Putting America to Work: Rail Manufacturing in the U.S.

Scott Sherin, Vice-President

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A complete range of transport solutions

- Subways, Light rail, Streetcar, Suburban/Commuter, High Speed
- Electric bus
- Components: traction, bogies, motors

- Passenger: Transit, Intercity, High speed, PTC, CBTC, Digital
- Freight: Class 1, Short-line
- International mining

- Maintenance
- Modernization, overhaul
- Spare parts, repairs, obsolescence management

- Turnkey, integrated solutions
- Public-Private Partnerships (P3)
- Infrastructure
2016/17, delivering growth and executing on commitments

### ACTIVITY (% of sales)

<table>
<thead>
<tr>
<th>Category</th>
<th>% of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROLLING STOCK</td>
<td>43%</td>
</tr>
<tr>
<td>SIGNALING</td>
<td>19%</td>
</tr>
<tr>
<td>SERVICES</td>
<td>20%</td>
</tr>
<tr>
<td>SYSTEMS</td>
<td>18%</td>
</tr>
</tbody>
</table>

- **$8.1 BILLION SALES**

### ORDERS (% per region)

<table>
<thead>
<tr>
<th>Region</th>
<th>% of Orders</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>
</tbody>
</table>

- **$11.1 BILLION ORDERS**

32,800 employees working at 105 sites in 60 countries serving 200+ customers...strong regional empowerment

All figures at 31 March 2017
Customer-focused organization with multi-local presence

Winning formula for customers: Global expertise + Local know-how

- Regions: close to customers, in charge of execution, long-term support
- Operational functions: global expertise and processes with local empowerment
- Support functions: finance, legal, HR, regulatory, global efficiency

Buy America is unique in the world... requires local industrial presence: supply chain, project mgmt., engineering, customer service
Manufacturing “multiplier effect” creates jobs across the U.S.

ALSTOM supply chain pulls from 350+ suppliers in 35+ States…including DBE, SBE and veteran-owned firms
ALSTOM 160+ Years of History in the United States

Invested in Hornell, NY Legacy

New York & Erie Railroad (Alstom invests in 1997)

Building for Tomorrow

ALSTOM Advance Rail Technology Center
Avelia Liberty: world’s most advanced high speed train

Rail industry is core to U.S. history and vital to our economy for both manufacturing and the mobility of goods and people

Buy America requires domestic and foreign direct investment which preserves jobs and technical expertise and leads to innovation