ALSTOM'S EQUITY STORY

December 2024

ALSTOM
• mobility by nature •

Disclaimer

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Summary

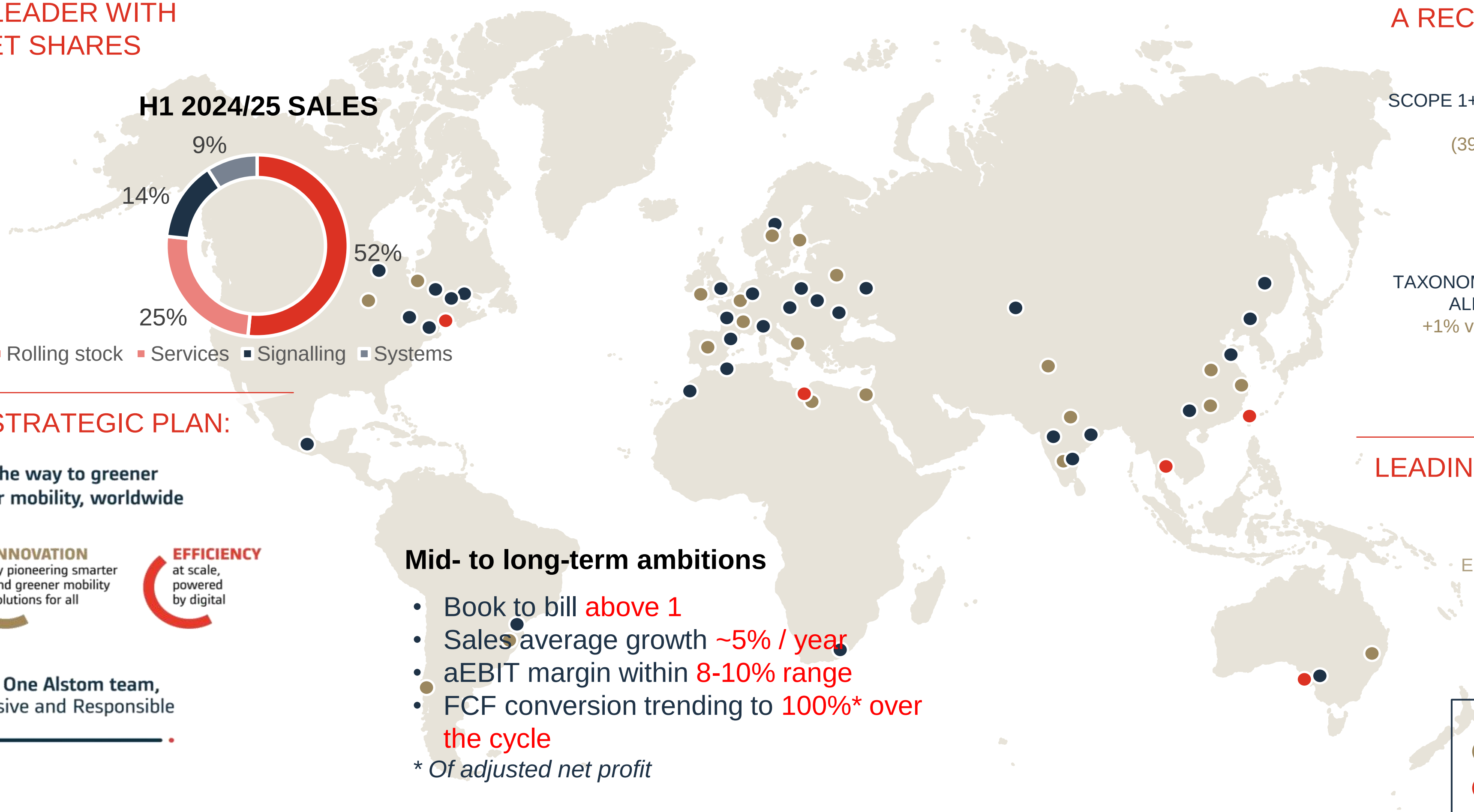
01 Executive summary

Alstom’s investment case

A WORLDWIDE LEADER WITH STRONG MARKET SHARES

Rolling stock: #1
Services: #1
Signaling: #2
Turnkey: #1

H1 2024/25 SALES



AN AMBITIOUS STRATEGIC PLAN: AiM 2025

Leading the way to greener and smarter mobility, worldwide

GROWTH by offering greater value to customers

INNOVATION by pioneering smarter and greener mobility solutions for all

EFFICIENCY at scale, powered by digital

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

Mid- to long-term ambitions

- Book to bill above 1
- Sales average growth ~5% / year
- aEBIT margin within 8-10% range
- FCF conversion trending to 100%* over the cycle

** Of adjusted net profit*

A RECOGNIZED CSR CHAMPION

139
SCOPE 1+2 EMISSIONS[2]
(KtonCO2e)
(39)% vs FY 21/22

4.0
SCOPE 3 SOLD PRODUCT
(gCO2e/pass.km)
(13)% vs FY 21/22

60%
TAXONOMY SALES ALIGNMENT[1]
+1% vs FY 22/23

24.7%
% WOMEN IN MANAGEMENT[3]
+0.8 bps vs FY 22/23

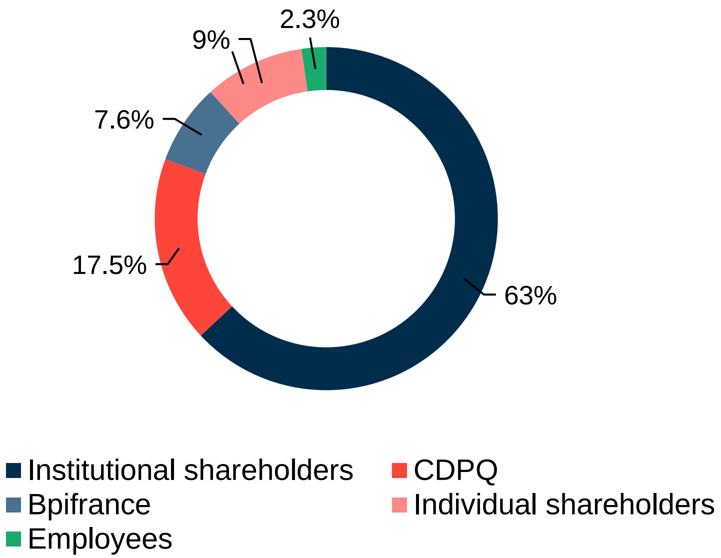
LEADING THE INNOVATION RACE

HYDROGEN
AUTONOMOUS MOBILITY
ENERGY EFFICIENCY
DIGITAL Signaling
PREDICTIVE MAINTENANCE

1. Figures unaudited
2. Environmental figures are reported on a calendar year basis: FY 2023/24 corresponds to 2023 calendar year. Based on last 12 Rolling Months.
3. Women in management and professional positions

A stable shareholding structure

Shareholding structure[1] (in %)

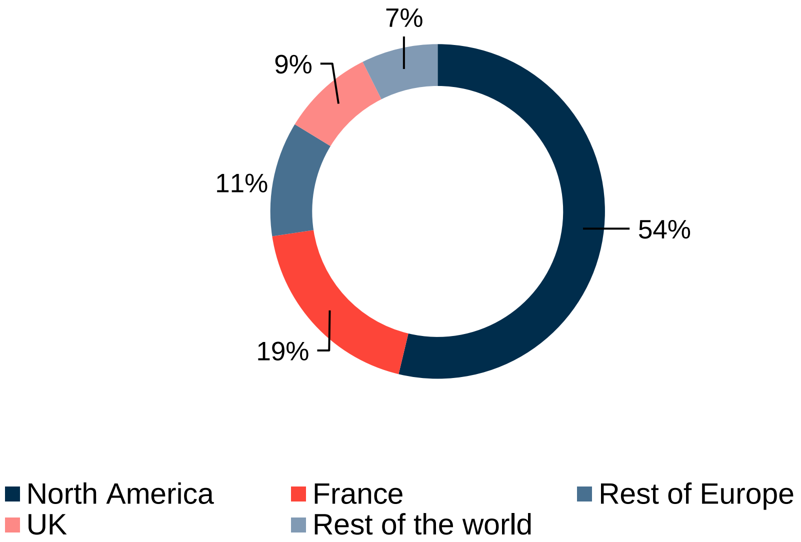


Stock market indexes

SBF 120

EUROSTOXX 600

By geographic zone[1] (in %)

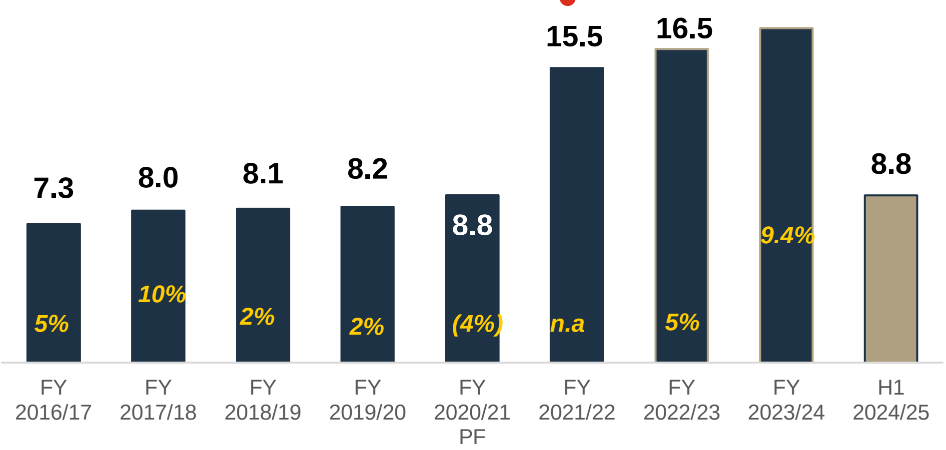


A large international floating base for investors

1. According to a shareholder study carried out IHS Markit as of 30 June 2024

Financial performance trajectory

Sales (€bn) and organic growth (%)



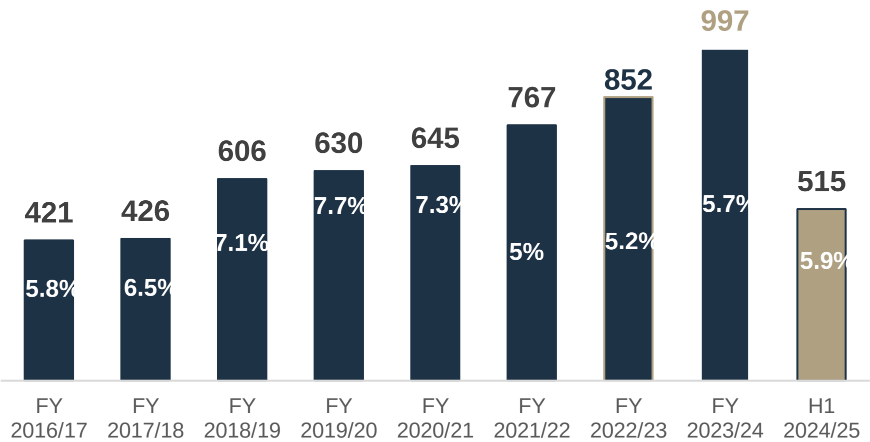
Mid- to long-term ambitions

Sales average growth ~5% / year

Outlook for FY 2024/25

Sales organic growth: around 5%

Adjusted EBIT[1] (€m) and margin (%)



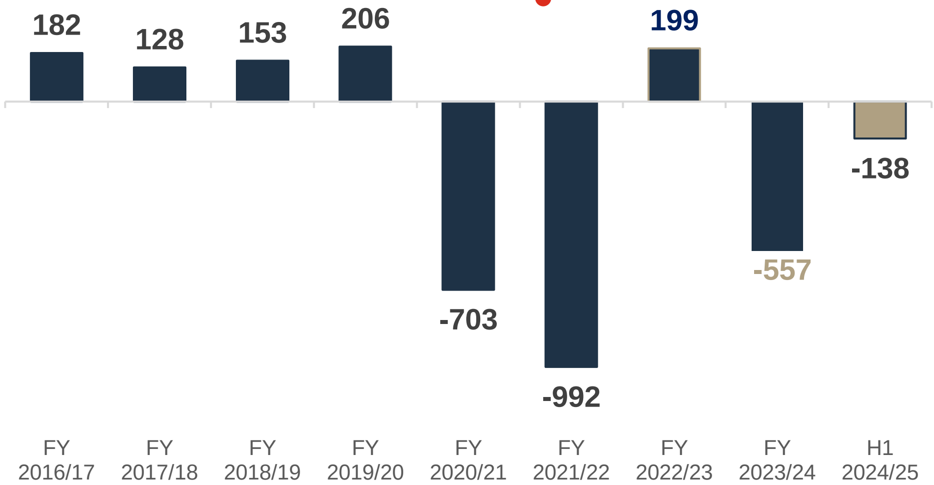
Mid- to long-term ambitions

aEBIT margin within 8-10% range

Outlook for FY 2024/25

aEBIT margin around 6.5 %

Free cash flow (€m)



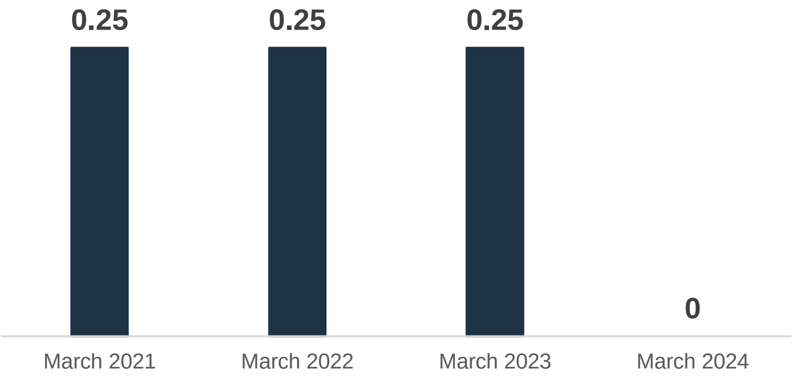
Mid- to long-term ambitions

FCF conversion trending to 100%* over the cycle

Outlook for FY 2024/25

FCF generation €300m to €500m

Dividend[2] per share (€)



1. Non-GAAP. See definition p.44 of the URD 2022/23 2. No dividend proposed in March 2024, for last year-end. 3. From FY 2025/26 onwards. Subject to short-term volatility * Of adjusted net profit

Alstom's story: building the world's leader in rail technology

Alstom in 2024

ALSTOM

French Railway Player | **International Market Expansion** | **World Leadership Position**

1928
Société Alsacienne de Constructions Mécaniques and Thomson Houston mergered, created Alsthom

1972
Acquired Brissonneau et Lotz

1983
Acquired CIMT

1986
Acquired the railway division of Jeumont-Schneider

1989
Acquired ACEC and La Maquinista

1994-1997
Acquired LHB and the Hornell site of Erie Railroad

1998
Acquired SASIB Rail, including its American subsidiary GRS.

Renamed as Alstom

2001
Acquired Fiat Ferroviaria

2015
Acquired GE Signaling

2021
Acquired Bombardier Transporation

BOMBARDIER TRANSPORTATION

Canadian and European Roots | **International Market Footprints**

1970
Bombardier Inc. acquired Lohner Werke to enter the railway market

1974
Founded Bombardier Transportation

1988
Acquired Bruqeoise et Nivelle

1989
Acquired Atelier du Nord de la France and Concarril

2001
Acquired Adtranz, which had deep roots in Germany, Switzerland and Sweden as it was created by Daimler-Benz, AEG and ABB

A unique global player thanks to Bombardier Transportation

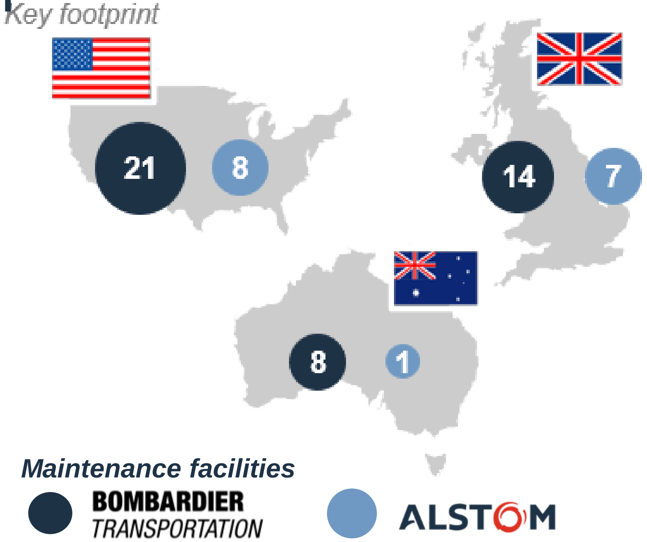
E-locomotive
TRAXX

Monorail
Innovia

People Mover
Innovia

- ## Portfolio complementarity
  - Rolling stock: E loco, people movers, monorail, advanced components (bogies, traction ..)
  - Services: UK franchise, US operations and maintenance, huge installed fleet
  - Signaling: strong products complementarity

Key footprint



- ## Geographical complementarity

UK to invest **~€40bn** by 2024

DB & Germany to invest **~€86bn** by 2030

Significant investment expected in rail infrastructure

Middle-East & Africa rail OEM market **CAGR of 4.9%**

- ## An innovation catalysis

R&D
c.3.1% of sales*

Better pricing power and Terms & Conditions for Alstom

* adjusted EBIT Impact R&D expenses for FY 2023/24

Major part of the value creation is spread across trains Sub-systems, Services and Signaling

Product lines		Accessible Market, pa[1]	Profitability	Alstom's presence
Digital & Integrated Systems	Infrastructure	€ 24bn	High Single Digit	
	Signaling	€ 16bn	Double Digit	
Rolling Stock & Components	RSC integration	€ 44bn	Progressive uplift from breakeven to high-single digit	
Services	Maintenance and Spares	€ 34bn	Solid mid-teens	
	Train Operations	€ 25bn*		

* Estimated values – Alstom analysis (Operations: only passengers operation considered); 1. Accessible Market p.a. based on WRMS 2024 Rail Supply market value 2021-2023

02

The most comprehensive offering in the rail industry

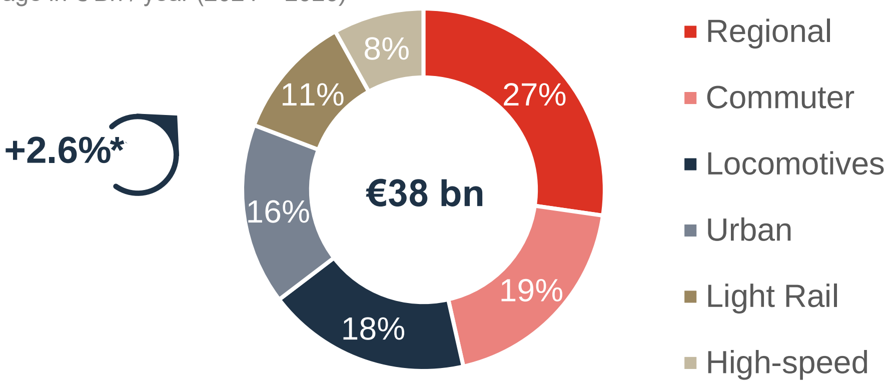
Rolling Stock

Avelia Horizon Dynamic Testing

Alstom is the market leader in Rolling Stock & Components

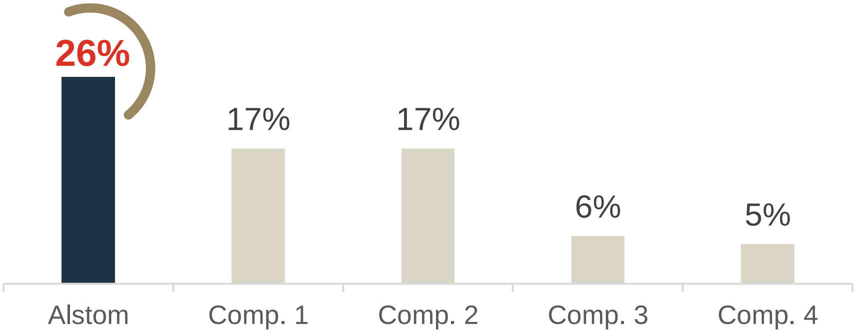
RSC IS A LARGE AND STEADY MARKET

(WRMS 2024) – Alstom addressable market[1]
average in € Bn / year (2024 – 2026)



ALSTOM: A CLEAR RSC MARKET LEADER

RSC Market shares H2 2021/22 - H1 2024/25, in % including turnkey share



MARKET DRIVERS

- **European Rail Plans**
- **Increased Indian Railways Budget**
- **US acceleration with Jobs & Infra Act**
- **Europe Diesel replacement**

RECENT WINS

GERMANY
S-BAHN KÖLN (Trains & Maintenance)
€3.6 BILLION

FRANCE
PROXIMA (Trains & Maintenance)
€850 MILLION

GERMANY
HAMBURG Metro and Maintenance
€700 MILLION

UNITED KINGDOM
ELIZABETH LINE (Trains & Maintenance)
€400 MILLION

ITALY
POLO LOGISTCA FS (TRAXX LOCOS & Maintenance)
€300 MILLION

* CAGR of 2.6 % based on UNIFE Alstom addressable rolling stock market 2021-2023 to 2027-2029 period; 1. Alstom addressable market excludes freight wagons, and China, Russia, Japan, South Korea and Iran

Alstom is the only one being present in all geographies

and has only 1 or 2 competitors in each country


SIEGEN


KATOWICE


DERBY


BARCELONA


SAHAGUN


HORNELL


LA ROCHELLE

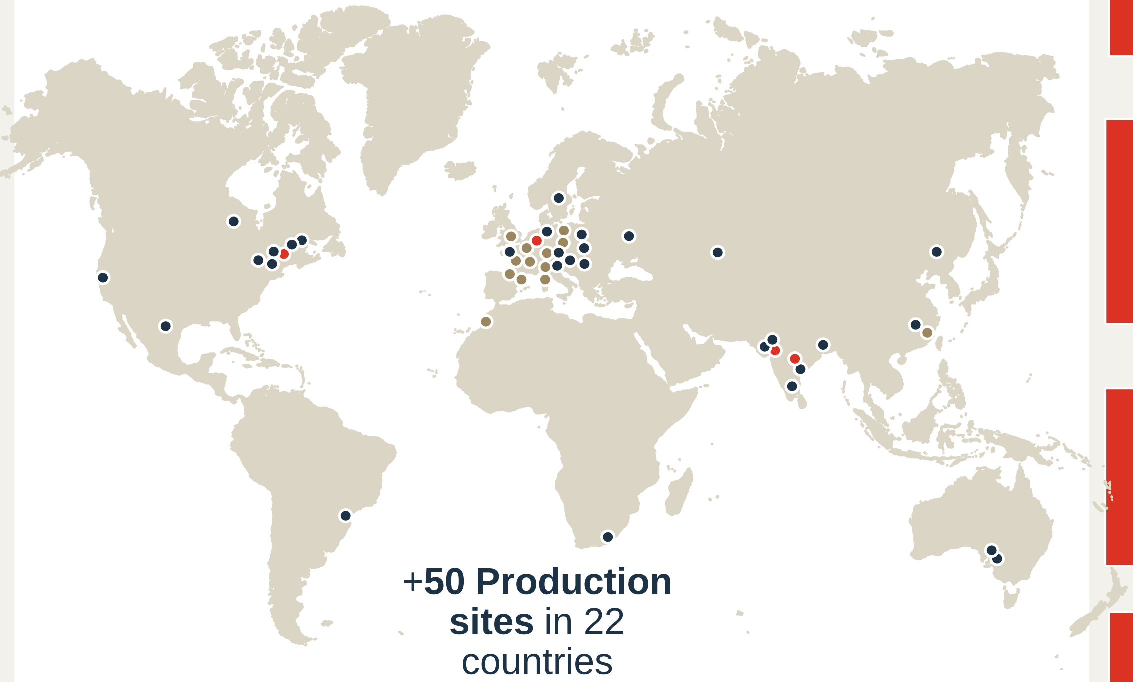

QINGDAO


MADHEPURA


SAVIGLIANO

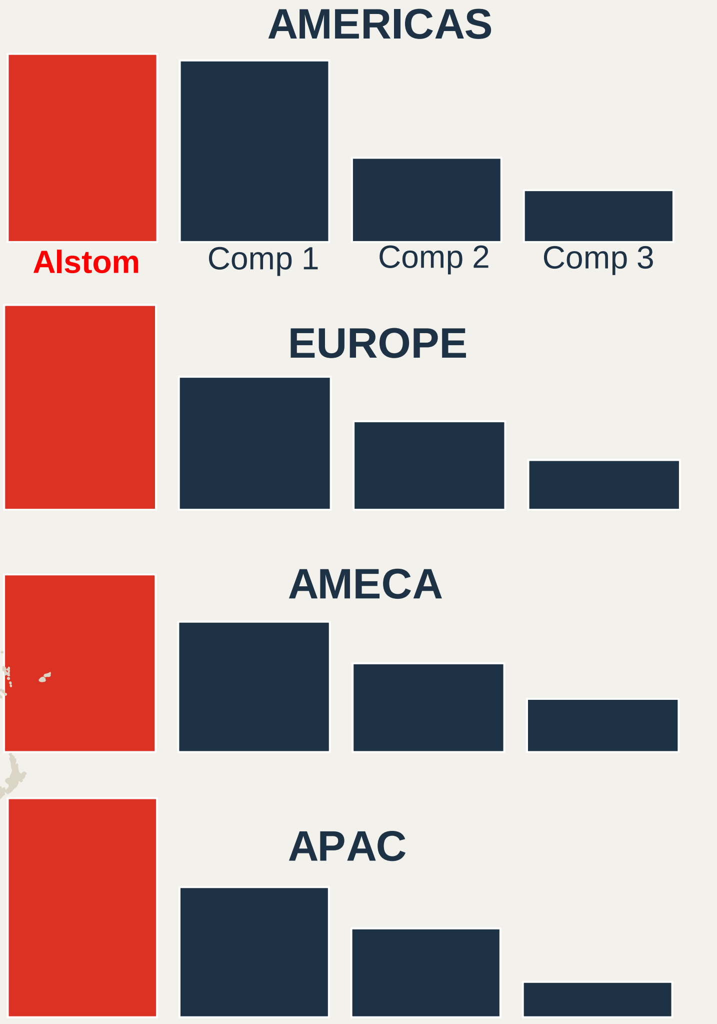
ALSTOM #1 IN ALL REGIONS

Rolling Stock & Components Key Sites

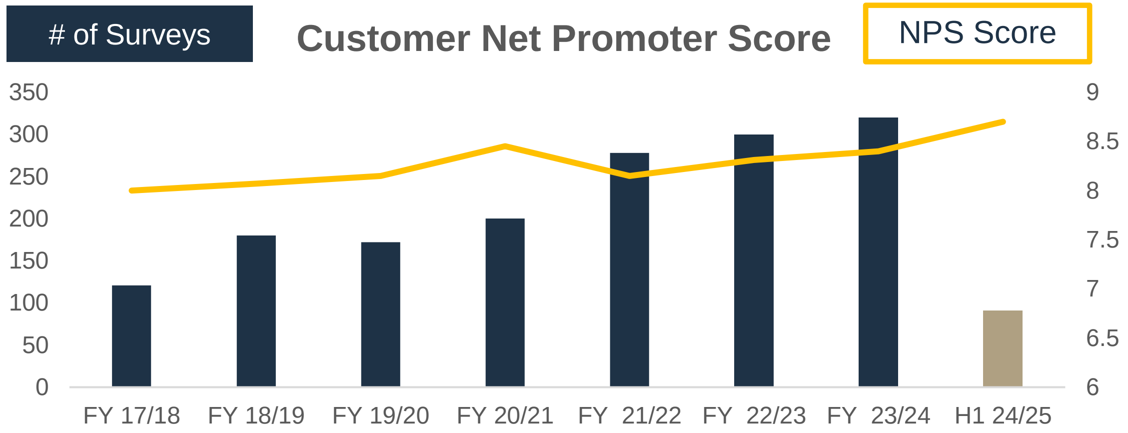


+50 Production sites in 22 countries

Engineering & Manufacturing Engineering Manufacturing



Continuous increase in customer satisfaction since merger at 8.7



■ Leg. AT

■ Leg. AT + Leg. BT

RSC turnaround with production ramp-up supporting growth above market

RSC BUSINESS PROFILE

H1 2024/25:
- Backlog 41.4bn€
- Orders 4.4bn€
- Sales 4.5bn€

Typical mid to large contracts:
- From >100m to multi-billion€
- 3 to >5 years

Cash:
- 15 to 20% downpayments
- Negative working capital contribution

RSC product line as key enabler to Services and Systems businesses

PROFITABILITY IMPROVEMENT LEVERS

BUSINESS DEVELOPMENT LEVERS
- Selectivity
- Increased % of projects indexed
- Product convergence
- Platforming & Standardisation

OPERATIONAL LEVERS
- Operational excellence
- Digitalisation
- Footprint utilisation and BCC lever
- Reduced quantity of Assembly Lines
- Acquisition value capture
- New Standard Manufacturing Lines

HEADWINDS MONITORING

SUPPLY CHAIN

Suppliers' technical maturity for certain components

Progressive margin uplift to high single digit profitability

Services

Metro Elizabeth Line maintenance

Maryland Operations and maintenance

Most extensive rail services portfolio, expertise and footprint

ALL ENCOMPASSING PORTFOLIO

- ROLLING STOCK MAINTENANCE
- PARTS AND COMPONENT OVERHAULS
- ASSET LIFE MANAGEMENT
- TRAIN OPERATIONS AND SYSTEM MAINTENANCE
- DIGITAL SOLUTIONS

CLEAR LEADERSHIP OVER THE RAIL SERVICES MARKET

~34* bn€

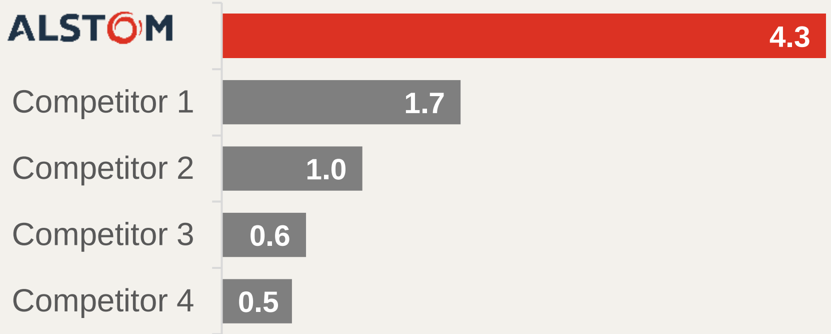
254 SERVICES SITES

40+ COUNTRIES

1,400+ CONTRACTS

17,000+ EMPLOYEES

Sales (B€) based on latest published figures



Source: latest annual reports - Excluding China Market

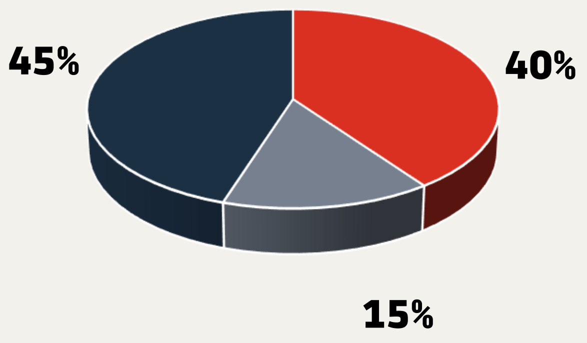
*Accessible Market value based on UNIFE WRMS 2024 Rail supply market value 2021 – 2023
Train Operations market not included

Business model and evolution

(bundle contracts, installed based advantage, small contracts)

SUSTAINABLE BUSINESS WITH WELL BALANCED ORDER INTAKE

Order intake distribution
FY 23/24



- Gardening (Variation orders, extensions, etc)
- Bundled (RSC and / or Turnkey + SER)
- Standalone

Expected CAGR
FY 21/22 to 24/25

12%
- Sustained trend to **bundle** rolling stock and services contracts

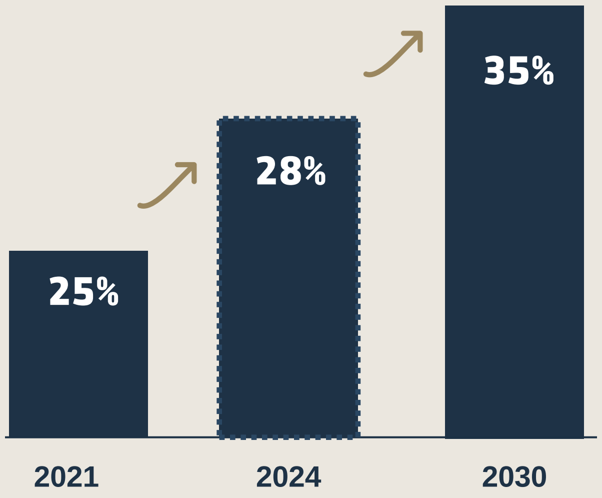
14%
- Healthy level of **standalone** contracts both on Alstom and non-Alstom fleets

10%
- Long term customer intimacy securing continuous / **gardening** sales

Mid-term ambition: 35% of installed base under services contract

141,000+ CARS INSTALLED BASE WITH VAST HARVESTING POTENTIAL

Alstom Installed Base covered by Services contract



DEVELOPMENT LEVERS

Green and Smart modernisation

Digital Solutions

Obsolescence Management incl. software / Cybersecurity

Parts Supply / Component Overhauls

TSSSA*

TSSSA to open new customers relationship (Singapore – Austria – US – France)

Customer key points

- Technology access
- End of warranty
- Fleet availability
- Mid-life overhaul required
- Social paradigm

Customer benefits

- Performance & Budget guaranty
- Obsolescence managed
- Life extension
- Modern / Digital approach

* TSSSA: Technical Support and Spare Supply Agreement

Service franchise with strong predictability and high-single digit growth

SERVICES BUSINESS PROFILE

H1 2024/25:
- Backlog 34.2bn€
- Orders 4.1bn€
- Sales 2.2bn€

Contracts:
- Long contracts up to 30 years
- Indexation as general rule
- Short-cycle business (parts)

Cash:
- Limited mobilisation payments (depots, capital spares)
- Positive working capital

PROFITABILITY IMPROVEMENT LEVERS

BUSINESS DEVELOPMENT LEVERS

- Bundle offers
- Small orders management focus
- TSSSA opportunities
- Harvesting installed base
- Improvement of Client Total Cost of Ownership

OPERATIONAL LEVERS

- Local Footprint
- Improvement of fleet availability and reliability
- Low R&D needs
- Scale effect on Data management

HEADWINDS MONITORING

RESOURCES AVAILABILITY

To support growth

SUPPLIERS PERFORMANCE

Localisation, resources availability and on-time performance

ACHIEVED SOLID MID-TEENS PROFITABILITY WITH LARGE GROWTH POTENTIAL

Signaling and Systems

Solid signaling market growth

with accelerating modal shift as key market driver

~15 bn€[1]

STRONG Signaling MARKET GROWTH

+4% CAGR[2]

Market boosted by infrastructure plans & **ERTMS[3] roll-out**

→ **Signaling key to increasing capacity on existing lines**

→ **Enabling modal-shift acceleration towards rail**

>20% high-speed capacity

(Paris – Lyon ERTMS Level 2 and then Hybrid L3)

>25% metro capacity

(Shangai L3 / L4, Fluence delivered by CASCO Joint venture)

ERTMS[3] ROLL-OUT IN EUROPE

30 Bn€ Signaling — German roll-out in the coming years

13 Bn€ Signaling — Italy ERTMS roll-out framework attributed

Already materializing in orders

\+ FRANCE rail plan *(100bn€ for entire plan, Signaling share not yet known)*

& OUTSIDE EUROPE

Canada *(Toronto)*

Mexico *(Tren Maya)*

Australia *(New South Wales)*

India *(Delhi-Meerut)*

Philippines *(NSRC)*

Tanzania

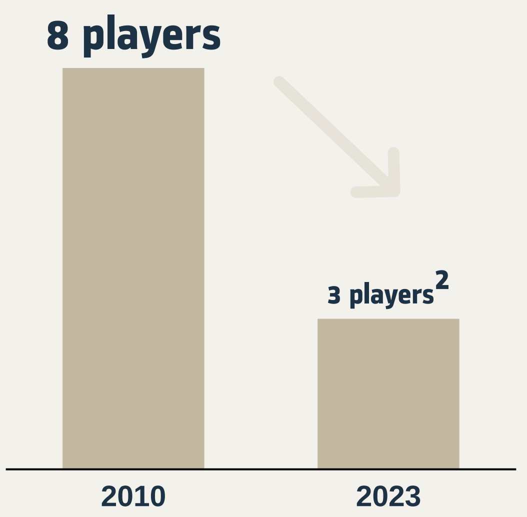
Turkey *(BBYO)*

Source: UNIFE market study (Alstom Addressable market excl. Japan & China) 1. 2024-2026 2. CAGR 2021-2023 to 2027-2029 3. ERTMS: European Rail Traffic Management System

Signaling, a market segment under consolidation around 3 global players

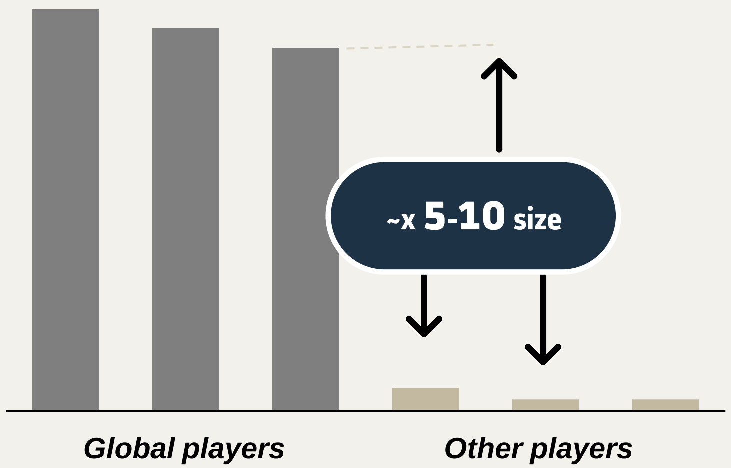
KEY GLOBAL PLAYERS CONSOLIDATING…

# of global Signaling players[1]



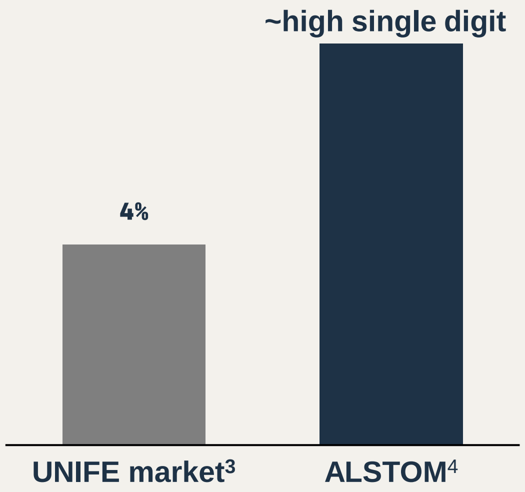
… FAR AHEAD OF REST OF COMPETITION[2]

Signaling players revenues overview



… OUTPACING MARKET GROWTH

Alstom growth vs. Market



1. Global layers considered >500m€ revenues present in Alstom addressable market 2. Thales/Hitachi Merger expected in 2023 3. Alstom addressable market excl. Japan and China, CAGR 2019-2021 to 2025-2027
4. FY22/23 vs. FY21/22

Deliver projects locally leveraging a worldwide footprint

LEVERAGE SCALE WHILE SECURING CUSTOMER INTIMACY

Signaling SOLUTIONS

Application customization

Deliver & maintain CLOSE TO CUSTOMERS

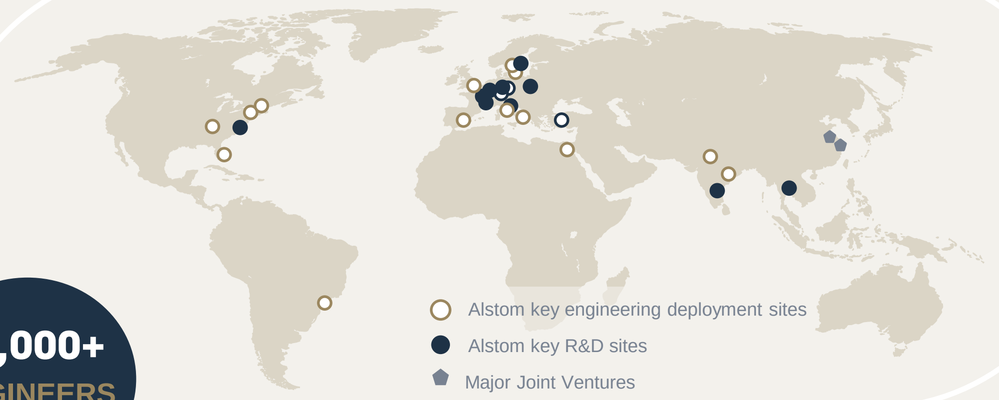
R&D
(Application software & technical platform)

CONCENTRATED FOOTPRINT developing standard solutions
(~10 key sites)

DELIVER EFFICIENTLY THROUGH AN UNPARALLELED ENGINEERING FOOTPRINT

	India	Thailand	Poland	Brazil
Key BCC sites				
Eng. FTE	*2,700+*	*500+*	*400+*	*200+*

ACCESS TO LARGE TALENT POOLS
(e.g. IT resources in India…)



10,000+ ENGINEERS

50% of engineering hours executed in Best Cost Countries within 3 years
with India at the heart of the footprint

Signaling franchise set for profitable growth

Signaling BUSINESS PROFILE

H1 2024/25:
- Backlog 8.6bn€
- Orders 2.0bn€
- Sales 1.2bn€

Contracts:
- Typical small size; < 2 years
- Few > 100m€; 3 - 5 years

Cash:
- Low downpayments
- Electronics inventories
- Positive working capital

PROFITABILITY IMPROVEMENT LEVERS

BUSINESS DEVELOPMENT LEVERS

- **Small orders boost**
- **Selectivity**
- **High Single Digit growth pattern o/w services fast development**
- **Harvesting customer long term relationship**
- **Increased share of contract indexation**

OPERATIONAL LEVERS

Increase Best-Cost vs. High-Cost countries engineering content
- *Cost of labor*
- *Productivity*
- *Access to digital skills*

Scaling effect on R&D & Convergence roadmap
- *Decreasing R&D Intensity*

HEADWINDS MONITORING

SUPPLY CHAIN

Suppliers' technical maturity for certain components

ACHIEVED DOUBLE DIGIT PROFITABILITY

Systems commercial success driving double digit growth

SYSTEMS BUSINESS PROFILE

H1 2024/25:
- Backlog 8.1bn€
- Orders 0.4bn€
- Sales 0.8bn€

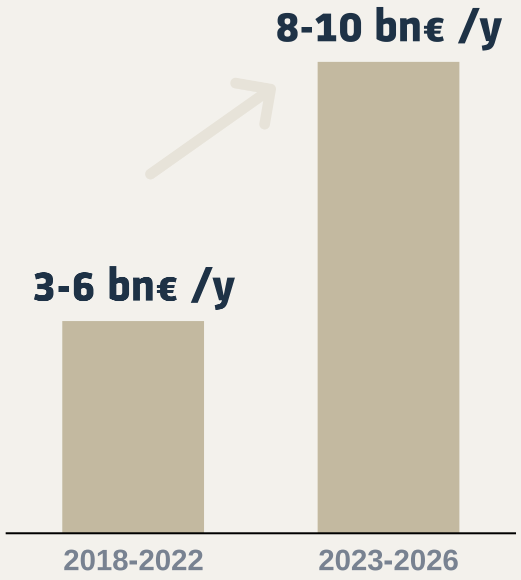
Very large projects business
- Several hundred millions to > €1bn
- 5-7 years execution

Profitable enabler
- Low R&D, low Capex
- Operations and Maintenance enabler

Cash generator
- Well – financed contracts
- Negative working capital

INCREASING VISIBLE PIPELINE OF OPPORTUNITIES

Volume of visible & addressable opportunities



STRONG ALSTOM POSITIONING

ALSTOM LEADING PLAYER AMONG THE 3 GLOBAL PLAYERS

>65% TOP 3 PLAYERS MARKET SHARE
OVER ALSTOM VISIBLE OPPORTUNITIES IN RECENT YEARS

"KEEP BEING THE BEST-IN-CLASS SYSTEM PROVIDER TO BE SELECTED AS THE BEST PARTNER"

- *Proven delivery track-record*
- *Unique vertical integration from system level to all key sub-systems*
- *Technology & competitiveness*

Cairo Monorail

Riyadh metro

Tren Maya

… WITH STRONG HIGH SINGLE DIGIT PROFITABILITY

03

An Innovation leader

We deploy an all-encompassing innovation…

RAIL PRODUCTS, SOLUTIONS AND SERVICES

PROCESSES AND PERFORMANCE

… anticipating and addressing our customers' challenges

Demands towards lower Cost of ownership
Throughout complete asset life-cycle

Optimum Resilience, Availability and Reliability of solutions
Cybersecurity, predictive maintenance/health monitoring, obsolescence management, connectivity, reliability at 0 km, extreme climate resilience

Climate neutral and enjoyable solutions for their stakeholders and riders
Carbon emissions, noise comfort, train vibrations, re-use and recycling

Rising energy concern
Efficiency, on-board energy storage and technology integration

Social/Economical constraints
Increasing traffic demand, more senior passengers, Driver/Staff shortage in some countries, infrastructure and stations footprint availability restrictions

A sustained R&D effort[1]

549 M€[2]

SALES[2]
3.1%

FY 2023/24

1. Covering entire Alstom R&D spend 2. Net EBIT Impact R&D expenses

Innovation will be a significant enabler to address our strategic priorities

Illustrations

1. **Enhance current portfolio** to be Greener, Smarter and more inclusive

AUTONOMOUS TRAIN OPERATIONS

Train remote monitoring and control

DIGITAL TRAIN

End-to-end digital continuity

2. Contribute to **Service growth**

NEW BUSINESS MODELS

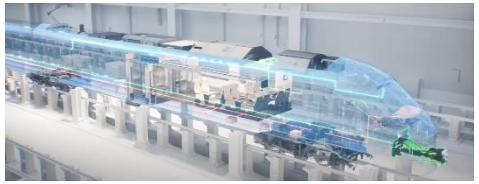
Open multipurpose depot

MAINTENANCE IMPROVEMENT

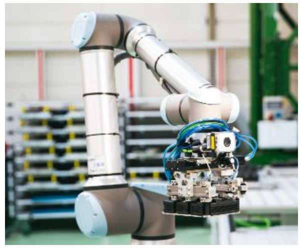
Predictive maintenance

3. Reinforce **efficiency and performance**

DIGITAL TWINS TO OPTIMIZE CUSTOMER DELIVERY AND SATISFACTION



Virtual universe used in Design and Manufacturing



Industry 5.0

Levers

- Technologies
- Ecosystem and partnerships
- Joint innovation work with suppliers
- Participative Innovation, Intrapreneurs and start-ups

Alstom innovation at the forefront of sustainable traction solutions

to better serve our customers

Several criteria influencing Total Cost of ownership

- Mission profile/Distance
- Energy Infrastructure requirements
- System economics in client's environment (e.g. cost of energy)
- Climate conditions and topography

More or less energy required

Alstom wide-encompassing portfolio of solutions

Continuous design improvements of our RS trains enabling lower energy consumption

H_2 and battery to replace diesel on non-electrified lines

- Battery **charging solutions** (APS, Hesop™) and Hydrogen **refueling stations** partnerships
- **FlexCare Modernise™**: zero direct emission or low emissions green re-tractioning by replacing or upgrading diesel with green solutions

…being further developed as part of innovation strategy

- Liquid hydrogen use assessment
- Battery technologies (e.g. sodium) and rare Earths monitoring
- Smart Energy Management through real-time software platform assessment
- Boost of Green and Smart modernisation and FlexCare Sustain™ activities as part of short cycle sales push
- Recyclability, circularity and eco-design

Supported by EU IPCEI financing

We push innovations where data plays a critical role for rail applications

DATA USE CASES AND SOME REALIZATIONS

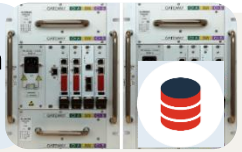
RAILWAY DATA

ENRICH DIGITAL APPLICATIONS TO IMPROVE PERFORMANCE

Simulators
Training for both train operations and maintenance staff

ACCELERATE VIRTUALISATION AND DIGITAL RAILWAYS

Vital wayside computer migration to IT servers
(1^{st} step to Cloud)



ENHANCE KNOWLEDGE OF ASSET BEHAVIOUR

HealthHub™ Predictive maintenance

OPTIMISE NEXT GENERATION SOLUTION DESIGN

Engineering 2.0
Virtual homologation software for railway dynamics

ENSURE CYBERSECURITY

Decentralized Authentication (patented)

Powered by SaaS hosting solution, Onexis™ Cloud

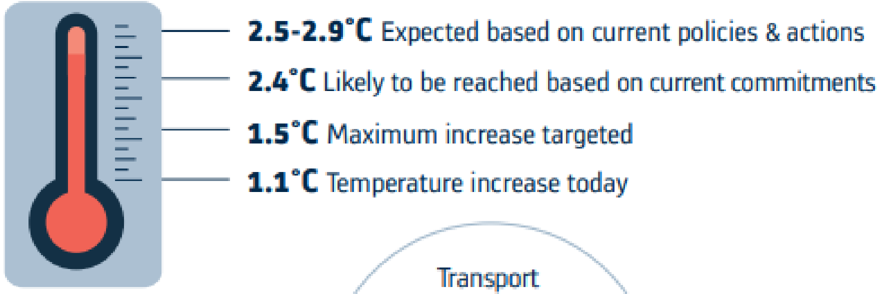
04

CSR at the heart of Alstom’s DNA

Sustainable Mobility at the heart of Alstom's business

SUSTAINABILITY ISSUES

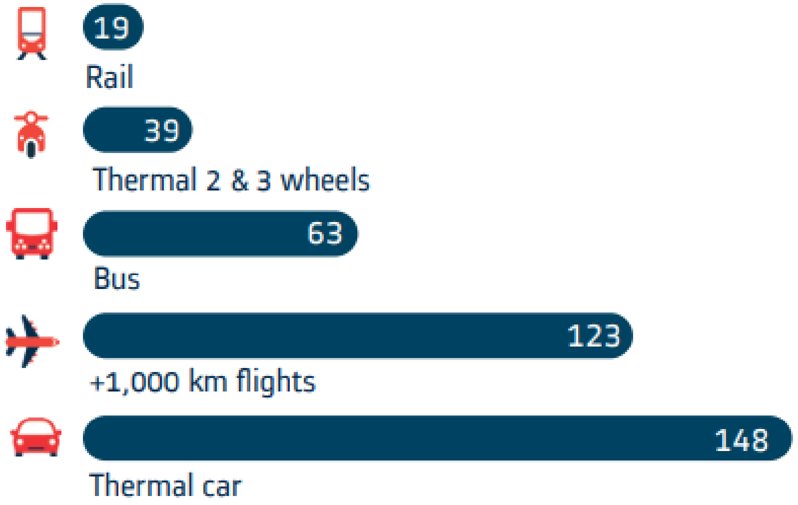
Potential Global Temperature Increases by end of the century



Transport generates **27%** of CO_2 emissions from energy use

THE TRAIN IS ONE OF THE LEAST EMITTING MODES OF TRANSPORT

Average GHG emissions for powered transportation modes (gCO_2/pkm)



Source: www.iea.org/data-and-statistics/charts/well-to-wheel-wake-wing-ghg-intensity-of-motorised-passenger-transport-modes in 2021.

Alstom directly contributes to Sustainable Development goals to provide access to safe, affordable, accessible and sustainable transport for all

Five sustainability & CSR priorities

Net zero mobility

- Innovating to develop efficient and fossil-free solutions for a net zero world
- Reducing the impact of our operations and adapting to a changing climate

Resource preservation

- Applying eco-design to reduce lifecycle impacts from products and services
- Implementing circular models to conserve resources and protect biodiversity

Community empowerment

- Supporting local socio-economic development by growing lasting partnerships
- Making mobility more inclusive and accessible

People care and growth

Engaging our people by
- Creating a supportive workplace and culture ensuring their safety and health
- Leading on diversity, equity, inclusion and offering to develop and grow

Responsible value chain

- Enhancing environmental and social performance
- Protecting human rights through our value chain

Our CSR priorities for a better world

		2030 Targets
Net zero mobility	*Equip our customers with the solutions to achieve Net Zero Mobility and deliver on our commitments*	• **139 kt (-40%)** for emissions from Alstom sites [1] (Scope 1 & 2: direct and indirect) • **2.7 (-42%)** reduction in emissions intensity passenger solutions[2] (Scope 3: sold products) • **5.9 (-35%)** reduction in emissions intensity freight solutions[2] (Scope 3: sold products) • **665 gCO_2e/€ (-30%)** reduction in supply chain emissions intensity [3] (Scope 3: supply chain)
Resources preservation	*Accelerate on Ecodesign and Circular Economy to protect resources and preserve biodiversity*	• **40%** of circular (recycled) content in newly-developed trains and Infrastructure • **85%** Waste recycling rate from Alstom sites
People care & growth	*Engaging with our employees through extended care and growth programmes*	• **32%** women in management, engineering and professional roles • Total recordable injury rate at **1.4** • **100%** of social care / social protection coverage • Learning culture: **25** hours per employee per year • **72%** engagement Index
Community empowerment	*Partnering in the growth of our communities to deliver social impact*	• **400,000** beneficiaries per year from local actions and Alstom Foundation
Responsible value chain	*Enhancing environmental and social performance through the value-chain*	• **95%** of suppliers monitored or assessed on CSR with low or medium net risk • **1,200** suppliers trained in sustainability and CSR

1: Baseline year 2021/22, Target year 2030/31 in kt CO2e 2: Baseline year 2021/22, Target year 2030/31 in gCO2 /pkm and Tkm
3: Baseline year 2022/23, Target year 2030/31 in gCO2/added value (€)

Net zero mobility

Equip customers with solutions to achieve Net Zero

2030 Ambition

SCOPE 3

Purchased goods and services

Reduce carbon intensity
by **30%** vs FY2022/23

SCOPE 1&2

Operations

Reduce absolute emissions
by **40%** vs FY2021/22

SCIENCE BASED TARGETS *aligned with 1.5°C trajectory*

SCOPE 3

Sold Products

Reduce carbon intensity
by **42%** for Passenger Rolling-stock
and **35%** for Freight vs FY2021/22

SCIENCE BASED TARGETS *aligned with Well-Below 2°C trajectory*

Resource preservation

Accelerate Ecodesign and Circular Economy

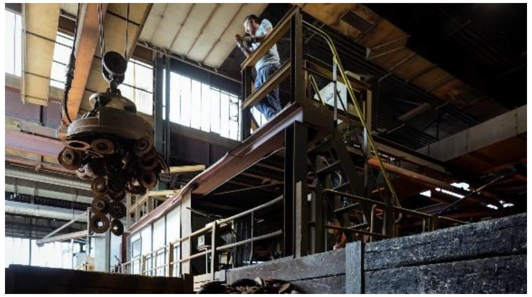
2030 Ambition

Leverage ecodesign for better performance

40% share of recycled content (RSC & Infra)

Integrate circular economy business models for services

Expand recycling in sites to 85%



People care and growth

Engage, support and grow employees

2030 Ambition

Lead in Diversity, Equity & Inclusion
32% Female Managers, Engineers and Professionals & 30% Top Management

Create a supportive workplace & culture
TRIR 1.4, 100% social protection coverage

Develop & Grow people
25 learning hours per employee

Engage Employees
72% Engagement Index

Community empowerment
Partnering to deliver social impact

2030 Ambition

Increase beneficiaries to **400,000**

(Alstom Foundation + community actions)

Promote employee volunteering

More accessible & inclusive mobility

Responsible value chain

Enhancing environmental and social performance

2030 Ambition

95% of suppliers with low/medium net CSR risk[1]

1,200 suppliers trained in Sustainability & CSR

* cumulative from FY2023/24

Engage stakeholders on Sustainability & CSR

1: Proportion of suppliers with low or medium net CSR risk level after CSR evaluation as per supplier's initial gross risk level

Alstom currently well perceived on ESG performance

Strong sustainable rating profile by all main agencies

MSCI	SUSTAINALYTICS	S&P Global	Moody's ESG Solutions	CDP	ecovadis
AA rating 2024	19.7 risk rating 2024	67 /100 score 2023	69 /100 score 2024	CLIMATE A- 2023	86/100 **Platinum** 2024

ENGAGÉ RSE
MODÈLE AFAQ 26000
Confirmé ★★
AFNOR CERTIFICATION

Presence in ESG index & recognition

- Tied to performance in Moody's rating
- Alstom well positioned (19/60)

EURONEXT Live markets

CAC SBT 1.5

- New ESG index launched in January 23
- Tied to SBT validation

PLATINUM Top 1%
ecovadis
Sustainability Rating
AUG 2024

- **Platinum Medal**, a recognition awarded to the **Top 1%** companies.

05

H1 2024/25 Group performance

1

Highlights

Free Cash Flow at €(138) million benefiting from downpayments phasing
Confirmation of FY 2024/25 outlook

ORDERS
€10.9bn
Book-to-bill
1.25

SALES
€8.8bn
+3.9% *(o/w 5.6% org)*
vs H1 2023/24

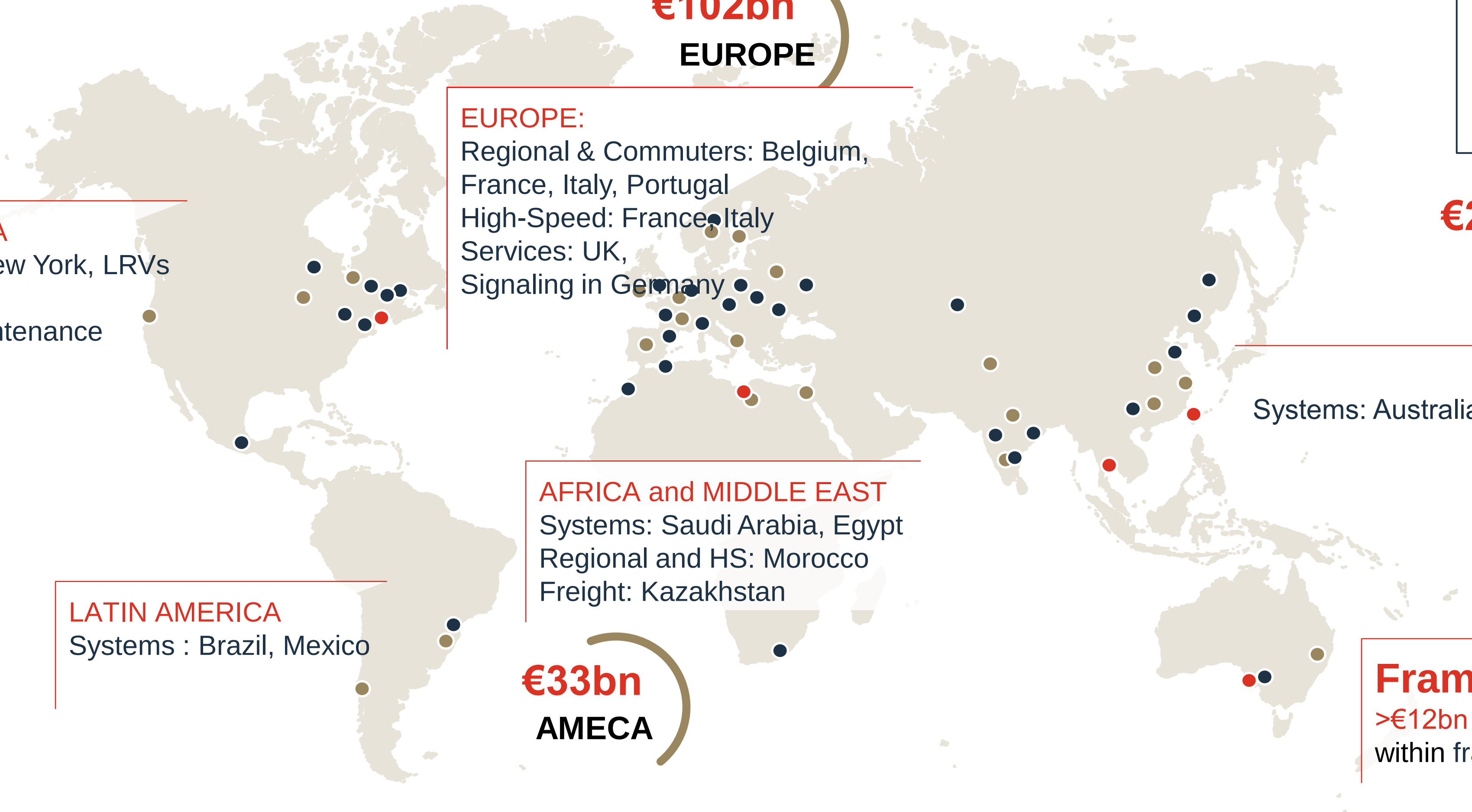
aEBIT
€515m
5.9%
+70bps
vs H1 2023/24

FREE CASH FLOW
€(138)m
vs €(1,119)m
H1 2023/24

- Strong commercial momentum with margin-accretive order intakes
- Sales and profitability in line with trajectory
- Free Cash Flow benefiting from commercial activity
- FY 2024/25 outlook confirmed

1. Figures unaudited
2. Environmental figures are reported on a calendar year basis: FY 2023/24 corresponds to 2023 calendar year. Based on last 12 Rolling Months.
3. Women in management and professional positions

Pipeline at ~€200bn: Asia and Middle-East growth, lower visibility in Americas



€39bn
AMERICAS

NORTH AMERICA
Urban projects: New York, LRVs
Commuters
Operations & Maintenance

LATIN AMERICA
Systems : Brazil, Mexico

€102bn
EUROPE

EUROPE:
Regional & Commuters: Belgium, France, Italy, Portugal
High-Speed: France, Italy
Services: UK,
Signaling in Germany

AFRICA and MIDDLE EAST
Systems: Saudi Arabia, Egypt
Regional and HS: Morocco
Freight: Kazakhstan

€33bn
AMECA

€23bn
APAC

APAC
Systems: Australia, Singapore, Thailand…
Urban: India metros

Frame agreements
>€12bn options to be exercised within frame agreements

H1 marked by major Trains, Metro and Maintenance wins

€10.9bn of orders booked in H1 2024/25

PROXIMA (TRAINS & MAINTENANCE- France)

S-BAHN KÖLN (TRAINS & MAINTENANCE - Germany)

PERTH (SIGNALING - Australia)

HAMBURG (METRO & MAINTENANCE- Germany)

POLO LOGISTICA FS (TRAXX LOCOS & MAINTENANCE - Italy)

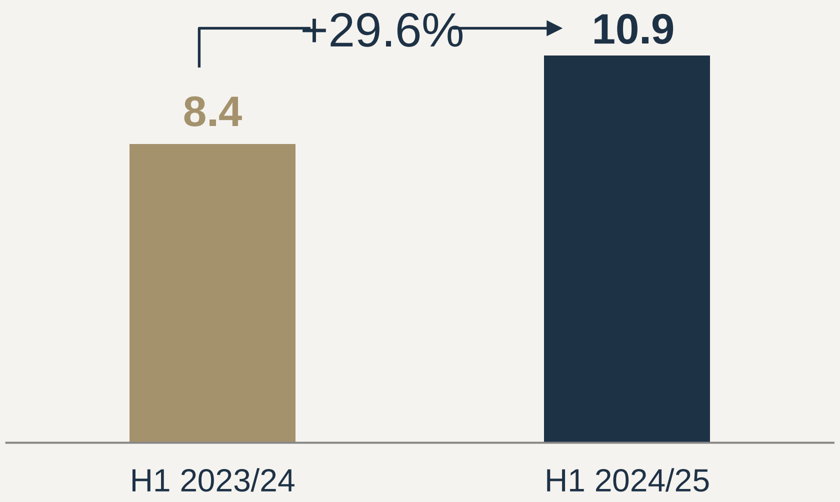
ELIZABETH LINE (TRAINS & MAINTENANCE - United Kingdom)

2

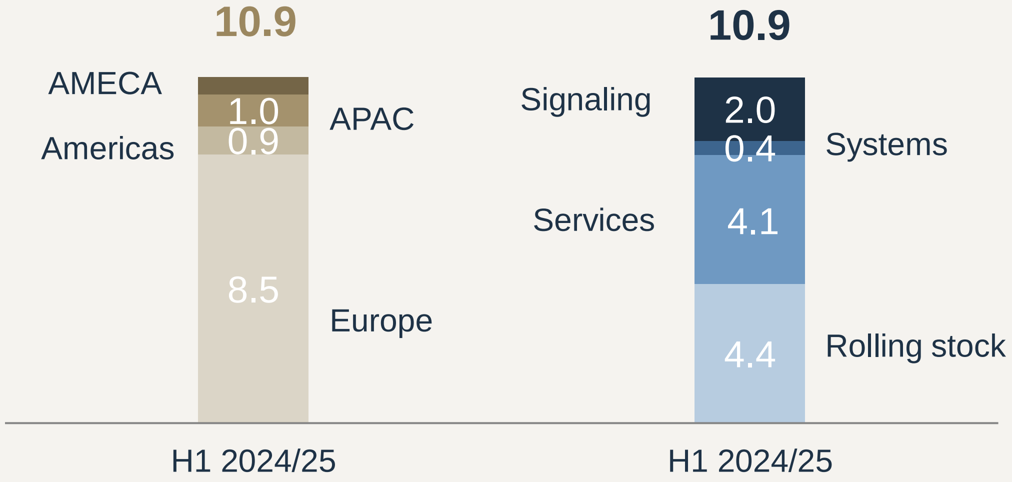
Financial Results

H1 orders boosted by strong Q2
Services and Signaling exceeding 50% of order intake

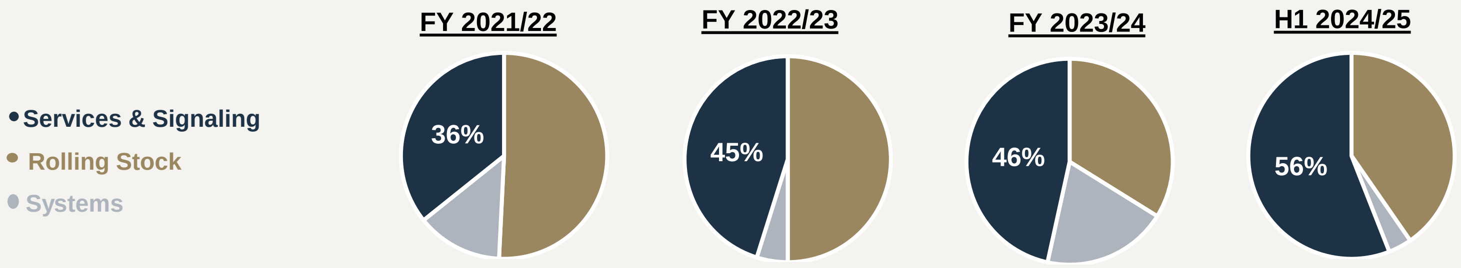
ORDERS H1 2024/25 (in €bn)



- Book-to-bill 1.25, backlog at €94.4bn



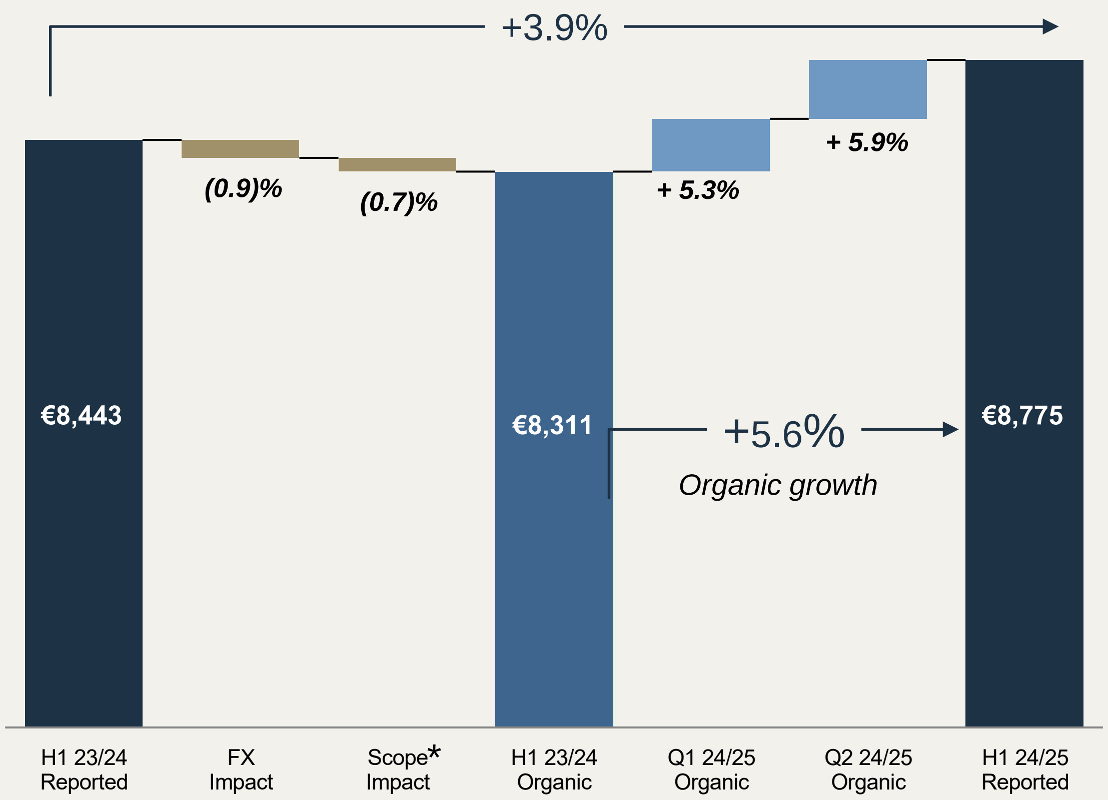
- Margin and cash on order intake supporting mid-term trajectory



Orders mix evolution supporting midterm targets

Group organic growth in line with guidance
Services growing double digit since merger

SALES H1 2024/25 (in €m)



** Spanish JVs and disposal of US signaling*

H1 2024/25 SALES SPLIT BY PRODUCT LINES

ROLLING STOCK: **€4,531m**
(+2% vs H1 2023/24, o/w 2% organic growth)
Ramp-up in France, Brazil and Asia/Pacific offsetting legacy German and UK contracts phasing out.

SERVICES: **€2,197m**
(+11% vs H1 2023/24, o/w 12% organic growth)
Strong growth in Germany, Asia/Pacific and Middle East.

SIGNALING: **€1,247m**
(+0% vs H1 2023/24, o/w 3% organic growth)
Consistent execution year on year, Asia/Pacific growth compensating Canada/US ramp down.

SYSTEMS: **€800m**
(+7% vs H1 2023/24, o/w 14% organic growth)
Good performance of Turnkey Systems projects in Mexico compensating successful completion of Egyptian monorail.

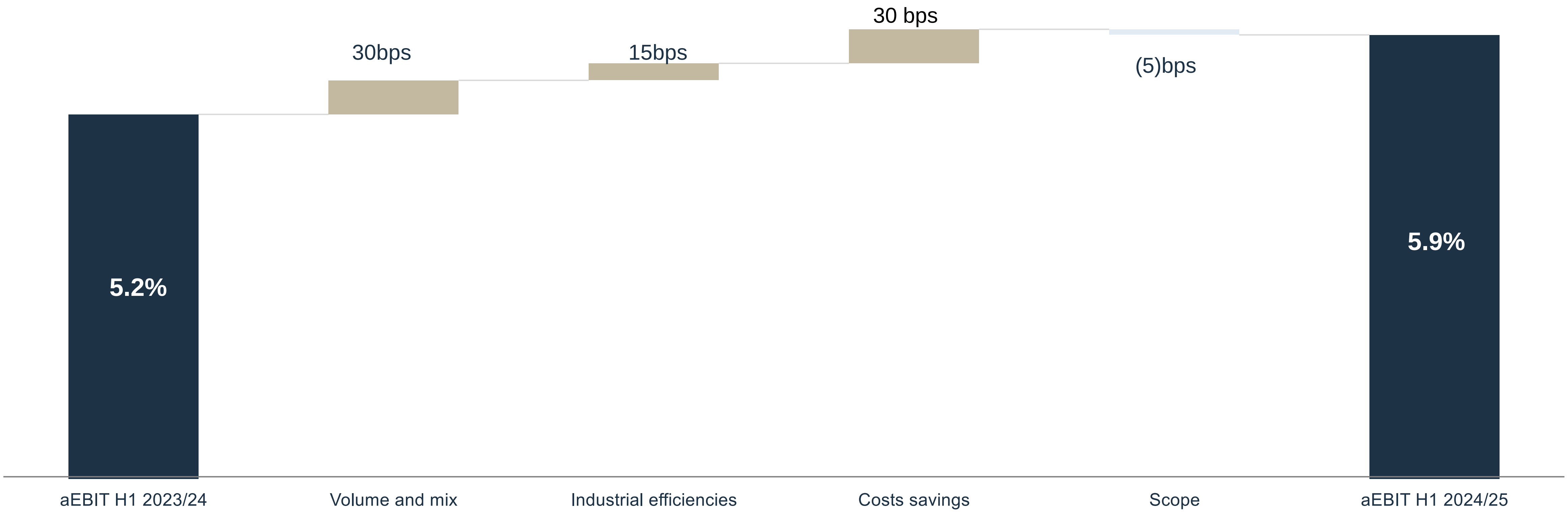
aEBIT margin improvement in line with FY 2024/25 trajectory

(in € million)	**H1 2023/24**	**H1 2024/25**	*Evolution*
Sales	**8,443**	**8,775**	*+3.9%*
Cost of Sales	(7,278)	(7,547)	*+3.7%*
Adjusted Gross Margin before PPA[1] *As a % of sales*	**1,165** *13.8%*	**1,228** *14.0%*	*+20bps*
Research and development expenses before PPA[2] *As a % of sales*	(254) *3.0%*	(256) *2.9%*	*(10)bps*
Selling & Administrative expenses *As a % of sales*	(538) *6.4%*	(528) *6.0%*	*(40)bps*
Net interest in equity investees pickup[3]	65	71	*+9.2%*
Adjusted EBIT [1]	**438**	**515**	*+17.6%*
Adjusted EBIT margin[1]	***5.2%***	***5.9%***	*+70bps*

1. Definition in Appendix
2. Excluding €(28) million of amortisation expenses of the purchase price allocation of Bombardier Transportation.
3. Definition in Appendix. This mainly includes Chinese joint-ventures

Profit improvement coming from volume and cost savings initiatives

aEBIT (in %)



Improved EBIT drive Net income increase

(in € million)	H1 2023/24	H1 2024/25	*Evolution*
Sales	**8,443**	**8,775**	*+3.9%*
Adjusted EBIT	**438**	**515**	*+17.6%*
Adjusted EBIT margin	***5.2%***	***5.9%***	*+70bps*
Capital gain and other non-operating income	1	21	-
Restructuring and rationalisation costs	(7)	(1)	*(85.7)%*
Integration, acquisition and other costs	(92)	(82)	*(9.9)%*
Reversal of net interest in equity investees pickup[1]	(65)	(71)	*+9.2%*
EBIT before PPA and impairment	**275**	**382**	*+39.3%*
Financial results	(98)	(107)	*+9.2%*
Tax results	(44)	(101)	*x2.3*
Share in net income of equity investees	53	60	*+13.2%*
Minority interests from continued op.	(12)	(10)	*(16.7)%*
Adjusted Net profit[2]	**174**	**224**	*+28.7%*
PPA net of tax	(173)	(169)	*(2.3)%*
Net Profit - Continued operations, Group share	**1**	**53**	-

o/w Integration costs €51m
Legal fees and others €31m

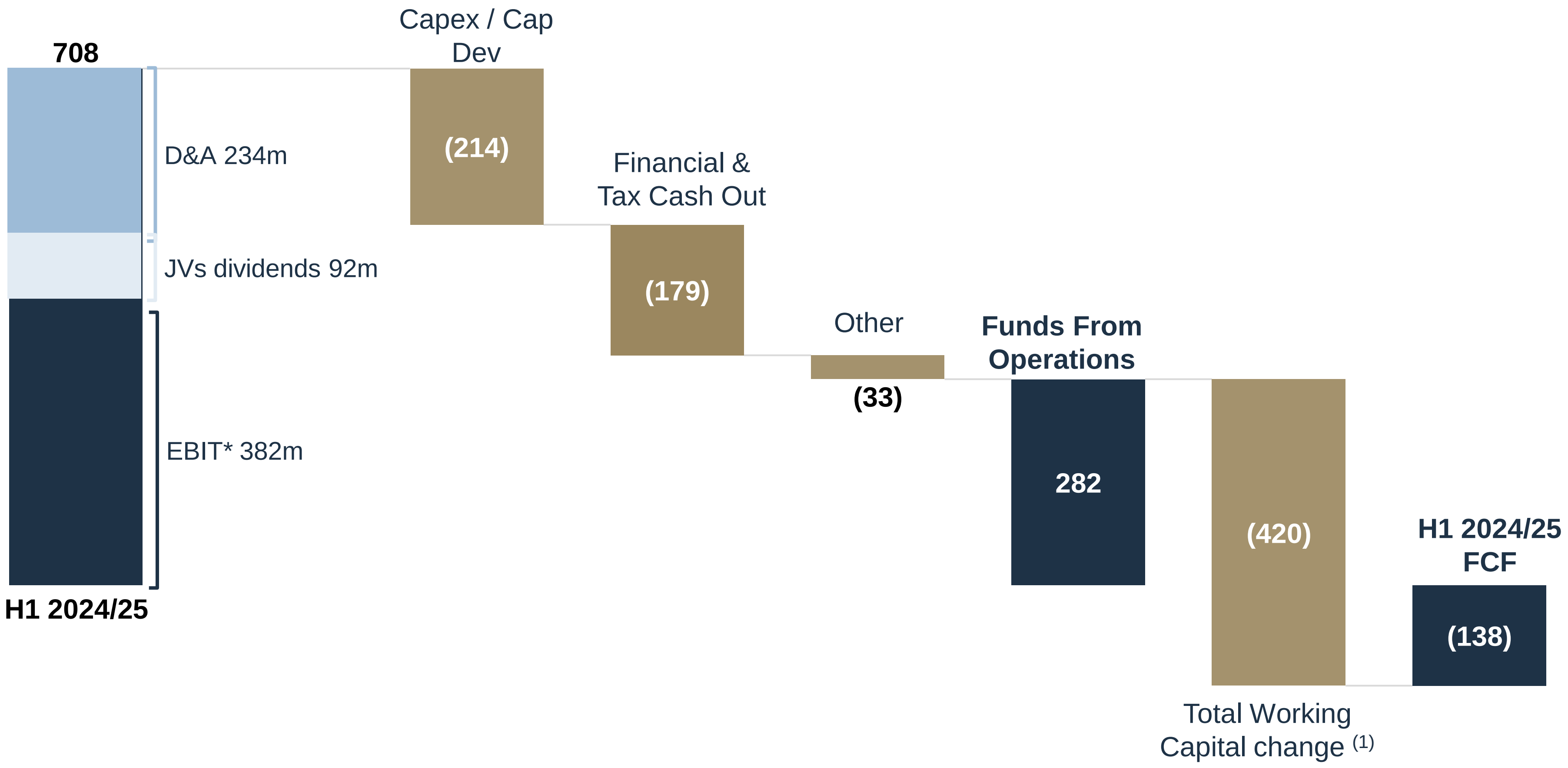
Net interest decrease by (€24m)
Hedging, bank fees & others
increase by + €33m

ETR 37%

1 This mainly includes Chinese joint-ventures
2 Definition in appendix

Structural FCF seasonality mitigated by improved working capital phasing

From EBIT* to Free Cash Flow (in € million)



* EBIT Before PPA and impairment

(1) Change in Working Capital (Trade + Contract working capital change) for €(420)m corresponds to the €(435)million changes in working capital resulting from operating activities disclosed in the condensed interim consolidated financial statements from which the €31 million variations of restructuring provisions and €(16) million of variation of Tax working capital have been excluded. .

Trade Working Capital
Seasonality on inventories, discipline maintained on overdues and payables

(in € million / days of sales)	30 September 2023		31 March 2024		30 September 2024	
Inventories	4,216	*91*	3,818	*79*	4,204	*85*
Trade payables	(4,223)	*(91)*	(3,444)	*(71)*	(3,474)	*(71)*
Trade receivables	3,019	*65*	2,997	*62*	3,093	*63*
Other assets/ liabilities	(2,107)	*(45)*	(1,705)	*(35)*	(1,630)	*(33)*
Trade Working Capital[1,2]	**905**	***20***	**1,666**	***34***	**2,193**	***45***

Inventories increase due to usual H1 seasonality

Trade payables and trade receivables maintained at stable level in H1

1. Definition in appendix
2. Excluding restructuring provisions and corporate tax changes

Contract Working Capital
Larger quantity of projects in startup phase

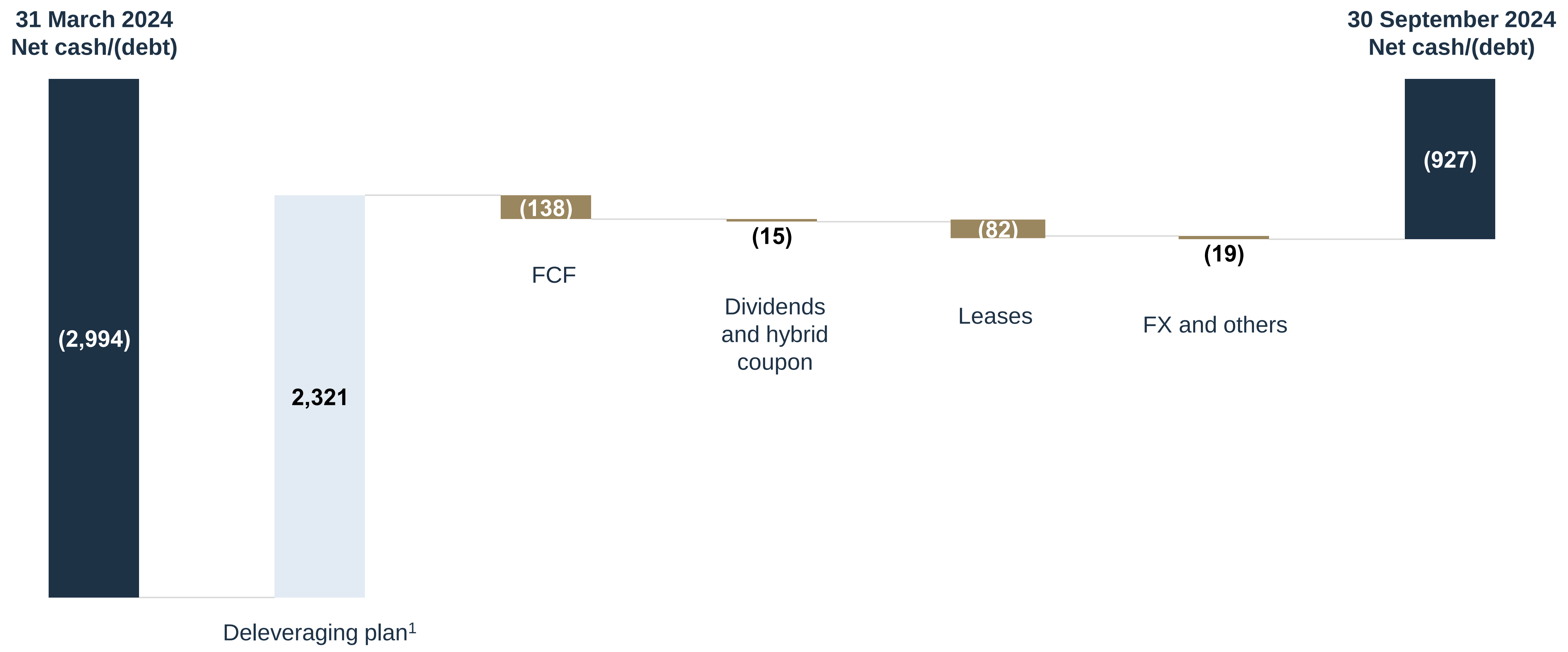
(in € million / days of sales)	30 September 2023		31 March 2024		30 September 2024	
Contract assets	5,369	*116*	4,973	*103*	5,476	*111*
Contract liabilities	(6,958)	*(150)*	(7,995)	*(166)*	(8,538)	*(174)*
Current provisions *Of which Risks on contracts*	(1,750) *(1,141)*	*(38)*	(1,612) *(981)*	*(33)*	(1,583) *(943)*	*(32)*
Contract Working Capital[1]	**(3,339)**	***(72)***	**(4,634)**	***(96)***	**(4,645)**	***(94)***

Net Contract Assets / Liabilities stable since March 2024 at (63) days of sales

Provisions on contract risks reducing as planned

1 Definition in appendix

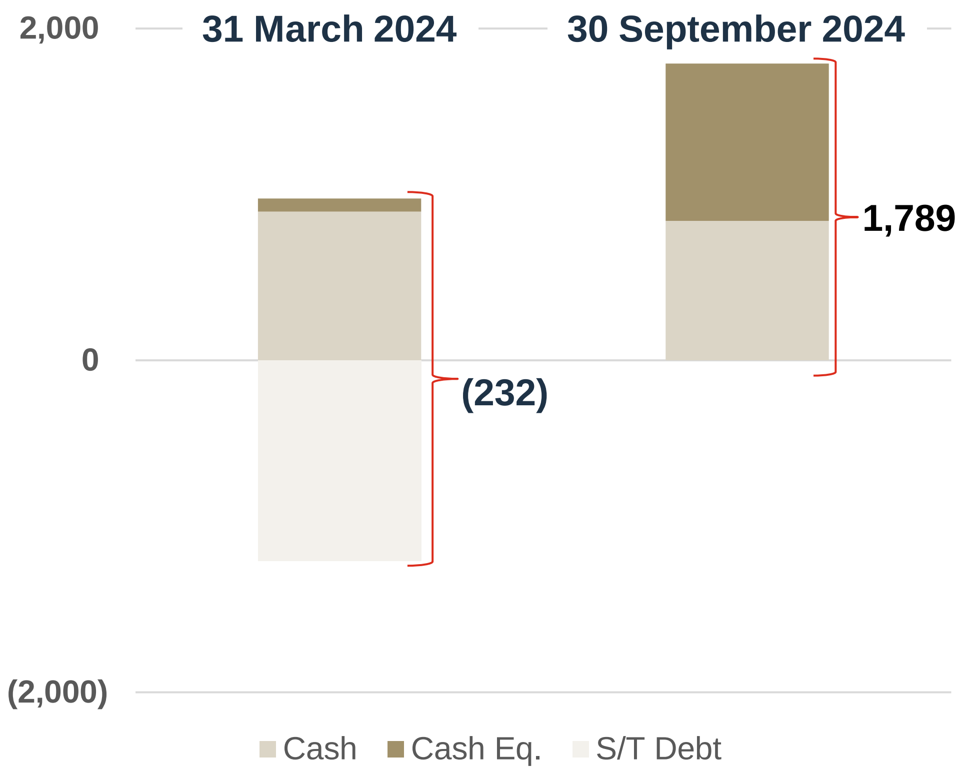
Net financial debt reduced by €2,067m to €927m following deleveraging plan



1. Sale of TMH for €75m executed during FY23/24. Rights issue, hybrid issuance and sale of US conventional Signaling net of advisory fees.

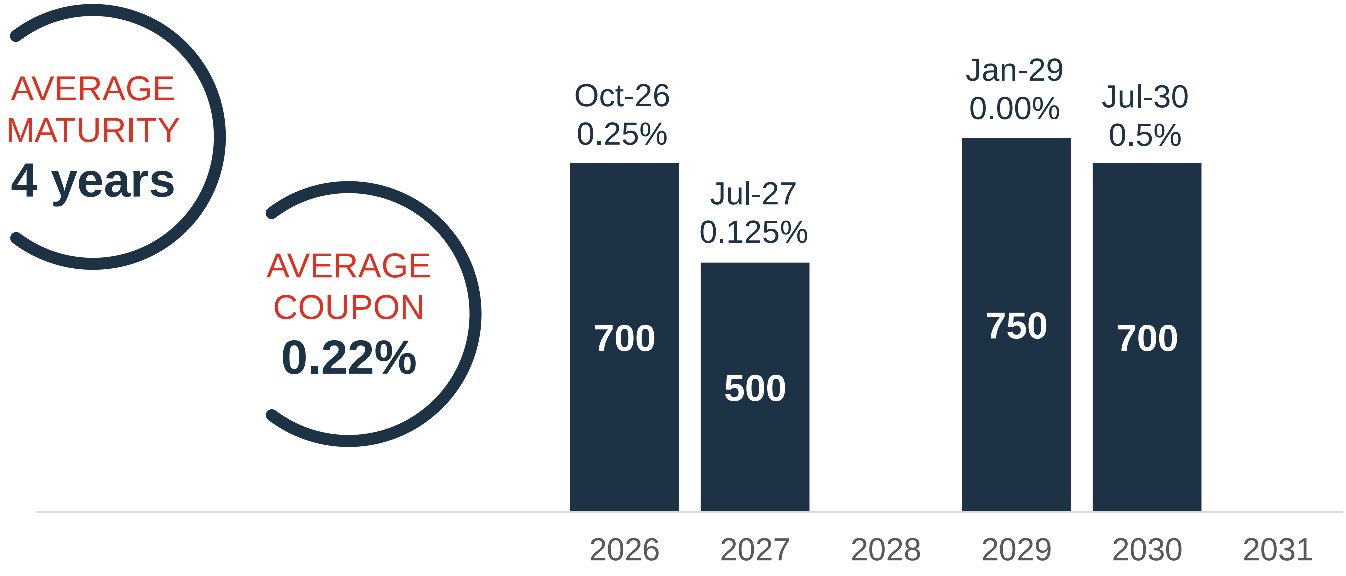
Short-term debt reimbursed, strong increase in Cash & cash equivalents

CASH, CASH EQ. and S/T DEBT (IN € MILLION)



- ~€869m increase in Cash equivalents
- ~€1.2b reimbursement of short-term debt during H1

STABLE OUTSTANDING BONDS (IN € MILLION)



- No financial covenants and fixed coupons on all bonds
- No planned redemption before October 2026

3

Trajectory

Leading the way to greener and smarter mobility

Our objectives

Restore profitability and best-in-class Operations
to consolidate our position as undisputed leader

Set foundations to become the Rail one-stop-shop reference partner

Our focus areas

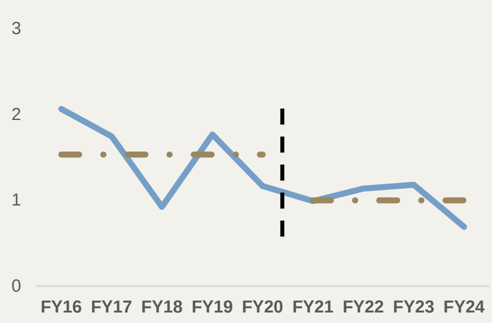
1. Achieve Excellence in Operations
2. Create profitable opportunities in focused markets and segments
3. Establish enduring customer partnerships, boosting services
4. Accelerate innovation and digital for better differentiation

Towards decarbonization of mobility, powered by our People

Rolling stock : turning selectivity into sustainable profit

Selectivity since merger

Rolling Stock Book to Bill



Book-to-bill from **~1.5** to **~1** before / after merger

Margin in backlog improved by **~160bps** since merger

Key additional actions to uplift profitability over next three years

Focus on 13 most attractive countries
- ✓ Clear competitive advantage
- ✓ Concentrating R&D efforts
- ✓ Service / Systems synergies

Enhance commercial discipline
- ✓ Increased target margins by segment
- ✓ Reinforced golden rules
- ✓ Strict contract management

Seamless execution
- ✓ Engineering efficiency through automation and AI tools
- ✓ Execute legacy backlog
- ✓ On-time delivery back to ex-AT levels in FY25

Mid-term expectations

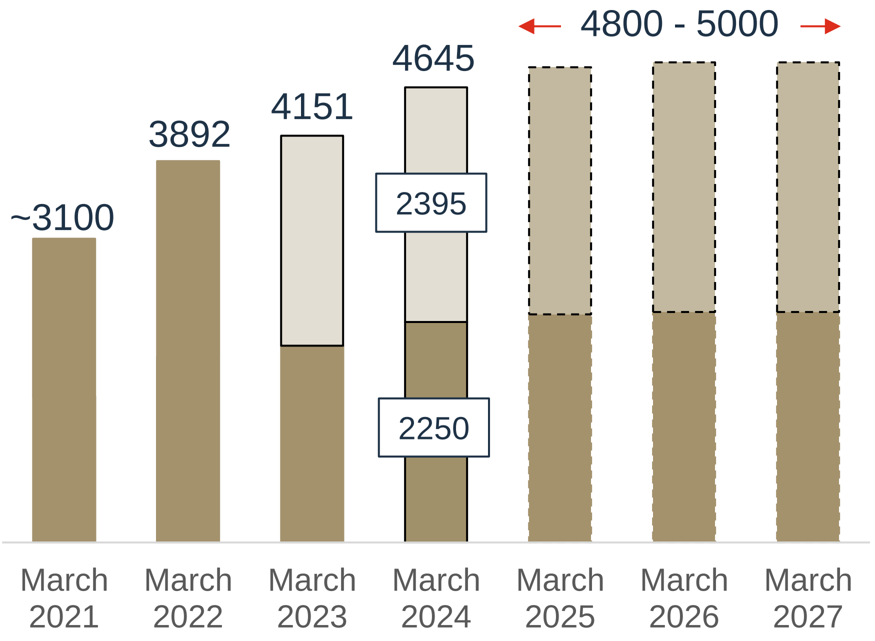
Continue improving Rolling Stock margin in backlog

Rolling Stock profitability uplift to mid-single digit by FY 2026/27

Rolling Stock to consume Contract Working Capital

Industrial optimization and overheads reduction post integration, as the Group stabilizes deliveries to 4,800-5,000 cars per year

Manufacturing Output (#cars)



- 2395 cars delivered over H2

Industrial optimization

€350m restructuring Cash-out in the plan

~1,500 FTE overhead reduction

Mid-term expectations

Reduce industrial inefficiencies on gross margin

Reduce incidence of SG&A on sales by **~1pp**

Bringing Services to the forefront of the Alstom business model

AMBITION

STRATEGIC FOCUS

Consolidate leadership

- Harvest installed base
- Grow short cycle sales
- One-stop shop positioning

Capture new markets

- Cross border and open access in Europe
- Smart and Green modernisation
- Boost Digital Maintenance
- TSSSA to penetrate incumbents' fleets

Enhance industrialization

- Strategic depot footprint capex
- Maintenance performance centres
- Boost Parts business model

Mid-term expectations

Average book-to-bill largely above 1

Share of Services in backlog to match share of Rolling Stock by FY 2026/27

Services Contract Working capital build-up

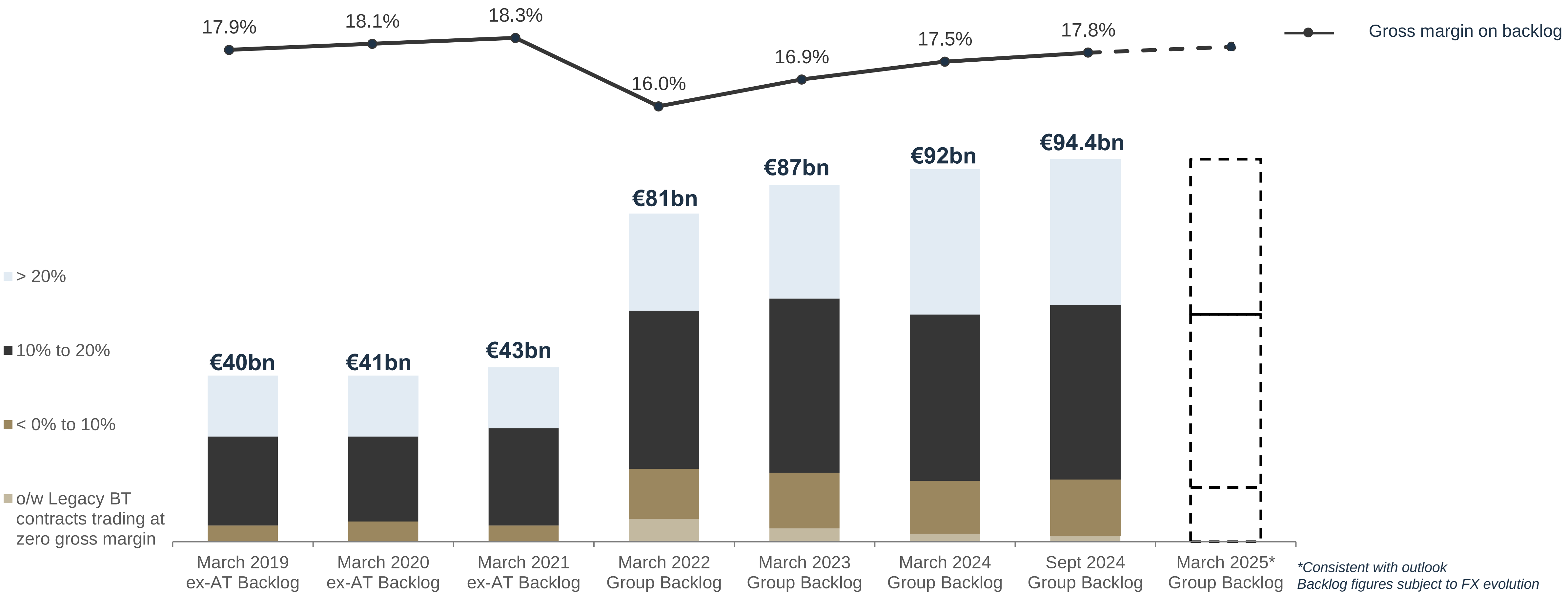
Signaling and Systems - Profitable growth in a concentrated market

Alstom ambition

1 *A MARKET…*			2 Grow above market	3 Improve profitability
…CONSOLIDATING		*… and GROWING*		
2 *global competitors* **SIEMENS** **HITACHI x THALES**	***SIG***	**4% p.a. growth** *On accessible market*	**Mid to High Single Digit growth** Driven by - Mainline: Germany, - Growth in our home countries - Services uplift - WC build-up	**Sustain Double Digit profitability** Driven by - Improved margins on orders - More efficient R&D
	Turnkey	**~8Bn€ p.a.** *X2 versus last 4 years*	**High Single Digit growth** Driven by high market demand over the next 3 years	**From High Single Digit to Double Digit** Improved contract margin on backlog

Strong backlog with confirmed gross margin improvement trajectory

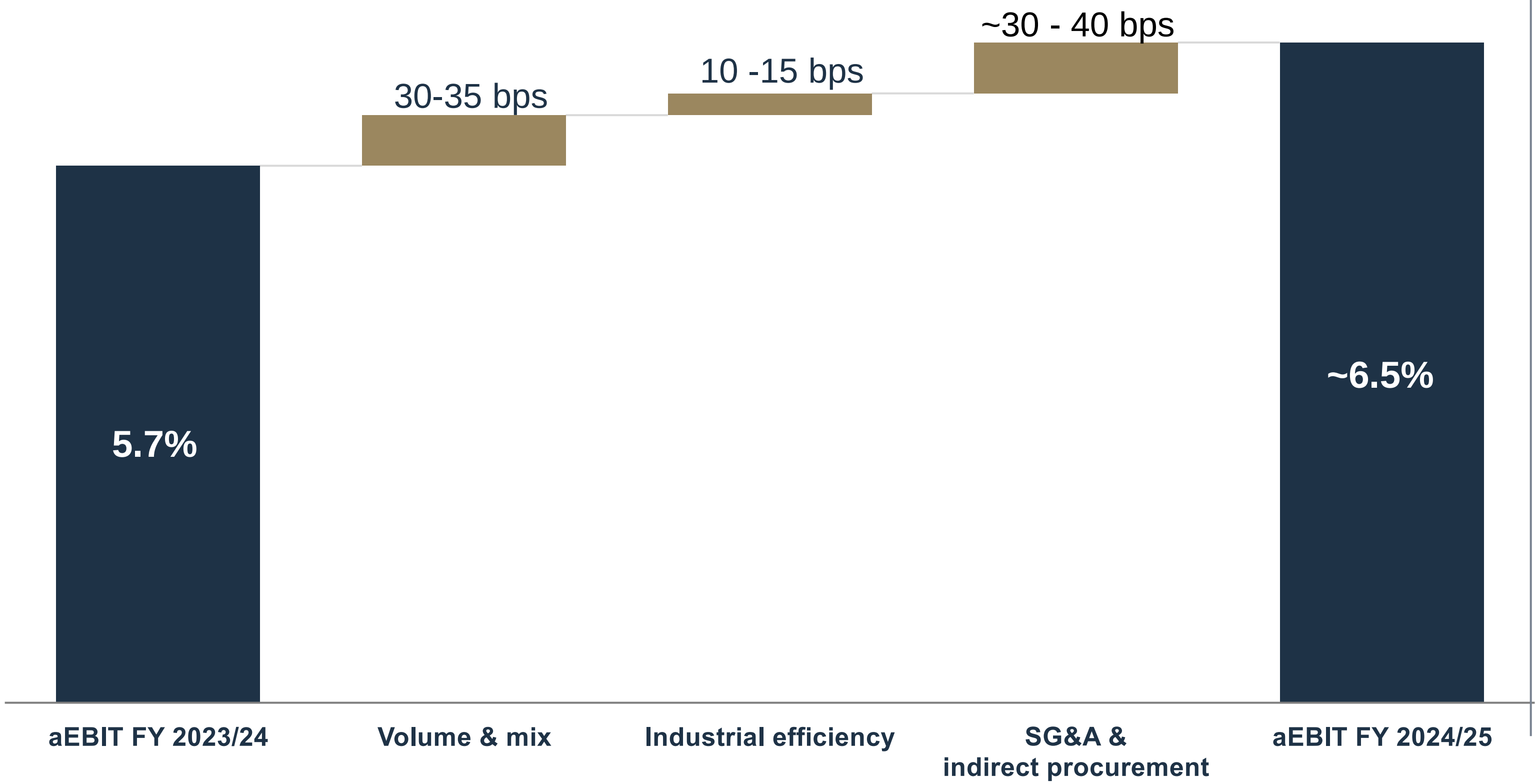
Backlog stratification – Gross margin evolution



*Consistent with outlook
Backlog figures subject to FX evolution

Non-linear aEBIT margin trajectory with impact of restructuring plan kicking in during second half of FY 2024/25

aEBIT (in %)



Main drivers to 8-10% aEBIT mid- to long-term ambition

- Rolling Stock margin uplift from progressive improvement of margin in backlog
- Reduction of industrial inefficiencies
- Full-year effect of the SG&A plan
- Indirect procurement action plan

Cumulative Free Cash-Flow generation of at least €1.5bn over the next three years

Investments impacting FFO

- Services CAPEX
- Restructuring cash out

Positive FFO drivers

- Strong EBITDA improvement
- Reduction of non-operating expenses

Contract working capital build-up

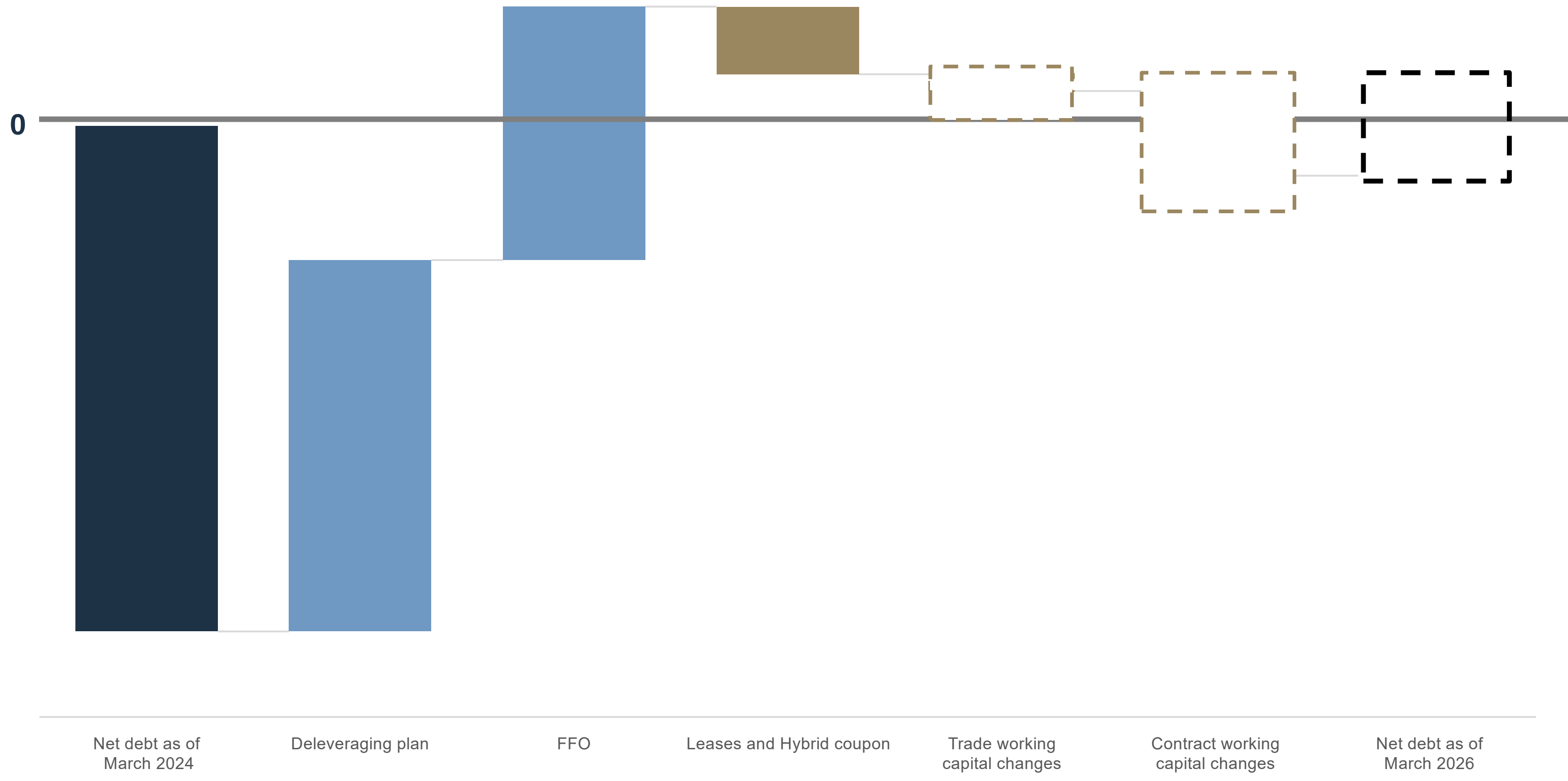
- Rolling Stock backlog stabilization
- Services and Signaling ramp-up
- Consumption of loss-making contract provisions

Positive trade working capital drivers

- Inventories trending to ~75 days

Capital allocation priorities

- Priority to deleverage and maintain Investment Grade rating
- Dividends policy to be re-evaluated once zero net financial debt is reached
- M&A policy:
  - Pursue bolt-on acquisitions (Innovation, Digital, Services)
  - Dynamic portfolio management



Graph not at scale, for illustration purposes

Guidance for FY 2024/25 and mid-term ambitions

Assumptions

- Supportive market demand
- FY 2024/25 downpayments consistent with FY 2023/24
- Balance sheet plan fully executed in FY 2024/25
- End of integration in FY 2024/25

Outlook for FY 2024/25

- Book to bill above 1
- Sales organic growth: around 5%
- aEBIT margin around 6.5 %
- FCF generation €300m to €500m
- Seasonality driving:
  - Negative FCF within a range of €(300)m to €(500)m in H1 2024/25
  - aEBIT margin development to be more H2 weighted

Mid- to long-term ambitions

- Book-to-bill above 1
- Sales average growth ~5% / year
- aEBIT margin within 8-10% range
- FCF conversion trending to 100%* over the cycle

** Of adjusted net profit*

At least €1.5bn cumulative FCF from FY 2024/25 to FY 2026/27

06 APPENDIX

Board of Directors composition (September 30th, 2024)

Philippe Petitcolin
Chairman of the Board

Daniel Garcia Molina
Director representing employees

Baudouin Prot
Independent Director
Δ

Benoit Raillard
Observer

Henri Poupart-Lafarge
Chief Executive Officer

Gilles Guilbon
Director representing employees

Sylvie Rucar
Independent Director

Bi Yong Chungunco
Independent Director
Δ

José Gonzalo
Permanent representative of BPIfrance Investissement

Kim Thomassin
Permanent representative of CDPQ

Clotilde Delbos
Independent Director

Sylvie Kandé de Beaupuy
Independent Director
Δ

Jay Walder
Independant Director

Nominations and Remuneration Committee

Δ Ethics & Sustainability Committee

Audit and Risks Committee

Independence*: 80%

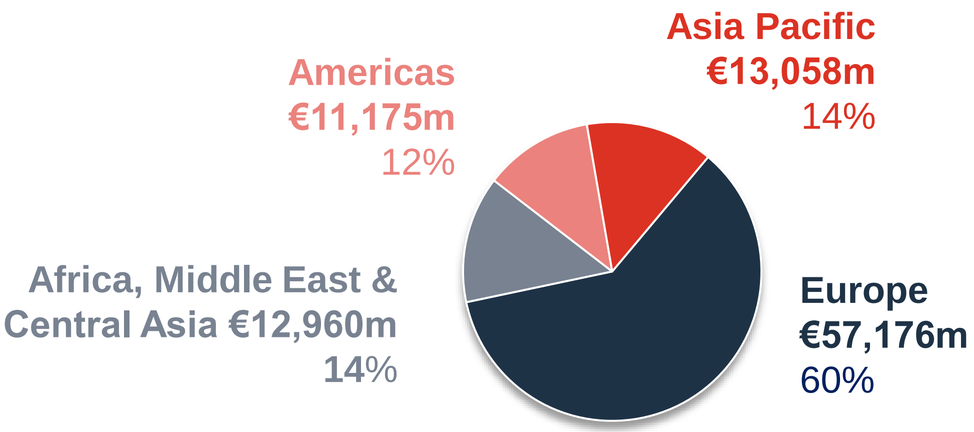
Women*: 50%

Number of nationalities represented: 7

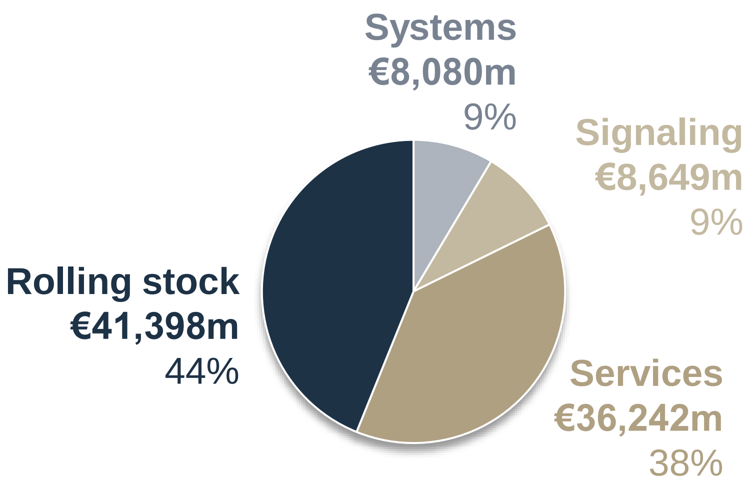
**Excluding directors representing employees*

H1 2024/25 backlog by region and product line

Backlog breakdown by region (in € million)

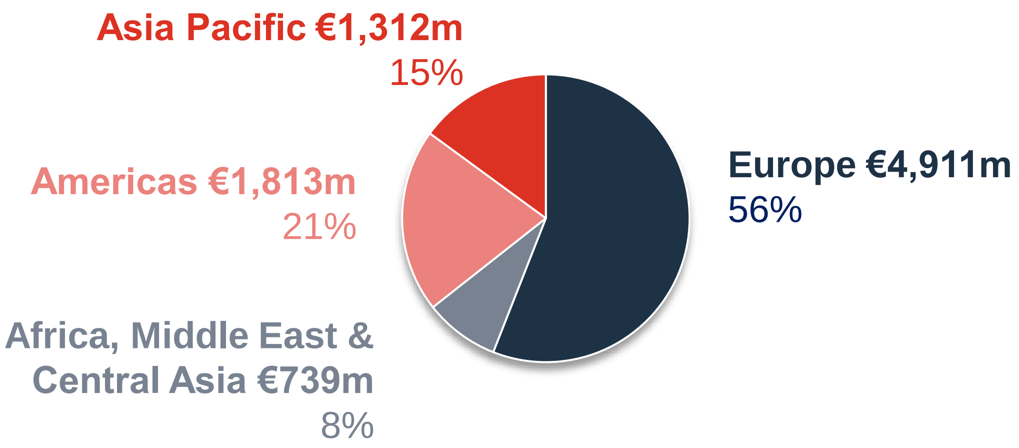


Backlog breakdown by product line (in € million)

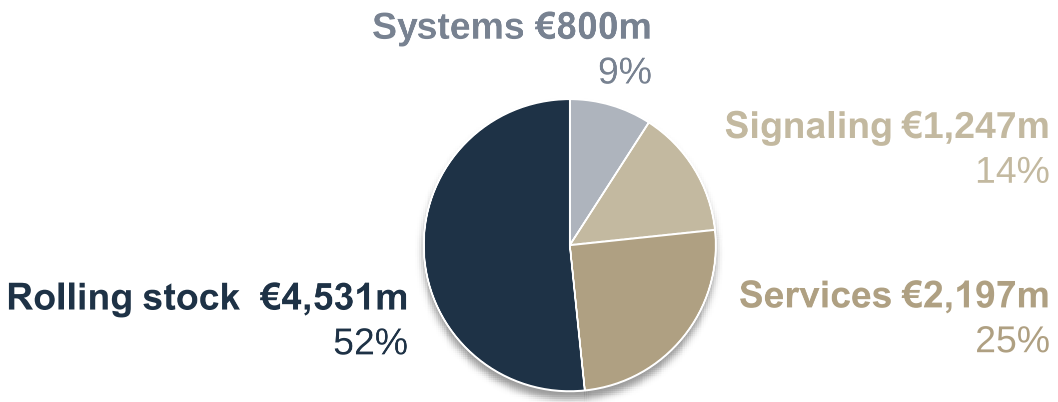


H1 2024/25 Sales by region and product line

Sales breakdown by region (in € million)

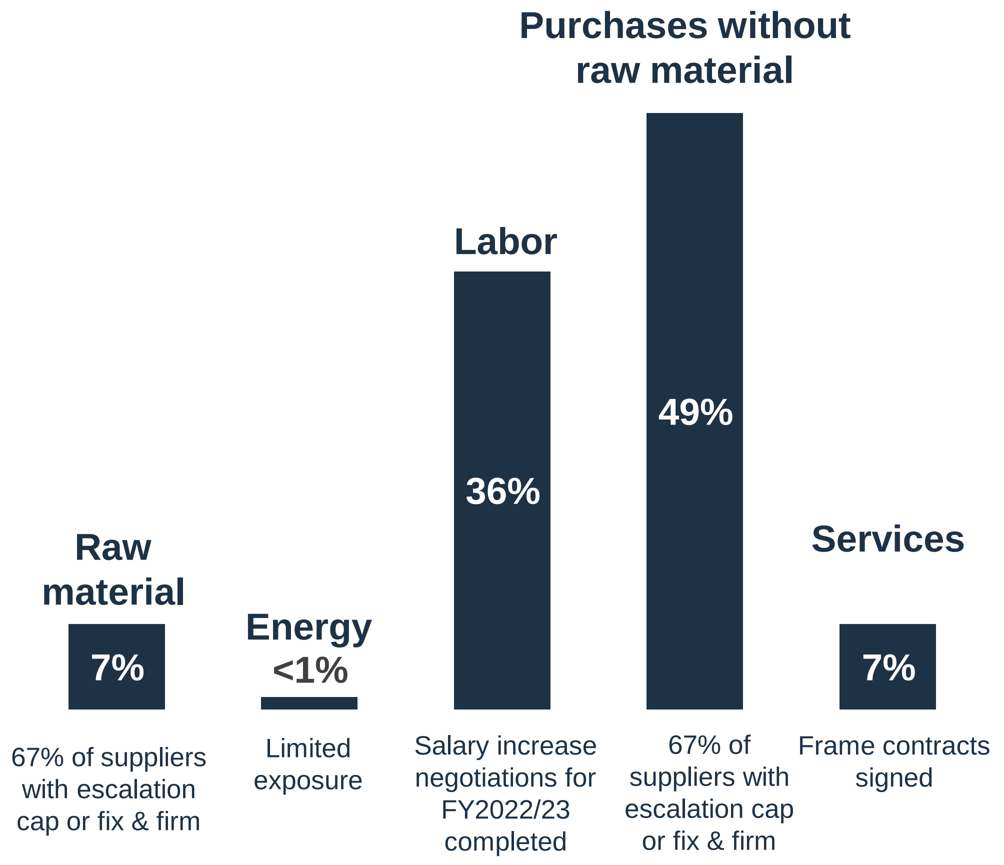


Sales breakdown by product line (in € million)



Inflation parameters and mitigation actions

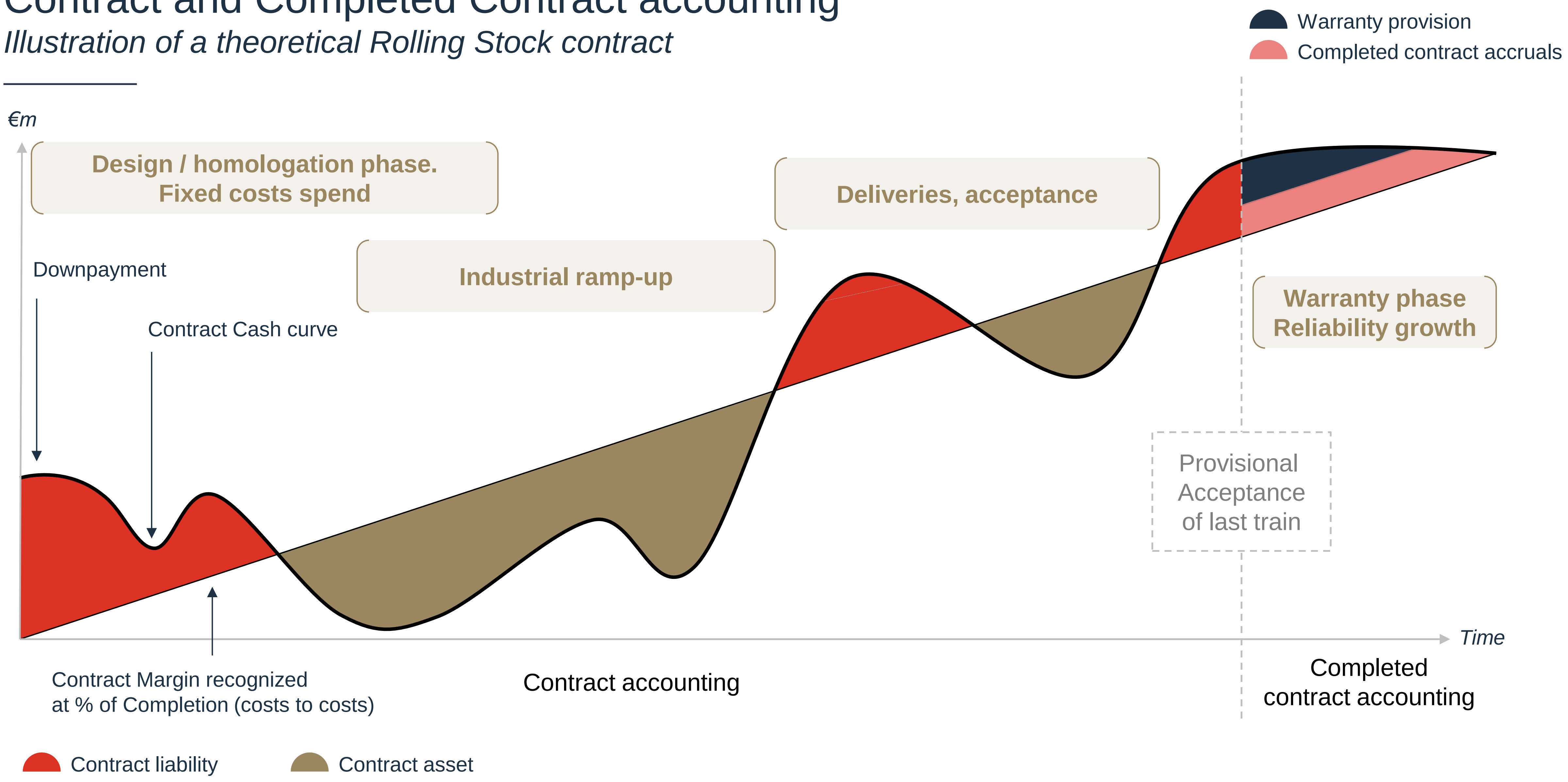
COST STRUCTURE*



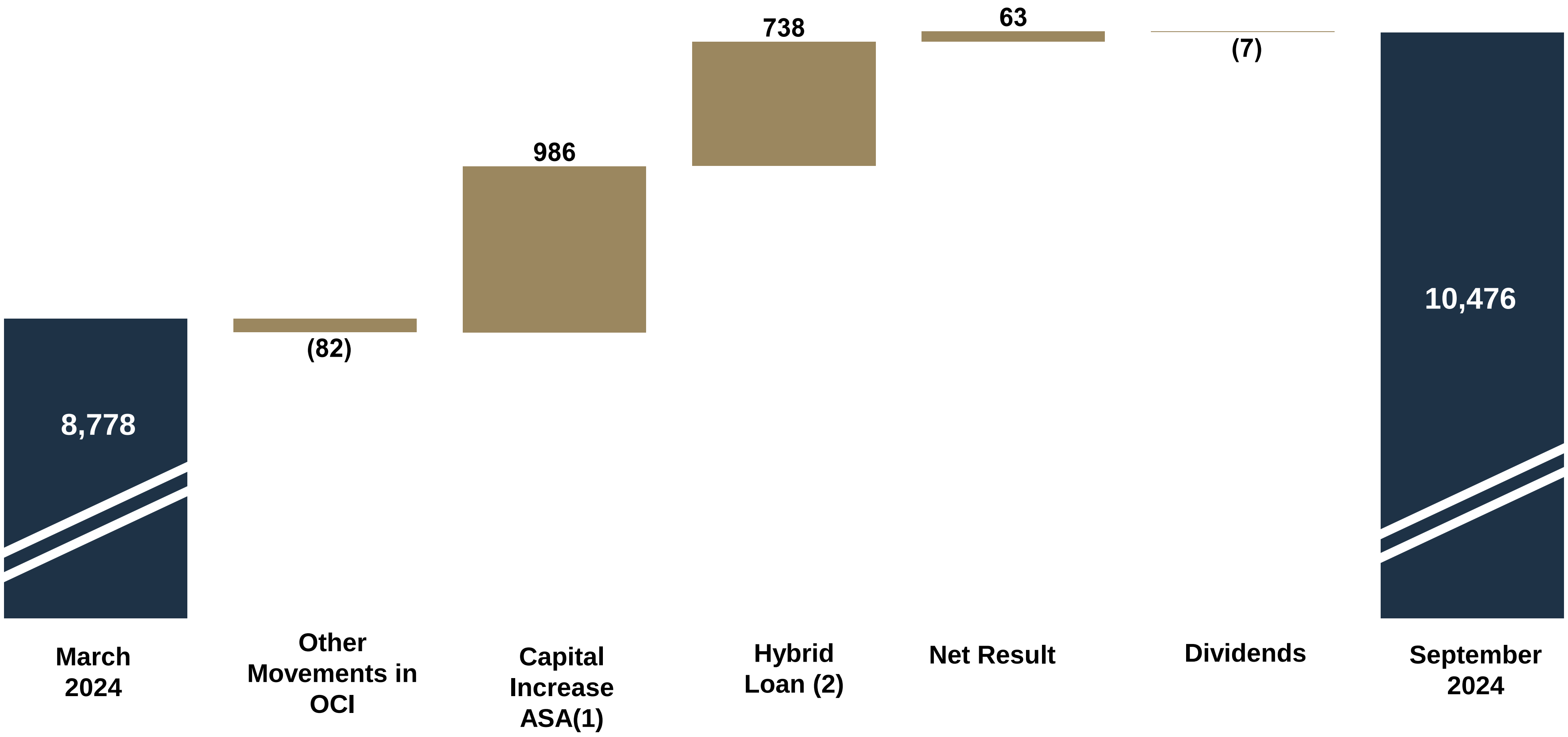
* Based on FY 2023/24 cost base

Contract and Completed Contract accounting

Illustration of a theoretical Rolling Stock contract



Equity in € million



Contract accounting – P&L – Glossary

- **Revenue and Contract Margin** are recognized at the percentage of completion method based on Costs-to-Costs under IFRS15:

  - **Percentage of completion** (PoC) = Costs accumulated to date divided by Costs at completion
  - Cumulative sales to date = Selling Price at completion x PoC.
    - **Period Sales** = Cumulative Sales to date – cumulative sales at end of last period.
  - Contract Margin (CM) to date = CM at completion x PoC.
    - **Period CM** = Cumulative CM to date – cumulative CM at end of last period.

  - **Selling Price (SP) and CM at completion** are reviewed for each project at least twice a year:
    - Changes in SP and / or CM at completion are recognized in P&L immediately so that cumulative P&L and related working capital balances (see next slides) always reflect the latest project review estimates.
    - If CM at completion is negative,
      - Losses to date (= negative CM at completion x PoC) are recognized in P&L + (if any) reversal of previously recognized positive margin
      - A provision for contract loss is recognized for the losses to come (provision = Negative CM at completion – Loss recognized to date)
      - At any further project review of a loss-making contract, the evolution of the loss (negative or positive) is immediately recognized in P&L, regardless the nature of the evolution (variation orders, operational improvements / degradations, penalties…)

Contract and Completed contract accounting – Working Capital – Glossary

- **Contract Liabilities** are made of
  - **Down-payments received** (upfront payment received at inception to finance the contract)
  - **Deferred income on contracts** : when cumulative billing of the contract is exceeding cumulative trading (revenue recognized in the income statement) on Cost-to-Cost contracts.

- **Contract Assets** are mainly **Unbilled income on contracts:** when cumulative trading (revenue recognized in the income statement) of the contract is exceeding cumulative billing[1] on Cost-to-Cost (CtC) contracts.

- At any time, a contract is either in a **Net Contract Assets** or in a **Net Contract Liability** situation as seen in the illustrative chart.

- When a contract reaches **provisional acceptance of 100% of the quantity of trains as per the contract,** Sales and GM at completion are recognized at 100%, net contract liability is reclassed to **completed contract accruals** (within Other payables) representing activities to be completed after acceptance

1. Billing triggers reduction of contract asset and recognition of a Receivable.

Other Working Capital items - Glossary

- **Inventories** are mainly **raw materials and semi-finished goods.** They are recognized when goods are received at the factory[1]. Inventories are transferred to Contract Assets / liabilities when they exit the warehouse and are entering the assembly line, then allocated to the contract accounting scheme

- **Current Provisions –**are mainly:
  - **Warranty provisions (about 1 /3 of total)** – provision created progressively at the delivery of each train. Mainly spare parts and warranty team at customer site.
  - **Provisions for risks on contracts (about 2/3) include** mainly provisions for contracts losses which are recognized when CM at completion becomes negative, corresponding to the portion of negative margin at completion still to be recognized through the P&L (see previous)

- **Non-Current Provisions –** are mainly for litigations, tax and environmental risks and restructuring provisions

1. Goods receipt triggers recognition of an Accounts Payable.

Other Working Capital items - Glossary

- **Other current operating assets** are mainly :
  - 40 to 50% represent B/S side of financial derivatives and hedged firm commitments not yet turned into a receivable
  - The remainder consists in
    - Taxes (VAT, CIT…)
    - Downpayment to suppliers
    - Prepaid expenses
    - Non-trade receivables

- **Other current operating liabilities** are mainly:
  - **Other payable (about 1/3 of total)** – are mainly completed contract accruals, representative of goods to be delivered or services to be rendered after the 100% provisional acceptance milestone is reached. In particular, reliability growth activities.
  - **Staff and assotiated liabilities (about 20% of total)** – mostly vacation accruals, social security payables…
  - Derivatives and hedged firm commitments / liability side (**about 1/3 of total**)
  - **AP with extended payment terms:** trade payables supported by the supply chain financing arrangement and exceeding regular payment terms
  - The remainder consists essentially in Taxes payable

Appendix - Non-GAAP financial indicators definitions (1/2)

This section presents financial indicators used by the Group that are not defined by accounting standard setters.

- **Orders received**

A new order is recognised as an order received only when the contract creates enforceable obligations between the Group and its customer. When this condition is met, the order is recognised at the contract value. If the contract is denominated in a currency other than the functional currency of the reporting unit, the Group requires the immediate elimination of currency exposure using forward currency sales. Orders are then measured using the spot rate at inception of hedging instruments.

- **Book-to-Bill**

The book-to-bill ratio is the ratio of orders received to the amount of sales traded for a specific period.

- **Adjusted Gross Margin before PPA**

Adjusted Gross Margin before PPA is a Key Performance Indicator to present the level of recurring operational performance. It represents the sales minus the cost of sales, adjusted to exclude the impact of amortisation of assets exclusively valued when determining the purchase price allocations (“PPA”) in the context of business combination as well as non-recurring “one off” items that are not supposed to occur again in following years and are significant.

- **Adjusted EBIT**

Adjusted EBIT (“aEBIT”) is the Key Performance Indicator to present the level of recurring operational performance. This indicator is also aligned with market practice and comparable to direct competitors.

Starting September 2019, Alstom has opted for the inclusion of the share in net income of the equity-accounted investments into the aEBIT when these are considered to be part of the operating activities of the Group (because there are significant operational flows and/or common project execution with these entities). This mainly includes Chinese joint-ventures, namely CASCO, Alstom Sifang (Qingdao) Transportation Ltd, Jiangsu ALSTOM NUG Propulsion System Co. Ltd. (former Bombardier NUG Propulsion) and Changchun Changke Alstom Railway Vehicles Company Ltd.

aEBIT corresponds to Earning Before Interests and Tax adjusted for the following elements:

- net restructuring expenses (including rationalisation costs);
- tangibles and intangibles impairment;
- capital gains or loss/revaluation on investments disposals or controls changes of an entity;
- any other non-recurring items, such as some costs incurred to realise business combinations and amortisation of an asset exclusively valued in the context of business combination, as well as litigation costs that have arisen outside the ordinary course of business;
- and including the share in net income of the operational equity-accounted investments.

A non-recurring item is a “one-off” exceptional item that is not supposed to occur again in following years and that is significant.

Adjusted EBIT margin corresponds to Adjusted EBIT expressed as a percentage of sales.

Appendix - Non-GAAP financial indicators definitions (2/2)

- **EBIT before PPA**

Following the Bombardier Transportation acquisition and with effect from the fiscal year 2021/22 condensed consolidated financial statements, Alstom decided to introduce the “EBIT before PPA” indicator aimed at restating its Earnings Before Interest and Taxes (“EBIT”) to exclude the impact of amortisation of assets exclusively valued when determining the purchase price allocations (“PPA”) in the context of business combination. This indicator is also aligned with market practice.

- **Adjusted net profit**

The “Adjusted Net Profit” indicator aims at restating the Alstom’s net profit from continued operations (Group share) to exclude the impact of amortisation & impairment of assets exclusively valued when determining the purchase price allocations (“PPA”) in the context of business combination, net of the corresponding tax effect.

- **Free cash flow**

Free Cash Flow is defined as net cash provided by operating activities less capital expenditures including capitalised development costs, net of proceeds from disposals of tangible and intangible assets. Free Cash Flow does not include any proceeds from disposals of activity.
The most directly comparable financial measure to Free Cash Flow calculated and presented in accordance with IFRS is net cash provided by operating activities.

- **Net cash/(debt)**

The net cash/(debt) is defined as cash and cash equivalents, marketable securities and other current financial asset, less borrowings

- **Organic basis**

This presentation includes performance indicators presented on an actual basis and on an organic basis. Figures given on an organic basis eliminate the impact of changes in scope of consolidation and changes resulting from the translation of the accounts into Euro following the variation of foreign currencies against the Euro.
The Group uses figures prepared on an organic basis both for internal analysis and for external communication, as it believes they provide means to analyse and explain variations from one period to another. However, these figures are not measurements of performance under IFRS.

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AGENDA

21 January 2025
Third quarter FY 2024/25 orders and sales

13 May 2025
FY 2024/25 results

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