

Alstom presentation Rail Expo-Ukraine

October 2018

ALSTOM
Designing fluidity

A complete range of transport solutions



ROLLING STOCK

- Tram, metro, suburban/regional, high speed, very high speed, locomotive
- E-bus
- Components: traction, bogie, motor



SIGNALLING

- Signalling solutions portfolio for urban, mainline, freight and mining and digital mobility
- Sold as products or solutions



SERVICES

- Maintenance
- Modernisation
- Spare parts, repairs & overhaul
- Support services



SYSTEMS

- Integrated solutions
- Infrastructure



2017/18, a solid performance by Alstom

ACTIVITY (% of sales)



ROLLING STOCK

43%



SIGNALLING

17%



SERVICES

19%



SYSTEMS

21%

€8

**BILLION
SALES**

ORDERS (% per region)

AMERICAS



23%

EUROPE



48%

ASIA PACIFIC



14%

**MIDDLE EAST
& AFRICA**



15%

€7.2

**BILLION
ORDERS**

6.5%

OPERATING MARGIN*

€255

**MILLION
NET DEBT**

All figures at 31 March 2018
* Adjusted EBIT margin

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ALSTOM

A strategy based on 5 pillars



1 Customer-focused organization with a global presence

- **34,500 employees** working on **105 sites** (maintenance depots included) in **60 countries** serving **over 250 customers**

- **Regions:** close to customers, in charge of execution
- **Operational functions:** global cohesion, processes and platforms
- **Support functions:** finance, legal, HR, global efficiency



Goal: to be no.1 or no.2 on every continent where relevant

1 Customer-focused organization – new facilities



PRASA new facility in South Africa



New site in Madhepura, India



EKZ's Astana facility in Kazakhstan



Alstom's new facility in Sri City, India

1 Strategic acquisitions and partnerships

- 2018**
 - France – **21net** purchase agreement
 - Creation of **Alstom Aptis**
- 2017**
 - France - **EasyMile** (electric driverless shuttles)
 - EKZ : The deal takes Alstom's stake in EKZ to 75%
 - Kazakhstan - **EKZ** (locos) - 25 % *additional shares*
 - South Africa - **Alstom Ubunye** (modernisation)
- 2016**
 - Morocco - **Cabliance** (cabling)*
 - UK - **Nomad digital** (connectivity)*
 - France - **SpeedInnov**
- 2015**
 - UK - **SSL** (signalling)*
 - India - **Madhepura** (locos)
 - Sweden - **Motala Train AB** (services)*
 - Worldwide - **General Electric signalling***



- 2013**
 - South Africa - **Gibela** (suburban trains)
 - Kazakhstan - **KEP** (signalling)
- 2012**
 - France - **NTL** (trams)
- 2011**
 - Algeria - **CITAL** (trams)
 - France - **Metrolab** (R&D)
 - Morocco - **Cabliance** (cabling)
- 2010**
 - Kazakhstan - **EKZ** (locos)

* Acquisitions

Solid, efficient and well-established network of partners

A strategy based on 5 pillars



2 Urban rolling stock at the heart of the city



■ E-bus Aptis

- In test in 12 cities in Europe (France, Germany, Belgium and Netherlands)

■ Trams and tram-trains

- More than **2,500 Citadis** LRVs sold in more than 50 cities
- More than **170 Citadis Dualis** & **Citadis Spirit** tram-trains ordered

■ Metros

- More than **50 cities** equipped with Alstom metro
- More than **5,500** Metropolis cars sold since 1998

■ X'Trapolis suburban trains

- More than **5,000 cars** sold including 3,600 for PRASA in South Africa



Citadis, Rio de Janeiro



X'Trapolis Mega for PRASA (South Africa)

2 Mainlines driving railway mobility



■ Coradia regional & intercity trains

- More than **2,900 Coradia** sold
- **Coradia iLint**, zero-emission train. 14 orders from Lower Saxony, Germany
- New generation of Coradia: Coradia Stream 180 sold (Italy and the Netherlands)



Coradia Stream (Netherlands)

■ Avelia high-speed trains

- More than **1,171 Avelia** trains ordered operating in 20 countries
- Flagship Avelia trains: **Pendolino**, **Euroduplex**, **AGV** and **Liberty**

■ Prima passenger locomotives

- Recent **Prima M4** sold: **10 AZ4A** and **95 KZ4AT**



Avelia Pendolino (Italy)

2 Freight and mining market



■ Prima freight locomotives

- Leader in the market of heavy freight electric locomotives
- More than **1,000 Prima T8** double section heavy freight locomotives (all-electric) under construction (India, Azerbaijan & Kazakhstan). Prima T8 completion in India (1st delivery of 800 ordered)
- **Low emission and multiple power sources** for shunting and works: **Prima H3 & Prima H4**



Prima H4, Belfort (France)



Prima T8, Madhepura (India)

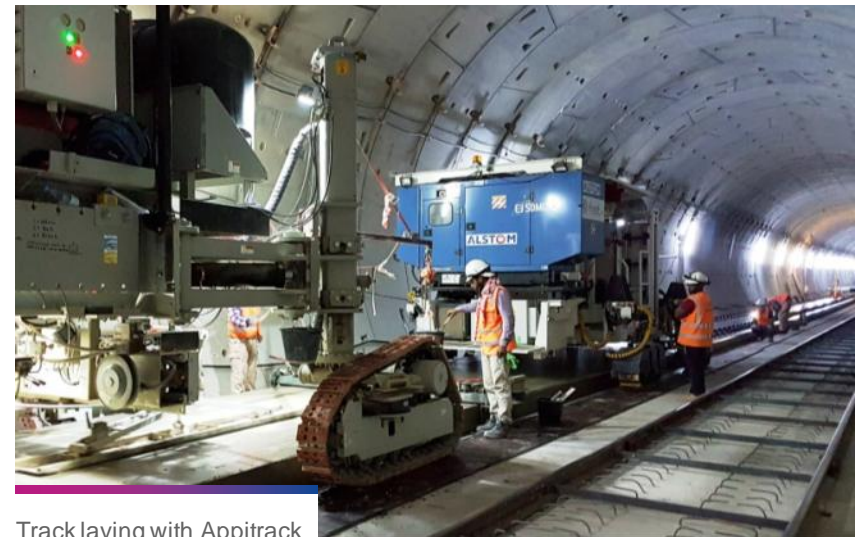
2 The widest range of infrastructure solutions



- Design, supply, construction, tests & commissioning of:
 - **Concrete track**
 - **Electrification:** power supply, catenary, third rail & components
 - Electromechanical equipment in **tunnels, stations & depots**
- Innovative solutions
 - Pioneer in ground-level feeding for **catenary-free** tramway and sustainable road transportation: **APS / APS for road** and **SRS**
 - Reduced infrastructure & energy costs: **Hesop**
 - Sustainable track solutions: **HAS**
 - Improving project delivery speed: **Appitrack**



SRS for Bus



Track laying with Appitrack

2 Integrated urban system to enhance efficiency



■ Global approach

- Comprehensive solutions for **optimised costs, reduced delivery times, optimal performance**
- **No. 1** in delivering urban systems worldwide
- **Attractis:** integrated tramway system
- **Axonis:** 1st economical and quick-to-build metro system
- **EasyMile:** electric driverless shuttle for the last mile



Dubai Citadis, 100% catenary-free line (UAE)



Metro system, Panama

2 Tailored services



■ Maintenance

- **HealthHub:** new predictive maintenance offer, Over 1,500 trains of 60 different fleets monitored since 2006
- **More than 8,000 cars** currently maintained
- **8,000 km** of tracks maintained

■ Modernisation

- **12 modernisation centres** around the world

■ Parts, repairs & overhauls

- **1,000,000 referenced** train parts

■ Support services

- More than **1,200 trains** connected
- **1,000 people** trained every year

■ +10% growth in sales every year



Citadis Spirit, Ottawa depot (Canada)



Servicing Santa Perpetua (Spain)

2 From product to full system

Bogie
for Citadis



COMPONENTS

Coradia Liner V160
in France



**INDIVIDUAL
SOLUTION**

Pendolino & maintenance
for Italy



**BUNDLED OFFER
BETWEEN
2 SOLUTIONS**

Tramway integrated
system for Lusail



**FULLY
INTEGRATED SYSTEM**

INCREASING DEMAND FOR INTEGRATION →

Systems, signalling and services to represent around 60% of sales by 2020

A strategy based on 5 pillars



3 Value creation through innovation – recent major launches

- First commercial success for **Coradia iLint** in Germany, passenger service in 2018
- Award of 2018 GreenTec Mobility prize in Munich
- Innovation label at Busworld's awards for **Aptis**
- Currently in tests across Europe



3 Value creation through innovation - Services & Systems



SERVICES



- Commercial success for **Healthhub**, deploying predictive maintenance



- **APPITRACK**: Successful operation in Riyadh



- **SRS** for tram in commissioning in Nice
- Partnership with Volvo for **Electric Road Systems project** (APS for road)



SYSTEMS



- Successful tests for driverless tram stabling in depot



- Investment in **autonomous shuttle system** (Easymile)

Making tomorrow's mobility a reality today

3 Value creation through innovation – Smart Mobility

- **Optimet Urban map**, an intelligent metro map to give real-time information to passengers



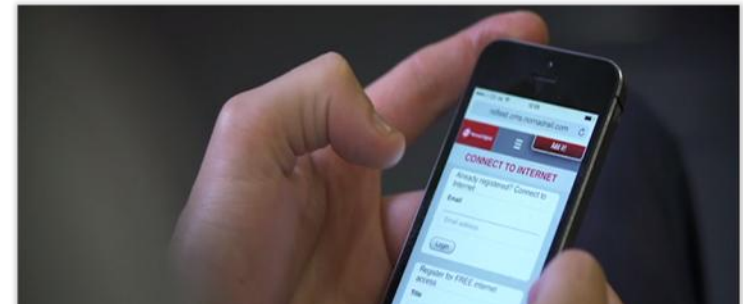
- **Optimet real-time train occupancy**, visual aid for passengers to decide their position on the platforms



- **Mastria**, the first multimodal supervision solution



- **Nomad Digital and 21net**, acquisition of world leaders in on-board connectivity



A strategy based on 5 pillars



4 Environmental excellence – a responsible company

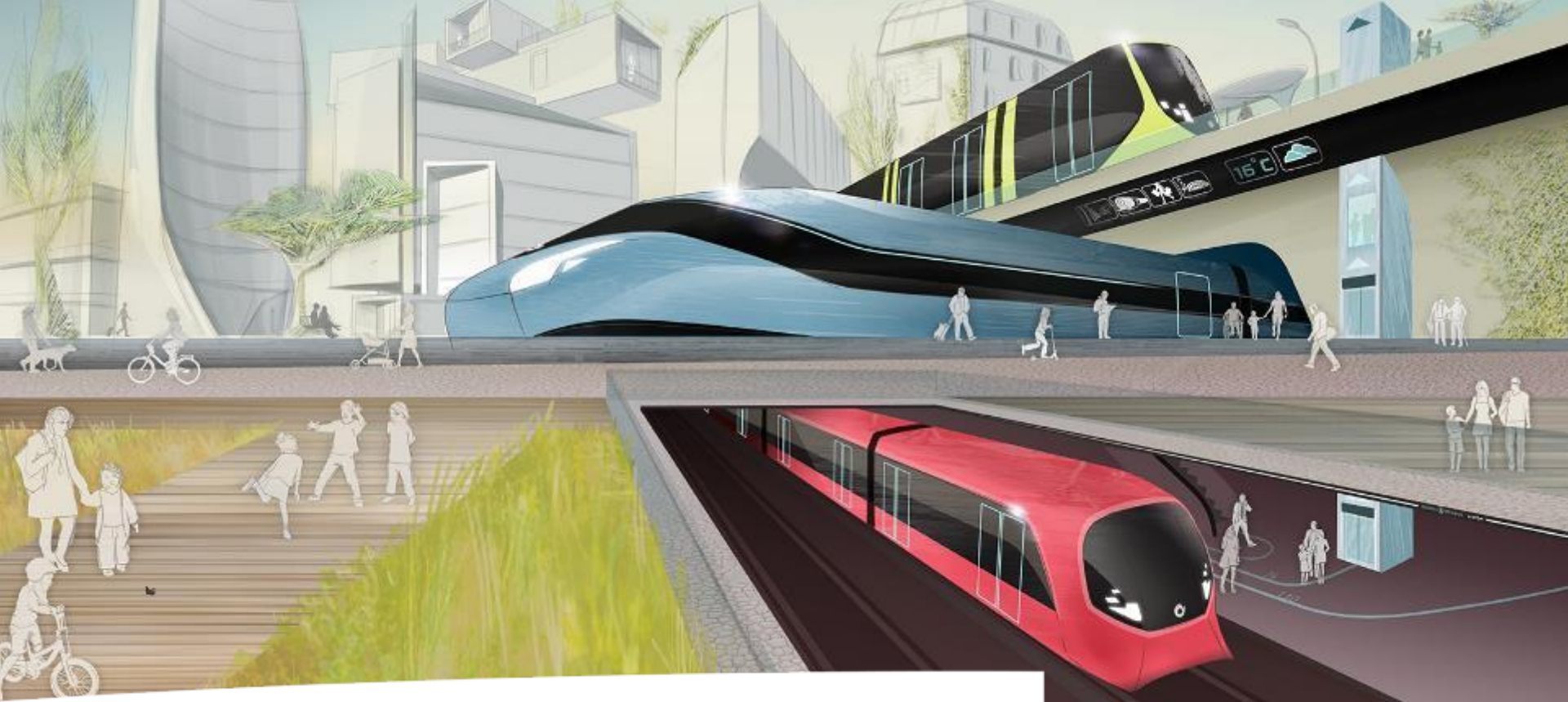
- Ecodesigned & environment-friendly solutions
- Alstom sites showcase their commitment to safeguarding the environment
- A culture based on health & safety



State-of-the-art spray booths, Katowice site (Poland)



Villeurbanne site (France)



Create a global champion in mobility

ALSTOM
Designing fluidity

Create a global leader in mobility

**SEPTEMBER
26th, 2017**

- Announcement of a Memorandum of Understanding to combine Alstom and Siemens' mobility business
- Creation of a future company: **Siemens Alstom**
- Listing in France and group headquarters in Paris area
- Led by Alstom current CEO, with Siemens controlling combined business

**MARCH
23rd, 2018**

- Business Combination Agreement signed
- Proposed nomination of the top members of the Siemens Alstom Board of Directors

**THE DEAL
IN A
NUTSHELL**

- A **complementary footprint** and strong positioning in rail automation
- A **reinforced innovation** capability
- Main shareholder for **long term visibility**
- Governance well balanced between Alstom and Siemens
- **High value creation** for all stakeholders
- Until closing we remain competitors



Project execution and customer satisfaction remain key priorities

Siemens Alstom combined entity's key figures

65,000

EMPLOYEES

€59,3bn

BACKLOG

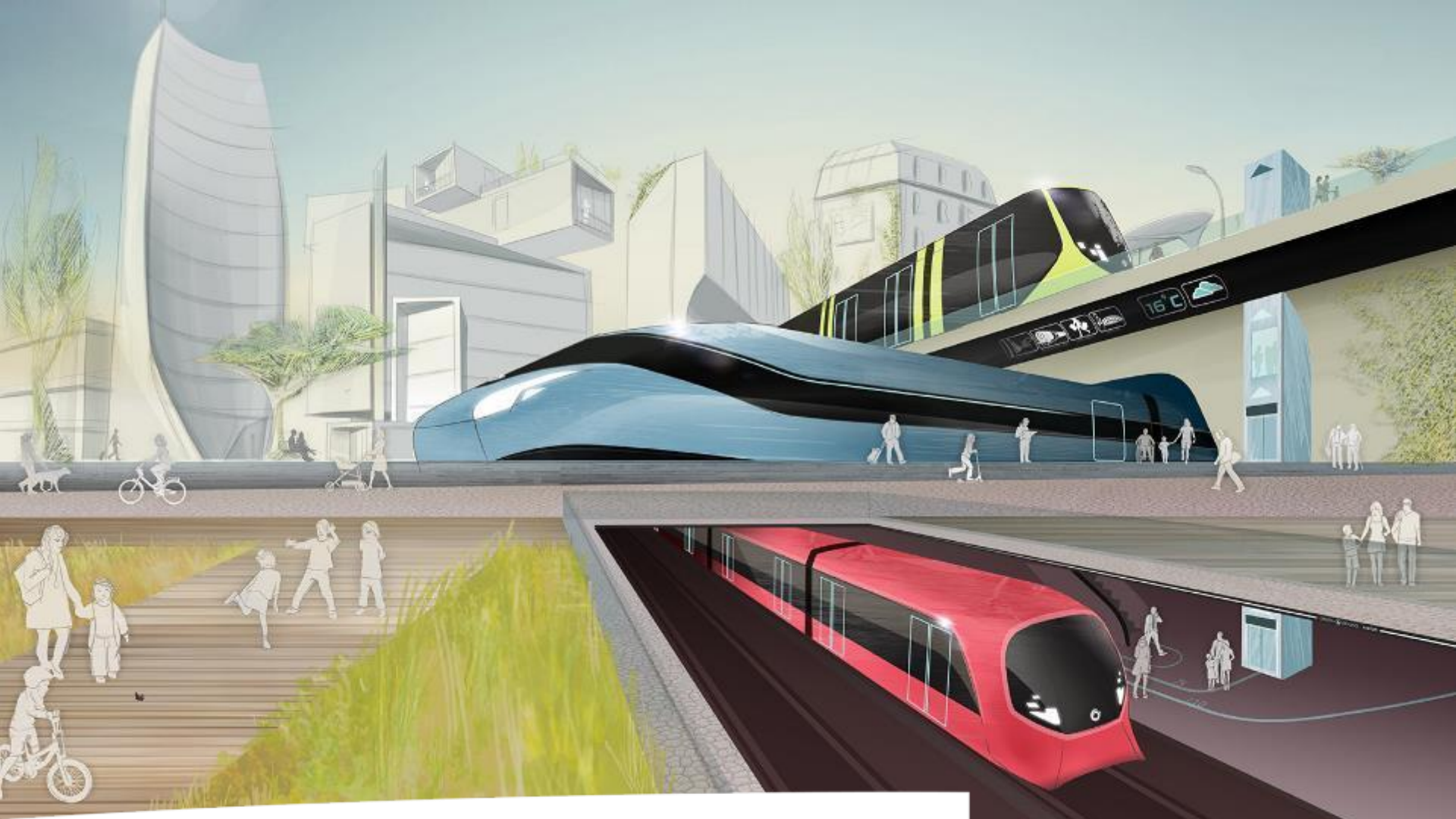
€15,6bn

SALES

65

MAIN SITES

Second worldwide in global mobility industry



www.alstom.com

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Designing fluidity