

The Impact of Alstom In South Africa

2024-2025

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ALSTOM

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Tristan le Masne
Managing Director,
Alstom Southern Africa

From the heart of our townships to the rhythm of our cities, Alstom’s rail solutions are helping shape the future of mobility in South Africa. Whether it’s moving millions of tonnes of freight from mines to ports or enabling safe and reliable daily commutes, we are proud to connect people to jobs, education and opportunity – driving progress across the nation.

Building on the strong foundation laid by our 2022 Impact Report, we are pleased to present the latest abridged edition, showcasing Alstom’s commitment to transforming mobility, empowering communities and fostering inclusive economic growth throughout South Africa.

Over the past decade, Alstom has cultivated a deeply rooted and inclusive presence in the country. Our footprint is proudly local and impactful. With four industrial sites – including the flagship Gibela Rail commuter train factory, Alstom Ubunye components manufacturing, Bombela Maintenance Company for the Gautrain and Alstom Rolling Stock South Africa for locomotives – we are more than just present; we are invested. These sites are not merely manufacturing facilities: they are engines of empowerment and transformation.

At Alstom, we believe transport is more than movement – it is a lifeline for opportunity and progress. Access to safe, sustainable mobility is essential to social and economic development. We remain committed to building a future where mobility unlocks potential for all.

We invite you to explore the full Impact Report and join us in driving forward a more inclusive and sustainable South Africa. Together, let’s keep the country moving – toward opportunity, toward growth and toward a better tomorrow.



Olivier Baboulet
EY Partner, Sustainable
Performance &
Transformation

For several years, Alstom has accompanied South Africa in the modernisation and development of its transportation network. Alstom’s action is not limited to this aspect alone. It ensures the sustainability of mobility and positively impacts the daily life of the population through the solutions it offers, but also through its social and community commitments.

The study conducted by EY focuses on the impact of Alstom in South Africa and is based on the identification, computation and evaluation of CSR-related KPIs connected to Alstom’s CSR strategy pillars. Selected KPIs include a socio-economic analysis using a multi-regional input-output model, enabling the quantification of Alstom’s contribution to South Africa’s development in terms of jobs and value creation. Those socio-economic indicators rely on a state-of-the-art methodology involving Alstom data and the use of external databases (EORA).

This approach enables Alstom to better assess and communicate its impact on stakeholders. It also demonstrates and strengthens Alstom’s commitment to making a good influence in the communities in which it operates.

ALSTOM AT A GLANCE

With roots that stretch back to 1928, the Alstom Group is a world leader in creating mobility solutions that offer enjoyable travel experiences and drive societies towards a low-carbon future.

We offer a comprehensive portfolio of products and services to best serve our customers all over the world:



Rail

- Urban rolling stock (light rail, people mover, monorail, metros)
- Mainline rolling stock (commuter, regional and intercity, high-speed)
- Locomotives
- Components



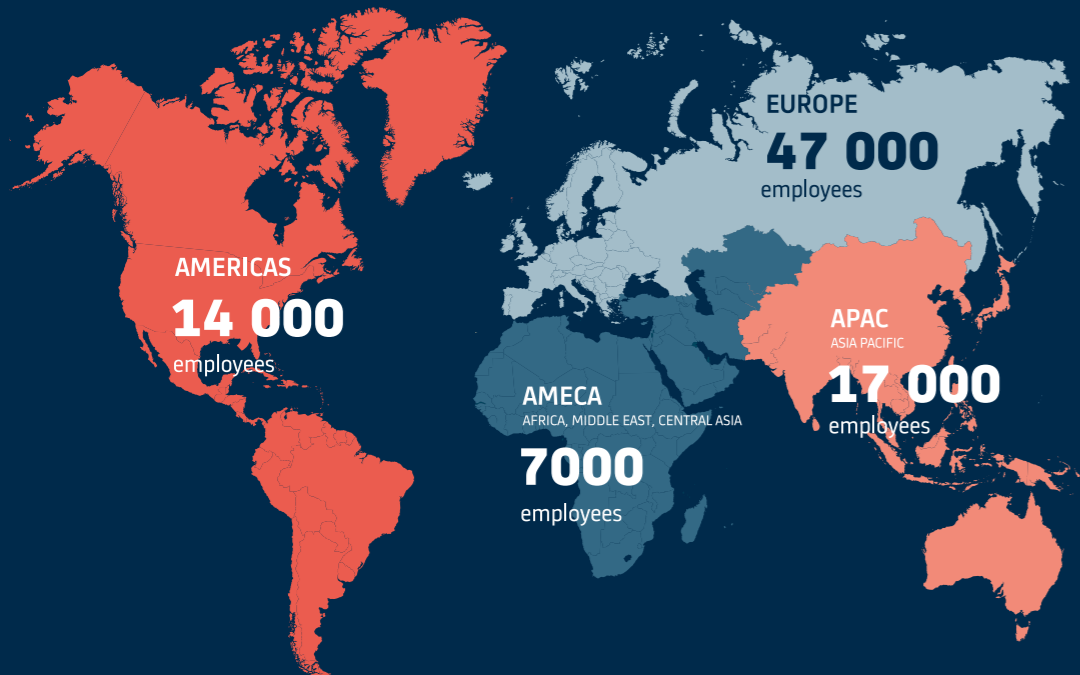
Infrastructure

- Signalling (mainline, urban, freight and mining, services)
- Turnkey, infrastructure and telecom systems
- IT for rail (including AI and cybersecurity)



Maintenance

- Rail maintenance solutions
- Parts, repairs and component overhauls
- Refurbishment and modernisation
- Operations and maintenance



Global figures

86 000
employees

184
nationalities

+223
sites

63
countries

+24 000
engineers

+150 000
vehicles in commercial service

€18.5bn
sales*

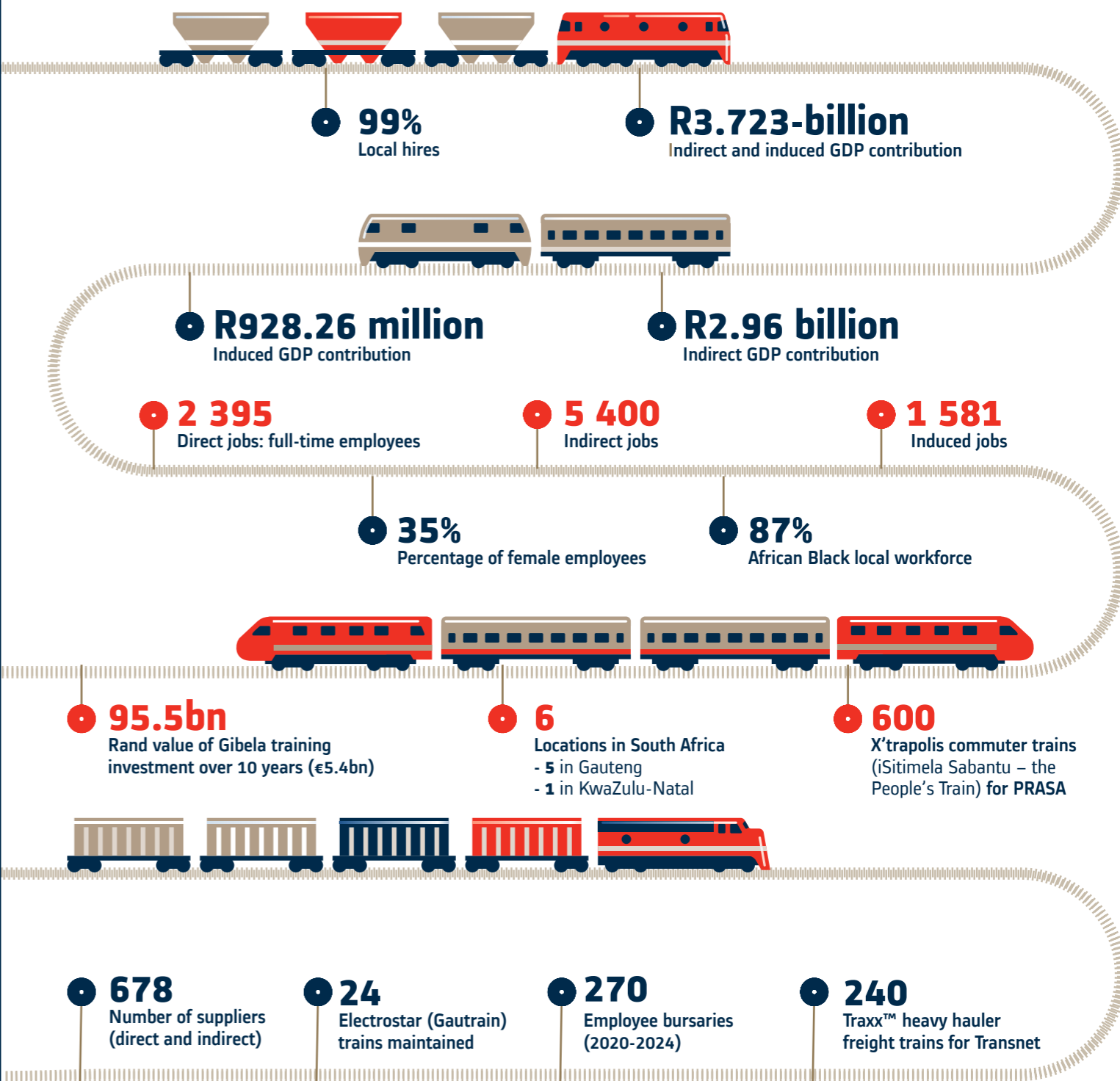
€19.8bn
orders*

€95bn
orders backlog*

* Financial highlights as at 31 March 2025

HIGHLIGHTS SOUTH AFRICA KEY FIGURES

The numbers tell the story of Alstom's commitments to mobility, sustainability and humanity in South Africa.



DEVELOPING LOCAL CAPABILITY AND CONTRIBUTING TO ECONOMIC DEVELOPMENT

For many years now, Alstom has demonstrated commitment to South Africa and its people’s economic prosperity, through our support for the revitalisation of passenger and freight rail, knowledge and skills transfer, job creation and industrial localisation.

Our significant, ongoing investments into our four South African operations – Alstom Ubunye, Gibela Rail Consortium, Bombela Maintenance Company and Alstom Rolling Stock South Africa – are not only keeping freight rail alive and transforming urban commuter mobility, but they are creating vital industrial skills that support many industries beyond transportation.

SITES AND ACTIVITIES

Alstom Ubunye

Alstom Ubunye’s history dates back to 1957, when it was established as Union Carriage and Wagon. Located in Nigel, this factory manufactures components for rolling stock that include end-under-frames, bogies and bogie frames, looming products and other electrical components.

Gibela Rail Consortium

Gibela was established as a consortium between Alstom and Ubumbano Rail to manufacture and deliver on the Passenger Rail Agency of South Africa’s (PRASA) rolling stock programme, which includes 600 X’trapolis Mega urban commuter trains. The Gibela factory in Dunnottar, is the largest and the most advanced train manufacturing centre in Africa.

Bombela Maintenance Company

Bombela is a special purpose company created for maintenance of the Gautrain, a world-class rapid rail network in Gauteng, South Africa, as well as its tracks, signalling, safety and ticketing systems.

Located in Midrand, the Gautrain maintenance workshop and depot are custom-designed for the Electrostar fleet maintenance. Bombela’s highly skilled team has maintained above-target availability and punctuality rates since taking over the maintenance concession in 2011.

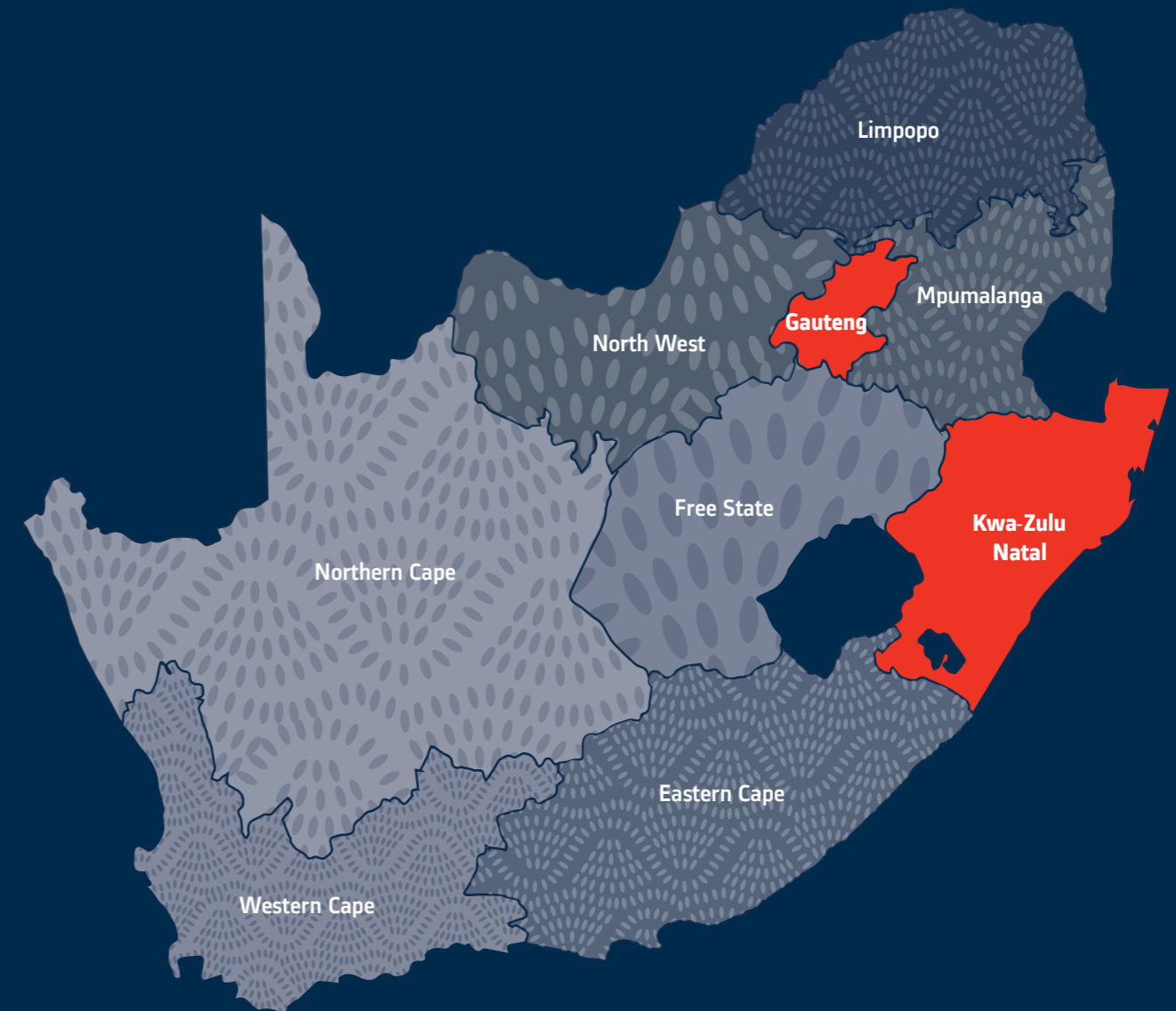
Alstom Rolling Stock South Africa (ARSSA)

ARSSA supports the local rail industry with rail locomotives manufacturing, rail control solutions, product maintenance and services, as well as rolling stock refurbishment programmes.

It manufactures Traxx™ 23E electric locomotives for Transnet Freight Rail, with car body shell manufacturing (CBS) at its factory in Boksburg and production of high-power traction converter systems at its workshop in Nigel. The final assembly of each locomotive takes place at the Transnet Engineering (TE) facility in Durban, KwaZulu-Natal province.



OUR PRESENCE IN SOUTH AFRICA



Five locations

in Gauteng province:

- Fourways – Alstom South Africa country offices
- Midrand – Bombela Maintenance Company (Gautrain depot)
- Nigel – Alstom Ubunye and Alstom Rolling Stock South Africa PPC
- Dunnottar – Gibela Rail
- Boksburg – Alstom Rolling Stock South Africa CBS

One location

in KwaZulu-Natal province:

- TE Durban locomotive final assembly, testing and commissioning

Maintenance depots across South Africa:

Kimberley (Northern Cape), Port Elizabeth (Eastern Cape) Richards Bay and Springfield (Kwa-Zulu Natal), Ermelo, (Mpumalanga), Salt River (Western Cape), and Wolmerton, Midrand, Braamfontein (Gauteng)



Thabiso Komako
CEO,
Alstom Ubunye



We have everything in one site, at Nigel. We can even go back to producing locomotives, if necessary.

TRANSFORMING AFRICA ONE RAIL COMPONENT AT A TIME

Few companies can claim to have as direct an impact on South Africa and its economy, its communities and its people as Alstom Ubunye.

Alstom Ubunye employs about a third of Alstom South Africa's total employee complement, making it the country operation's largest subsidiary.

In Nigel, it boasts the company's largest facility: an 80 000m² factory space. There, it makes various parts: end under-frames, bogies and bogie frames, looming products and other electrical components for the urban commuter trains manufactured by Gibela in Dunnottar, helping in the production of at least six train sets per month (one train car per day).

For Alstom Ubunye CEO Thabiso Komako, possibly the most important word is "diversification".

Previously, Alstom Ubunye focused only on manufacturing parts for Gibela, which is currently fulfilling its contract to PRASA for 600 X'trapolis commuter train sets.

But diversification into the other manufacturing spheres has bolstered its sustainability as a manufacturer.

In addition, Alstom Ubunye supports Transnet Engineering's programme to repair and return to service dozens of electric locomotives manufactured by CRRC, helping to source or reverse-engineer parts in the absence of technical specifications.

Alstom Ubunye's heritage goes back to 1957, when its predecessor Union Carriage & Wagon set up the factory in Nigel, producing locomotives, carriages and wagons for South African Railways. Today, that same facility is at the heart of Alstom Ubunye's diversified, growing offering, and it is capable of further expansion.

* GIBELA KEY HIGHLIGHTS

1 631
direct jobs



The company has a strong focus on inclusion

46% **98%**
Women African Black



Over

R819-MILLION

has been invested in skills development. This includes conducting around 20 000 training interventions to upskill employees, from non-skilled workers to top management



A staggering

R26.5-BILLION

has been spent on local content, ensuring that a significant portion of the project's value remains within South Africa



R25.9-BILLION

spent procuring goods and services from B-BBEE compliant suppliers



R3.3-BILLION

directed to black women-owned businesses



A targeted

R189-MILLION

has been spent with suppliers located within a 15km radius of Gibela's facilities, directly boosting the economies of the immediate surrounding communities



Invested heavily in education

R51-MILLION

in maths and science initiatives and early childhood development since 2016



R53-MILLION

has been invested in a Research Chair programme, leading to 99 journal papers, seven patents and the creation of a business incubator to support new tech start-ups



*Source: The Social and Environmental of Gibela Report 2024

AFRICA'S FASTEST TRAIN-MANUFACTURING FACTORY

Gibela's mandate goes far beyond simply manufacturing hundreds of commuter train sets for the Passenger Rail Agency of South Africa: it is a long-term national development initiative focused on revitalising South Africa's rail sector, driving inclusive economic growth, creating jobs and uplifting local communities.

In operation since 2014, its activities have sharply accelerated since 2022, as its state-of-the-art, 53 000m² Dunnottar factory reached full capacity.

Key indicators of this performance include the following:

- Of the 251 modern X'trapolis commuter train sets manufactured by October 2024, the greatest majority – 195 in total – have been built since January 2022
- Preferential procurement spend has also seen a sharp increase since 2022, with spend on B-BBEE compliant suppliers rising from R2.23-billion in FY2022 to R4.1-billion in FY2024. This comprises more than a third of total 10-year spend in just those three years

Apart from train manufacturing, a significant part of Gibela's work involves maintaining the new fleet. It actively provides maintenance for 190 trains across four regions, ensuring that PRASA's new trains are reliable and will meet their 40-year design life.

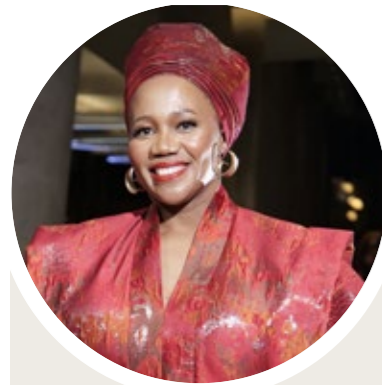
To fulfil its overall mandate, Gibela's economic and social impacts on people, skills and training, procurement and research have been enormous.

In terms of corporate social responsibility, Gibela has given attention to mathematics and science education in high schools and technical and vocational education and training (TVET) colleges, as well as community skills development. Communities targeted for support are within a 15km radius of the Dunnottar manufacturing facility.

Since 2022, +3 000 high school learners and +1 200 TVET students have benefited from mathematics and science support, and no fewer than 1 539 community members have enjoyed skills development training.

As of October 2024, Gibela has spent totals of more than R28.5-million on its high school education support, more than R14.5-million on TVET student support and R222-million on the community skills development programme. In addition, it has allocated R8-million to ECD, impacting 7 195 children and 732 ECD practitioners.

Gibela is thus successfully meeting its primary goal of building modern trains, while also fulfilling a deeper mandate to catalyse economic and social change in South Africa.



Makgola Makololo,
Managing Director,
ARSSA



When we started this project, we had a lot of transfer of technology from Germany into South Africa. But today we've got purely local teams that are producing these locomotives."

BOOSTING FREIGHT RAIL RECOVERY

Alstom Rolling Stock South Africa (ARSSA) has a mission of national importance: to build vital Traxx™ 23E locomotives for Transnet Freight Rail (TFR). Without those 240 locomotives, TFR won't be able to fully revitalise South Africa's degraded freight rail capability and provide a much-needed boost to its flagging economy. Nor relieve pressure on its roads, which cannot sustainably manage the vast amount of road-based freight to which they are subjected. But equally important for ARSSA Managing Director Makgola Makololo, however, is that what has been achieved at ARSSA in terms of human and skills development should not be lost to South Africa.

"When we started this project, we had a lot of transfer of technology from Germany into South Africa. But today we've got purely local teams that are producing these locomotives," she says.

"I think it's really an amazing story in terms of how you can build skills, build confidence in people that they can run with it – they can produce world-class products right here in South Africa."

People, too, were at the heart of ARSSA's response to a crisis precipitated by the outbreak of the Ukraine War in 2022, no less, which threatened its production of the Traxx™ locomotives. ARSSA's Gauteng-based supplier of boxes for the locomotives,

Russian-owned TMH, was unable to fulfil its obligations and went into business rescue.

Apart from manufacturing the Traxx™ propulsion systems itself at the PPC workshop in Nigel, most of the locomotives' fabrication happens at ARSSA's 6 000m² Boksburg premises; the trains are then completed by Transnet Engineering, which acts as a subcontractor, at its facility in Durban.

Alstom sprang into action, however, and following a joint venture with TMH to keep it in operation, it eventually bought TMH out and began manufacturing the boxes itself. However, this was no simple takeover of the TMH business and 105 of its workers. They had to be trained in the Alstom way of doing business, including around supply chain management; quality control; environmental, health and safety considerations; and labour relations – and ARSSA had to keep production going all the while.

ARSSA's contract to deliver 240 Traxx™ locomotives to TFR is due to conclude towards the end of 2026, at which point the future is uncertain for ARSSA, its 410 employees and its suppliers, although there are efforts to secure fresh contracts; a 15-year technical support and spares supply agreement will also be in place with TFR.

MAINTAINING THE GAUTRAIN



Günther Bargon,
Acting CEO,
Bombela Maintenance
Company

Keeping South Africa's only rapid rail network – the Gautrain – running smoothly is no easy feat, but Bombela Maintenance Company (BMC) has kept it running smoothly and safely since March 2011.

Operating services between Africa's richest city by GDP {Gross Domestic Product}, Johannesburg, South Africa's administrative and diplomatic capital, Tshwane, the commercial hub of Sandton and Africa's second-busiest airport, OR Tambo International Airport, the Gautrain is a premier business and transport link.

Keeping it running efficiently at all times is thus non-negotiable.

This includes the rolling stock:

- 24 Electrostar (Gautrain) train sets
- 321 passengers
- Speeds up to 160km/h

BMC is also responsible for:

maintaining 80km of double track as well as signalling, the catenary system, protection system, communications, ticketing and even cleaning.

Most staff operate out of:

BMC's depot in Midrand, between Johannesburg and Tshwane.



A lot of the work happens between 10pm and 4am, when the Gautrain service is not operating. But BMC undertakes all preventive and corrective maintenance during revenue hours as well, between 4am and 10pm.

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Its primary performance indicators are train service punctuality (94% uptime) and train service availability (98% uptime) – even though the requirement for 21 train sets to always be operational makes overhaul tricky – but BMC exceeds these and its other contractual benchmarks as a matter of routine.

Other key performance indicators are train set cleaning (95%), train set condition (95%), real-time information availability (98%), availability of access control (97%), availability of ticket machines (98%) and system infrastructure condition (95%).



BUILDING A LOCAL INDUSTRIAL ECOSYSTEM

Empowering local suppliers to drive rail industry growth

R5.56 billion spent on local suppliers

678 local suppliers engaged

R2.6-billion spent with black-owned companies

R1.3-billion directed to black women-owned enterprises

R1-billion spent with QSEs/EMEs



Nolufefe Solani,
Procurement Director,
Alstom Southern Africa



From the outset, we recognised that revitalising the rail sector would require more than just infrastructure, it would demand bold investments in local capabilities, skills and supply chains.

It is encouraging to see many of our suppliers expanding their product offering and deepening their technical capabilities."

In a remarkable demonstration of commitment to local economic empowerment, during the financial year 2024/2025, Alstom in South Africa spent a staggering R5.56 billion on local suppliers, engaging 678 local businesses.

This includes a significant R2.6-billion spent with black-owned companies and R1.3-billion directed towards black women-owned enterprises. Additionally, R1-billion has been allocated to qualifying small enterprises and exempt micro enterprises, underscoring the company's dedication to fostering inclusive growth and supporting rail industry entrepreneurs, says Nolufefe Solani, Alstom Southern Africa's procurement director.

This strategic investment not only strengthens the local supply chain, but also promotes sustainable development and economic resilience within the communities in which Alstom operates.

Alstom's presence in South Africa is not just about delivering world-class rail solutions; it is about being a long-term partner in the country's industrialisation and economic transformation.

"From the outset, we recognised that revitalising the rail sector would require more than just infrastructure, it would demand bold investments in local capabilities, skills and supply chains. It is encouraging to see many of our suppliers expanding their product offering and deepening their technical capabilities."

Alstom's supplier development strategy is designed to build long-term capacity and competitiveness among South African businesses. These interventions are aligned with B-BBEE and localisation policies, enabling suppliers to scale their operations and improve delivery capabilities.

By investing in supplier readiness, Alstom ensures that local businesses are not only compliant but competitive. In capacitating local suppliers, Alstom is not only meeting its operational needs but also strengthening the broader rail ecosystem. Suppliers gain exposure to international standards and innovation practices, positioning them for future opportunities across Africa and beyond.

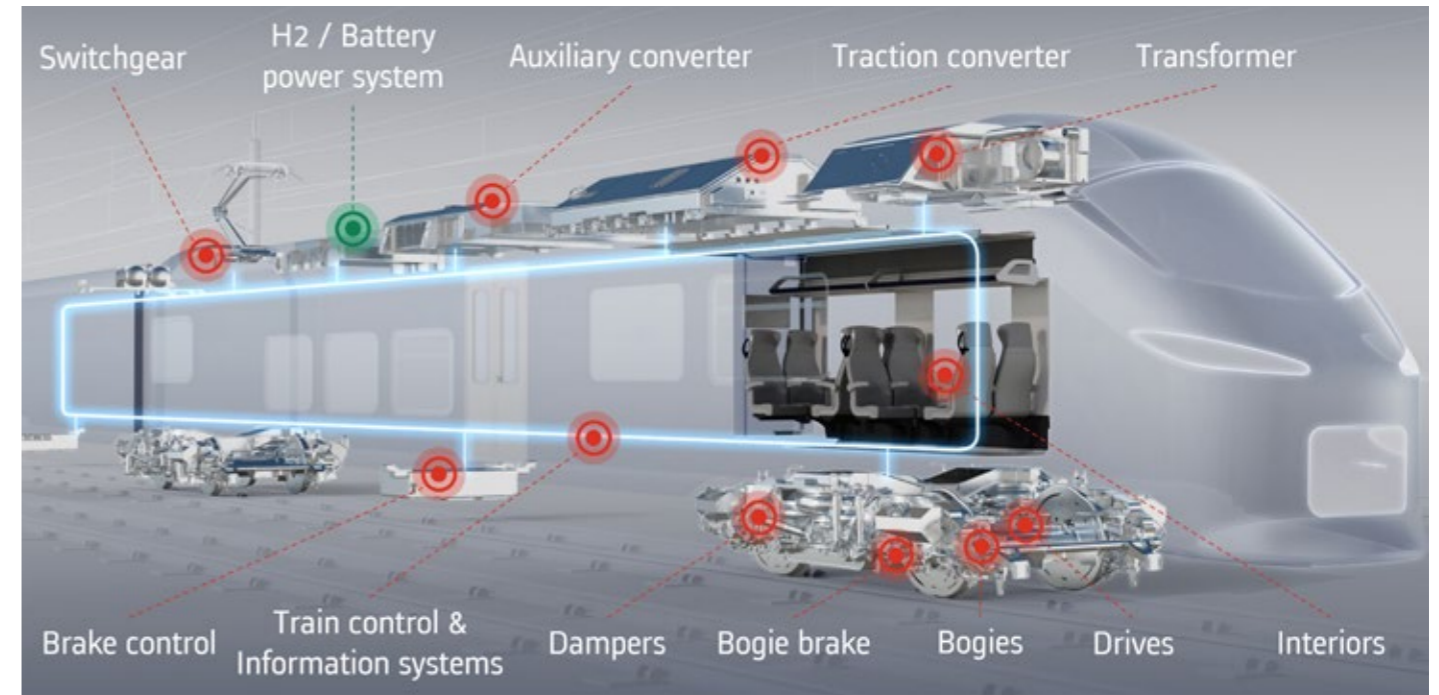
When we embarked on the PRASA project 10+ years ago, taking our cue from this vision, we saw the opportunity to deeply impact a once-dormant rail industry. Our localisation strategy began to take shape, and we tried to stick to the outcome needed: building a sustainable, self-sufficient local rail ecosystem, underpinned by a robust supply chain base. This plan centred around three programmes, namely technology transfer, technical skills enhancement and supplier on-shoring," says Solani.

Over the past years, South Africa has been a recipient of critical technologies from Alstom's global centres of excellence:

Pre-serial trains manufacturing from Brazil

- Traction motor production from France
- Component manufacturing (e.g. bogies, end underframes) from France to Alstom Ubunye
- Electric locomotive production from Germany on the 23E class, which Transnet operates on the manganese line
- Gautrain Electrostar rolling stock from the UK

The transfers go hand-in-hand with extensive training, knowledge sharing and skills verification at different stages, for a sustainable future of the local rail industry.



The transfer of technology efforts are not only targeted at employees who build the trains, of course, but also towards suppliers and sub-contractors, such that all players understand the technology.

Among the many lessons Alstom has learned during its local supplier development journey is the importance of adaptability in standards and processes. For instance, local South African steel mills were qualified to produce steel for the PRASA trains and Traxx™ locomotives: a PRASA train is made up of 145 tonnes of South African steel per train set.

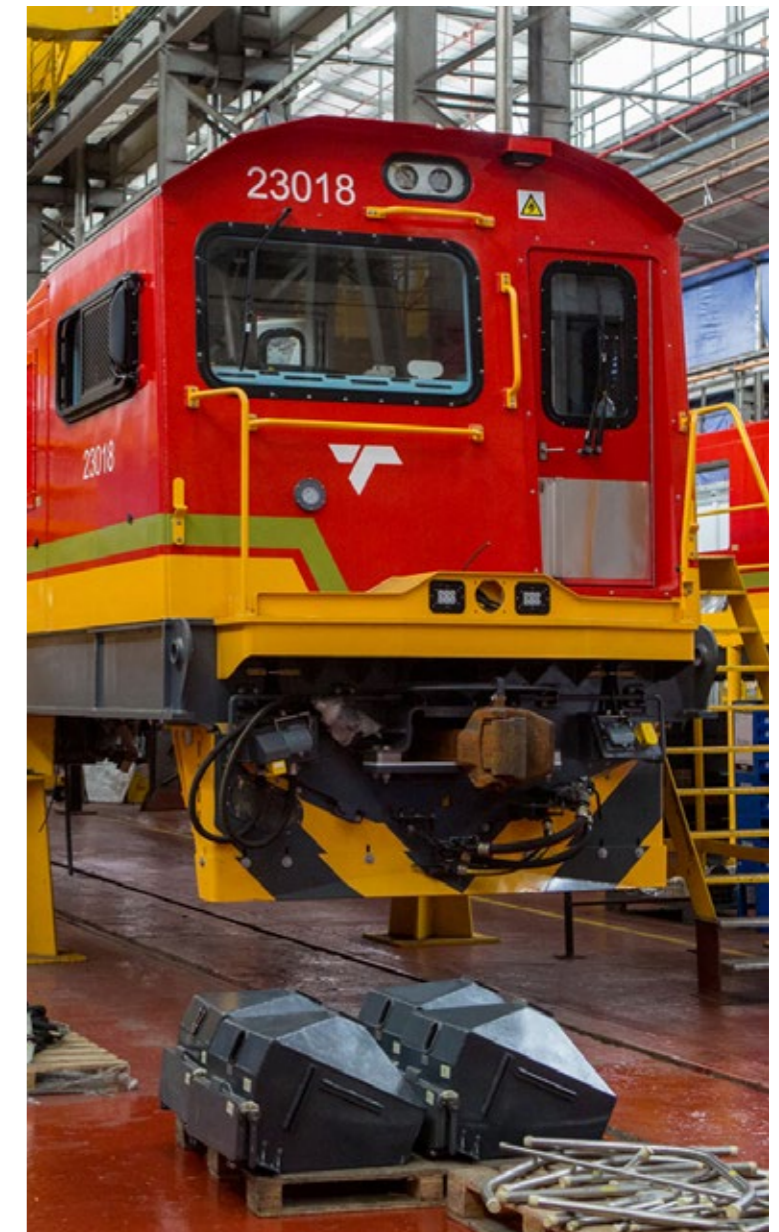
Alstom sources metallic materials from three (3) mills:

- **Columbus for stainless steel** – Middelburg (Mpumalanga)
- **Arcelor Mittal for carbon steel** – Vanderbijlpark (on the banks of the Vaal River, Gauteng)
- **Hulamin for aluminium** – Pietermaritzburg (KwaZulu-Natal)

Solani adds that while global best practices are important, they must be adapted to local realities: "By remaining open-minded and responsive, we were able to align our operations with South Africa's industrial landscape while maintaining Alstom's global quality and sustainability benchmarks – and securing all the ISO certifications."

Localising production in a complex environment requires robust planning – especially for long-lead items and critical components. Twenty-six multinational companies localised their product offering to support the rail industry in South Africa, thanks to Alstom's global network for being a powerful enabler in this journey.

Today, products manufactured in South Africa meet the same high standards as those from any Alstom site worldwide. And experts now come to Alstom's South Africa sites to learn more about our high production pace and world-class manufacturing practices.



LOCAL CONTENT, LOCAL OPPORTUNITY

The Alstom Ubunye components manufacturing operation has a 65% local content obligation for the components required for the PRASA commuter trains project.

Through a combination of technical training, grants and early payment terms, the company has enabled small and medium enterprises (SMEs) to scale operations, meet global quality standards, and engage in complex rail infrastructure projects.

Suppliers such as Pefco and DC Technical services received funding to double their train set supply capacity (from two to four train sets). Using the provided funding, Pefco localised axle box manufacturing.

In addition to efforts to meet the local content criterion, Alstom Southern Africa has an enterprise development programme that benefits local suppliers through skills development, funding and equipment assistance. Beneficiaries include the Phakalebohang canteen service provider at Alstom Ubunye, which now employs 12 people from the neighbouring community.

Over **R21.4-million** in supplier and enterprise development grants has been paid to 10 qualifying entities.

On the Traxx™23E locomotives project, the local content obligation is 60%. Through a combination of technical training, grants and early payment terms, the company has enabled small and medium enterprises to scale operations, meet global quality standards and participate in complex rail infrastructure projects. Over R21.4-million in supplier and enterprise development grants has been paid to 10 qualifying entities.



Inside the Remkor factory



The Remkor Manufacturing Team

ALSTOM SUPPLIER PROFILE: REMKOR MANUFACTURING

Remkor Manufacturing is a proudly South African, majority black women-owned company founded in 2015 by Raffaele la Monica, Gwen Mahuma-Madida and their siblings, Fabrizio la Monica and Tebogo Mahuma.

It is owned by Mahuma Investment Holdings and Remkor Holdings. Remkor is a level 2 B-BBEE company that specialises in the fabrication of complex, custom-made sheet metal products for the railway, telecoms, petroleum, transport, energy and other sectors, and has been an Alstom supplier since 2017.

Remkor offers the following services: sheet metal and pipe bending, chemical pre-treatment of steel, complex mechanical and electrical assembly, machining, electrical wiring, liquid painting, powder coating, silk screen printing, laser cutting, shot blasting and formed-in-place gasket.

Remkor supplies to the Alstom Ubunye factory in Nigel, Gibela in Dunnottar, and also to the Alstom Rolling Stock South Africa (ARSSA) sites in Gauteng and Durban.

Items supplied to Ubunye include: CVS (computer) casings, low-voltage cubicles and kits, copper components and assemblies, gear rod supports, stone guards, TC frames and subcomponents (at first article inspection stage), and various brackets and assemblies. **Items supplied to ARSSA include:** low-voltage cubicles, DC links, cable trays, various bracketry and components, and gangway plates.

Remkor also supplies Gibela with motor kits, underframe cable trays, roof and room saloon cable trays, car body shell components, toolbox and cab steps, cabin brackets, Doppler systems, absorbers, air ducts and emergency stepladders.

Environmental, social and governance (ESG) principles and sustainability have become key focuses for Remkor, which has

implemented initiatives to align with Alstom as well as its other international clients. This has also helped Remkor focus on softer issues it previously took for granted, and helped manage some of its risks.

Around sustainability, Remkor invested in a solar energy solution in 2018, reducing its carbon footprint, and it intends to invest in more solar panels in 2025. It uses contractors to manage its waste; it also has a filtration process attached to waste water from chemical pre-treatment and is in the process of investing in recycling this water. Remkor's business has grown substantially as a result of its work for Alstom, with its staff complement growing from 25 employees in 2015 to 131 currently. It has also moved to larger premises and acquired additional process and machinery, so it can offer turnkey solutions to Alstom and other customers.

This has also led to additional training and employment opportunities, as well as the ability to branch out to other industries.

Remkor's business has grown substantially as a result of its work for Alstom, with its staff complement growing from 25 employees in 2015 to 131 currently.



Kedi Mosinki,
Quality Engineer,
Remkor

“The company has given me the opportunity to grow not only in my profession but also as an individual. Through the supportive environment, I have been able to develop my skills, expand my knowledge and gain confidence in areas I once found challenging,”

Working at Remkor since July 2022 has been one of the most rewarding experiences of her career and personal journey, says Kediemetsi “Kedi” Mosinki.

Beginning there as an intern, Mosinki has quickly moved through the ranks and is now employed as a quality engineer, responsible for generating and updating process flows, quality control planning, process failure mode and effects analysis, and leading customer audits. **“The company has given me the opportunity to grow not only in my profession but also as an individual. Through the supportive environment, I have been able to**

develop my skills, expand my knowledge and gain confidence in areas I once found challenging,” says Mosinki.

The Remkor culture at Remkor has taught her the importance of teamwork, accountability and continuous improvement, she continues, and encouraged her to always aim higher and to take pride in her work.

“Overall, my journey with Remkor has shaped me into a more confident, skilled and motivated individual. I am truly grateful for the opportunities and support I’ve received, and I carry these positive experiences with me in everything I do,” Mosinki states.

MAKING MOBILITY SAFER AND MORE SUSTAINABLE

Rail, among the most energy-efficient types of transport both for freight and passengers, offers a highly attractive solution to the question of green mobility - and safer public transport - to countries implementing actions for a more sustainable world.

At the forefront of green mobility is Alstom, which is committed both to promoting rail as a sustainable mobility choice, and also to eco-design: minimising the environmental footprint of its products throughout their life cycle. Its target is for 100% of all new products to be eco-friendly by 2025: to date, 99% of components are recoverable and 96% of them are recyclable, thus ensuring a minimal end-of-life impact.



ELECTROSTAR (GAUTRAIN)

- 7 902 488 people used the Gautrain for the period in the 2024/2025 financial year
- Travel time between key destinations is markedly faster than by car:
 - Malboro to Midrand
Train travel time - six minutes
Car travel time - 16minutes;
 - Sandton to Pretoria
Train travel time - 27 minutes
Car travel time- 50 minutes
 - OR Tambo to Pretoria takes 34 minutes
Train travel time - 34 minutes
Car travel time- 43 minutes



X'TRAPOLIS MEGA TRAIN (ISITIMELA SABANTU)

- Produced at the Gibela factory, which is designed to attain a peak production rate of **62 trains per year**
- Each X'trapolis commuter train has **six coaches**, with a total capacity of **1 200 passengers**
- Made of stainless steel, it is 30% lighter than trains made of carbon steel



TRAXX™ LOCOMOTIVE

- Traxx™ E23 locomotives built in South Africa transport general freight, reducing the use of carbon emitting trucks on the road
- 140 electric locomotives in the field since January 2018
- +40 million fleet kilometres | +10 million tonnes moved
- Fleet availability is 98% versus a contract requirement of 95%

SUSTAINABLE MOBILITY FOR SOUTH AFRICANS

South Africans, who generally live far from work and educational opportunities, commute further every day than most other people globally. Traffic congestion, road safety and transport costs are therefore important concerns for them.

About 40-million passenger journeys were logged on South Africa's railways in 2024/2025, a 167% increase on the previous year, as the Passenger Rail Agency of South Africa (PRASA) restored commuter travel. Eighty percent of the passenger rail network had been wrecked by vandals and thieves during the Covid-19 pandemic.

However, by 2024/2025 PRASA had reopened 31 of 40 rail corridors, and the delivery of the Gibela-built new X'trapolis passenger train sets was a key part in this dramatic rehabilitation success story.

Added to this, the Gautrain recorded more than **7.9-million passenger trips in 2024/2025, a 10.79% increase on the previous year. The Bombela Maintenance Company's world-class care of the Gautrain was instrumental in this strong performance.**

On top of that, carbon emissions are an increasingly urgent issue. The average passenger car in South Africa emits *148gCO₂e/km, which is 18.9 times more than riding a train, and a shortage of public transport solutions equates to higher usage of cars.

The sustainable rail mobility solutions and services being provided by Alstom South Africa therefore have a significant positive impact on the quality of life of all citizens.



3

PASSENGERS PER CAR



400 CARS



20

PASSENGERS PER BUS



60 BUSES



1 X'trapolis Mega Train

* Source: The international council on clean transportation, report South Africa's new passenger vehicle CO₂ emission standards white paper.

DECREASING ALSTOM'S ENVIRONMENTAL FOOTPRINT

ACTIONS TO REDUCE SITE EMISSIONS



Reduce energy intensity by 10% by 2030 (against a 2019 baseline)



At least 10% of energy consumed on sites must be green



Introduce LED lighting



Reduce vehicle CO2 emissions by introducing electric cars at sites



Implement solar photovoltaic panel projects at some local sites

Committed to reducing the environmental impact of all its operations, Alstom strives to drive sustainability in various ways, from its energy and water consumption to recycling and promoting greener transportation choices.

Alstom South Africa, in alignment with the Alstom Group's sustainability strategy, continues to take action to reduce the environmental footprint of its operations, including the reduction of energy and water intensity* by 10% by 2030.

"We strive to exceed compliance requirements for environmentally friendly practices. Awareness-raising around resource conservation has resulted in decreased water and energy consumption across the company since 2019" says Edith Keswa, Head of Environment, Health and Safety, South Africa Cluster.

Additionally, Alstom Ubunye's Go Green Project focuses on renewable energy and water-saving solutions. The Nigel site installed solar photovoltaic energy systems with a capacity of between 850kW-1 000kW in 2023, generating at least 20% of its energy from on-site generated green electricity.

Two Alstom sites in South Africa are also ISO 14001-certified for environmental management, and by end of 2025 all sites will be.



* Intensity is an Alstom indicator defined as the total consumption per worked hours



Edith Keswa,
Head of Environment,
Health and Safety,
South Africa Cluster



Sustainability is highly valued by shareholders and prospective investors. Project financing is highly influenced by ESG (Environmental, Social and Governance) requirements. This project positions Ubunye as a preferred partner for future projects.

ALSTOM UBUNYE SOLAR PV: A CASE STUDY

In its installation of a solar photovoltaic (PV) plant at its factory in Nigel, Alstom Ubunye is "walking the talk" of the global Alstom decarbonisation agenda of net zero carbon by 2025 in the entire value chain.

"It's also set to save the company a lot of money, estimated to be R3 620 750 (€175 000) over 10 years, and is guaranteeing energy security – ensuring continuous production and job security for Alstom Ubunye's employees," says Edith Keswa, South Africa cluster head of environmental, health and safety.

"Less reliance on electrical energy thus avoids ever-increasing tariffs and interruptions that negatively impact production."

While Alstom Ubunye remains tied to the national grid, its solar PV solution now accounts for 20% of total site electrical energy demand. Plans are also in process to install LED lighting on site, to reduce energy consumption.

Apart from the direct sustainability and cost benefits of installing solar PV, Keswa points to the fact that making good on green commitments enhances Alstom's reputation with its stakeholders.



GROWING OUR PEOPLE

At the heart of every successful organisation is its people.

In Alstom South Africa, we are very proud of our 2 395 employees, who are the driving force behind our production of world-class passenger and freight trains, as well as train components, and ongoing maintenance of the Gautrain.

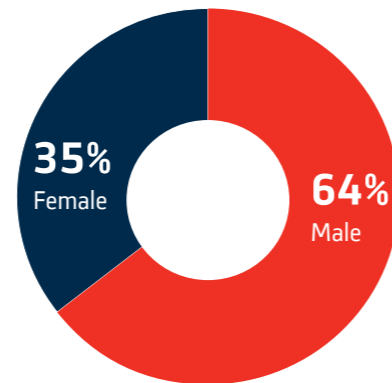
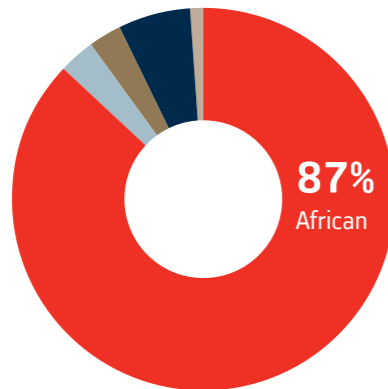
Our employee complement is diverse and representative of South African society, particularly in terms of parameters such as ethnicity and age. In a traditionally male-dominated industry, we also continue to improve the representation of women; currently, a little more than one third of our workforce is female.

In keeping with our corporate commitments (not to mention our moral licence to operate) in South Africa, we devote significant attention to local skills and leadership development. Our training initiatives not only capacitate our own activities; indeed, many other businesses and industries benefit, and our economy is stimulated too, when staff members move on to other career opportunities.

Please see Alstom South Africa's human resources vital statistics below, for a clear snapshot of our people.



- Coloured = 3%
- Indian = 3%
- White = 6%
- Other = 1%



EMPLOYEES



99% Percentage of local hires

45% Percentage of employees being 35 and under – South Africa (at employment, when they were hired)

45% Percentage of employees aged 35 and under – South Africa (in the current workforce)

55% Percentage of employees above 35

DEVELOPMENT



480 Number of employees who took management development courses

30 Number of employees who enrolled to benefit from executive coaching

TRAINING



1 481 Total number of employees who underwent training for technical skills

925 Number of people (production staff and artisans) who were trained at the Gibela training centre

54 Number of employees trained by the Supervisory Development Programme

BURSARIES



270 Number of bursaries issued to employees

103 Number of bursaries issued to children of employees

ALSTOM VOICES

Happier work and home lives

Yvonne Motsoko is a Site Testing Manager who has worked for Alstom since June 2022. She is currently completing the Line Manager Coaching Programme, and she says this management development training has already had a positive impact on both her professional and personal lives.

“I used to struggle a lot with prioritising tasks,” she says, but learning how to better manage her time and delegate authority has led to a **“significant improvement”** in her efficiency and productivity.

Also, the training has helped her communicate more effectively with her team: **“I communicate better and clearly with my team, compared to before partaking in this programme. I am delegating more effectively, and this has empowered my team to take ownership of their tasks and develop their skills. This shift has allowed me to focus on new projects and strategic activities,”** says Yvonne, who adds that her honed skills have equally impacted her personal life positively.

“Working for Alstom has made a huge impact in my personal life. Through the I-learn platform, I learn and educate myself beyond professional requirements. The amount of courses on offer covers a wide spectrum, such as personal finance, work-life balance, diversity and personal development,” she says.

Becoming a better leader

A Project Documentation Manager at BMC since 2021, based at the Midrand Gautrain Depot, Portia Moloisane joined the Gautrain project during its construction phase way back in 2008.

She has been a configuration management administrator and a document control manager, and in 2010 set up the Configuration Management Office for the Gautrain’s maintenance phase. When Alstom took over the Gautrain project in 2021, Portia’s job title changed to project documentation specialist and later to her current designation.

The Supervisory Development Programme has, Portia says, taught her to set daily goals, prioritise her activities, conduct more effective meetings, communicate better and ensure that **“I do the job correctly the first time around”**.

In addition, this has positively impacted her team: **“I would like to think that there has been a good change. I used to be a ‘no-nonsense’ kind of a communicator. I am now approachable to all who need my assistance. We work well together.”**

And there have been positive changes even at home. Portia says, **“This motivated me in so many aspects of my life. I went back to healthy eating, exercising and socialising. Being a single parent, I have become a better leader for my children. I feel I can do or have anything I want if I put my mind to it.”**

“

The programme has helped me become a better manager. It has taught me that managers direct by empowering others. I have seen that empowered workers work well in teams because they gain confidence and can work independently. Micromanaging is not needed. Workers produce good results and in return the goals of the organisation are met.”

says Portia Moloisane



Yvonne Motsoko
Site Testing Manager

“

I also feel a sense of pride to work for a company that has a greater impact on South Africans. The components that we manufacture play a critical role in the manufacturing of the PRASA train by Gibela. Seeing and experiencing these trains in operation and moving our people safely, always brings a smile to my face!



Portia Moloisane
Documentation Manager,
BMC Project

GROWING THROUGH LEARNING

Participating in the Supervisory Development Programme has positively impacted all aspects of her work, says Sitaembile (Sthe) Mbhele.

Sthe has been an Alstom employee for nine years, having joined Alstom Ubunye as a Supplier Quality Engineer in 2016. After taking on the role of supervising incoming inspection in 2020, she became a supplier quality serial life engineer.

Providing her with valuable tools and techniques to manage her dual roles more effectively has improved her ability to delegate tasks, prioritise responsibilities, and communicate clearly with both suppliers and her team.

“The programme also strengthened my decision-making skills by helping me evaluate situations from different perspectives before making any decisions. I’ve incorporated coaching and mentoring into my leadership style, which has helped cultivate a more engaged and high-performing team.”

Her more confident leadership style translates to more timely decision-making, better management of workloads and communicating expectations. **“Team performance has reached its highest level, thanks to the leadership practices and collaborative strategies I implemented,”** Sthe says.

Alstom has consistently supported her growth through continuous learning opportunities, leadership development programmes and exposure to global collaboration, and this has led to her being her best self – even receiving the Specific Goal Attainment Award 2024.



Sitaembile (Sthe) Mbhele
Alstom Ubunye
Supplier Quality Engineer

“

I am truly grateful to be part of an organisation that values and recognises dedication, hard work and achievement.



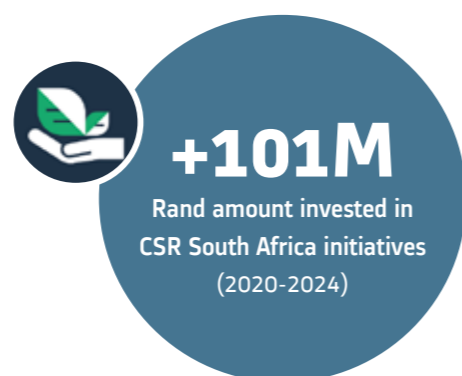
SUPPORTING LOCAL COMMUNITIES

Corporate social responsibility

For the Alstom Group, Corporate Social Responsibility is not just something we do along with building and maintaining trains; it is an integral part of who we are, and how we do what we do.

We are always conscious of treading lightly on our precious, fragile planet, and creating sustainable futures right now for all of the people who inhabit it.

That means striving for net zero mobility, making the absolute most of finite resources, focusing on the people we serve and those we employ, and inspiring our partners and suppliers to also do the right thing.



About the Alstom Foundation

The Alstom Foundation was founded in November 2007 as the philanthropic arm of the company.

Partnering with local or international non-profit and non-governmental organisations that have established track records, the Alstom Foundation supports initiatives that improve the lives and economic prospects of the communities around Alstom’s facilities in South Africa.

It has four key focuses:

- 1 

Economic and social development
- 2 

Environmental protection
- 3 

Access to mobility
- 4 

Access to energy and water

Women, the youth and persons with disabilities are three of South Africa’s most vulnerable population groups, and opportunities for learning and skills development often fall short of what they need to secure brighter, more prosperous futures.

In support of the “social” element of our commitment to ESG (Environmental, Social and Governance) principles, the Alstom Foundation has since 2022 supported the following CSR initiatives:

- **Phumelela and outreach projects**
- **Child Aid Doornkop** (Skills training for vulnerable youth in Soweto)
- **Enabled Women Arise**

PHUMELELA AND OUTREACH PROJECTS



Women and the youth are two of South Africa’s most vulnerable population groups, and opportunities for learning and skills development often fall short of what they need to secure better, more prosperous futures.

This programme is situated in Mackenzieville, Nigel, where Alstom operates. We first worked on it in support of a global NGO, Association François-Xavier Bagnoud (FXB), in 2021. It includes two initiatives:

Phumelela (isiZulu for “succeed”), an entrepreneurship development programme aimed at creating a conducive environment for its primary target beneficiaries, being women and out-of-school youth, to access and be provided with relevant entrepreneurial skills, knowledge, values and attitudes to start and succeed in running small business ventures. Thanks to this initiative, 30 unemployed women and youth per year receive training

An outreach programme targeting adolescents aged 10-14 from Happiness and Alrapark Primary Schools, supporting them with academic assistance, digital education, life skills and psychosocial support to help them thrive in school and build resilience. Senior primary schoolchildren are vulnerable to sexual behaviour, drugs and substance abuse, as well as suicide, yet are an under-supported youth cohort

Between 2022 and 2024 the Alstom Foundation has invested a total of **R4 426 460 (€214 302)** on these important initiatives, benefiting **90 women and 780 children in total**.

By addressing both children’s education and families’ economic stability, these projects reinforce each other, creating a stronger safety net for the most vulnerable households. This dual approach not only improves school performance and well-being for children, but also enables mothers to generate income, support their families and become role models in their communities.

Alstom Foundation’s CSR investment has been the backbone of both the Phumelela and Outreach programmes in Nigel since 2022. Without it, hundreds of women would have been left without the tools to become self-reliant entrepreneurs, and **over 1 000 learner-years of after-school support – including daily nutrition, digital skills and life-changing counselling** – would never have been delivered. Beyond the direct outputs, Alstom’s commitment has built resilience, inspired hope and strengthened an entire community’s ability to shape its own future.

Beneficiary Testimonials



RESTORED CONFIDENCE, NEW POSSIBILITIES CHILD AID DOORNKOP

This community development project, run by **Humana People to People** in South Africa, is offered through a centre established in the late 1990s in Soweto, Johannesburg. Since 2022 the Alstom Foundation has upgraded:

- The computer centre with reliable power sources, more computers and printers, and new IT programmes for youth (more than 60% of them female)
- The early childhood development centre, including capacity to train youth volunteers
- The project's greenhouse (and equipped it, too)
- Drop-in centre facilities for 148 orphans and vulnerable children

The Alstom Foundation has invested R553 458 (€26 750) in Child Aid Doornkop, benefiting no fewer than 1 652 young people as of April 2025.



ENABLED WOMEN ARISE

In 2024, the Alstom Foundation became involved in Enabled Women Arise (EWA), a programme of the National Council of and for Persons with Disabilities.

Led by women with disabilities for women and girls with disabilities, EWA strengthens their resistance to gender-based violence (GBV) and engenders their inclusion. It has several goals:

- Improve access to GBV prevention and response resources for women and girls with disabilities
- Reduce barriers to safe, specialist support GBV services for women and girls with disabilities
- Provide psychosocial support
- Provide career, entrepreneurship and work-readiness support for youth with disabilities

With a budget of R1 468 742 (€70 988), our support for EWA is expected to benefit 260 women and girls with disabilities in total.



Helping dreams become reality

Nompumelelo* is a 12-year-old Happiness Primary School learner who dreams of becoming a doctor one day – or an engineer. The outreach programme is giving her the essential foundation she needs to succeed.

"I live in Alrapark, Nigel, with my mother, grandmother, sister and niece. My grandmother works as a domestic worker, and my mother is currently unemployed. Our family relies on her modest income and social grants to meet our daily needs. Despite the challenges we face, my mother always finds a way to ensure that we do not go to bed hungry.

"I enrolled in the programme in 2024 to improve my academic performance and to develop important life skills. Since joining, I have made significant progress – not only in my studies but also in my personal growth. FXB has helped me build awareness

and confidence, which has improved both my behaviour and school results.

"The digital life skills lessons have also played a major role in my development. These sessions boosted my academic performance, improved my reading and writing skills, and taught me how to navigate the internet safely. I also learned presentation techniques and improved my communication skills.

"I am deeply grateful to FXB, my schoolteachers and everyone who has supported my journey. Thanks to this programme, I now look forward to the future with hope and a clear vision for my goals."

*Not her real name



Alstom cares about the health and wellbeing of its employees and communities. Throughout the year, Alstom raises awareness around a variety of health themes, as well as organising events and visits to local care centres or schools to support those who are impacted by diseases such as cancer and HIV/AIDS.

TRANSFORMING THE LIVES OF CHILDREN AND ADULTS WHO REQUIRE SPECIALISED CARE

Vita Nova Centre Testimonial

For nearly 50 years, the Vita Nova Centre has transformed the lives of children and adults with severe intellectual and physical disabilities, and who require specialised care.

“We are based in Springs but our 110 residents and 15 beneficiary families hail from a much wider area, including Daveyton, Tsakane, KwaThema and surrounding communities within Ekurhuleni, as well as the greater Gauteng province,” says Michelle Immelman, Director at Vita Nova Care Centre.

“The latter includes upgrading hostels; stimulation and rehabilitation centre renovation; a water therapy swimming pool; covered walkways; several solar systems and lighting; full CCTV coverage: perimeter walling; and a medical centre revamp. Also, a borehole-fed emergency water system has been completed, and a playground project is due to be completed in November 2025.”



Michelle Immelman,
Director,
Vita Nova Centre

“Alstom Ubunye’s support is vital for the care, dignity and safety of our residents. We have strengthened our infrastructure, reduced financial strain and been able to care better for the most vulnerable members of the community.”



SCOPE OF THE STUDY

The purpose of this impact report is to demonstrate in a concrete and tangible way Alstom’s impact in South Africa and to communicate its commitment to its various stakeholders on environmental, social, societal and economic issues. The numbers and statistics given are for the fiscal year (FY) 2024/25. In some cases, an * (asterisk) is attached to the number presented. For those numbers specifically, the scope considered is the fiscal years 2020/24.

SOCIO-ECONOMIC AND ENVIRONMENTAL FOOTPRINT

The model used by EY to represent the socio-economic rippling effect within a given territory is based on the work of economist Wassily Leontief, who earned the Nobel Prize in Economics in 1973. This research is centred on the use of symmetric input-output tables to simulate the interdependence of all sectors of an economy. Moreover, since the model is linear, any economy of scale is ignored.

By combining this modelling of the economy along with the employment intensity of each sector, it was possible to determine the indirect and induced socio-economic benefits. Those results are being derived from all Alstom’s activities worldwide and all global procurement. They are displayed at a national level but reflect the global supply chain of Alstom along with the goods and services exchange made between economic actors of all the countries in the world.

Information related to Alstom South Africa’s environmental footprint results from Alstom’s own estimations and communications.

Direct effects

The contribution of the activity/ entity itself to the economy (e.g. in terms of the number of employees working for Alstom).

Indirect effects

To “produce” direct effects, a company needs to acquire goods and services (e.g. scrap metal, electricity, technical analysis services, etc.) from suppliers. Those suppliers increase their production and hire additional staff in order to meet the demand of Alstom. Suppliers themselves cooperate with additional firms (their suppliers), creating a second-rank effect that is also part of the indirect effects generated by the company. The model adds up first-, second-, third-rank effects and so on, all along the supply chain.

Induced effects

Induced effects are the results of increased household spending caused by the labour income of direct and indirect jobs. The induced effects are generated by employees spending within the business’ supply chain. Employee spending generates more demand in the economy, which leads to more production and, in turn, more profits, value-added (GDP contribution), employment, taxes, and so on.

OUTLOOK: RAIL RENAISSANCE IN MOTION

South Africa's rail sector is experiencing a profound and historic transformation; one powered by bold reforms, cutting-edge partnerships, and a shared vision for inclusive growth and resilient railway systems. At the heart of this transformation lies the ambition and vision of South Africa's rail stakeholders, whose leadership and commitment have paved the way for change. Today, we are not only witnessing momentum and achievement, but also the unfolding of extraordinary opportunities that will shape the nation's future.

Recent strategic reforms, such as opening the freight rail network to private operators, have ushered in a new era of investment and ambition. By granting conditional access to 11 private companies, South Africa is projected to add 20-million tonnes of annual freight capacity by 2026/27. The national goal of moving 250-million tonnes by rail annually by 2029 speaks to the scale of South Africa's aspirations and the collective drive to achieve them. With a robust investment pipeline for infrastructure upgrades and digital signalling, the country is laying the groundwork for a world-class, integrated transport system that is built on efficiency and connectivity.

As a trusted partner in South Africa's rail transformation, Alstom's commitment to localisation is resolute and deeply rooted in our purpose. This transformation is the result of a clear vision and bold choices made by South Africa's rail leaders.

We have gone beyond delivering modern and sustainable rail solutions: we have transferred advanced technologies, nurtured local skills and ensured that every product manufactured in South Africa meets the highest global standards.

Today, experts from across the world visit our South African sites, eager to learn from the innovations and efficiencies pioneered here. These achievements are the fruit of a collaborative approach, where the client's objectives have guided every step. Our investments have empowered the deployment of the first modern commuter trains produced locally, directly supporting the restoration of passenger confidence and service reliability. Our manufacturing excellence extends to rolling stock, digital signalling and predictive maintenance solutions that are transforming both freight and passenger rail.

Alstom's localisation initiatives have not only created specialised rail jobs but have also developed a robust national rail supplier base and fostered a culture of knowledge transfer. These efforts, driven by the client's vision, do more than drive economic growth; they inspire pride and confidence in South Africa's ability to build, initiate and lead. By partnering with government and industry peers, we are supporting South Africa's ambitious freight objectives and boosting national capacity. These milestones signal a renewed era of prosperity, where railways are a vehicle for social upliftment and economic inclusion.

The African Union's recognition of South Africa as a hub for railway manufacturing highlights the country's pivotal role on the continent. With 30% of Africa's total rail track, South Africa is uniquely positioned to lead regional integration, promote intra-Africa trade, and serve as the heart of railway innovation and excellence. Our advancements in rolling stock and digital solutions not only benefit local communities, but also chart a course for neighbours and partners across Africa to follow.

The journey ahead is filled with opportunity. With continued reforms, sustained investment and deepening collaboration, South Africa's railways are set to become the backbone of a modern, sustainable economy. At Alstom, we remain steadfast in our mission to be more than just a supplier: we are a catalyst for growth and a creator of opportunities, championing rail systems that will serve generations to come.

The next chapter for rail has arrived, one defined by strength and adaptability. United by a common purpose and guided by the client's ambition, we can advance together and shape a railway network that sets new global standards for excellence.



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