











## **2012 LONDON STAR Conference**

London, 2-3 October 2012



# ASTALDI is the largest Contractor in Italy, operating only in large infrastructures at worldwide level





# ASTALDI has a strong track record thanks to a consistent strategic plan over the past 10 years



(\*) 2010-2015 Business Plan Targets approved on Sept. 2010.



## Over EUR 21 billion "soft backlog" guarantees 70% planned revenues up to 2016





## Business model based on a dual approach integrating Construction (EPC) + Concession

 The Group leverages on the strong commercial network and on the extensive know-how as General Contractor to promote new initiatives both in construction and concession

 The growth in revenues and in profitability will be also guaranteed by EUR 2.3 billion construction orders linked to concession projects, which as of today offer an higher than average EBIT margin, because of limited competition at tender process



# High margin intake gives the effect of a strong margin improvement over the next five years

- Strong commercial network guarantees further EUR 11.3 billion orders to support revenue growth planned CAGR 11-15% and EBIT margin to reach > 9.5% in 2015
- As of today, Astaldi has EUR 12 billion of construction order at an average EBIT margin going from 8.5% to 9.5%
   > EUR 12 billion





#### **Business Model based on a dual approach**

• The investment in concession projects are in execution and are starting to show a strong contribution to profitability

Project	Sector	Country	Scope	Key financials (€mIn)	Yearly Revenues / EBITDA SPV		Equity Injection as of 30/06/2012 (Astaldi share;	Total Equity (Astaldi share; €MIn)	Timing (yrs)	Key Items
Car Parks:	Transports	Italy	BOT of a Parking Area in Bologna	Investment: 59	Average Revenues: 6,1MIn€	NFP/(NFP+E): 24%	(**)	(**)	Concession Period: N.A.	Parking lots: 3.700
Bologna; Turin; Verona				Public Grant: 21,8	(Minimum Guaranteed 67%)	IRR: >15%			Operation Period: N.A.	
ASTCon Stake 100%				Senior Debt:30	Average EBITDA 4,9€ MIn				Operation Start: 01/1999 (To PP)	
				Sh. Loan: -	Ebitda margin 80%				Operation End: 02/2079 (To - CSU)	
Mestre Hospital	Health	Italy	BOT of an hospital	Investment: 238		NFP/(NFP+E):	Equity 7,0MIn€	Equity 7,0MIn€	Concession Period: 29,9y	•Beds: 680
ASTCon Stake 3,5%			in Mestre	Public Grant: 116,5	MIn€ (Minimum Guaranteed 80%)	21,31% IRR: 11,2%	Sh.Loan: 1,9 MIn€	Sh.Loan: 2,7 MIn€	Operation Period: 24,6y	Parking lots: 1.240
AST Stake 31,0%				Senior Debt: 95	Average EBITDA 18€ MIn				Op. Start: 04/2008	
				Sh. Loan: 7,8	Ebitda margin 26%				Op. End: 11/2032	
				Equity 20,5						
Bodrum Airport	Transports	Turkey	BOT of an airport in western Turkey	Investment: (*)		NFP/(NFP+E): (*)	Equity + Sh. Loan: 29,1 MIn€	Equity + Sh. Loan: (*)	Concession Period: (*)	<ul> <li>3 MIn passengers/year</li> </ul>
ASTCon Stake 92,9%				Public Grant: -		IRR: (*)			Operation Period: (*)	• 100 Bus Parks
				Senior Debt: (*) Equity + Sh. Loan: (*)					Operation Start: 04/2012 Operation End: (*)	• 500 Car Parks
Chacayes	Energy	Chile	BOO of a	Investment: 359	Average Revenues: 63,4	NFP/(NFP+E):	Equity 34,5MIn€	Equity 34,5MIn€	Concession Period:	Power output:557
Hydroelectric ASTCon Stake	- 57		Hydroelectric power plant in Cachapoal	Public Grant: -	MIn€ (until 2034) (Minimum Guaranteed 60%)	25,31%		Sh.Loan: 13,7 MIn€	Perpetual Operation Period: Perpetual	GW/year •Installed power:
27,3%			valley in Chile	Senior Debt: 200,9	Average EBITDA 55,6€ MIn				Operation Start: 10/2011	110,8 MW
				Equity + Sh. Loan: 204,5	Ebitda margin 88%				Operation End: Perpetual	
Brescia - Padova Highway	Transports	Italy	Highway concession	Investment: (*)		NFP/(NFP+E): (*)	Equity 113,8MIn€	Equity (*)	Concession Period: (*)	• 182 km + 54 km
AST Stake 14,9%				Public Grant: -		IRR: (*)			Operation Period: (*)	
				Senior Debt: (*) Sh. Loan: -						
				Equity (*)						

#### Initiatives in Operation

(\*) The concession agreement is presently under review.

(\*\*) Project managed directly by Astaldi.



### **Business Model based on a dual approach**

**Construction Phase** 

Project	Sector	Country	Scope	Key financials (€mln)	Yearly Revenues / EBITDA SPV	Ratios	Equity Injection as of 30/06/2012 (Astaldi share;	Total Equity (Astaldi share; €MIn)	Timing (yrs)	Key Items
Metro5 AST Stake 38,7%	Transports	Italy	in Milan	Investment: 1.337 Public Grant: 788,3 Senior Debt: 658,6 Equity + Sh. Loan: 144	Average Revenues: 115MIn€ (Minimum Guaranteed 86%) Average EBITDA 78€ Min Ebitda margin 68%	NFP/(NFP+E): 59,99% IRR: 8,78%	Equity 22,5MIn€ Sh.Loan: 4,0 MIn€	Equity+Sh. Loan 51,4MIn€	34,6y	•19 metro stations •13,1 Km length
Tuscany Hospitals	Health	Italy	BOT of four hospitals in Massa, Lucca, Pistoia, Prato	Investment: 409,7 Public Grant: 241,6 Senior Debt: 130,7 Sh. Loan: 20,5 Equity: 19,1	Average Revenues: 69MIn€ (Minimum Guaranteed 95%) Average EBITDA 20,9€ MIn Ebitda margin 30%	NFP/(NFP+E): 40,95% IRR: 10,0%	Equity 0,9MIn€	Equity 6,7MIn€ Sh.Loan: 7,2 MIn€	Concession Period: 25y Operation Period: 19,5y Op. Start: 01/2013 Op. End: 11/2033	•Beds: 2.000+ •Parking lots: 4.500
Relaves Plant AstCon 55%	Mining	Chile	ee	Investment: 30 Public Grant: - Senior Debt: 20 Sh. Loan: 3,2 Equity: 7	Average Revenues: 12MIn€ (Minimum Guaranteed 90%) Average EBITDA 4,3€MIn Ebitda margin 36%	NFP/(NFP+E): 21,97% IRR: 37,7%	Equity 4,2MIn€	Equity 4,2MIn€ Sh.Loan: 1,8 MIn€	Concession Period: 21y Operation Period: 20y Operation Start: 2013 Operation End: 2032	•4.000 copper tonnes and 85 molybdenum



Milan Subway Line 5



New Hospital in Pistoia



New Hospital in Massa



New Hospital in Prato



### **Business Model based on a dual approach**

Still to be financed

Project	Sector	Country	Scope	Key financials (€mIn)	Yearly Revenues / EBITDA SPV	Ratios	Equity Injection as of 30/06/2012 (Astaldi share;	Total Equity (Astaldi share; €MIn)	Timing (yrs)	Key Items
GOY Highway and Bridge	Transports	Turkey	BOT of both highway and bridge in north-	Investment: 5.545	Average Revenues: 1.314MIn€	NFP/(NFP+E): 33,39%	Equity + Sh. Loan: 56,7MIn€	Equity 336,7MIn€	Concession Period: 24,4y	•Highway: 431 Km
AST Stake 18,84%			western Turkey	Public Grant: -	(Minimum Guaranteed 52%)	IRR: 14,6%			Operation Period: 18y	•Bridge: 3 Km
				Senior Debt: 2.919	Average EBITDA 1.275€MIn				Operation Start: 12/2015	
				Sh. Loan: -	Ebitda margin 97%				Operation End: 04/2034	
				Equity: 1.787		LLCR min: 1,94 x				
Etlik Healthcare Campus	Health	Turkey	BOT of an Hospital in Ankara		Average Revenues: 204MIn€	NFP/(NFP+E): 31,68%	Equity 0,5MIn€	Equity 127,5MIn€	Concession Period: 28y	•Beds: 3500+
ASTCon Stake 46%				Public Grant: -	(Minimum Guaranteed 98%)	IRR: 16,6%			Operation Period: 24y	
AST Stake 5%				Senior Debt: 710,3	Average EBITDA 173€ MIn				Op. Start: 2016	
				Sh. Loan: -	Ebitda margin 85%				Op. End: 2040	
				Equity 250						
Ancona Highway	Transports	Italy	BOT of a Highway close to Ancona Port	Investment: 479,8	Average Revenues: 84MIn€	NFP/(NFP+E): 46,06%		Equity 28MIn€	Concession Period: 36y	•Highway: 10,7 Km
AST Stake 24%				Public Grant: -	Average EBITDA 78,7€Mln	IRR: 9,9%			Operation Period: 30y	
				Senior Debt: 467,3	Ebitda margin 94%				Operation Start: 07/2018	
				Sh. Loan: -					Operation End: 06/2048	
				Equity: 116,8			-			
Nogara Highway ASTCon Stake 10.0%	Transports	Italy	BOT of both highway and bridge in Nogara	Investment: 2.134 Public Grant: 50	Average Revenues: 339MIn€ Average EBITDA 307,6€ MIn	NFP/(NFP+E): 17,38% IRR: 15,6%	Equity 28k€	Equity 6MIn€ Sh. Loan: 56MIn€	Concession Period: 46y Operation Period: 39,9y	• 107 km
10,0% AST Stake 10,0%				Senior Debt: 784,1	Ebitda margin 91%				Operation Start: 01/2018	
A01 Olare 10,070				Sh. Loan: 282	Ebitua margin 9170				Operation End: 12/2057	
				Equity:30						
Bosphorus Highway and	Transports	Turkey	and bridge in north-	Investment: 1.929	Average Revenues: 535MIn€	NFP/(NFP+E): 45,36%		Equity 150,5MIn€	Concession Period: 10,2y	including Third
Bridge AstCon 33,3%			western Turkey	Public Grant: -	(Minimum Guaranteed 100%)	IRR: 15,2%			Operation Period: 8y	Bosphorus Bridge
				Senior Debt: 1.807	Average EBITDA 504€ MIn				Operation Start: 07/2015	
				Sh. Loan: - Equity: 452	Ebitda margin 94%				Operation End: 06/2023	
Metro4	Transports	Italy	BOT of a Metro Line in Milan	Investment: 1.516,7	Average Revenues: 119MIn€	NFP/(NFP+E): 33,59%		Equity 23,3MIn€	Concession Period: 30y	<ul> <li>21 Metro stations</li> </ul>
AST Stake 9,7%				Public Grant: 904,7	(Minimum Guaranteed 97%)	IRR: 7,3%		Sh. Loan: 23,6MIn€	Operation Period: 23,5y	•15,2 Km length
				Senior Debt: 416,2	Average EBITDA 69€ MIn				Op. Start: 2017	
				Sh. Loan: 81	Ebitda margin 58%				Op. End: 2040	
				Equity: 240						



### **CONCESSION ACTIVITIES – Counterparty risk analysis**

Ratings (Source: Moody's) CHILE ITALY CHILE ITALY TURKEY INVESTMENT GRADE CODELCO **Region of Veneto CHILECTRA Municipality of** KGM **Relaves Mining** New Hospital in Chacayes Milan Gebze-Izmir Project Mestre + Nogara-Hydroelectric Highway Milan Subway Line 4 + Mare Highway Power Plant Milan Subway Line 5 DMHI (1st stretch) + Milan SPECULATIVE Local Health Subway Line 5 (2nd Milas-Bodrum GRADE **Authorities** stretch) International Airport (A.S.L. 1-2-3-4) MOH Four Hospitals in Etlik Healthcare Tuscany Campus in Ankara Baa2 Baa3 Ba1 Aaa Aa3 A3

**PPP Initiative's Duration and Equity Payback** 





## **Latest Results**



## 1H 2012 RESULTS – Revenue

• **Production recovery** vs. slower than expected Q1 2012 which

had been affected by severe weather conditions:

- Total revenue: +7.5% y/y up to EUR 1.2 billion
- EBIT: +3.9% y/y up to EUR 98.6 million, EBIT margin at 8.2%
- Net profit: +13.6% y/y up to  $\in$  39.8 million
- Strong revenue growth expected in 2H 2012, thanks to the

investments of 1H 2012 for the start-up of activities mainly in

#### Russia

- Pulkovo International Airport: works are progressing well, reaching approx. 50% of completion (including procurement).
- St. Petersburg Western High Speed Diameter (WHSD): Astaldi in JV with the Turkish construction firm, IC Ictas, won the construction contract to complete the WHSD, the motorway ring road in St. Petersburg. The overall value of works to be performed amounts to EUR 2.2 billion (Astaldi 50% stake). The project will be booked in the orders backlog in 2H 2012. As of today, preliminary works have started based on a Preliminary Notice to Proceed.



#### 1H 2012 RESULTS – Main P/L Items

(EUR/million)	1H 2012	%	1H 2011	%	y/y (%)
Total revenue	1,206	100.0%	1,122	100.0%	+7.5%
EBITDA	118	9.8%	120	10.7%	-1.2%
EBIT	99	8.2%	95	8.5%	+3.9%
EBT	64	5.3%	57	5.1%	+13,1%
Net income	40	3.3%	35	3.1%	+13,6%

– EBIT at 8.2% resulting from:

- positive contribution from the domestic projects, mainly railway sector
- negative contribution relating to Middle-East activities and Central America due to the current situation in which activities have slowed down failing to cover overhead costs; this situation is planned to revert in 2013 based on ongoing commercial activities

The effects of concession activities on the P/L amount to EUR 17 million of which EUR 5 million at EBT level



## 1H 2012 RESULTS – Revenue





#### 1H 2012 RESULTS – New Orders at EUR 1.1 billion



#### > EUR 10 BILLION of order backlog

- Strong order intake with over EUR 1.1 billion of new contracts/increases
  - Romania, Bucarest Subway Line 4 (*constr.*): EUR 164 million (40% Astaldi)
  - Italy, Milan Subway Line 4 (*constr.*):
     EUR 450 milion (Astaldi share)
  - Italy, Milan Subway Line 4 (concess.):
     EUR 200 million (Astaldi share)
  - Italy, Milan Subway Line 5 (concess.):
     EUR 128 million due to a 7% increase in Astaldi concession share
  - Italy, Hospital in Mestre (concess.):
     EUR 36 million due to a 3.5%
     increase in Astaldi concession share



### **1H 2012 RESULTS – Main Financial Items**

(EUR/million)	1H 12	Q1 12	FY 11	1H 11
Net fixed assets	594	501	472	407
Working capital	629	554	518	611
Total funds	(30)	(29)	(37)	(32)
Net invested capital	1,193	1,026	953	987
Net financial debt	(838)	(703)	(624)	(644)
Receivables arising from concession	175	164	141	115
Total financial debt (*)	(661)	(536)	(480)	(525)
Net equity	529	486	470	458

(\*) Net of own shares.

– D/E stands at 1.25x

- Construction D/E stands at less than 1x



### 1H 2012 RESULTS – Net Debt

 Net debt at EUR 661 million (vs. EUR 480 million at Dec. 2011) mainly due to investments for start-up of new projects in 1H 2012. During 2H 2012 the same projects are planned to generate consistent self-financing which together with the planned reduction of working capital should allow for an overall positive cash-flow from construction activities.





## 1H 2012 RESULTS – Cash-flow

	CONSTRUCTION	CONCESSION	OVERALL
Net indebtedness 2011	(251)	(229)	(480)
Self financing	52	1	53
Change in net working capital	(116)	8	(108)
CAPEX	(41)	(176)	(217)
OPERATING CASH-FLOW	(105)	(167)	(272)
Dividends / Changes in minorities	(17)	37	20
GROSS CASH-FLOW 30/06/2012	(122)	(130)	(732)
Change in receivables arising from concessions		34	34
Change in semi-equity		37	37
TOTAL NET FINANCIAL POSITION 30/06/2012	(373)	(288)	(661)

• The investments made during 1H 2012 have been made to reach specific contractual milestones which will allow to reduce the level of debt by year end



#### **1H 2012 RESULTS – Focus on concession activities**



Astaldi is today in the position to screen a wide range of strategic options to "valorise" at best its presence in the concession market such as refinancing mature operations, exit strategies, financial partnerships, secondary market



## UPDATE ON ONGOING ACTIVITIES – In a difficult scenario Astaldi continues to perform

 New Ioan of EUR 60 million granted by Credit Agricole and BBVA and guaranteed by SACE to support Astaldi's activities/investments, mainly in Turkey (July 2012)

- Successful financial close for the project finance of the Four Hospitals in Tuscany, in Italy (September 2012)
  - Approx. EUR 175 million long term loan (19 years tenor) arranged by Italian and international banks



## **UPDATE ON ONGOING INITIATIVES**

#### • Turkey

- Turkish Government is calling on the local banking system to support the financing of its PPP program
- This new scenario contributes positively to the financing process of Astaldi's PPP projects
  - Gebze-Izmir Highway 422 Km: financing of 1st phase of works (approx. 40km) worth USD 3.5
     billion is progressing well and term sheet is planned to be approved in 3Q 2012 with financial close
     expected with end of 2012 (Astaldi 18.84% stake). Operation of first phase will start in 2015 (minimum amount guaranteed: approx. USD 580 million per year).
  - Etlik Hospital 3,200 beds: EUR 940 million investment (Astaldi 51% stake) has received the green light from EBRD for a stake of debt financing
  - Third Bosphorus Bridge: investment of USD 2.9 billion (Astaldi 33.33% stake) is expected to have a fast track in its financing process as it is able to leverage on the experience and work done on the Gebze-Izmir Highway project



## **UPDATE ON ONGOING INITIATIVES**

#### • Italy, Ancona Port Highway Junction

EUR 140 million in construction works and EUR 600 million in concession, Astaldi share): the 2<sup>nd</sup> stage of the tender process has taken place and no additional bids were submitted. Signature of the contract is forecast in 2H 2012

#### Italy, Nogara Mare Highway

Greenfield project for the construction and concession of 107 kilometers of new higway in which
 Astaldi (23% stake) together with other partners is Sponsor of the initiative, with right of first refusal. The total investment amount to approx. EUR 1.9 billion

### • Italy, further highway concession

 Further highway concessions projects for additional EUR 3 billion, thanks to the investment in Brescia-Padova S.p.A.



## **UPDATE ON ONGOING INITIATIVES: A4 Holding**

- **Strategic goal**: to have a leading role in the highway concession business in Italy with positive industrial effects in terms of both new construction works (greenfield projects) and operations management
- Astaldi, together with private investors, owns 51% of A4 Holding, with the goal to refocusing and further developing the highway concession company activities in the motorway concessions sector



#### CORE ACTIVITIES OF BRESCIA-PADOVA HIGHWAY:

- Over 182Km of highway with high traffic density + 54Km to be opened to traffic between September 2012 and 2013
- It crosses 57 municipalities

ECONOMIC / STRETEGIC VALUE coming from the «other participations» held by A4:

 Serenissima Costruzioni: in house highway maintenance and construction works





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