Alstom Presentation
Shaping the Future of Railway 2018
Torben Fink-Jensen, Customer Director
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, main line, 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, Alstom getting stronger every year

**ACTIVITY** (% of sales)

- **ROLLING STOCK**: 43%
- **SIGNALLING**: 19%
- **SERVICES**: 20%
- **SYSTEMS**: 18%

**OPERATING MARGIN***: €255 million

**NET DEBT**: €8.0 billion

**ORDERS** (% per region)

- **AMERICAS**: 29%
- **EUROPE**: 51%
- **ASIA PACIFIC**: 6%
- **MIDDLE EAST & AFRICA**: 14%

**SALES**: €7.2 billion

**ORDERS**: €7.2 billion

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* Adjusted EBIT margin

All figures at 31 March 2017

Share Price:
- Jan 2016: 20 euro
- Sep 2017: 30 euro
- Sep 2018: 38 euro

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Joint Press Release

by Siemens and Alstom

September 26, 2017

Siemens and Alstom join forces to create a European Champion in Mobility

- Signed Memorandum of Understanding grants exclusivity to combine mobility businesses in a merger of equals
- Listing in France and group headquarters in Paris area; led by Alstom CEO with 50 percent shares of the new entity owned by Siemens
- Business headquarter for Mobility Solutions in Germany and for Rolling Stock in France
- Comprehensive offering and global presence will offer best value to customers all over the world
- Combined company’s revenue €15.3 billion, adjusted EBIT of €1.2 billion
- Annual synergies of €470 million expected latest four years after closing

Today, Siemens and Alstom have signed a Memorandum of Understanding to combine Siemens’ mobility business including its rail traction drives business with Alstom. The transaction brings together two innovative players of the railway market with unique customer value and operational potential. The two businesses are largely complementary in terms of activities and geographies. Siemens will receive newly issued shares in the combined company representing 50 percent of Alstom’s share capital on a fully diluted basis.

“This Franco-German merger of equals sends a strong signal in many ways. We put the European idea to work and together with our friends at Alstom, we are creating a
Main emblematic contracts in all regions

**CANADA:**
Trams, Maintenance

**USA:**
Tilting Trains for Amtrak

**MEXICO:**
Guadalajara Metro

**PERU:**
Metro trainsets for Lima line 1

**BRAZIL:**
Rio tramway system

**ARGENTINA:**
Metro trainsets for Buenos Aires

**CHILE:**
Santiago metro

**UK:**
Signalling and services

**NETHERLANDS:**
Regional and Intercity trains

**ITALY:**
High speed and regional trains

**GERMANY:**
Regional trains, zero-emission train, locomotives

**FRANCE:**
New generation of suburban trains for Paris area (line D and E), metro for Lyon

**INDIA:**
e-locos

**TAIWAN:**
Tramways and on-board energy storage

**USA:**
Tilting Trains for Amtrak

**NETHERLANDS:**
Regional and Intercity trains

**INDIA:**
e-locos

**CHINA:**
ITCS signalling solution, traction

**TAIWAN:**
Tramways and on-board energy storage

**AUSTRALIA:**
Suburban Trains

**SOUTH AFRICA:**
1st suburban trains delivered for Prasa
Links to Alstom Innovation Videos

- Aptis eBus – [https://www.youtube.com/watch?v=9xktt3MO9Hg](https://www.youtube.com/watch?v=9xktt3MO9Hg)
- Coradia iLint emissions-free train - [https://www.youtube.com/watch?v=Ccbrgu4ERdc](https://www.youtube.com/watch?v=Ccbrgu4ERdc)
- HESOP Continuous Voltage Reversible Substation - [https://www.youtube.com/watch?v=8g1JmD4a8cg](https://www.youtube.com/watch?v=8g1JmD4a8cg)
- Alstom Appitrack – Track Laying Solution - [https://www.youtube.com/watch?v=lNeCaeIf2JM](https://www.youtube.com/watch?v=lNeCaeIf2JM)
Major Rail Projects in the next 10 years

- VIC Inland Rail (VIC component)
- QLD Inland Rail (QLD component)
- NSW Inland Rail (NSW component)
- WA Metronet
- WA Forrestfield Airport Rail Link
- WA Hancock Roy Hill (Pilbara)
- WA Fortescue Metal Group (Pilbara)
- WA BHP Billiton (Pilbara)
- WA Rio Tinto (Pilbara)
- VIC Melbourne Airport Link
- VIC Melbourne Metro Rail
- VIC Level Crossing Removal Program
- VIC Regional Rail Link
- QLD Acacia Ridge to Port of Brisbane
- QLD Cross River Rail
- QLD Gold Coast Light Rail
- NSW Western Sydney Freight Line
- NSW Parramatta Light Rail
- NSW Northern Sydney Freight Corridor upgrade
- NSW CBD and South East Light Rail Project
- NSW Sydney Metro West
- NSW Sydney Metro City & Southwest
- NSW Sydney Metro Northwest
- NSW South West Rail Link
- NSW ARTC Hunter Valley Upgrade
- NSW Epping to Chatswood Rail Line

$ Billion (in FY15 constant prices)

Notes: This chart is based on projects with over $1 billion in construction work done.
Source: BIS Oxford Economics
Rolling Stock – On-going Projects

- **Melbourne X’Trapolis Trains**
  - 101 - 6 car X’Trapolis trains ordered
    - Repeat order of 5x6 car X’Trapolis trains in 2018
  - 97 trains delivered
  - 9 trains in production
  - Ballarat Rolling Stock Manufacturing Centre

- **Sydney Light Rail**
  - 60 X05 trams Full tramway turnkey solution (power supply equipment including the energy recovery system HESOP)
  - Pyrmont Rolling Stock Maintenance Centre

- **Sydney Metro Northwest**
  - 22 six-car fully automated Metropolis train sets.
Signalling – On-going Projects

- **Sydney ETCS L1**
  - ETCS L1 design, supply and roll out on prototypes and 168 trains
  - ETCS Level 2 Pilot Line Design and installation on two prototype trains – V, H and T sets

- **Sydney Metro Northwest**
  - Supply of driverless CBTC (Urbalis 400), Control Center,
  - 13km brownfield and 23km greenfield

- **Brisbane Roma Street Interlocking Project**
  - Design, supply, installation, test and commissioning of a new interlocking system (Smartlock 400)

- **North Coast Line ETCS L1**
  - Supply, install, test and commission ETCS L1 trackside equipment on Queensland Rail Network between Calboolture and Gympie North
  - 120km with 18 stations

- **Frankston Line**
  - Removal of 9 Level Crossings
  - Yard Re-signalling plus temporary train control
Alstom – Graduate Program

Graduate Program 2017/18

- Alstom undertook a graduate program in 2017 and 2018
- 32 Graduates were hired
- Alstom has partnered with Engineers Australia to deliver our Graduate Training Program
- All Graduates have been assigned a mentor within the company to assist with their development within Alstom
- Graduates will take part in rotations within the company so they are able to experience different projects and business units

Looking forward - 2019

- Alstom’s 2019 Graduate program - Applications will open 1st of March 2019 and run until 30th April 2019
- Assessment centres and interviews will be run during May and June - offers to be made by 31st July 2018
- Graduates will be able to start their new role January 2019 (or earlier if they finish mid-year)
- Approximately 10-20 graduates to be hired
- 2 Paid Intern positions - interviews from now with a start in November
- 3-6 month positions, for 3rd/4th year students