Alstom Presentation
Shaping the Future of Railway 2017
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
# 2016/17, a sound performance for Alstom

## Activity (% of sales)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rolling Stock</td>
<td>43%</td>
</tr>
<tr>
<td>Signalling</td>
<td>19%</td>
</tr>
<tr>
<td>Services</td>
<td>20%</td>
</tr>
<tr>
<td>Systems</td>
<td>18%</td>
</tr>
<tr>
<td><strong>Total Sales</strong></td>
<td><strong>€7.3 Billion</strong></td>
</tr>
</tbody>
</table>

## Orders (% per region)

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas</td>
<td>29%</td>
</tr>
<tr>
<td>Europe</td>
<td>51%</td>
</tr>
<tr>
<td>Asia Pacific</td>
<td>6%</td>
</tr>
<tr>
<td>Middle East &amp; Africa</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Total Orders</strong></td>
<td><strong>€10.0 Billion</strong></td>
</tr>
</tbody>
</table>

## Key Financials

- **Operating Margin**: 5.8%
- **Net Debt**: €208 Million

*All figures at 31 March 2017

*Adjusted EBIT margin

Share Price:
- Jan 2016: 20 euro
- Sep 2017: 30 euro
Main emblematic contracts in all regions

<table>
<thead>
<tr>
<th>Region</th>
<th>Contract Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>CANADA</td>
<td>Trams, Maintenance</td>
</tr>
<tr>
<td>USA</td>
<td>Tilting Trains for Amtrak</td>
</tr>
<tr>
<td>MEXICO</td>
<td>Guadalajara Metro</td>
</tr>
<tr>
<td>PERU</td>
<td>Metro trainsets for Lima line 1</td>
</tr>
<tr>
<td>BRAZIL</td>
<td>Rio tramway system</td>
</tr>
<tr>
<td>ARGENTINA</td>
<td>Metro trainsets for Buenos Aires</td>
</tr>
<tr>
<td>CHILE</td>
<td>Santiago metro</td>
</tr>
<tr>
<td>UK</td>
<td>Signalling and services</td>
</tr>
<tr>
<td>FRANCE</td>
<td>New generation of suburban trains for Paris area (line D and E), metro for Lyon</td>
</tr>
<tr>
<td>NETHERLANDS</td>
<td>Regional and Intercity trains</td>
</tr>
<tr>
<td>ITALY</td>
<td>High speed and regional trains, regional trains, zero-emission train, locomotives</td>
</tr>
<tr>
<td>GERMANY</td>
<td>ITCS signalling solution, traction</td>
</tr>
<tr>
<td>CHINA</td>
<td>e-locos</td>
</tr>
<tr>
<td>INDIA</td>
<td>ITCS signalling solution, traction</td>
</tr>
<tr>
<td>TAIWAN</td>
<td>Tramways and on-board energy storage</td>
</tr>
<tr>
<td>UAE</td>
<td>Extension of Dubai metro</td>
</tr>
<tr>
<td>SAUDI ARABIA</td>
<td>Riyadh metro</td>
</tr>
<tr>
<td>QATAR</td>
<td>Lusail tramway</td>
</tr>
<tr>
<td>SOUTH AFRICA</td>
<td>1st suburban trains delivered for Prasa</td>
</tr>
<tr>
<td>AUSTRALIA</td>
<td>Metro Light Rail Suburban Trains</td>
</tr>
</tbody>
</table>
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=INeCaeIf2JM](https://www.youtube.com/watch?v=INeCaeIf2JM)
Australian Transport Futures – Rail Construction

Transport Infrastructure Construction - Australia

Chain Volume Measures - 2014/15 Prices
Moving Annual Totals

Public Transport Boom
Mining Boom
Australian Projects
1) X’Trapolis Project (2000-2018)

- Alstom has approximately 350 people in Australia
- Offices throughout Australia
  - Sydney, Melbourne, Brisbane, Perth
- Undertaking projects in Australia for almost 100 years

Alstom X’Trapolis and Ballarat

- Alstom has been building trains in Ballarat since 2000
- Completed 89 x 6-car trains
- Contracted until end 2018 and will complete 101 x 6-car trains
- Largest fleet of trains in Australia
  - (by number of trains)
- Most reliable fleet of trains in Victoria
Australian Projects: 2) Sydney Light Rail D&C

- **Project Description**
  - 12 km Line
  - 60 Citadis X05
  - No catenary in George Street (1.6 km)
  - HESOP advanced substation
  - Depot Equipment
  - System Integration

- **Planning**
  - Design: 25/02/15 to 31/10/16
  - Construction: May 17 to Sep/18
  - Testing and Commissioning: Sep 17 to Mar 19
  - Completion date: 16/03/19

- **Beyond 2019**
  - Existing Light Rail to be expanded
  - SLR likely to be at capacity from Day 1

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High standards of customer experience
Opal card integration
Australian Projects
3) Sydney Metro Northwest

- 1st Driverless CBTC (Communication-Based Train Control) in Australia

- **Scope**
  - 22 six-car trains (Single Deck)
  - 36km of line
  - Latest Metropolis technology

- **Status**
  - 1st train delivery by September 2017
  - Completion date: 07/02/2019

- **Beyond 2019**
  - NSW Government has committed to an extension under Sydney Harbour through City
Australian Projects
4) Signalling

- Approx 100 people in Australia
- Alstom is a global leader in signalling solutions
- CBTC (Communication-Based Train Control)
  - Sydney Metro NorthWest - driverless
- ETCS (European Train Control System):
  - NSW Network
  - QLD North Coast Line

- Conventional Signalling
  - Roma St (QLD)
  - LX Removal Projects Melbourne
Alstom – Graduate Program

Graduate Program 2017

- Alstom undertook a graduate program in 2017
- 20 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 - 2018

- Alstom’s 2018 Graduate program - Applications will open 1st of March 2018 and run until 30th April 2018
- We will be attending University career fairs and ‘The Big Meet’ during March 2018
- 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)
- Anticipate an intake similar to 2017 and similar approach