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28 January 2004

ALSTOM WINS 110 MILLION CONTRACT TO BUILD A COMBINED-CYCLE POWER PLANT IN INDIA

ALSTOM has been awarded an order valued at around 110 million to build a 228 MW turnkey combined-cycle power plant for GVK Industries Ltd in India. The plant will be located near the village of Jegurupadu in the State of Andhra Pradesh in Eastern India. The construction of the plant commenced in mid-January 2004 and it is scheduled to enter commercial operation in November 2005.

ALSTOM built the Jegurupadu Phase I combined-cycle power plant in the middle of the 1990's based on GT8C2 technology with a total output of 235 MW. This plant was India's first independent power plant (IPP) to go on-stream.

Jegurupadu power plant sets a reference standard: designed, executed and operated with total commitment to maximum fuel efficiency and minimum environmental impact.

For the Jegurupadu Phase II, ALSTOM's scope of supply includes a GT13E2 gas turbine with a heat recovery steam generator, steam turbine generator, water - steam cycle equipment and electro-mechanical auxiliaries. In addition, ALSTOM will supply the civil works, erection, commissioning and testing of the power plant.

This project will provide much needed support in reinforcing the power supply in the State of Andhra Pradesh, and will offer employment opportunities to members of the local population.

Press relations: G. Tourvieille/S. Gagneraud
(Tel. +33 1 47 55 23 15)
internet.press@chq.alstom.com

Investor relations: E. Chatelain
(Tel. +33 1 47 55 25 33)
investor.relations@chq.alstom.com

PRESS INFORMATION

2 February 2004

BOARD OF DIRECTORS

Klaus Esser has decided to leave the Board of ALSTOM for personal reasons. Jean-Paul Béchat, Member of the Audit Committee, will replace him as Chairman of the Committee. A new Director will be appointed at a future Board

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meeting.

Press : S. Gagneraud / G. Tourvieille
Tel. 01 47 55 25 87
internet.press@chq.alstom.com

Investor Relations : E. Chatelain
tel. 01 47 55 25 78
investor.relations@chq.alstom.com

ALSTOM - 25 avenue Kléber - 75795 Paris Cedex 16
- Tel: 33 (0)1 47 55 25 87
- Fax: 33 (0)1 47 55 24 38

3 February 2004

NEW ALSTOM ORGANISATION

ALSTOM today announced a new phase in the simplification of its organisation. The changes detailed below are designed both to improve commercial efficiency by ensuring a clearer organisational interface with customers, and to concentrate the top management team in line with the Group's reduced scope following recent disposals.

Nick Salmon, Executive Vice-President, has decided to leave the Group to take up a consultancy position with an investment bank following the successful completion of the main operations included in ALSTOM's disposals programme. In addition, Andrew Hibbert, General Counsel, has decided to leave the Group to pursue new professional projects.

As a consequence, ALSTOM's Board of Directors has approved the following organisational changes proposed by Patrick Kron, Chairman & Chief Executive Officer:

- Philippe Joubert, previously President of the Transmission & Distribution Sector of ALSTOM (sold in January 2004), is appointed Executive Vice-President and will lead the Power Turbo-Systems and Power Environment Sectors, replacing Mike Barrett and Philippe Soulié, who will each be assigned projects and missions within the Group. Philippe Joubert will also be responsible for the coordination of the three Power-related Sectors (Power Turbo-Systems, Power

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Environment and Power Service) and the supervision of the International Network in order to ensure total consistency of action towards ALSTOM's customer base.

- Donna Vitter, who currently leads the Power Environment Sector's legal team, is appointed General Counsel of ALSTOM ; Andrew Hibbert will continue for some months to advise the Chairman & Chief Executive Officer on specific issues.

- The responsibilities of Nick Salmon are split between the members of the Executive Committee.

ALSTOM - 25 avenue Kléber - 75795 Paris Cedex 16
- Tel: 33 (0)1 47 55 25 87
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PRESS INFORMATION

ALSTOM's Executive Committee now comprises : Patrick Kron (Chairman & Chief Executive Officer), Philippe Jaffré (Finance Director), Philippe Joubert (Power Turbo-Systems, Power Environment, Network), Walter Graenicher (Power Service), Philippe Mellier (Transport), Patrick Boissier (Marine), Patrick Dubert (Human Resources) and Donna Vitter (Legal).

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PRESS INFORMATION

Philippe Joubert

Philippe Joubert, ESSEC, started his career in the banking world in Brazil and the USA. He joined ALSTOM in 1986, as Finance Director of GEC ALSTHOM Mecanica Pesada in Brazil. In 1991 he was appointed President and CEO of Macanica Pesada, and in 1992 became General Delegate of GEC ALSTHOM in Brazil. In 1997 he was named Country President, GEC ALSTHOM in Brazil, and was subsequently appointed Managing Director of the Transport unit, Transporte do Brasil Ltda. In 2000, he joined ALSTOM's Executive Committee and was appointed President of its Transmission & Distribution Sector, sold at the beginning of January 2004.

Donna Vitter

Following university studies in foreign languages (Georgetown University) and law (Boston College Law School), Donna Vitter began private practice in 1976 with a large Boston law firm and continued in the firm's Washington office until 1981. She then moved to France for an MBA degree at INSEAD and worked for the next three years as an international controller in the Saint Gobain Group. She joined Cegelec in 1985 and managed its International Legal Department until 1997, when she was appointed General Counsel of ALSTOM's Energy Sector. She was Deputy General Counsel of ABB ALSTOM Power and later General Counsel of the ALSTOM Power Sector before being named General Counsel of the Power Environment Sector.

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