

LEADING SOCIETIES TO A LOW CARBON FUTURE

Alstom's sustainability journey 2021/22



ALSTOM
• mobility by nature •

SNAPSHOT OF OUR COMPANY

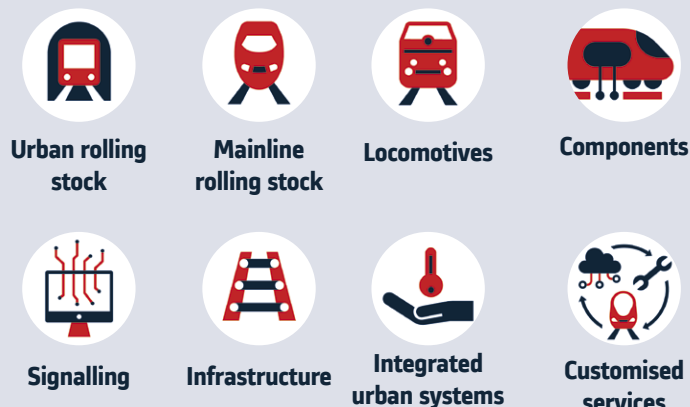


At Alstom, we develop and deliver mobility solutions that provide the sustainable foundations for the future of transportation, guiding societies to a low carbon future.

Our ambition is clear.
We are committed to leading the way to greener and smarter mobility, worldwide.
Green and smart solutions, for all.

A complete range of mobility solutions

Our broad portfolio covers trams, metros, people movers and monorails, commuter, regional and very high-speed trains. Furthermore we offer locomotives, a full range of components, services, infrastructure, signalling and digital mobility solutions.



Alstom in numbers

Over
150,000
vehicles in commercial
service worldwide.

Partnering over
300
cities.

More than
74,000
employees
in 70 countries.

Sales (FY
2021/22):
15.5
bn euros.

3 questions to Henri Poupart-Lafarge Chairman and CEO of Alstom



What makes you think Alstom is in the best position to address the challenges of sustainable mobility?

Because of the major challenges facing society today – global warming, population growth and rapid urbanisation, shortage of natural resources and the unprecedented health crisis experienced in the last two years, the demand for a more environmentally friendly, resource efficient and socially inclusive economy is steadily growing in societies.

As a pure player in the mobility sector, Alstom doesn't simply provide products and services, instead, we develop, optimise and market a wide range of mobility solutions that contribute to a low carbon future.

Our strong local presence as well as long-standing relationships with our customers and their communities help us bring the right solutions to the market: mobility solutions that are reliable, safe, and sustainable. We are convinced that access to smarter, greener transportation can boost social equity and economic development and we make it our mission to support the transition towards sustainable transportation systems.

At Alstom, we are committed to maintain our focus on innovations that transform mobility at large, by pioneering smarter and greener mobility solutions.

How can Alstom make a stronger positive impact on mobility in the years to come?

Societies need to move decisively towards zero emission transport for both passengers and freight. Alstom has been putting environmental sustainability and social responsibility at the top of its agenda for decades, focussing on developing a wide range of green and innovative technologies to reduce emissions and pollution in catenary-free operations.

Our customers can choose from a portfolio of proven solutions based on Alstom's unrivalled expertise in both hydrogen and battery propulsion solutions. This includes new but also refurbishment options.

Also important are our advanced signalling and digital solutions which increase capacity and reduce emissions through more efficient operation. In the coming years we will continue to work intensively with all the players in our value chain to deliver on the same goal: safe and sustainable mobility for all.

What are the key achievements from last year that you are most proud of?

The successful integration of Bombardier Transportation is a game-changer for Alstom, allowing us to nearly double in size, to benefit from strong technological and geographical complementarity, and to offer the broadest portfolio of innovative sustainable solutions to our customers.

I took great pride in witnessing our collective ability to achieve such a complex integration, in a time of pandemic, while continuing to deliver to our customers. We are now more than 74,000 people, united in the ambition to lead the sustainable mobility transition and willing to tackle the challenges ahead.

A TRANSFORMATIVE VALUE CREATION MODEL

MADE IN ALSTOM

OUR RESOURCES

FINANCIAL CAPITAL

- €81bn backlog
- Equity of €9bn

INDUSTRIAL CAPITAL

- 250 sites in 70 countries
- Industrial CAPEX: €303m

INTELLECTUAL CAPITAL

- 9,400 patents
- 3.4% of sales dedicated to R&D
- 19,700 engineers
- 91.3% of trained people

NATURAL CAPITAL

- 42% of electricity of renewable origin
- 88% waste recovery
- 92% of products sold last year can be reused or recycled

HUMAN CAPITAL

- 74,100 employees from 166 nationalities
- Top Employer Europe, Asia Pacific and North America

BRAND CAPITAL

- 1,000 customers among which 300 cities

SOCIETAL CAPITAL

- ISO 37001⁽¹⁾ antibribery certification
- 62% of total purchase volume covered by screenings, online assessments and/or on-site audits⁽²⁾
- €2.2m foundation budget

SALES
€15.5bn

17%
AMERICAS

62%
EUROPE

7%
AMECA

14%
ASIA/PACIFIC

Signalling
15%

Rolling stock
56%

Services
22%

Systems
7%

aEBIT
5%

RESPOND TO
CLIENT NEED

DESIGN
THE RAILWAY
SYSTEM

PURCHASE SUB-SYSTEMS
MANUFACTURE TRACTION
SYSTEMS AND BOGIES

ASSEMBLE
TRAINS

INSTALL
INFRASTRUCTURE
AND SIGNALLING

MAINTAIN

GIVE THE KEY
TO OPERATORS

VALUE CREATED FOR STAKEHOLDERS

EMPLOYEES

- Total Recordable Injury Rate for employees and contractors at 2.3
- 80% of employees are proud to work for Alstom⁽³⁾

CUSTOMERS

- Customer satisfaction at 8.1⁽⁴⁾
- Energy consumption of solutions reduced by 22% vs 2014

PASSENGERS

- Nearly 90 million people daily transported by Alstom trains

ENVIRONMENT

- 4.6 g CO₂/pass.km
- 51% eco-designed solutions

SUPPLIERS

- 60% of Alstom products costs purchased
- Founding member of "Railsponsible"

SOCIETY

- 27% effective tax rate⁽⁵⁾
- > 245,000 beneficiaries from social programme

SHAREHOLDERS

- 35% pay-out ratio⁽⁶⁾

(1) For countries and operational sites in all its regions.
(2) As per level of risks.

(3) Employee engagement survey 2021.
(4) Net Promoter Score.
(5) Before PPA.
(6) Proposed at July 2022 Shareholders' meeting.



SOCIETIES ARE FACING UNPRECEDENTED

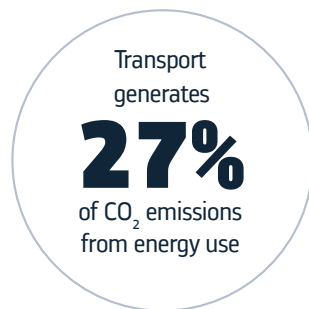
“ We must dramatically shift transport from road to rail. ”

SUSTAINABILITY CHALLENGES



Ursula von der Leyen,
2021, European Commission President

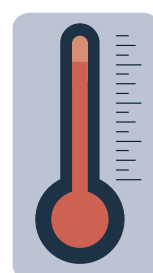
COP26 UN Climate Change Conference in Glasgow, Nov 2021



Time for change

Our climate is warming. Greenhouse gas emissions caused by human activity have already led to an increase in average global temperatures by around 1.1°C¹ over pre-industrial levels. This warming is leading to more extreme weather events, increased frequency of droughts, floods, and bushfires amongst other catastrophic consequences. Under the Paris Agreement the global community has coalesced around the ambitious goal of achieving carbon neutrality by 2050, in order to limit global temperature

Potential Global Temperature Increases



- 2.5-2.9°C Expected based on current policies & actions
- 2.4°C Likely to be reached based on current commitments
- 1.5°C Maximum increase targeted
- 1.1°C Temperature increase today

rise to 1.5 °C. To enable this, global emissions must peak as soon as possible, before declining dramatically. Despite widespread awareness and reinforced collective efforts, emissions reached their highest ever level in 2021 (+6% versus 2020).

At the same time persistent inequalities continue and large sections of the global population continue to have limited access to mobility, impairing their ability to access education, employment,

1 IPCC 6th Assessment Report - 2021

Decarbonising transport

medical services, and cultural activities.

Deep decarbonisation is needed in all sectors to reach the aims of the Paris Agreement but has proven particularly difficult in transport until now. Transport carbon emissions account for around 27% of global emissions and have been increasing steadily. If current trends continue they could represent 40% of total emissions by 2030². Decarbonisation of transport requires strong emission reductions even as increasing global populations and urbanisation trends drive up transport demand. Decarbonisation of freight, which represents around 40% of transport emissions³, represents an additional challenge as the volume of goods being transported continues to rise rapidly.

The transport sector still relies heavily on fossil fuels as a primary source of energy, representing 97% of energy demand, and with little progress on this in recent years. Today most actors agree that the “Avoid Shift Improve” approach, which defines the priorities for action, should be the way to decouple mobility needs from CO₂ emissions generated

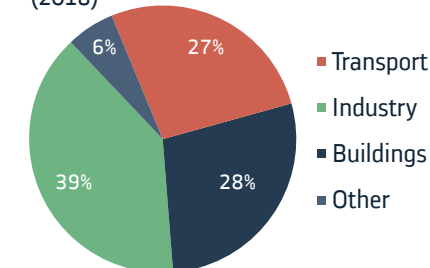
by transport, focusing first on switch to lower emitting modes.

The crucial importance of transport sector emissions in achieving Paris Agreement targets is now well recognised by public authorities. Many countries have already scheduled a halt to sales of new cars equipped with combustion engines e.g. Norway (2025), Germany (2030), Denmark (2030), France (2040), United Kingdom (2040) and Spain (2040). Cities and provinces are also taking up the challenge and planning a ban of diesel or fossil-fuel vehicles at local level (e.g. Madrid, Paris, Amsterdam, Athens, Mexico, Munich, and regions like California and Quebec). Decarbonising passenger traffic through electrical transport powered by renewable energy appears as the most logical path. Hydrogen also offers a credible long-term alternative for applications requiring high autonomy. Long-term investments embedded in the recovery packages unveiled by governments in the EU, USA, India and Canada since 2020 have demonstrated a willingness to focus on electrical and shared mobility as a priority. Investment needs to remain high

as many connections within or between major cities worldwide still cannot be made with public transport. In addition, specific plans and funding are targeting the development of hydrogen production capabilities and usage in Europe, France, Germany and Spain amongst other countries.

Biofuels continue to raise questions around land usage, environmental benefits and operational costs, and should therefore be preferred for use for transport modes that have limited alternative decarbonisation pathways.

Worldwide CO₂ emissions by Sector (2018)



Source: IEA - 2019. Emissions from energy combustion Electricity and Heat Reallocated

Rail is the answer

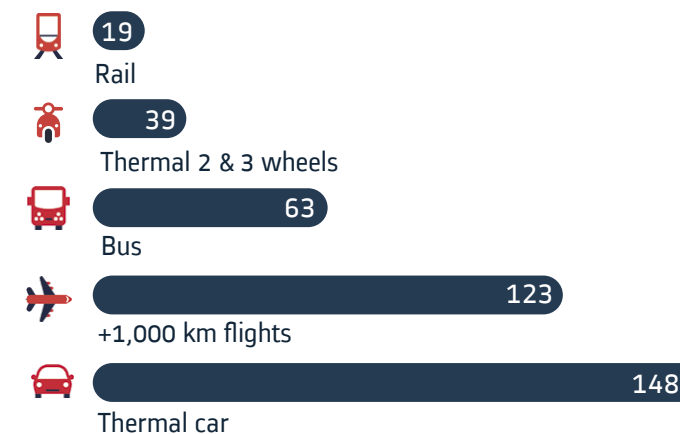
In contrast to other motorised modes of transport rail is inherently low emission. Rail makes up just 2% of total transport emissions. Yet it accounts for 8% of global passenger travel, and 7% of freight activity³. In France very high-speed rail can bring up to 60 times fewer carbon emissions per passenger kilometre than an equivalent flight.

Highly efficient electric rail vehicles are already running with zero well-to-wheel emissions when supplied with renewable electricity. Emissions from diesel rail operations can already be avoided for passenger transport using battery and hydrogen solutions; these technologies are also now being developed for freight applications.

Alstom supports a strong push to shift passenger and freight transport demand from higher emission modes to rail. This should be accomplished by increasing rail transport capacity through investment in rolling stock and infrastructure, incentivised by regulation. As well as a

strong contribution to decarbonisation investment in rail brings many other benefits. It supports equal access to transport, brings social progress and economic development, and has positive impacts on air quality and public health.

Average GHG emissions for powered transportation modes (gCO₂/pkm)



2 Source: International Transport Forum 2019.
3 Source: IEA.

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

ALSTOM'S MISSION:

Support the transition to sustainable transport systems by delivering mobility solutions that are safe, environmentally friendly, reliable and inclusive everywhere in the world

Answering the call in a responsible way

At Alstom, we believe sustainable mobility is key to sustainable development, and that everyone should have access to mobility through public transport. Our contribution is to deliver mobility solutions that are safe, sustainable, attractive and reliable everywhere in the world, because ultimately this will increase social equity and inclusion. This mission lies at the heart of our company strategy.

Alstom's core business and solutions directly contribute to sustainable development, which is reflected in one of the United Nation's Sustainable Development Goals: "Providing access to safe, affordable, accessible and sustainable transport systems for all, notably by expanding public transport by 2030". Transport's essential contribution to sustainable development is represented by its ability to boost economic development, promote employment and well-being, and reduce inequality and exclusion.

Contribution to net zero

Decarbonising transport is also key to limiting the effects of global warming. Alstom will make a strong contribution to the decarbonisation of mobility, and our emission reduction targets are Science Based, in line with Paris Agreement trajectories. In the longer term we have committed to net zero carbon in our value chain by 2050. Delivering on this promise will require us to continue to innovate to bring new and improved energy efficient solutions to the market, as well as to propose efficient alternatives to diesel in rail.



Today, 99% of Alstom revenues are EU taxonomy eligible.



Momentum to accelerate action on sustainability is growing. The EU taxonomy for sustainable activities (a classification system establishing a list of environmentally sustainable economic activities) will significantly direct investments towards sustainable projects. Alstom welcomes this, as well as the public policies and legislation emerging around the world that help unlock the investment required to make economic activity and mobility more sustainable.

We must also reinforce collaboration on decarbonisation with our customers and our suppliers as we have a shared responsibility for all the emissions in our value chain.

Alstom's strong contribution to decarbonisation is also reflected at the European level. Some 99% of Alstom's activities are classified as eligible under the EU's taxonomy on sustainable activities.

Together for success

At Alstom, we always act with the highest levels of integrity, and we have a strong ethics and compliance focus. This allows us to be a trusted partner for our customers, our suppliers and all our stakeholders. We work with our suppliers to help them improve their sustainability performance.

Alstom's mission to improve access to sustainable and equitable public transport is clear, and strongly underlined by our priorities. Following the successful integration of Bombardier Transportation, we have the most global reach and breadth of product range in our industry. We are united in our purpose and together we will lead the way to greener and smarter mobility.

Our people and our communities are our strength

We understand the scale of the challenges we face, but we are confident in our ability to succeed. This is based on the immense talents and enthusiasm of our 74,100 employees, who all subscribe to our values of being Agile, Inclusive and Responsible. Our utmost priority is keeping our people safe, while empowering them to contribute to our shared mission. We are actively increasing and embracing our diversity, which we see as a source of strength, and taking more care for the health and wellbeing of our employees.

Alstom is committed to contributing to the social and economic development of our communities, in every one of the 70 countries where we are present. We see this as a vital part of being a good corporate citizen. Our community actions are coordinated at a country level, allowing us to be responsive to specific local needs. Alstom also funds the Alstom Foundation, which supports projects to boost socio-economic development and sustainability in disadvantaged communities in countries where we operate.

Our vision at the heart of our corporate strategy

Global trends will continue to spur growth in the rail industry. Our strategy Alstom in Motion 2025 - or AiM 2025 - positions us to capture this growth and extend our innovative leadership of the mobility industry. This will be accelerated by the successful integration of Bombardier Transportation.

It builds on well-established strategic pillars.



Everything we do is dedicated to making the world more sustainable. That's why our AiM 2025 strategy fully integrates our Corporate Social Responsibility commitments. The deployment of the strategy is driven by one Alstom team with one set of common values: Agile, Inclusive and Responsible.

A COMMITTED ORGANISATION



Our sustainability targets fully integrated in our strategic framework

At Alstom, our sustainability targets are fully integrated into our Alstom in Motion 2025 strategy, underlining our determination to make Corporate Social Responsibility (CSR) achievements a central part of our company performance. Our strategy has been designed based on the analysis of key challenges and stakeholders' expectations as collected during Alstom's Materiality assessment. From this basis, we developed our Sustainability and CSR strategy and its deployment roadmap, validated and monitored by the Board of Directors and the dedicated Sustainability & CSR Committee of the Alstom Leadership Team.

A recognised and well-established Sustainability & CSR performance

Alstom has developed a strong growth momentum in recent years. This is already being further boosted with the successful integration of Bombardier Transportation. Importantly, growth has not come at the

expense of responsibility. Alstom's CSR performance is positively evaluated on a regular basis by numerous rating agencies.

Here is a snapshot of some of Alstom's CSR ratings.

<p>Member of Dow Jones Sustainability Indices</p> <p>11th consecutive year, top 5% in industry</p>	<p>CDP DISCLOSURE INSIGHT ACTION</p> <p>A-rating on climate change</p>	<p>MOODY'S ESG SOLUTIONS</p> <p>Member of CAC40 ESG (with a score of 67/100)</p>
<p>MSCI</p> <p>AA rating</p>	<p>ISS-oekom</p> <p>Prime status with B-rating</p>	<p>Sustainalytics</p> <p>Rank 4th as industry leader - score 19 (lower better)</p>



Accolades and awards



Platinum Top 1%
Ecovadis CSR rating (74/100)

Top 100
Most Sustainable Corporations in the World (Corporate Knights)

ISO 26000
label awarded for France, Italy, UK, Australia, Spain and India

Our 2025 Sustainability & CSR targets

All goals have been established considering risk and materiality assessments, dialogue with stakeholders, and recognised CSR standards and frameworks.



ENABLING decarbonisation of mobility

-25%¹ energy consumption in solutions.

100% main solutions covered by ecodesign approach.

100%² electricity from renewable sources.

25% recycled content in newly-developed rolling stock.



CARING for our people

Total recordable injury rate at **2**

Global **Top Employer** certification.

28% women in management, engineering and professional roles.

Learning culture: **22** hours per employee per year.



ACTING as a responsible business partner

100% of suppliers monitored or assessed on CSR and E&C standards according to their level of risk.

500 suppliers trained in Sustainability & CSR.



CREATING a positive impact on society

12 countries with CSR label.

250,000 beneficiaries per year from local actions and Alstom Foundation.

2030 Carbon targets

Based on Science³

40% reduction in direct and indirect (scope 1 & 2) CO₂ emissions from Alstom sites vs. FY2021/22.

35% reduction in indirect emissions from use of sold products in gCO₂/pass.km and gCO₂/ton.km vs. FY2021/22.

Alstom is committed to achieving **net zero carbon** in value chain by 2050.

1 Compared to 2014. 2 At end 2025. 3 Targets to be submitted for Science-Based Target initiative validation.

Driving change, locally

Regional implementation of our CSR policy is undertaken by a local network of Sustainability & CSR Champions. Each local Champion supports their Managing Director to drive Alstom policies and processes locally; manage local CSR initiatives; foster positive relationships with local organisations and communities; develop and maintain the Country Community Action Plan; and contribute to report and communicate on CSR initiatives, good practices and Alstom Foundation activities.



SUSTAINABLE MOBILITY EVERYWHERE

A glimpse of where we are making a difference



CANADA

In Montreal, we supply the Metropolitan Express Network with a complete automatic and driverless light metro system specifically adapted to climate conditions and highly accessible. It is ecodesigned and integrates innovations for energy performance, such as LED lighting, predictive maintenance, air conditioning regulation, etc. The project is expected to save 500k to 1 million tons of CO₂ over 25 years.



PANAMA

We have implemented Mastria, the world's first multimodal supervision and mobility orchestration solution in Panama City. The platform uses AI to provide operators and transport authorities with enhanced passenger flow management tools. It also allows them to efficiently adapt their offer in real time, such as to impose social distancing requirements to maintain high standard sanitary conditions.



UNITED KINGDOM

The UK's iconic Pendolino™ train fleet operated by Avanti West Coast is to undergo the country's biggest ever train refurbishment, which will create scores of high-skilled engineering jobs and secure hundreds more roles throughout the network. The overhaul will focus on onboard facilities, with passengers benefitting from more comfortable seating, better lighting, new interiors, and more. Performance will also be improved through new maintenance programmes, ensuring the fleet can continue to serve communities for years to come.



FRANCE

Testing of the first hybrid electric-diesel-battery trains for four French regions Occitanie, Grand-Est, Nouvelle-Aquitaine and Centre-Val-de-Loire has been concluded successfully. The existing regional diesel fleet will be refurbished to contribute to reduce energy consumption and greenhouse gas emissions without the need to update the current infrastructure. Start of commercial operations is planned in 2023.



GERMANY

The city of Stuttgart is making moves to scale up public transport capacity on its existing infrastructure. The first step will be to rejuvenate 215 S-Bahn and 118 regional trains by retrofitting them with Alstom's latest digital signalling technology ETCS and Automatic Train Operation in automation level 2 (GoA2). Passengers will enjoy refurbished trains and can look forward to reliable, punctual, and more frequent rail service with faster connections based on rail automation.



INDIA

Alstom will supply and maintain 30 trains for India's first regional rapid transit system, linking Meerut to Delhi, plus 10 trains for local transit in Meerut. The trains will be manufactured locally at Alstom's Savli and Maneja factories in Gujarat. The trains will be the fastest in operation in India, with a design speed of 180 km/h. Smart ergonomics, high safety standards, low life cycle costs and high recyclability make these trains an attractive and sustainable choice to promote public transport and significantly reduce traffic congestion and air pollution.



SOUTH AFRICA

Alstom's Gibela JV builds passenger trains for the national railway agency. The 78-hectare Gibela Dunnotar plant is a world-class hub for train manufacturing excellence in the African continent and was built with an investment of more than €50 million. With a high local content contractual commitment, Gibela is strongly engaged in developing local supply chains and sourcing components from local companies. 79 South African suppliers provide critical parts for the trains, such as cables, subsystems and interiors.



Enabling decarbonisation of mobility

We embed responsible innovation at the very core of our R&D strategy to create and develop an extensive range of low carbon/high-performance mobility solutions.

P16-21

<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
<p>13 CLIMATE ACTION</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>



Caring for our people

Our responsibility journey is a collective one. That is why we make sure all our teams are on board and that Alstom is a safe, inclusive, and great workplace.

P22-25

<p>3 GOOD HEALTH AND WELL-BEING</p>
<p>4 QUALITY EDUCATION</p>
<p>5 GENDER EQUALITY</p>



Creating a positive impact on society

We are committed to accelerating local development, wherever we operate, and to supporting inspiring and transformative community projects.

P26-29

<p>4 QUALITY EDUCATION</p>
<p>10 REDUCED INEQUALITIES</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>



Acting as a responsible business partner

We always act with integrity and purpose, building strong partnerships to thrive as a trusted and responsible leader.

P30-31

<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>
<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>



ENABLING DECARBONISATION

“ To offer the French Regions other alternatives to diesel by 2024-2025, we are working on different solutions, such as hybrid, hydrogen and battery-powered trains, as well as the partial electrification of lines. ”





OF MOBILITY

At Alstom, we believe that net zero mobility is not only possible, but genuinely vital to the success of the Paris Agreement. We embrace this challenge as we mobilise our know-how to provide the most attractive, inclusive and advanced rail solutions: the lowest emission mass transport mode for passengers and freight. Achieving carbon neutral transport by 2050 requires a decisive modal shift towards rail, and we welcome the policies and investments that will unlock this shift. At the same time, we continue to improve our own operations to substantially reduce our direct carbon footprint.



Carole Desnost
SNCF Group Director of Technology, Innovation and Projects.

Our 2025 targets

			
25%	100%	25%	100%¹
energy reduction in solutions.	of newly developed solutions ecodesigned.	recycled content in newly-developed rolling stock.	electricity supply from renewables.

Alstom committed to **science-based targets** within the frame of the Paris Agreement.

1: At end 2025

Destination? Net zero.

Rail’s low emissions already make it the most environmentally friendly powered transport mode. An increasing number of our customers are powering our electric rail vehicles with renewable electricity, for full zero-emission transport. To achieve net zero carbon through our value chain by 2050 we will continue greening our operations, and work together more intensively with our customers and suppliers.

We have defined our Climate Strategy aiming for **net zero carbon** across our whole value chain by **2050**.

Alstom carbon footprint (FY 2021/22)



Scope 1 & 2
Direct and indirect emissions
230 ktCO₂


Scope 3
Use of Sold Products
32,000 ktCO₂

Scope 3
Business travels
6 ktCO₂

Scope 3
Logistics
33 ktCO₂

Net zero carbon roadmap

 Contribution to net zero mobility Quantify and increase avoided CO ₂ emissions through our solutions	Reduction of CO₂ emissions in our value chain <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;"> Scope 1 & 2 Energy and Fuel </td> <td style="width: 33%; text-align: center;"> Scope 3 Supply Chain </td> <td style="width: 33%; text-align: center;"> Scope 3 Sold Products </td> </tr> <tr> <td colspan="3" style="text-align: center; border-top: 1px solid black;"> 2025 Operational targets on Energy </td> </tr> <tr> <td colspan="3" style="text-align: center; border-top: 1px solid black;"> 2030 CO₂ reduction targets </td> </tr> <tr> <td style="text-align: center;"> Reduce absolute emissions by 40% vs FY2021/22 </td> <td style="text-align: center;"> Target to be disclosed in FY2022/23 </td> <td style="text-align: center;"> Reduce emissions intensity by 35% vs FY2021/22 (rolling stock) </td> </tr> </table>	Scope 1 & 2 Energy and Fuel	Scope 3 Supply Chain	Scope 3 Sold Products	2025 Operational targets on Energy			2030 CO₂ reduction targets			Reduce absolute emissions by 40% vs FY2021/22	Target to be disclosed in FY2022/23	Reduce emissions intensity by 35% vs FY2021/22 (rolling stock)	 Carbon removal Balance the remaining CO ₂ emissions by sequestration projects
Scope 1 & 2 Energy and Fuel	Scope 3 Supply Chain	Scope 3 Sold Products												
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Raise awareness among Alstom employees

The 2030 reduction targets will be submitted to SBT initiative for validation in the course of 2022

CONTRIBUTING TO LOW CARBON MOBILITY THROUGH GAME-CHANGING DIGITAL TECHNOLOGIES

Alstom primary contributes to development of net zero mobility by delivering efficient rail systems enabling low carbon transport. Digital technologies can bring large carbon benefits. For example, SNCF Réseau has chosen Alstom’s digital signalling technology Atlas™ for the Paris-Lyon high-speed line, the busiest route in Europe. Thanks to the new ERTMS system, Alstom allows an increase in the capacity of the line from 13 to 16 trains during peak hours, allowing more sustainable mobility capacity on the existing infrastructure.

At the same time Alstom is deploying a complete signalling system for Line 18 of the Île-de-France network in Paris. Urbalis Fluence™* automatic train control, an innovative solution based

on direct train-to-train communication, brings the intelligence of the system on-board the trains and allows an increase of 30% in capacity while decreasing energy consumption.



*World-first implementation for Métropole Européenne de Lille

Innovation for energy efficiency

The largest part of our carbon footprint comes from the energy use of our solutions during operation. Our teams therefore strive to increase energy efficiency by deploying the most advanced technologies, materials and designs in our electric trains, and by offering green traction options to replace diesel trains, taking us closer to carbon neutrality and reducing operating costs for our customers.



HOW DO WE MAKE IT HAPPEN?

Monitoring

energy efficiency of our solutions through a unique KPI (based on standardised sets of operating conditions).

Adopting

a systematic design, lifecycle and impacts approach to drive the reduction of energy demand.

Continuously innovating

for enhanced performance, establishing energy efficiency as one of our top six R&D priorities.

Integrating

energy efficiency as a key priority in our ecodesign process.



WHERE WE STAND TODAY

22%

energy reduction in our solutions since 2014.

9.2 gCO₂/ton.km.

Freight solutions: emissions amount to an average of

Passenger transport solutions: emissions amount to an average of

4.6 gCO₂/passenger-km.

This confirms that Alstom's solutions rank amongst the most efficient in the transport sector for low carbon mobility.

ENERGY EFFICIENCY IMPROVEMENTS AND ADVANCED FEATURES

Thanks to its permanent focus on innovation, Alstom is pursuing its objectives to enhance efficiency through improved traction systems, weight reduction, improved aerodynamics and heating/air conditioning systems, ecodriving, braking energy recovery and storage, and optimisation at system level.

TRAINS OF THE FUTURE

Danish State Railways (DSB) has chosen Alstom to deliver a new state-of-the-art train fleet to provide regional and fast rail services. With their top speed of 200 km/h, the Coradia Stream™ range of trains have been specially adapted to local needs and will ensure swift and comfortable mobility across Denmark. The trains have been designed for energy efficiency with specific features such as enhanced aerodynamics, ventilation system adjusted to occupancy, efficient traction chain with self ventilated traction

motor, high performance regenerative electrical braking, and energy saving modes in stabling. Those trains are also offering reduced noise in operation and an ecodesign approach using more environmentally friendly materials (such as recycled materials) and high rate of recyclability.

HESOP™: SAVING ENERGY, GENERATING VALUE

Our expertise in energy efficiency has led us to create Hesop: an advanced reversible power substation. Incredibly,

it captures more than 99% of the recoverable energy in braking mode and re-injects it into the network or back to the power grid, delivering up to 40% savings on energy consumption, with corresponding reduction in operating costs. Additionally, Hesop facilitates heat dispersion, reducing the ventilation requirements of underground operations. To date, 123 Hesop converters have been ordered or delivered for metro and tramway projects worldwide.

123

Hesop™ converters ordered



Ecodesign for circular solutions

Incorporating ecodesign into our product development process is key to reducing the environmental impacts of our products and solutions. We take a design, lifecycle and impacts approach to reduce environmental impacts right throughout the product lifecycle.

This is an important part of our shift towards a circular economy.

METROPOLIS™, SETTING ECODESIGN AS A GOLD STANDARD

With its extensive track record, low lifecycle costs and keen focus on passenger experience, Alstom's Metropolis metros set the standard in reliable and attractive metro service. Fully automated or manually operated, Metropolis stands for energy-efficient, quiet and safe operations. Also, by choosing low impact materials whenever possible (sustainable wood flooring, organic grease, etc.) Alstom strives to pave the way towards a more circular approach to production and operation.



We adopt a systematic ecodesign process, fostered by network of

100+ ecodesign experts.

The recently developed low-impact material catalogue is a key tool to improve performance.

from Voyages SNCF and Alstom, brought together on a common platform during the definition and co-specification phases of the project: a first in Europe. Thanks to a more compact architecture, the TGV M power car brings the added value of lower acquisition and maintenance costs while offering 20% more capacity. The return of energy to the catenary during braking, eco-driving and the increasingly aerodynamic shape of the nose enables overall energy savings of approximately 20%.

LAUNCHING THE TGV M POWER CAR

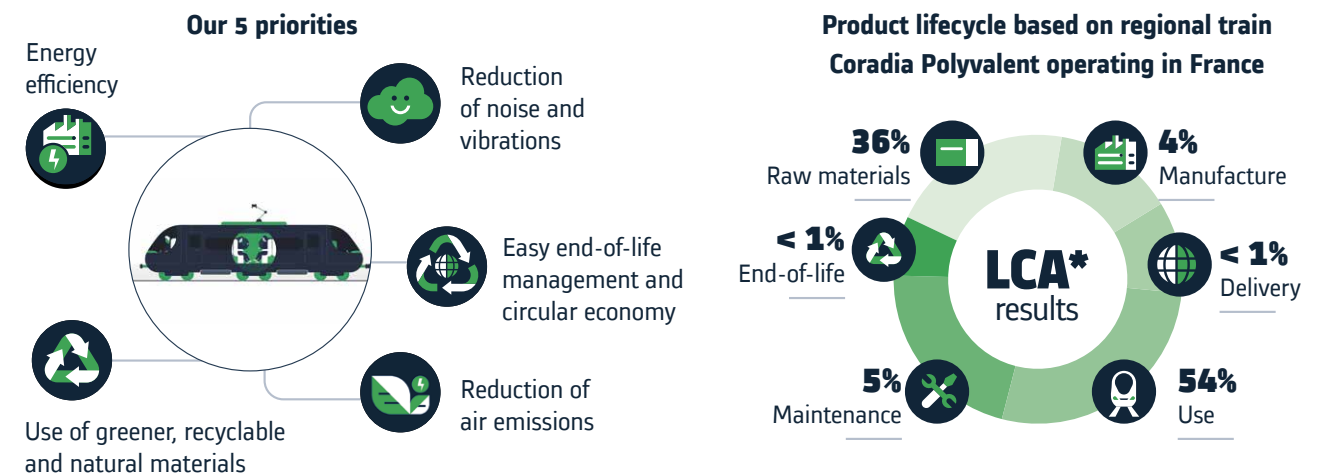
This ecodesigned TGV very high-speed train (scheduled to enter service in 2024) benefits from the combined know-how

51%

of newly developed solutions with ecodesign in 2021/22.



Alstom's ecodesign approach is based on lifecycle thinking, consideration of customer and stakeholder expectations, and continuous improvement.



* Lifecycle analysis

Goodbye diesel, time for greener rail

Today, approximately 25% of rail operations remain dependent on diesel, with the proportion higher for freight transport in many countries. In Europe 46% of rail lines remain unelectrified and 6,000 diesel trains are set to be replaced or refurbished by 2035. Alstom has a portfolio of solutions that provide an alternative to diesel and will accompany its customers in the shift away from diesel in rail.

THE FIRST HYDROGEN PASSENGER TRAIN, ALREADY A REALITY

At Alstom, we believe that hydrogen trains are a vital technology to enable zero-emission mobility. Our Coradia iLint™ train has proven the viability of hydrogen rail, providing a whisper-smooth emission-free ride with a range of up to 1,000 kilometres. The successful deployment of the Coradia iLint in Germany has led to multiple orders and the development of a broader range of hydrogen trains. Alstom has taken orders for a total of 59 hydrogen trains, including the delivery of Coradia Stream hydrogen trains to Italy.

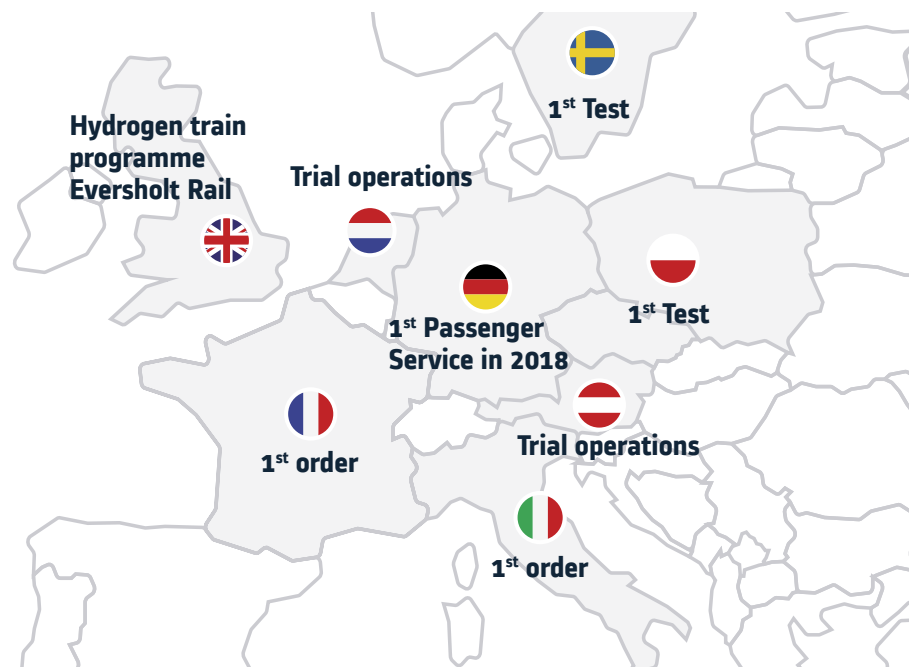
DESTINATION? GREEN TRACTION WITH HELION

Alstom is determined to accelerate the shift towards emission-free mobility. That's why we acquired Helion Hydrogen Power, a manufacturer of hydrogen fuel cells and fully integrated hydrogen systems for transport and energy applications. We are convinced that hydrogen has a key role to play in the green transition, not just in mobility but also in industrial applications. Helion will help us play a strong role in this transition.

THE FUTURE IS ALSO BATTERY-ELECTRIC

Irish Rail has selected Alstom to deliver 13 battery-electric trains as part of a considerable framework agreement for the Dublin Area Rapid Transport network. Due to enter service in 2025, these solutions are capable of journeys up to 80 kilometres outside the electrified network under battery power. With fast-charging stations and regenerative braking, it is a giant step for making rail even more sustainable, while enhancing the passenger experience in the Dublin area and beyond. Alstom has also sold its battery-electric trains to the German and Australian markets.

Green traction implementation: Alstom is involved in numerous concrete projects throughout Europe



UPGRADING EXISTING TRAINS TO BATTERY POWER

The French government and SNCF have set the target of phasing out diesel trains by 2035. To help France meet this target, we are now leveraging our services and retrofit skills to convert five AGC diesel-electric bimode trains to zero-emission battery-electric propulsion. With 50% of the French diesel rail fleet consisting of AGC trains built at Alstom's site in Crespin, this sustainable retractioning approach could have a major impact on removing diesel from the French rail network. It also provides a unique opportunity to capitalise on existing assets and avoid unnecessary renewal of installed rolling stock fleets.

Towards net zero operations

Alstom has been acting to reduce the environmental footprint of our operations, with significant progress achieved. We aim to progressively reach net zero operations and have committed to sourcing 100% renewable electricity supply across our facilities by 2025.

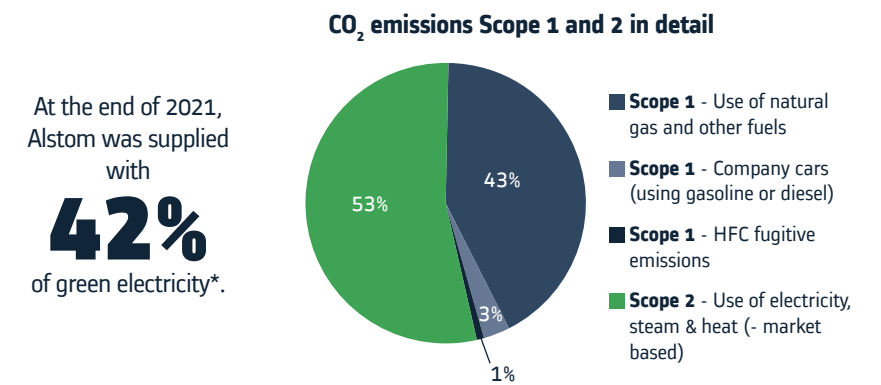


HOW DO WE MAKE IT HAPPEN?

- Rolling** out energy efficiency programmes in all our geographies.
- Generating** renewable energy on our sites.
- Switching** to renewable electricity (through certificate and power purchase agreements.).



WHERE WE STAND TODAY



*42% of electricity from renewable origin

ALL-IN ON RENEWABLE ENERGY

Initiatives to install solar PV panels are rapidly multiplying across our facilities worldwide. Green electricity purchases are also on the rise (green certificates or green power purchase agreements (PPA)). All our regions have established a trajectory to reach 100% green electricity by 2025.



OUR GOAL

Reach 100% green electricity by 2025



A GAME-CHANGING ENERGY INFRASTRUCTURE

Alstom's site in Villeneuve (Switzerland) has consistently invested in environmental initiatives since 2018, including reducing water consumption and installing LED lighting. This year, this pioneering site has installed approximately 3900 sqm of solar panels on its Gotthard test hall, enabling the production of around 770 MWh of electricity per year, half of which it consumes while feeding the rest into the local grid. An extra 1300 sqm is currently being developed for a similar purpose.



Health & safety, unconditionally

Implementing strong and consistent Health & Safety standards everywhere in the world - for employees and contractors - is evidence of Alstom's determination to protect our people and ensure safe workplaces.



HOW DO WE MAKE IT HAPPEN?

Integrated
 Health & Safety management in line with ISO 45001 and key performance indicators tracking in all our facilities.

Implementing
 our Life Saving Rules to create a safer working environment.



Deploying
 safety training modules to foster in-house EHS culture.

Rolling out
 our Health and Wellbeing Programme.

Conducting
 regular risk assessments and developing action plans to mitigate any identified risks.



WHERE WE STAND TODAY

We have divided the Injury Frequency Rate by more than **2** in 8 years.

Total Recordable Injury Rate at **2.3** (scope: employees and contractors).

Proportion of Alstom employees trained with e-learning module on High Risk Activities (in %)

76.1%

CARING FOR OUR PEOPLE

“ Our company is fully committed to ensuring that Alstom figures among the best places to work in the world. We are building an agile, inclusive, and responsible culture, engaging with our people and ensuring they are given opportunities to grow and develop their talents. ”

Our people are our greatest resource. We make sure to provide them with the best working environment and employee experience. At Alstom, we deploy ambitious programmes to help our company attract, engage, protect and retain the right people. It is a cornerstone of our collective success.



Anne-Sophie Chauveau-Galas
 Chief Human Resources Officer

Our 2025 targets



Total recordable injury rate at

2



28%

women in management, engineering & professional role (MEP).



Global Top Employer certification.



Learning culture **22 hours** training/employee.

OUR GOAL

Reduce severe accidents to zero



HEALTH & SAFETY IN ACTION, WITH OUR LIFE-SAVING RULES

Thanks to the analysis of main safety risks, we have identified the high-risk activities related to the broad spectrum of works that we perform. These activities are defined in our Alstom Zero Deviation Plan. Last year, 77 EHS audits were performed. Our goal? To reinforce our control of high-risk activities, including working at height, works involving risk of interference from moving vehicles, etc and reduce serious accidents to zero.

Alstom has launched an awareness campaign around its Life-Saving Rules. These rules are all about making sure everyone knows and understands their role in keeping themselves, their teams, colleagues and contractors safe in high-risk activities. An EHS world cup was launched in 2022 to recognise and award good practices across the world.

Diversity & inclusion, source of strength and resilience

Across all our businesses and product lines, we create an inclusive culture in which diversity is recognised and valued. By bringing together people from diverse backgrounds and giving everyone the opportunity to contribute their know-how, strengths and experiences, we create shared value for Alstom and our stakeholders while reflecting the diversity of our customers.



HOW DO WE MAKE IT HAPPEN?

Through reinforced governance supported by the Diversity & Inclusion committee.

Preventing potential discrimination and harassment behaviours.

Making our Diversity Charter a gold standard, across our geographies.

Supporting gender balance, disability inclusion, LGBT+@work and multiple cultures.

Encouraging female hiring and managing female attrition (through active recruitment policies and targeted talent development programmes, coaching and mentorships).



WHERE WE STAND TODAY

45% of the Alstom Board members are women.

As of March 2022
23.2% women in managers & professional roles.



OUR GOAL
Reach **28%** of women amongst managers, engineers and professionals

TAKING PRACTICAL ACTION FOR EQUITY

In 2021/22, Alstom carried out a comprehensive analysis of our compensation practices to identify potential pay gaps between our female and male employees during the Performance Management Cycle. Currently, for all Managers, Engineers and Professionals, the actual gap between male salaries and female salaries is measured at 5.3% as of 31 March 2022. Any identified specific and urgent cases are corrected as priorities. General guidelines have also been developed so that managers and HR can address the topic. This exercise will be repeated yearly.



A WORKPLACE FOR ALL

Within Alstom many initiatives at country level have been established to promote gender diversity. This includes "Alstom Women of Excellence" networks, which comprise hundreds of members in countries such as the United States, India, Germany, France and the UK. We also work through external partnerships, like Valore D in Italy and Elles Bougent in France. Many of Alstom's employees are involved in programmes to promote STEM (Science, Technology, Engineering, Mathematics) studies for girls and woman and many countries organise employee visits to schools and welcome young female students for training periods (as in Australia's Lucy Mentoring Program).

Developing and engaging with our employees, making Alstom an employer of choice

Meeting the mobility challenges of tomorrow is only possible with the support of our talents around the world. That is why we strive to create engaging work environments and encourage inspiring career paths.



80% of employees feel proud of working for Alstom



WHERE WE STAND TODAY

More than
35,000 new colleagues on-boarded since February 2021.

18 average training hours per employee.

14 countries certified Top Employers.

IT ONLY MATTERS IF OUR PEOPLE ARE ON BOARD

We have relaunched our global engagement survey. The latest study (conducted between October and November 2021) recorded a very encouraging 68% participation rate. A total of 46,371 permanent employees worldwide (in 65 countries) shared their feedback. 80% expressed pride at working for Alstom and with an overall Global Engagement Index score of 67%, one point above the external benchmark, the survey result provides an excellent platform for further progress.



OUR GOAL
Obtain Global Top Employer certification by 2025

ALSTOM SPAIN AN EARLY MOVER



Alstom is certified as a Top Employer in the regions Europe, Asia Pacific and North America, with certifications in a total of 14 countries worldwide. First among them, Spain, where Alstom was awarded the certification back in 2019. The Top Employers Institute, which conducts the in-depth evaluation, measures close to 600 HR practices, including learning and talent development. Today, our goal is to obtain Top Employer certification for all Alstom regions by 2025. We are heading in the right direction!



HOW DO WE MAKE IT HAPPEN?

Deploying career management through annual performance targets and assessments, people reviews, skills assessment and development plans.

Encouraging internal mobility with the introduction of MyGalaxy to allow employees to map their skills versus positions and build their future career steps as well as their global journey at Alstom.

Maintaining employability through free access to Digital Learning content in the "I-Learn" portal.
On-boarding our new employees through the Discovery Challenge digital platform (more than 1M connections).



CREATING A POSITIVE IMPACT ON SOCIETY

“ Alstom has partnered with India in the modernisation and development of its transportation industry, making it safer and more sustainable. And going forward, we aspire to continue to positively influence the Indian market with our products and operations. ”



Ling Fang,
President of Alstom
Asia Pacific Region

“ We are committed to deploy Corporate Social Responsibility in our local territories to create shared value for all our stakeholders. We encourage our teams in Regions, countries, sites to take local and concrete actions and support deployment of robust processes through a country CSR label. ”



Cécile Texier,
VP Sustainability
& CSR

At Alstom, we believe that responsible leadership can only be built on strong relationships with local communities and contribution to local initiatives over the long-term. We are committed to supporting local development wherever we operate and acting as a trusted and valued local partner as well as a good corporate citizen.

Our 2025 targets



12

countries to implement AFNOR
Committed to CSR Label.



250,000

beneficiaries from local actions
and Alstom Foundation.

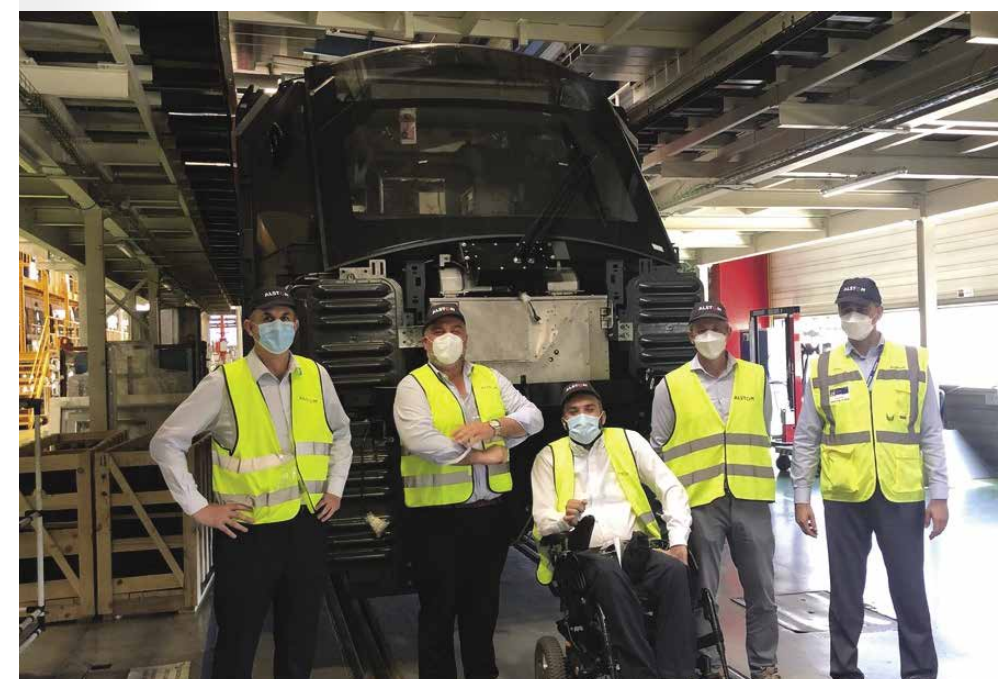
Contributing to projects that change people's lives

All our projects share the ambition of making transport more inclusive and supporting local development, by providing better access to work, education, medical services and culture. At Alstom, we seek to serve communities and people by connecting them.

CONNECTING CARIOCAS

Historically engaged in developing the Brazilian mobility landscape, Alstom participated in the modernisation of the Porto Maravilha region. This included a new three line tramway with a total length of 28 km, with this network providing the local population with a smooth, efficient and economical means of transportation, opening the port region to the rest of the city.

Upon completing five years in operation, Rio de Janeiro's tramway numbers are impressive, underlining our positive socioeconomic impact in the area. Between 2016 and 2021, we have transported more than 73 million people, who have enjoyed shorter and more comfortable journeys. The tramway project has been the centerpiece of a major renovation programme of the city centre, which involved creating pedestrian areas and completely redesigning the urban landscape for the great benefit of inhabitants.



BUILDING A MORE ACCESSIBLE AND UNIVERSAL MOBILITY

Alstom and Fundación ONCE have renewed the collaboration framework agreement launched in 2019 to promote the social inclusion of people with disabilities in rail mobility. Both entities have collaborated to develop more accessible and inclusive projects during the last couple of years, including the new Barcelona Metro and the future high-capacity commuter trains for Renfe. In addition, Fundación ONCE has become a strategic advisor to Alstom worldwide.

Supporting local development, wherever we operate

In all the territories where we are present, we recognise the importance of understanding and engaging with local communities, supporting their sustainable development and acting as a committed local citizen. We demonstrate our long-term commitment by nurturing virtuous partnerships and supporting local community actions.



HOW DO WE MAKE IT HAPPEN?

Reinforcing
deployment of localisation plans in the context of major projects.

Working
closely with local suppliers (SMEs, start-ups...) and contributing to ecosystems growth.

Deploying
impact reports to assess our positive contribution (social, economic, environmental, etc).



WHERE WE STAND TODAY

Present in
70
countries.

1,200
suppliers' employees trained on Alstom quality fundamentals.

More than
74,000
employees.

x5
more indirect jobs for each direct Alstom employee.



FORWARD INDIA!

India has made great progress in making its transport infrastructure more sustainable and Alstom is very proud to have been a partner in this transformation. By developing next generation metro trains and efficient electric locomotives, we offer solutions that emit up to ten times fewer CO₂ emissions than competing modes of transport. In September 2021 Alstom India was our first country to estimate its socio-economic impact according to a global methodology developed with Ernst & Young.

ENTERING A NEW CHAPTER OF RAIL MOBILITY IN THE US

In the United States, Alstom is building the next generation of high-speed trainsets for national operator Amtrak. The first two trains have already been manufactured in New York State and are undergoing testing before they enter service later in 2022. The supply chain for the project is distributed widely across the country, with parts being manufactured by 250 different suppliers in 17 states. The project supports more than 1,300 new jobs in nearly 90 communities countrywide, with a focus on high value engineering and manufacturing jobs.

Supported Employment and Household Consumption in India



SHARING VALUE(S) IN SOUTH AFRICA

In South Africa, Alstom's Gibela Joint Venture is delivering 600 new passenger trains to the Passenger Rail Agency of South Africa. Gibela is strongly invested in developing local supply chains to allow sourcing of components and services from local companies. The company currently works with 79 South African suppliers with technology transfer at the heart of the programme. This increase in local skills and capabilities should provide a strong base for ongoing sustainable growth.

Making a difference where it matters, together

Through the Alstom Foundation and local community actions driven by employees, Alstom demonstrates its commitment to being a good corporate citizen and giving back to society.



Alstom Foundation's Recicla+ project.



HOW DO WE MAKE IT HAPPEN?

Deploying
Country Community Action Plans in all countries where we have more than 200 employees.

Making
a difference with the Alstom Foundation through projects promoted by Alstom employees in territories where we operate.

Teaming up
with local and international partners to bring a positive impact to local communities.

Promoting volunteering

ACTING AS A LOCAL FORCE FOR GOOD

At Alstom, we act as a positive corporate citizen by fostering cooperation with local communities and investing in initiatives that support social, environmental and economic development. We are proud to see our employees come together in inspiring fund-raising events and donation campaigns. By teaming up with local NGOs and charities, our teams in Italy, North America, Australia or Poland (among others!) truly embody what our vision of local contribution is all about. Thanks to everyone involved.



WHERE WE STAND TODAY

44
countries have deployed a Country Community Action Plan.

Around
8,000
employees involved in volunteering activities.

More than
245,000
people benefited from Alstom and Foundation community actions in 2021/22.



Alstom Foundation:
2.2
million euros budget each year.

275
Foundation projects to date, including the 38 projects selected in 2021/22.

THE DISCOVERY CHALLENGE CAMPAIGN

Alstom University is Alstom's award winning online learning repository. In 2021 the Discovery Challenge campaign allowed Alstom employees to direct points to various NGOs as they completed learning programmes. This saw 47,000 participants complete 432,000 learning hours and €46,000 donated to 8 NGOs.

In China for instance, WorldVision was given €8000 to strengthen protection skill's of local NGOs and support various quality local activities targeted to the most vulnerable children and families.



ACTING AS A RESPONSIBLE PARTNER

The Schaeffler Group is a key supplier of components to the railway industry, and has been a reliable partner of Alstom for several decades. The Group has been recognised with the Railsponsible Supplier Award 2021, Sustainability and Climate Change.

“As sustainability plays a crucial role in the Schaeffler Group’s corporate strategy, decarbonisation has become a key priority with the aim to achieve carbon neutrality by 2040.”

Klaus Rosenfeld
Chief Executive Officer
of Schaeffler AG

Alstom’s relationships with all our stakeholders are guided by our fundamental principles of integrity and transparency. And by working collaboratively with our suppliers we ensure they share our commitments and are empowered to develop their sustainability practices. In this way we foster partnerships that help deliver sustainable mobility.



Achieving common sustainability goals requires smart & innovative ideas and intensive dialogue between both teams.

Our 2025 targets

100%
of suppliers monitored or assessed on CSR and E&C standards according to their level of risk.

500
suppliers trained on sustainability and CSR.

ISO 37001
certification in all regions.

Reaching a net promoter score of **8.3**

A value chain built on shared values

Building a fairer, safer and greener supply chain is vital to improving environmental and societal outcomes. That is why we are fully committed to reducing environmental, social and ethical risks throughout our supply chain.



HOW DO WE MAKE IT HAPPEN?

ESD Charter*
signature as a mandatory pre-requisite for entrance to Alstom’s panel

Fostering a collaborative approach for all our operational partnerships.

Assessing and auditing our suppliers’ CSR performance to rely on a sustainable & strong supply chain.

CSR criteria integrated in each supplier business award and further strengthened in coming selection processes.



WHERE WE STAND TODAY

96%
of the spend volume covered by ESD Charter* signature with key suppliers.

62%
of spend volume assessed on CSR stakes.

100

suppliers enrolled in Alstom Sustainable Procurement training programmes.

* Ethics & Sustainable Development Charter

PREMIUM PARTNERSHIP PROGRAMME

Our Alstom Alliance™ programme is designed and driven to develop a collaborative approach with our strategic suppliers and contractors in 4 main areas: Business Development, Operational Excellence, Product & Process Innovation and After Sales Market. 24 suppliers have already joined the programme and committed to reaching ambitious objectives. Annual evaluations highlight valuable achievements and next steps to help Alstom elaborate each axis of its business plan. Amongst other priorities, we are using this programme as a catalyst to deploy our Sustainability and Climate targets with our strategic partners.



24
suppliers in the Alliance programme



SUSTAINABLE PROCUREMENT THE LICENSE TO OPERATE ACROSS OUR INDUSTRY

Alstom strongly supports sectoral initiatives destined to accelerate positive transformations in rail industry supply chains. Most prominent among them, Railsponsible aims to drive sustainability in the railway supply chain through a common approach, field collaboration and the sharing of best practices and processes, with members including SNCF, Nederlandse Spoorwegen, Deutsche Bahn and Knorr-Bremse. This initiative counts now 15 members.

The highest standards, always

We place integrity and ethics at the heart of our business principles. Alstom has strong global Ethics and Compliance processes and rigorously deploys them throughout the company. Our training empowers our people to highlight risks wherever they find them, and to do the right thing, every time.



HOW DO WE MAKE IT HAPPEN?

Deploying

a broad approach covering corruption and competition risks.

Fostering

a responsible business culture through training.

Instituting

an effective Alert Procedure.

Implementing

our extensive Code of Ethics last updated in 2020 and translated into 20 languages.

Conducting

the yearly Alstom Integrity survey with almost 2,000 managers.



WHERE WE STAND TODAY

All Alstom regions are **ISO 37001 certified.**

460

local Ethics and Compliance Ambassadors worldwide.

96%

of targeted employees having completed Code of Ethics training.



E&C DAYS: INTEGRITY MADE IN ALSTOM

E&C days are regular events organised to raise awareness and commitment regarding the Alstom Integrity Programme. During these full or half-day sessions, our teams meet their local Ethics and Compliance Ambassadors in engaging workshops that highlight specific risks they may face in their daily operations. These informal and highly participative events foster a shared culture of business integrity at Alstom.

UPHOLDING OUR INTEGRITY PROMISE

To reinforce the commitments that underpin our Alstom Integrity Programme we have put in place clear procedures and dedicated training courses accompanied by regular internal communication campaigns. We have also instituted an alert system available to all our employees and partners allowing the reporting of any suspected violations of the Code of Ethics. Reports can be made confidentially via a dedicated hotline or website 365 days a year, 24 /7.



Dedicated Alert hotline
365 days a year

Delivering customer satisfaction, a pre-requisite

To deliver on the promise of sustainable mobility our solutions must provide the best passenger experience and unconditional reliability. We strive to deliver total satisfaction to our customers, all around the world and look for active collaboration towards shared ambitions.



MONITORING CUSTOMER SATISFACTION TO MEET EVERY EXPECTATION

The principal measure of our customer's satisfaction is the Net Promoter Score (NPS), their propensity to recommend Alstom as a supplier. During the 2021/22 fiscal year, more than 270 projects were surveyed, with an average NPS of 8.1. Any NPS less than four (on a scale of 1 to 10) triggers an alert to the Regional Manager, the Quality Director, and the CEO. This notification results in an action plan to regain customer satisfaction. Alstom's high NPS results are a reflection of our strong commitment to uncompromised quality for all our customers.



HOW DO WE MAKE IT HAPPEN?

Integrating

our customers in design and innovation processes.

Measuring

customer satisfaction on a regular basis.

Making

no compromises on product safety, ever.

Supporting

our customers on their own CSR commitments and meeting their sustainability expectations.

Certified

management system

in accordance with ISO 9001, IRIS, CMMI, ISO 14001 for Environment and ISO 45001.



JOINING FORCES TO RUN THE FIRST NATIONWIDE SEMI-AUTONOMOUS TRAIN

To secure customers expectations are fully integrated in design, Alstom is actively engaged in collaboration programmes. For example, Alstom is part of the French consortium that was formed with the objective to develop and run a train in full autonomy by 2023. In 2021, the consortium, consisting of Alstom, Altran, Apsys, Hitachi Rail, Railenium and SNCF, achieved a major milestone with the successful run of the Alstom Prima™ BB 2700 locomotive in partial autonomy on the French national rail network, under the supervision of a driver. Autonomous trains offer many benefits for transporting passengers and goods with increased capacity and greater fluidity, while also reducing carbon emissions. This game-changing innovation is also a means to accelerate the shift from road to rail, contributing to a significantly higher environmental performance.



WHERE WE STAND TODAY

Our average Net Promoter Score (NPS) reached

8.1 in 2021/22.

Alstom's R&D leading to more than

9,400 patents.

THE VOICE OF **SUSTAINABLE** MOBILITY

As a leader in sustainable mobility solutions, Alstom is actively joining the public debate to promote the key role of public transport and rail in decarbonising mobility and supporting sustainable development. By teaming up with other inspiring change-makers, we bring this vitally important conversation to a broader audience.

Cooperation triggers positive action

Showcasing sustainable mobility as a key contributor to the fight against climate change is paramount to accelerating the shift towards public transport and low-impact solutions. At Alstom, we are determined to raise the issue and show that solutions exist, and that further progress is essential. That is why we participate in many trade organisations that strive to connect public authorities and industry leaders to accelerate the positive transformation of the mobility landscape. These initiatives promote amongst other priorities, the integration of sustainability criteria in public procurement and further investments in favour of research and development for sustainable mobility.

Making a difference, together

Alstom has been participating in the United Nations Conference of Parties on Climate, known as COPs, since COP21 in Paris. With world leaders, climate negotiators, scientists, industry and society representatives coming together to discuss how to align energies to tackle climate change, the COPs have always been watershed moments in promoting modal shift to low emission modes and development of the hydrogen economy.

Alstom also contributes to the visibility of transportation issues and the promotion of sustainable mobility through membership of the Transport Decarbonisation Alliance, which gathers States, local authorities and other industry leaders eager to accelerate the transformation of the transport sector. As hydrogen progressively becomes a viable, clean alternative to fossil fuels in many impactful applications, including mobility, we also joined the European Clean Hydrogen Alliance, bringing together the civil and corporate worlds to develop an ambitious deployment of clean technologies by 2030.



Global leader, local activator

The Alstom Group also contributes to many local initiatives. For example, in France, Alstom participates in the activities of many industrial associations, such as CS2F (Comité stratégique de la filière ferroviaire), Fer de France, FIF (Fédération des industries ferroviaires), Conseil national de l'hydrogène, or local authorities and associations such as GART (Groupement

des autorités responsables de transport), etc. This active participation helps us to better include the demands of public authorities, strengthen our proposals and anticipate the evolution of regulations. Alstom is also a member of think tanks such as TDIE (Transport Développement Intermodalité Environnement) and The Shift Project. Alstom is similarly engaged

in dialogue with public authorities, green technology stakeholders, and industry trade associations in the US, Canada Germany and many other countries, with the aim of promoting sustainable transport solutions and leveraging public funding to advance battery and hydrogen demonstration projects that meet our customers' objectives of reducing carbon emissions.



Alstom

48, rue Albert Dhalenne

93 482 Saint-Ouen-sur-Seine Cedex – France

Telephone: +33 1 57 06 90 00

www.alstom.com

ALSTOM
• mobility by nature •