolivar devaluation
- Successful implementation of the geographical diversification strategy with the **opening of 3 new markets**: *Poland*, *Chile*, *Peru*
- Conservative tender and accounting policies together with a strong know-how in project management and execution allow to maintain profitability at above average levels vs. peers

3

- ► The present financial structure of the Group is able to support the planned growth
- Strong positive cash-flow from projects supports investments and allows to contain debt levels: net debt down to EUR 467mn from EUR 490mn as of 30/09/09

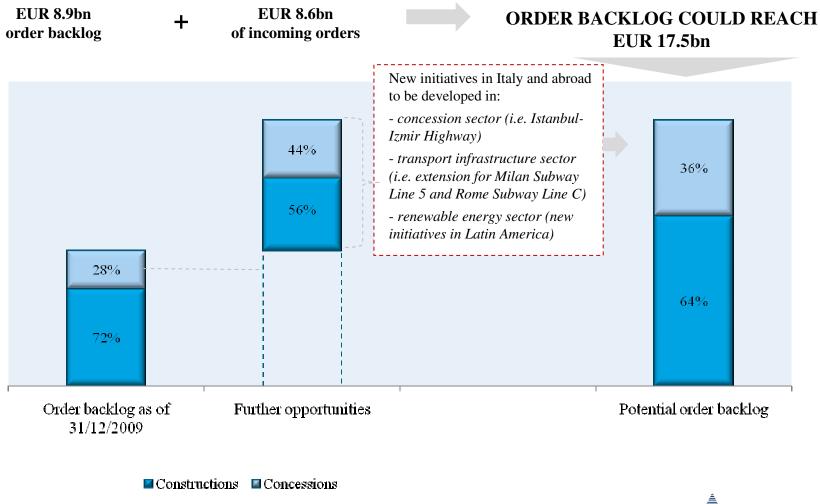
- ► Sustainable growth in **concessions**
- Astaldi has become partner of an hydroelectric concession project in Chile, with opportunity for further developments
- New opportunities in transportation, healthcare, renewable energy, both in Italy and abroad
- Turkish highway project (Istanbul-Izmir highway)



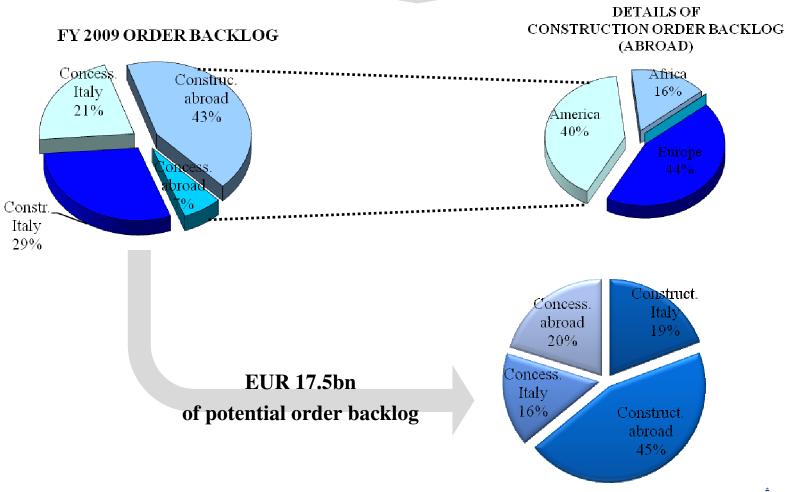


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► EUR 8.6bn of **additional orders** in which Astaldi results first in ranking guarantee future revenue growth

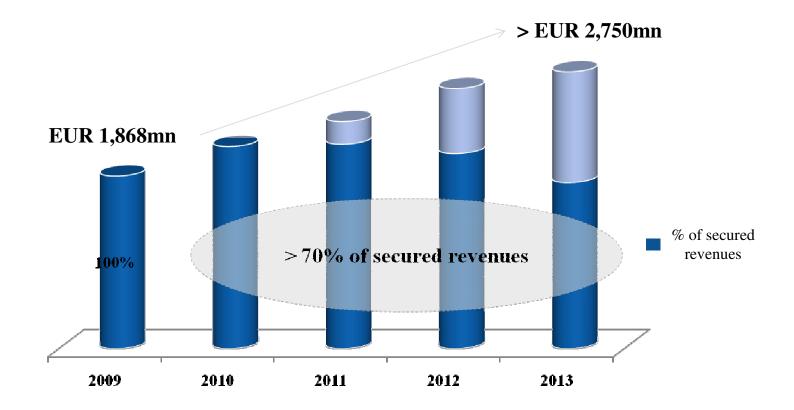


**EUR 9bn of order backlog** as of December 31, 2009





The roll-out of the revenues coming from the approx. EUR 9bn orders in execution PLUS the EUR 8.6bn of incoming contracts shows that **more than 70% of the revenues planned for the next 4 yr is secured** 





# Effective risk management

 Group's risk management policies have proven effective in mitigating the effects of the latest Venezuelan bolivar devaluation

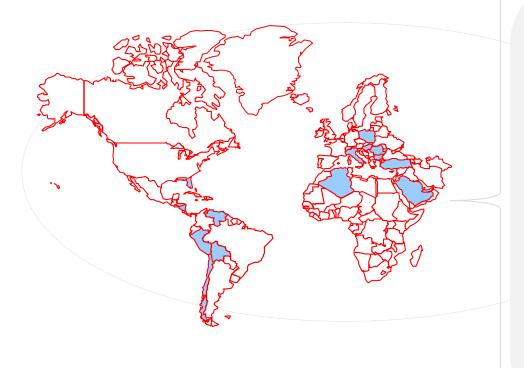
Astaldi has been operating in Venezuela for over 35yr. and operation (only construction, no concessions) have always focused on strategic railway projects under bilateral political cooperation agreements



- ▶ In 2009, Venezuela accounted for approx. 10% of order backlog
- ▶ 2010 forecast foresee revenues from Venezuela < 7% on total revenues
- Natural hedge has mitigated the effects from the devaluation
  - Match between revenues and costs in local currency
  - Local debt in local currency
  - Contracts have price-escalation clauses



Successful implementation of the geographical diversification strategy with the opening of three new markets



### **NEW MARKETS**

### **▶** Poland

- Running projects: Warsaw Subway Line 6 (general contracting) + NR Remordinazation (construction)
- Total value: EUR 1.1bn

### ► Chile

- Running projects: Chacayes hydroelectric plant (EPC + concession)
- Total construction value: USD 282mn
- Astaldi concession value: EUR 350mn

### ► Peru

- Running projects: Huanza hydroelectric plant
- Total value: USD 116mn



# Effective risk management

Conservative tender and accounting policies, together with a strong know-how in project management and execution, allow to maintain **profitability at above-average levels vs. peers** 

Country		Proje	ect		Stage of completion		backlog Astaldi are value (€/000)	Ending Year
aly	Rome Subway, Line C				28%		627,0	> 2012
aly	Jonica National Road (Lot "	DC04#\			50%		255,7	2011
aly	Jonica National Road (Lot "				6%	_	266,6	2011
aly	Bologna High Speed Railwa				47%		212,0	> 2011
aly alv	Pedemontana Lombarda Hi				2%		200,5	> 2012
aly	Turin Hub	griway			62%		179,9	2012
aly aly	Parma - La Spezia Railway				19%		163,3	> 2012
aly	Four Hospitals in Tuscany				2%		160,4	> 2012
aly	Milan Subway, Line 5				63%	-	95,1	2012
aly	"Infraflegrea" Project in Nap	loo			48%	-	90,1	2012
aly	Other Initiatives						348.3	2012
ary	Other initiatives					Total	2.599,0	
					Concessions (		1.875,0	
					Order backlog (		4.474,0	
						пагул		
lgeria	Saida - Mulay Slissen Railw				7% 17%		523,3	> 2012
Sulgaria		Plovdiv - Svilengrad Railway					134,9	> 2011
Chile	Chacayes Dam						143,1	2011
I Salvador	El Chaparral Project		24%		116,6	> 2012		
oland	Warsaw Subway						336,8	> 2012
oland		ernization of NR8 (Piotrokow Trybunalski)					124,6	> 2012
Iomania	Otopeni International Airpor		3)		13% 47%		130,4	2012
Iomania	Railway Project in Romania						97,0	2011
Romania	Medgidia - Costanza		7% 14%		81,4	> 2011		
Romania	DN79 - Arad Oradea						56,1	2011
urkey	Istanbul Subway		31%		256,6	> 2012		
'enezuela	Puerto Cabello - La Encrujio		49%		627,1	> 2012		
'enezuela		rros - San Fernando de Apure Railway			37%		376,6	> 2012
'enezuela	Chaguaramas - Cabruta Ra	ilway			57%		100,2	> 2012
Abroad	Other Initiatives						689,4	
						Total	3.794,0	
					Concessions (ab	road)	594,0	
					Order backlog (ab.	road)	4.388,0	
					Total Order Backlog	as of		
					December 31,		8.862,0	
							1.868	I
						1.526		
					1.329			
		1.1149	1 001	1.072				
858	923	1100	1.021					■Revenues (€/
7.51	7.2%	7,2%	7.65%	7.3%	8.6**	8.7%	8,44	•
) <del>-</del>		- X-						——EBIT ma
		,	,	,			,	
2002	2003	2004	2005	2006	2007	2000	2009	

# The growth is sustainable

Main P&L items (€/000)	Preliminary FY 2009	FY 2008	Δ (%)	Q4 2009	Q4 2008	Δ (%)
<b>Total revenues</b>	1,867,722	1,525,640	22.4%	469,304	438,673	7%
Cost of production	(1,395,577)	(1,117,312)	25.0%	(347,222)	(329,217)	5.5%
EBITDA	202,345	174,960	15.7%	49,512	52,763	(6.2%)
EBITDA margin (%)	10.8%	11.5%		10.6%	12.0%	
EBIT	156,013	132,564	17.7%	35,925	40,103	(10.4%)
EBIT margin (%)	8.4%	8.7%		7.7%	9.1%	
Financial charges	(69,835)	(64,729)	7.9%	(17,474)	(26,712)	(34.6%)
Taxes	(32,523)	(26,718)	21.7%	(6,271)	(8,159)	(23.1%)
Net income	51,520	42,101	22.4%	10,449	9,907	5.5%

- ✓ Financial charges include EUR 16mn relating to costs of guarantee
- ✓ Average cost of debt down to < 5%
- ✓ Estimated tax rate at 38%

### ✓ Combined effect of:

- Q4 2008 Ebit margin was exceptionally high thanks to good performance of some foreign contracts
- -Q4 2009 is also affected by lower profitability of some projects in Italy



# ✓ Ensure a balanced growth, also in relation to the Group's financial structure

NFP (EUR/000)	FY 2009	9M 2009	H1 2009	Q1 2009	FY 2008
Cash and cash equivalents	448,327	378,489	264,124	291,511	338,660
Current financial receivables	21,789	18,700	27,097	21,091	19,769
Current financial debt	(365,983)	(328,894)	(285,151)	(304,482)	(275,448)
Net current financial debt	104,132	68,295	6,070	8,120	82,981
Non current financial debt	(576,400)	(563,817)	(504,985)	(472,119)	(478,308)
Net financial debt	(472,267)	(495,521)	(498,915)	(463,999)	(395,327)
Own shares	5,172	5,134	5,197	5,905	5,655
Net financial position	(467,095)	(490,388)	(493,718)	(458,093)	(389,672)
Debt/Equity ratio	1,23	1,39	1,46	1,36	1,17
Corporate Debt/Equity Ratio (*)	0,94	1,07	1,20	1,20	1,01

<sup>(\*)</sup> Excluding share of debt related to project finance activities which, by their nature, are self-liquidating.

- ✓ First deadline due in 2013
- ✓ In July 2009, Astaldi signed a new syndicated loan for EUR 110mn
  - ✓ Maturity: 5 yrs
  - ✓ Average spread: 190bp over EURIBOR 3 months



# ✓ Ensure a balanced growth, also in relation to the Group's financial structure

Main BS items (EUR/000)	FY 2009	9M 2009	FY 2008
Net fixed assets	467,655	436,683	355,594
Net working capital	414,133	442,724	403,074
Net invested capital	850,957	848,069	727,201
Net financial debt (*)	(472,267)	(495,521)	(395,327)
Net equity	378,690	352,547	331,874

<sup>(\*)</sup> Gross of own shares.

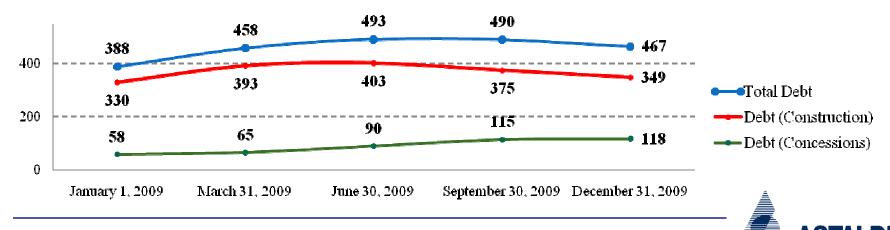
- ✓ Strong cash-flows in Q4 support investments and reduce debt (-4.7% vs. Sept. 2009)
- ✓ **Acceleration of investments in the concession business**: USD 63mn invested in Chacayes project (Chile)

- Fixed assets increase to support concession activities and construction mainly in foreign markets
- Good trend in working capital as start-up costs are covered by prepayments (abroad)



✓ **As planned** debt relating to construction activities decreases thanks to the good cash-flow from the projects, whereas debt relating to concessions increases due to investments in new projects (Chile)

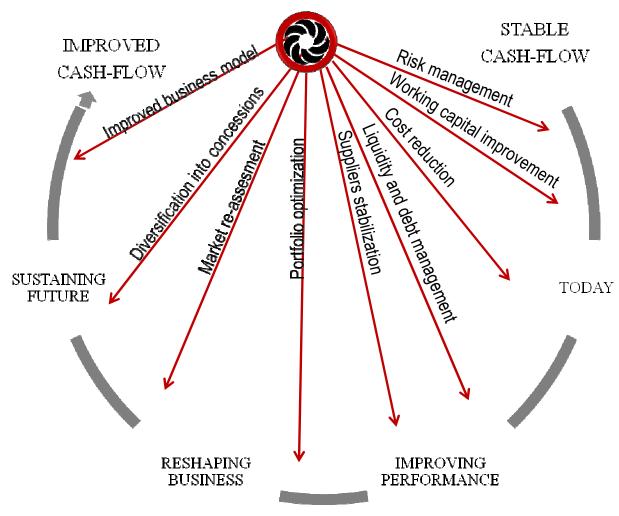
		FY 2009	
	CONSTR	CONC	TOTAL
INITIAL NFP	(332)	(58)	(390)
Self financing	96	3	99
Change in working capital	(7)	(4)	(11)
Capex	(99)	(59)	(158)
Dividends	(10)		(10)
Change in equity reserves	4		4
Subtotal	(16)	(60)	(77)
FINAL NFP	(349)	(118)	(467)



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▶ EUR 2.5bn in concessions, 28% of total order backlog as of December 31, 2009

Car parks	Healthcare	Transportation	Water and Energy
Construction and operation	Design, construction and	■ Milan Subway Line	Hydroelectric plant in
of <b>5 car parks:</b> "Corso Stati Uniti" (TO)  "Porta Palazzo" (TO)  "Piazza VIII Agosto"	operation of:  Mestre Hospital (31%) Hospital in Naples (60%)	(23.3%)	Chile (Chacayes 27,3%)  Aguas de San Pedro, Honduras (15%)
(BO)  "Riva Reno" (BO)  "Cittadella" (VE)	<ul><li>4 Hospitals in Tuscany (35%)</li><li>Incoming projects:</li><li>Opportunities in Italy</li></ul>	Incoming projects:  Extension of Milan Subway Line 5 project (23.3%)	Incoming projects:  Hydroelectric power plants in Latin America
	- Opportunities in hary	<ul><li>Istanbul-Izmir Highway (16.7%)</li><li>Ancona Motorway</li></ul>	

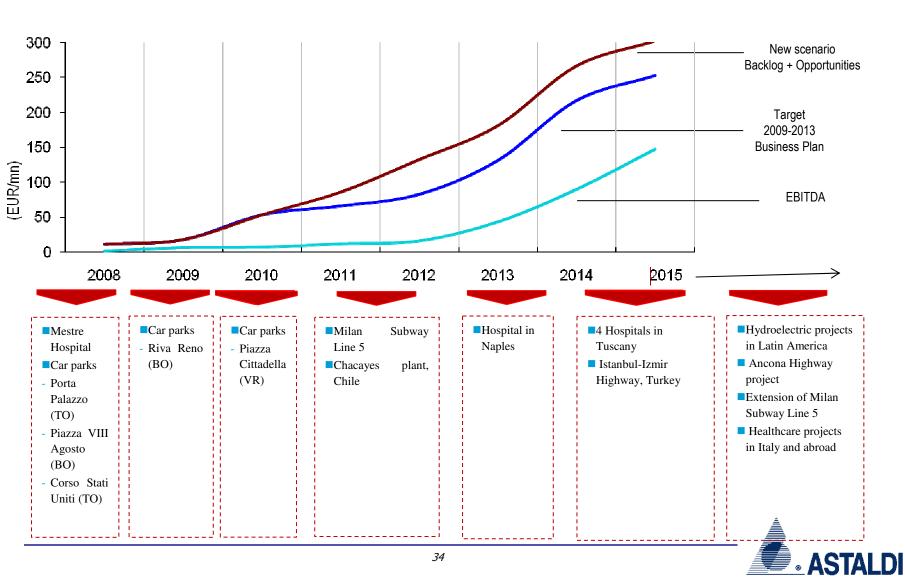


► Sustainable growth in concessions

**Projects Organization** Financing **Targets Sectors** Only strategic and Transport Holding concession Good quality of the ■ Vertical integration priority projects allow to in construction company Healthcare business infrastructural have a favourable Partnership with ■ Water and energy projects debt/equity structure Partnership with specialized (avg. D/E 70/30) relevant operators ■ Minimum guarantee operators clause in terms of ■ In the short-term Stabilization of traffic, passengers, construction future revenues occupancy, etc. business produces ■ Increase IRR/ROCE strong cash-flow to Government support concession contribution investments ■ In the medium-term cash-flow from concessions will add up to the construction cashflow to support investments

Sustainable	growth in	concessions
Sustamable	growmin	COLLEGISTOLIS

### **REVENUES FROM CONCESSIONS**



# Sustainable growth in concessions

- As a result of the acceleration in the concession sector, Astaldi is looking to separate the concession activities into a new company, in order to:
  - clearly separate management processes and objectives
  - clearly separate the concession activities from the construction for an improved reporting in order to better comply to the new IFRIC 12 standard effective as of January 2010
- From the first studies, it results that:
  - NPV of equity invested is:

    \*\*Largely covered by the minimum guarantee\*\*

# PHASE N. 1 Creation of a Holding Concession Company Optimization of the financial structure (debt/equity) PHASE N. 2 PHASE N. 3 PHASE N. 3 PHASE N. 4 Further developments Further developments

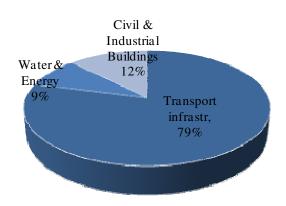


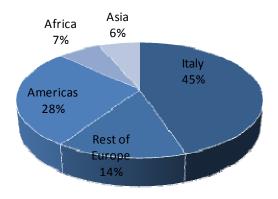
# **APPENDIX**



# FY 2009 Revenues: geographical and business mix

### ✓ EUR 1.9bn of revenues in 2009







# **Reclassified consolidated income statement**

Euro/000	31/12/09		31/12/08		Q4 2009		Q4 2008	
Revenues	1,796,933	96.2%	1,466,848	96.1%	452,205	96.4%	425,585	97.0%
Other revenues	70,789	3.8%	58,792	3.9%	17,099	3.6%	13,088	3.0%
Total revenues	1,867,722	100.0%	1,525,640	100.0%	469,304	100.0%	438,673	100.0%
Costs of production	(1,395,577)	-74.7%	(1,117,312)	-73.2%	(347,222)	-74.0%	(329,217)	-75.0%
Added value	472,145	25.3%	408,328	26.8%	122,082	26.0%	109,456	25.0%
Labour costs	(240,466)	-12.9%	(213,364)	-14.0%	(63,802)	-13.6%	(57,228)	-13.0%
Other operating costs	(29,334)	-1.6%	(20,004)	-1.3%	(8,767)	-1.9%	534	0.1%
EBITDA	202,345	10.8%	174,960	11.5%	49,512	10.6%	52,763	12.0%
Amortization and depreciation	(46,342)	-2.5%	(41,456)	-2.7%	(13,380)	-2.9%	(11,536)	-2.6%
Provisions	(620)	0.0%	(1,277)	-0.1%		0.0%	(895)	-0.2%
Write-downs	(192)	0.0%	(500)	0.0%	(192)	0.0%	(500)	-0.1%
(Capitalization of inteernal construction costs)	822	0.0%	837	0.1%	(16)	0.0%	271	0.1%
EBIT	156,013	8.4%	132,564	8.7%	35,925	7.7%	40,103	9.1%
Net financial charges	(69,835)	-3.7%	(64,729)	-4.2%	(17,474)	-3.7%	(26,712)	-6.1%
Effects of evaluation of shareholdings at equity method	(578)	0.0%	3,645	0.2%	(1,934)	-0.4%	4,294	1.0%
Pre-tax profit / (loss)	85,601	4.6%	71,479	4.7%	16,517	3.5%	17,686	4.0%
TAxes	(32,523)	-1.7%	(26,718)	-1.8%	(6,271)	-1.3%	(8,159)	-1.9%
Profit (loss) for the period	53,078	2.8%	44,761	2.9%	10,246	2.2%	9,526	2.2%
Minorities	(1,557)	-0.1%	(2,660)	-0.2%	203	0.0%	380	0.1%
Group net income	51,520	2.8%	42,101	2.8%	10,449	2.2%	9,907	2.3%



# Reclassified consolidated balance sheet

Euro/000	September 30, 2009	December 31, 2008	September 30, 2008
Intangible fixed assets	3,331	3,711	3,480
Tangible fixed assets	333,183	272,198	310,295
Investments	93,007	53,252	92,555
Other net fixed assets	38,135	26,433	30,354
Total Fixed assets (A)	467,655	355,594	436,683
Inventories	100,929	108,092	103,707
Contracts in progress	649,883	584,993	672,046
Trade receivables	54,255	34,984	34,356
Accounts receivables	690,241	481,781	654,256
Other assets	167,542	205,981	163,780
Tax receivables	74,098	89,138	86,709
Advances from clients	(397,820)	(351,544)	(396,047)
Subtotal	1,339,127	1,153,425	1,318,805
Trade payables	(107,586)	(66,676)	(90,435)
Payables to suppliers	(538,340)	(480,033)	(518,031)
Other liabilities	(279,069)	(203,642)	(267,615)
Subtotal	(924,994)	(750,350)	(876,081)
Working capital (B)	414,133	403,074	442,724
Employee benefits	(9,546)	(10,314)	(9,649)
Provisions for non-current risks and charges	(21,285)	(21,153)	(21,690)
Total funds (C)	(30,831)	(31,467)	(31,339)
Net invested capital (D) = (A) + (B) + ©	850,957	727,201	848,069
Cash and cash equivalents	444,152	333,759	374,320
Current financial receivables	19,371	17,346	16,278
Non-current financial receivables	2,418	2,423	2,423
Securities	4,175	4,901	4,168
Current financial liabilities	(365,983)	(275,448)	(328,894)
Non-current financial liabilities	(576,400)	(478,308)	(563,817)
Net financial payables / receivables (E)	(472,267)	(395,327)	(495,521)
Group equity	(359,954)	(325,327)	(345,692)
Minory equity	(18,735)	(6,547)	(6,856)
Group net equity (G) = (D) - (E)	378,690	331,874	352,547



# **Hydroelectric Project Chacayes – Chile**

✓ The initiative includes development, construction and operation of the Chacayes power plant, in the Valley of the Cachapoal river. The plant will have an output capacity of 110MW

<b>Equity structure of SPV</b>			
TOTAL Equity	USD 233mn		
ASTALDI share value	USD 63.5mn		
of which, already paid up as of September 2009	USD 50.4mn		

- The EPC contract will entail the construction of more than 6 km of tunnels, a complex water inlet system and a powerhouse consisting of two 55.4MW turbines
- ✓ The project is expected to be completed in 2011
- 60% of the annual energy production will be sold under a long term power purchase agreement in the Chilean power market and the balance will be sold into the spot market

Main details	
TOTAL investment (USD/mn)	445
Public funds	None
Starting of construction phase	2009
Starting of management phase	2011
Management period	perpetual
IRR	> 16%

# **Equity structure**

