



Alstom commitments towards environment and society

September 2020

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Alstom, the most global rail OEM, a leader in all geographies

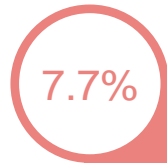
Alstom strong operational performance



Industry leading Backlog



Sales at March 2020



aEBIT margin at March 2020



- Regional hubs
- 38,900 people in over 60 countries

With top 3 market share in every region¹



Complete product offering



¹ Based on last 3 years orders as of 31 December 2019 on Alstom's addressable markets; ² Americas excluding freight market; ³ Russia not included as market handled directly by TMH
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Our Ambition: be the leading global innovative player for a sustainable and smart mobility



Driven by **One Alstom team**, Agile, Inclusive and Responsible



Sustainability and corporate social responsibility embedded in Alstom's strategy and ambition

AiM strategy assessed both on financial and CSR objectives

2022/23 Financial objectives

- Sales average annual growth rate of **around 5%**¹
- aEBIT margin³ around **9%** in 2022/23
- **Above 80%** Net Income⁴ to FCF⁵ by 2022/23
- Sustainable shareholder return: 25 to 35% dividend pay-out as of 2019/20



- **25%**² energy reduction in solutions (CO₂)
- **100%** electricity supply from renewables
- **100%** of newly developed solutions eco-designed



- Total recordable injury rate at **2**
- **25%** Women in management & professional roles
- Global **Top employer** certification



- **100,000** beneficiaries /y from local actions and Alstom Foundation



- **100%** of suppliers monitored or assessed for compliance on CSR standards and E&C practices

1 Objective of a 5% average annual growth rate of sales over the period 2019/20-2022/23 should be slightly impacted from temporary tender activity slowdown ; 2 Compared to 2014 ; 3 Including the share of net income of the joint venture with CASCO held by Alstom at 49% ; 4 Net profit from continuing operations attributable to equity holders of the parent ; 5 The free cash flow generation is subject to usual short-term volatility linked to customers down payments and milestone payments from customers

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Our priorities



ENABLING
decarbonisation of mobility



CARING
for our people



CREATING
a positive impact on society



Acting as a **RESPONSIBLE**
business partner

Enabling decarbonisation of mobility



Placing energy-efficient electrical rail solutions at the heart of our portfolio



Energy efficiency and eco-design

Enabling the transition to sustainable mobility solutions



Green traction and electromobility

Decarbonising operations



Renewable sources of energy for operations

25%
energy reduction
in solutions (CO2)¹

100%
of newly developed
solutions
eco-designed

100%
electricity supply
from renewables

2025 target

¹ Compared to 2014

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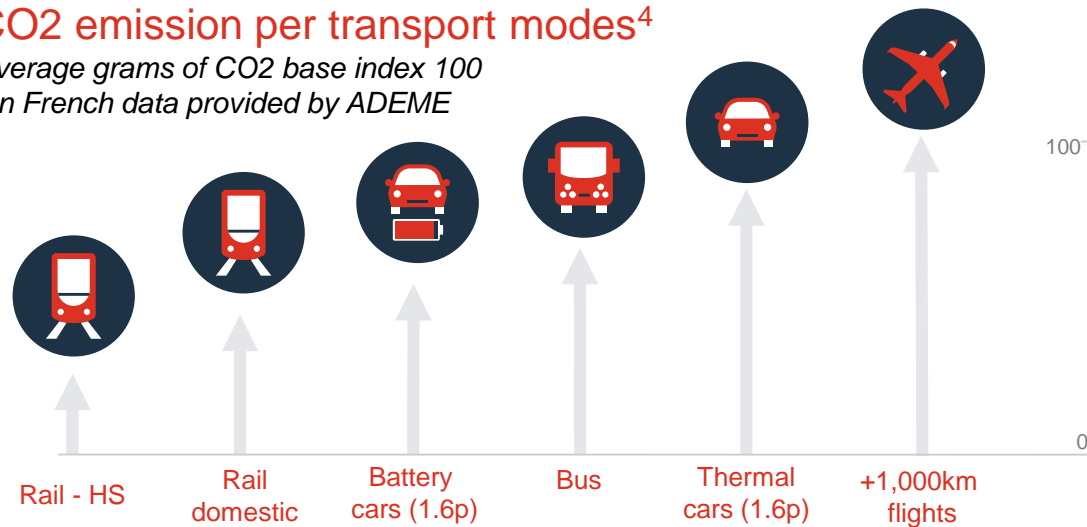


Rail, the lowest-emitting mode¹, with further potential to reduce energy consumption

- Trains emit the lowest amount of CO2 per passenger kilometer² while the transport sector represents 24%³ of global CO2 emissions

CO2 emission per transport modes⁴

Average grams of CO2 base index 100
On French data provided by ADEME



- Alstom contributing to low rail emissions, with 5.5 g.CO2/p.km emission for its solution in 2019⁵
- Diesel rolling-stock (locomotives or trains, including bi-mode) represented less than 5% of Alstom's orders in 2016-2019



¹ Motorized mode of transport; ² Source: ADEME and DEFRA, Environment European Agency, Eurostat, <https://www.eea.europa.eu/media/infographics/co2-emissions-from-passenger-transport/view>; ³ <https://www.statista.com/statistics/270527/distribution-of-worldwide-co2-emissions-by-sector/> ⁴ Rail data: emissions per modes on total passenger kilometer, Air for 1000km flight, Bus for urban, cars for 1.6 passenger/car ; ⁵ Assuming solutions' full capacity

Leading innovation in green tractioned vehicles



Full range of product to meet sustained mobility demand

Important momentum and large potential market for emission free rail solutions

Hydrogen train



- Alstom **first mover**
- **41 Coradia iLint** sold in Germany.
- **Up to 1,000 km** autonomy

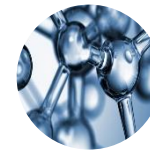
Battery-electric trains



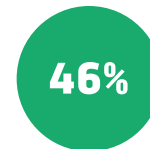
- **Last mile solution** for partially non electrified lines
- **11 Coradia Continental battery trains** sold in Germany



Ban on diesel coming from municipalities, countries and operators (SNCF in 2035, DB by 2050, etc.)



European Hydrogen plan to reach 40GW capacity by 2030, France to invest €7bn by 2030, Germany €9bn, etc.



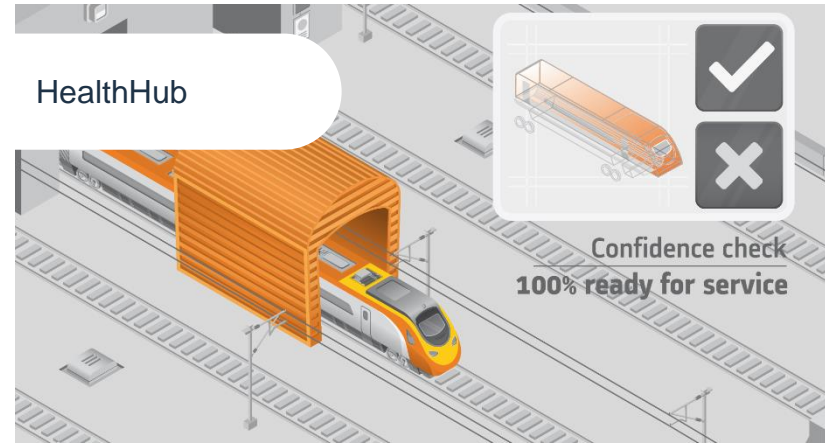
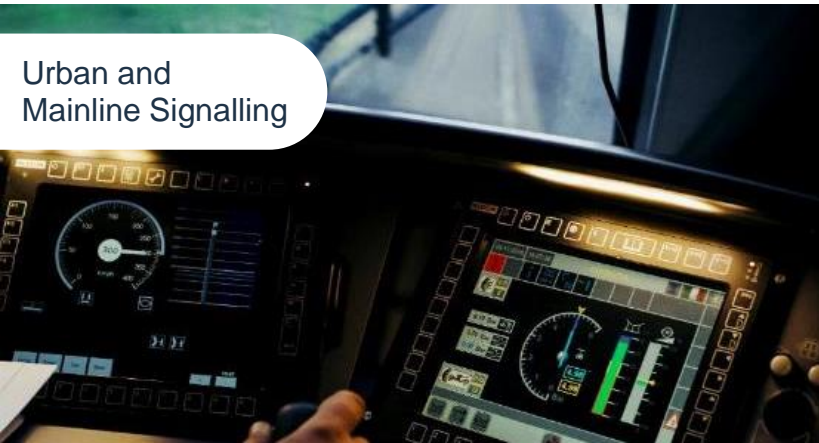
of the EU mainline network still being served by diesel technology¹

¹ European Union Hydrogen strategy - https://ec.europa.eu/energy/sites/ener/files/hydrogen_strategy.pdf



Leveraging digital technologies to reduce CO₂ emissions and increase capacity

Data-driven mobility solution boosting overall mobility performance



- Increased capacity and efficiency:
 - from 13 to 16 trains during peak hours on Paris-Lyon line
 - 30% higher capacity and up to 30% reduction in energy consumption in Urban

- Greater efficiency in the overall maintenance process
- Saving up to 20% in preventive maintenance labour and 15% in materials consumption

- Greater fluidity and capacity from different transport services reducing congestion

Sustained and efficient digitalization of our operations



Experts of Le Creusot following the tests more than 8,000 km away for Amtrak

Caring for our people



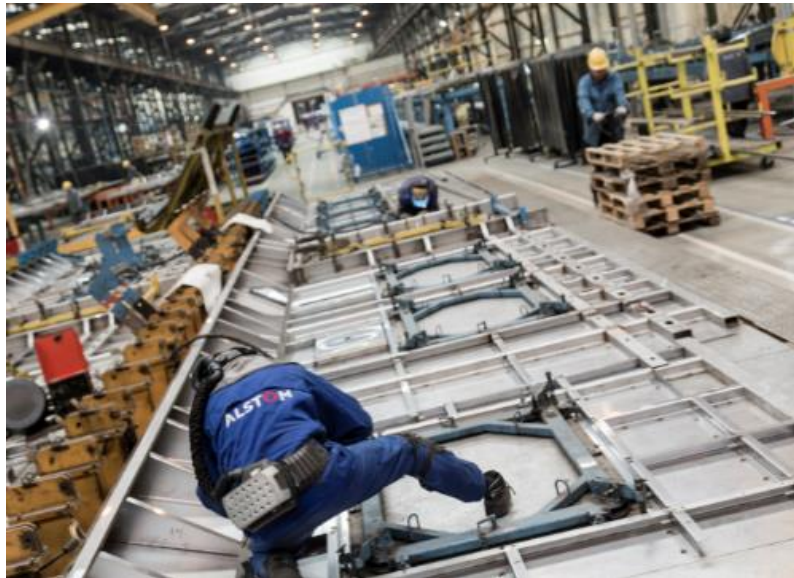
2025 target

Total recordable injury rate at

2

Health & Safety, an utmost priority for all employees and contractors

- Committed to **Zero severe accident**
 - Frequency rate of **occupational injuries¹ divided by 3** since 2012



Inclusion as one of the 3 Alstom values

- Women in management up from 18.6% in 2015 to 21.4% in 2020 thanks to new D&I initiatives (communication campaign (ex: “IMclusive”), “Women in Leadership Levels” mentoring program, etc.)
- Best-in-class²** among 1,500 companies on the French gender equality index

25% Women in management & professional roles
Global Top employer certification

2025 target



1 per millions hours worked 2 Alstom obtained a rating of 94 out of 100 points

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Creating a positive impact on society



Developing territories through the implementation of new industrial sites

Alstom's JV Gibela, South Africa

- Project's total contribution to the South African GDP of **c.€5bn** between 2017-2028, on top of the value of the 600 new trains
- **21,900 people** to be trained by 2028



Gibela plant, Gauteng province

Alstom's Sri City facility, India

- Supply chain close to being **75% domestic**

Contributing to communities

- Local action plans to support charities and education for country with **+200 employees**
- The Alstom Foundation: **€1.9m budget** for 2020/21

100,000 beneficiaries /y from local actions and Alstom Foundation
2025 target

129,000 beneficiaries from local actions and the Alstom Foundation in 2019/20



Environnemental Protection

Access to Energy and Water

Access to Mobility

Socio-economic Development

Acting as a **Responsible** business partner



2025 target
100% of suppliers monitored or assessed for compliance on CSR standards and E&C practices

Sustainable sourcing cornerstone to Alstom's value chain

- Sourcing representing **c.60% of Group's turnover**
- **92% of key suppliers** signed the ESD Charter including E&C, EHS and eco-design strategy
- **Vigilance Plan** covering Human Rights, Environmental and Health & Safety issues in its activities and supply-chain

Founder and member of the **Railsponsible initiative (2015)**



An unwavering commitment to integrity with a reinforced organisation

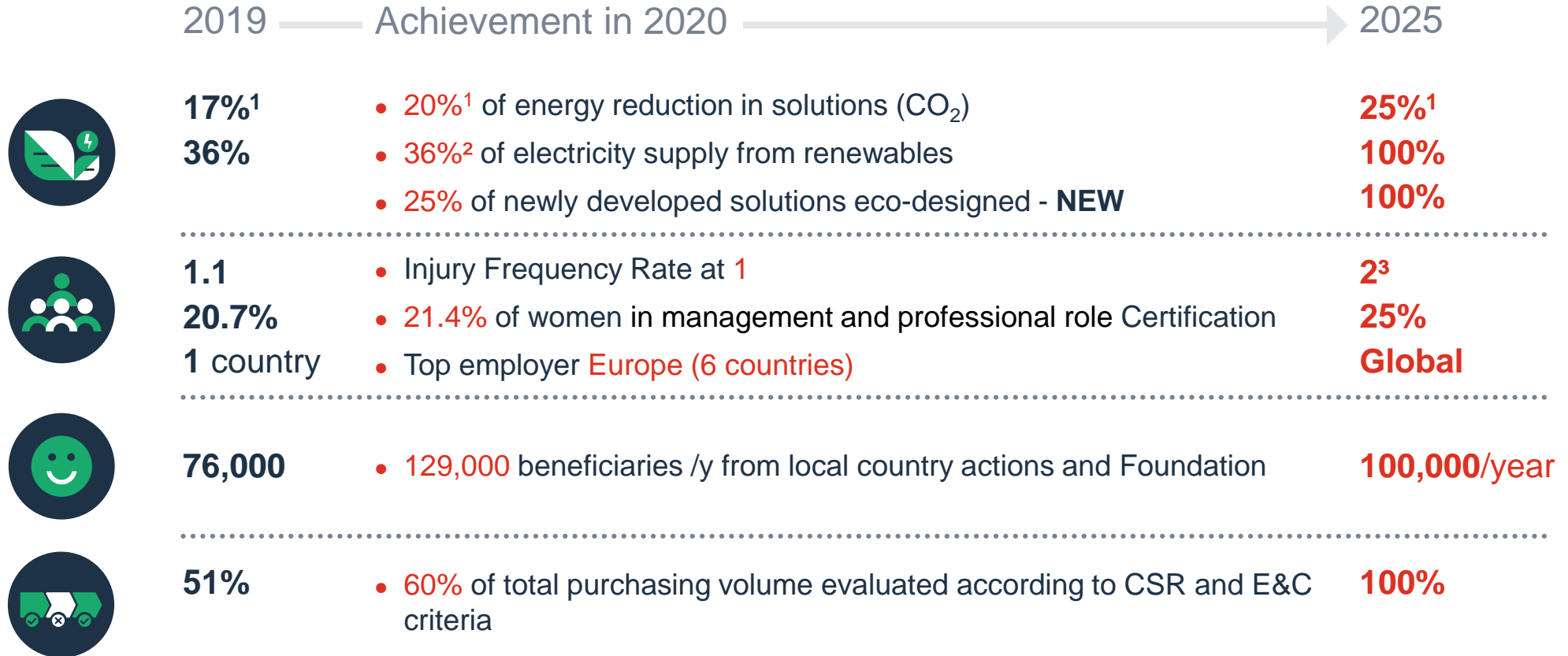
- Focused **Ethics and Compliance committee** of the Board of Directors
- **Worldwide Ambassador network** of over 380 E&C ambassadors to spread Alstom's culture of integrity
- Alstom **Alert Procedure** allowing any employee or third party to report, according a violation of the Code of Ethics or Alstom rules and policies



Renewal ISO 37001 Certificate for all regions until 2023



2025 objectives status



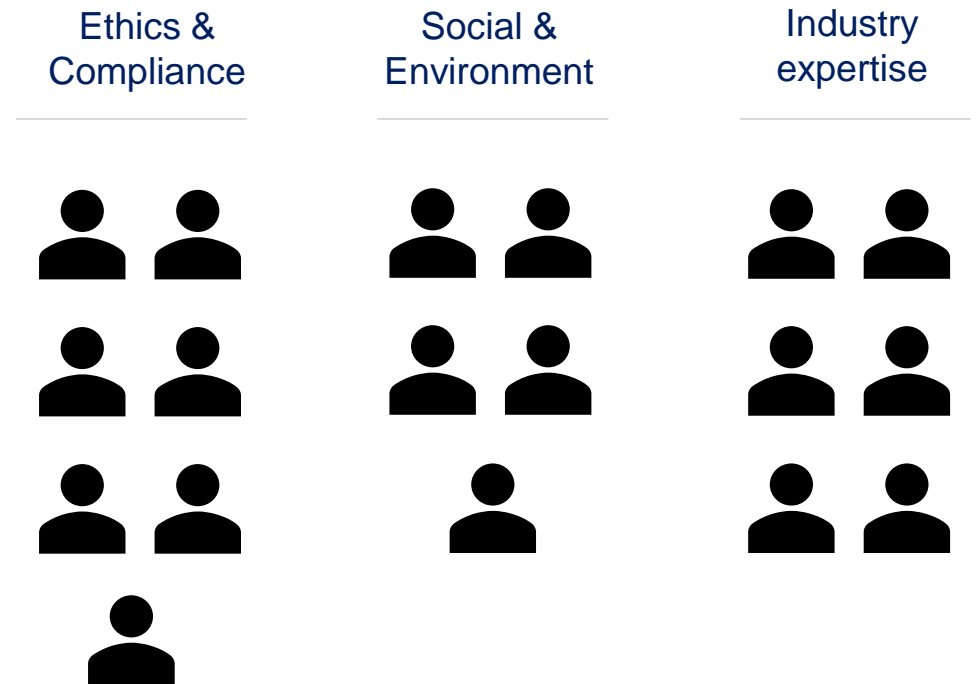
1 Compared to 2014; 2 Calculation methodology adjusted compared to 2018; 3 Injury Frequency Rate at 1 until 2020 and TRIR (Total Recordable Injury Rate) at 2.0 in 2025. This is a new AiM indicator which will include Lost-Time Injury and other work-related recordable events

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Alstom's Board of Directors

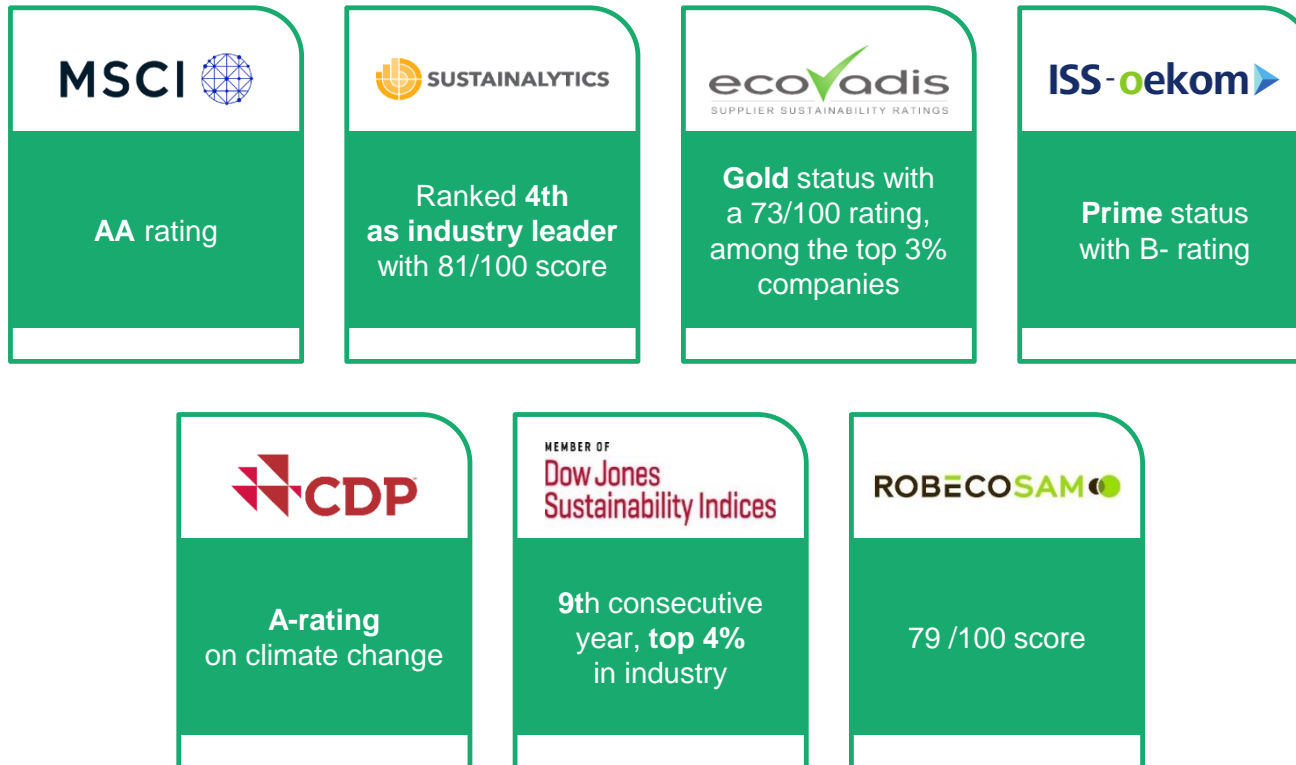
- Alstom Board of Directors composed of 10 Directors, 70% being independent, and 3 directors have foreign nationalities
- Women Board members representing 40% of the Board Directors
- Lead Independent Director
- Growing number of executive sessions, and exchanges between the board and management

All competencies are well represented within the Board of Directors



Alstom benefits from growing recognition from all external evaluators

Strong sustainable rating profile by main agencies



Awarded with best in class certification

- **June 2019:** Alstom attains global ISO 37001 anti-bribery certification
- **October 2019:** Alstom France, first railway manufacturer to obtain “RSE engagé” label level 3 on ISO 26000 from AFNOR



Alstom actively joining the public debate and initiatives, leading the way to sustainable mobility



More information: www.alstom.com/commitments/sustainable-mobility



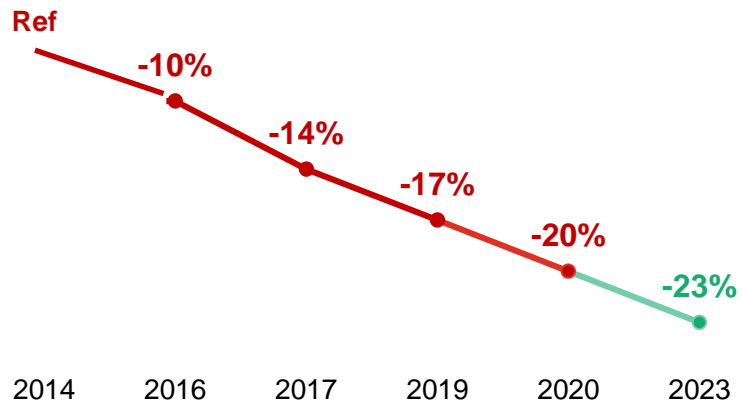
APPENDIX

Alstom aims at reducing energy consumption of solutions and products already highly efficient



Energy consumption reduction is a strong focus in Alstom solutions development

ENERGY REDUCTION IN ALSTOM SOLUTIONS VS. 2014 level (in Wh/p.km)



New technologies allowing more energy efficient solutions

New TGV Avelia Horizon designed in partnership with ADEME¹:

- Energy consumption reduced by 20%²
- Passenger capacity increased by 20+%²

New X'trapolis™ metro trains reached a 30% energy reduction³



Advanced reversible power substation HESOP extensively used worldwide (+128 sub stations ordered or delivered)

- Allowing to capture 99% of recoverable energy

Placing energy-efficient rail solutions at the heart of our portfolio

1 within the frame of the JV SpeedInnov ; 2 Compared to last generation; 3 Compared to similar older rolling stock

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Hydrogen solutions benefit from a strong momentum worldwide



Strong push for Hydrogen worldwide



July 2020: European Hydrogen plan:
Renewable hydrogen to be deployed at a large scale
from 2030 onwards with the target of:

- From **6GW in 2024 to 40GW in 2030** of renewable hydrogen electrolyser
- Share of Hydrogen from **12% to 14%** in EU energy mix
- Total estimated cumulative investment by 2050 from **€180 to €470bn**



€9bn total package to speed up market rollout of hydrogen and fostering international partnerships



€7bn to be invested in green hydrogen projects by 2030 with initial **€2bn** investment by 2022

Source: European Union Hydrogen strategy, 1 European commission

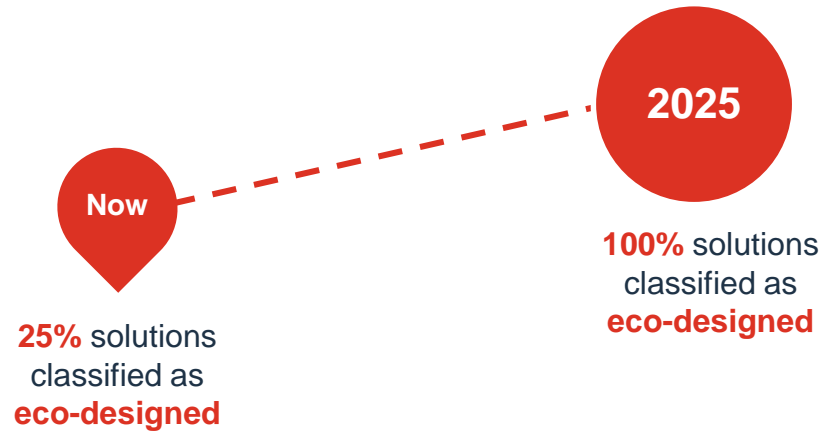
Alstom involved in concrete hydrogen project through Europe



Alstom reinforces its eco-design approach with ambitious targets



Eco-designed solutions¹



5 priorities to improve environmental performance and reduce life-cycle costs

- Energy efficiency
- Use of greener, recyclable and natural materials
- Reduction of noise & vibrations
- Reduction of air emissions
- Easy end-of-life management

➤ Average rate of 92% recyclability and 97% recoverability for new products

Efficiency gains on new metro generation thanks to eco-design solutions

- Bio based material developed allowing more than -90% resources depletion, -10% air pollution and -70% water depletion
- Reduction of braking and painting air emissions through electrical braking and filming on carbody shell solution
- Additional 5dB noise reduction achieved after Los Angeles metro modernisation
- Sydney metro: 95% recyclability rate and 99% recoverability
- New MF19 metro for Paris: 98% recyclability and 20% of recycled materials used in their production

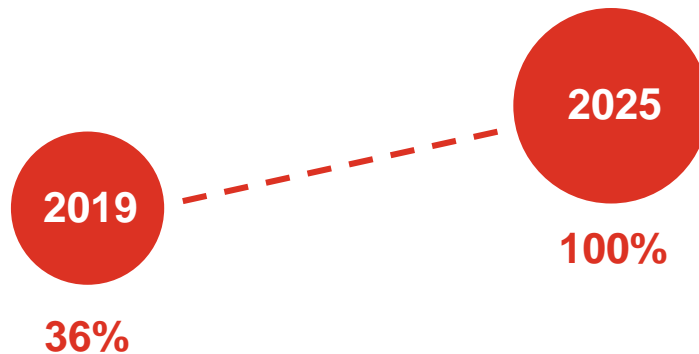
¹ Alstom eco-designed approach is based on three essential elements: life-cycle thinking, consideration of customer and stakeholder expectations and continuous improvement (recyclability, product lifecycle analysis, environmental analysis, etc.)
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Alstom's ambition is to run its operations 100% on renewable electricity in 2025



Reaching carbon neutrality in our manufacturing operations by supplying electricity from renewable sources

Share of electricity from renewable sources



Alstom is already using significant share of electricity from renewable sources

- 100% green electricity in Belgium, Netherlands, the UK, Poland and Santa Perpetua site in Spain
- 60% green supply in France
- Purchase of Green certificates for Hornell plant in the US
- Installation of solar panels to self-generate green electricity in Nola plant (Italy)

Ongoing initiatives

- India to install solar panels to self-generate green electricity as well as France and South Africa



Already achieved objectives: ✓ CO₂ emissions intensity of operations reduction by 27% vs 2014
✓ Energy consumption reduction by 16% vs 2014

Alstom Responsible value internationally recognized

Strong international recognition by independent auditing actor:

- **2020:** ISO14001 certification, already in place for 200+ employees, should be extended to all sites and will include eco-design aspects
- **October 2019:** Alstom France, first railway manufacturer to obtain “RSE engagé” label on ISO 26000 from AFNOR
- **June 2019:** Alstom is the first French company to attain global ISO 37001 anti-bribery certification
- **May 2018:** ISO45001 certification for occupational Health and Safety management in Spain, targeting Global certification on 2020/23



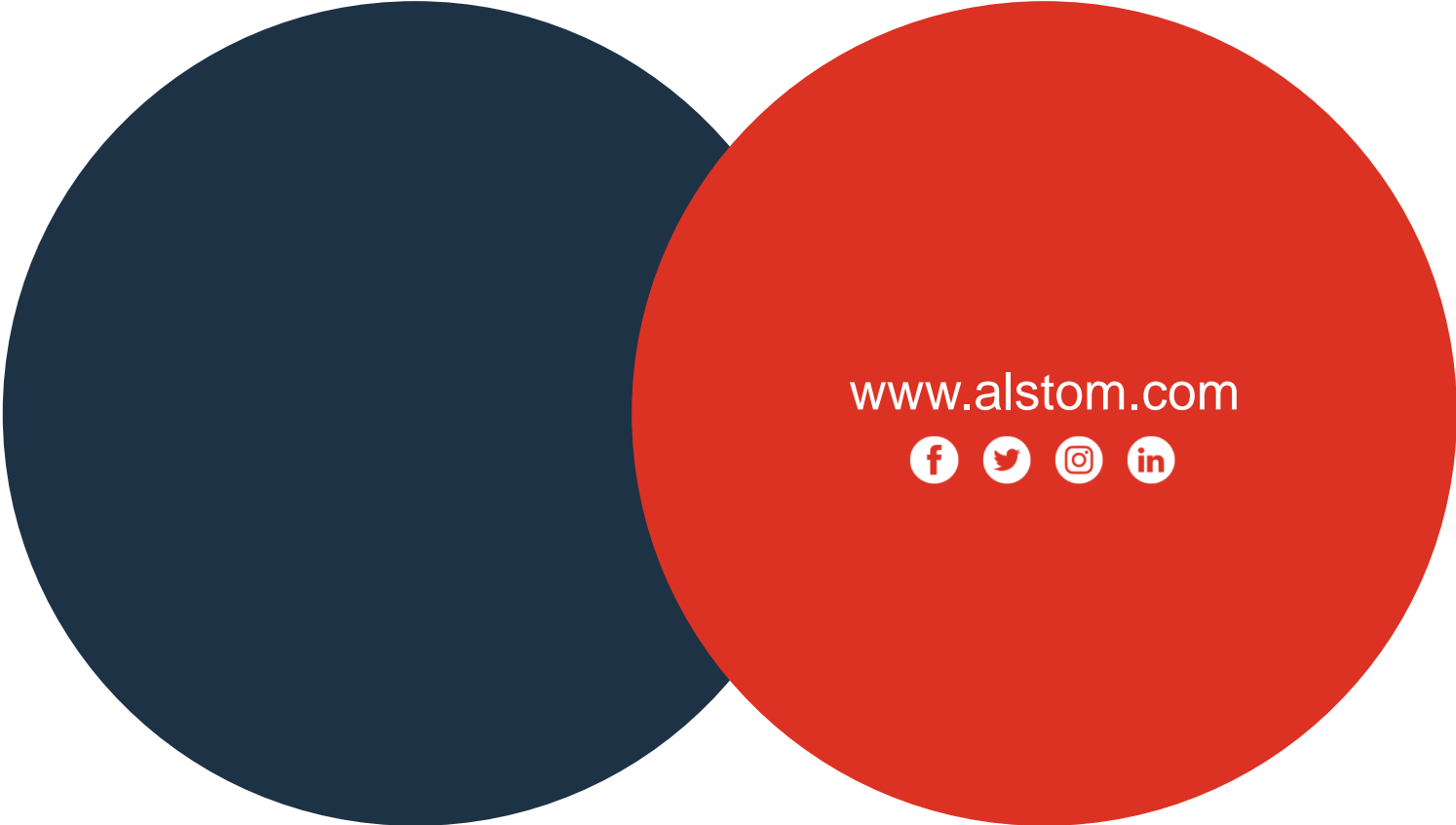
As a signatory member of the United Nations Global Compact, Alstom is committed to Sustainable Development Goals (SDGs)

Alstom considers that 3 objectives in particular are at the heart of its mission



Alstom also contributes to other objectives

<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Development of a strong Sustainable Sourcing approach to be signed by all new Suppliers and for all new contracts.</p> <p>Human rights policy and action plans under implementation to anticipate risks of human rights violations.</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Alstom Zero Deviation Plan Health and Safety policy and health management plan</p>	<p>10 REDUCED INEQUALITIES</p>	<p>Alstom Foundation with a budget of €1 million/year 75,000 beneficiaries from local actions</p>
<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>40% of the electricity consumption of industrial sites covered by a certificate of renewable energy</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>88% of employees working in a unit already certified ISO 14001 – other units in progress.</p> <p>-12% energy intensity in operations vs. 2014 already delivered through energy saving plan targeting main consumers.</p>		
<p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Participation in multi-stakeholder partnerships in support of the SDGs: Alstom is a founding member of the Transport Decarbonisation Alliance launched in November 2017.</p>	<p>5 GENDER EQUALITY</p>	<p>Proportion of women managers and professionals in the Company raised from 18% in 2014 to 20.7% in March 2019.</p>		



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