



# FULL-YEAR 2022 RESULTS

## STADLER RAIL

Peter Spuhler, Executive Chairman, Markus Bernsteiner, Group CEO, Raphael Widmer, Group CFO  
15 March 2023

**STADLER**

# REPRESENTING STADLER TODAY



**Peter Spuhler**  
Executive Chairman



**Markus Bernsteiner**  
Group CEO



**Raphael Widmer**  
Group CFO

# AGENDA

1

Highlights 2022

Peter Spuhler, Executive Chairman

2

2022 financial results

Raphael Widmer, Group CFO

3

Summary and outlook

Peter Spuhler, Executive Chairman

Markus Bernsteiner, Group CEO

4

Q&A





# HIGHLIGHTS 2022

Peter Spuhler, Executive Chairman

**STADLER**

# HIGHLIGHTS 2022

- ✓ Superior value proposition confirmed by customers with a strong order intake of CHF 8.6bn at a book-to-bill ratio of over 2x, driven by large orders from ÖBB, SBB, and VDV
- ✓ Order backlog increases by 23% to CHF 22.0bn
- ✓ EBIT margin of 5.5% (2021: 6.2%) – excluding negative currency effect of c. 1.5 percentage points, EBIT margin would have reached c. 7%
- ✓ Unique operational flexibility allowed to efficiently mitigate supply chain disruptions
- ✓ No delays in deliveries despite challenging supply chain situation. Net revenue up 3% year-on-year to CHF 3.8bn, including negative currency effects of c. CHF 140m (-4%)
- ✓ Currency effects, inflation with rising prices for salaries and materials, disruptions in the supply chain and geopolitical situation impact the 2022 results
- ✓ Stable dividend proposed based on strong operational performance

Order intake  
**CHF 8.6bn**  
**+54%<sup>(1)</sup>**

Order backlog  
**CHF 22.0bn**  
**+23%<sup>(1)</sup>**

Net revenues  
**CHF 3.8bn**  
**+3%<sup>(1)</sup>**

EBIT margin  
**5.5%**  
**-0.7pp<sup>(1)</sup>**

EBIT margin  
excluding FX  
**~7%**

(1) Change year-on-year



# ORDER INTAKE HIGHLIGHTS 2022

## RECORD YEAR: MORE THAN 1'100 UNITS SOLD IN 2022

### FLIRT



- SBB framework contract for up to **510 FLIRT** trains, initial firm call-off for **286 trains**
- Firm call-off valued at c. **CHF 2.0bn**

### KISS



- 41 KISS ÖBB, framework, call-off 41 trains
- Firm call-off valued at c. **EUR 600m**

### LRV



- VDV, firm call-off for **246 CITYLINK** including service valued at c. **EUR 1.7bn**
- Further TINA contracts for **Rostock, Halle and Den Haag**
- **First time LRVs (497) exceed Trains (468) sold**

### SMILE



- SBB orders **seven** more Giruno (SMILE) from an existing framework contract
- Additional firm call-off valued at **CHF 250m**

### Locomotives



- Framework agreement with GB Railfreight (UK) for up to **30 locomotives**
- Further **10 EURO9000** from framework agreement with ELP ordered
- Overall **97 locomotives** sold










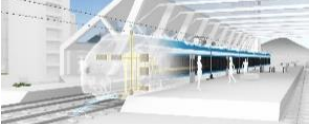











### Signalling



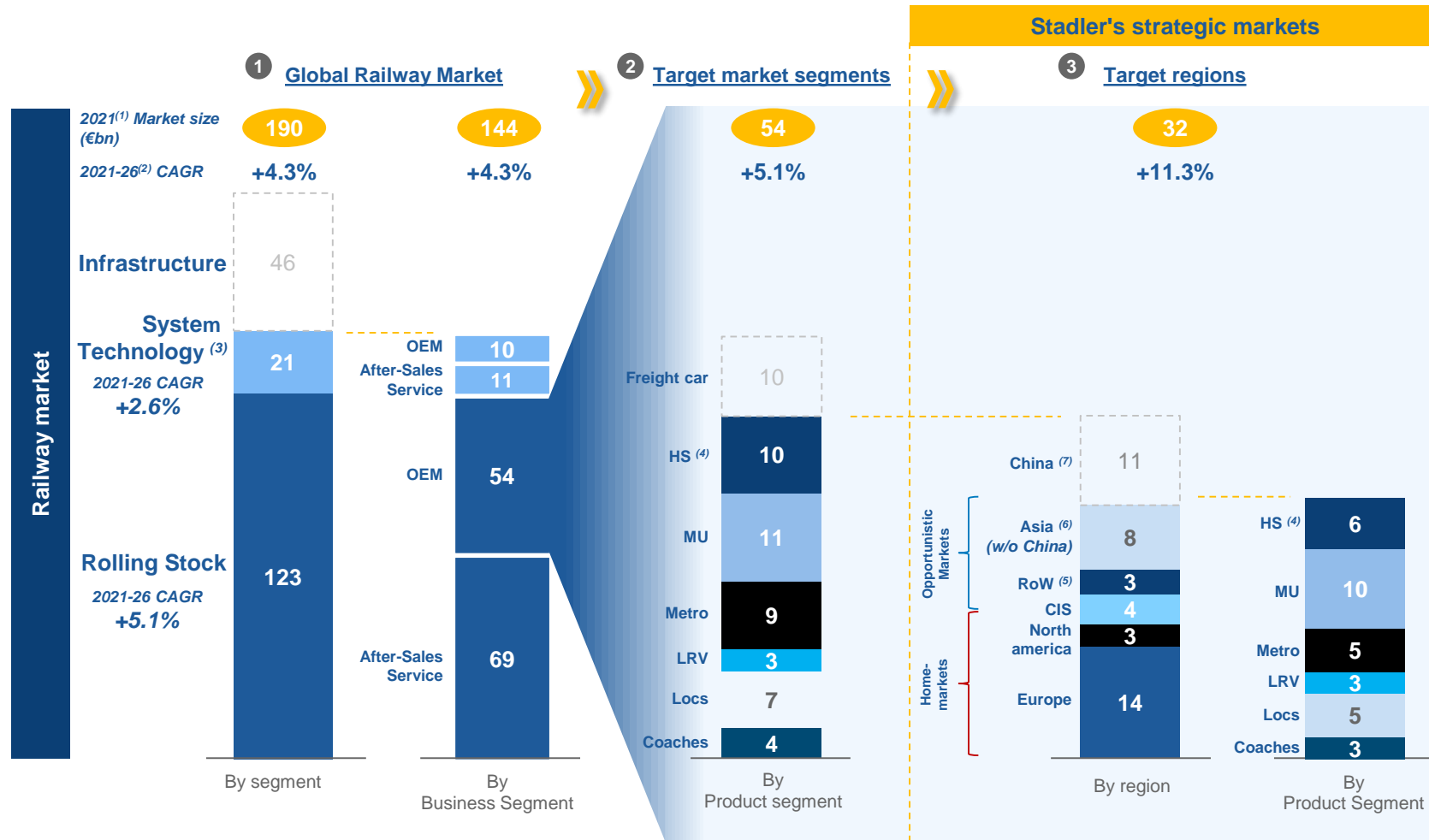
- World's first fully automated rack-and-pinion rail vehicle for Rheineck–Walzenhausen
- ETCS solution **GUARDIA** to be integrated in large VDV, SBB and ÖBB orders

# COMPREHENSIVE PORTFOLIO FOR THE BROADER RAIL ECOSYSTEM

Market segments, vehicle families, Service & Systems

Type	Market segment	Vehicle families	Tailor-made	Service & Systems		
Trains	Very High Speed	<i>Not a strategic focus</i>		Signalling	Service	
	High Speed		Tailor-made	System Solutions	Full Service & Spare Parts	
	Intercity					
	Regional / Suburban				Onboard Solutions	Modernisation, Repair & Overhaul
	XMU / BMU					
	Coaches			<i>Freight: Not a strategic focus</i>		Wayside Solutions
Locomotives	Mainline locomotives					
	Shunting locomotives					
Metro	Metro					
LRV	Tram / Tram Train					

# MARKET OUTLOOK AND STADLER'S LEADING POSITION



Source: SCI Worldwide Market for Railway Industries (2022). Market volume based on € values

(1) 2021 Market size defined as current average market volume in 2021 (in billions of euros)

(2) CAGR: Expected annual growth rate in the years 2021-2026 (in percent)

(3) Sys. Technologies includes CCS - Control, Command and Signalling (train control, train protection & operational telematics) and PIS - Passenger Information Technologies (fare mgmt, passenger information, passenger safety)

(4) High Speed (HS) segment according to SCI study includes Intercity HS trains (190 (in some cases also 160) -249 km/h), HS trains (250-300 km/h) and Very HS trains (>300 km/h)

(5) RoW includes the regions Africa & Middle East, Australia, New Zealand & Pacific, and South & Central America

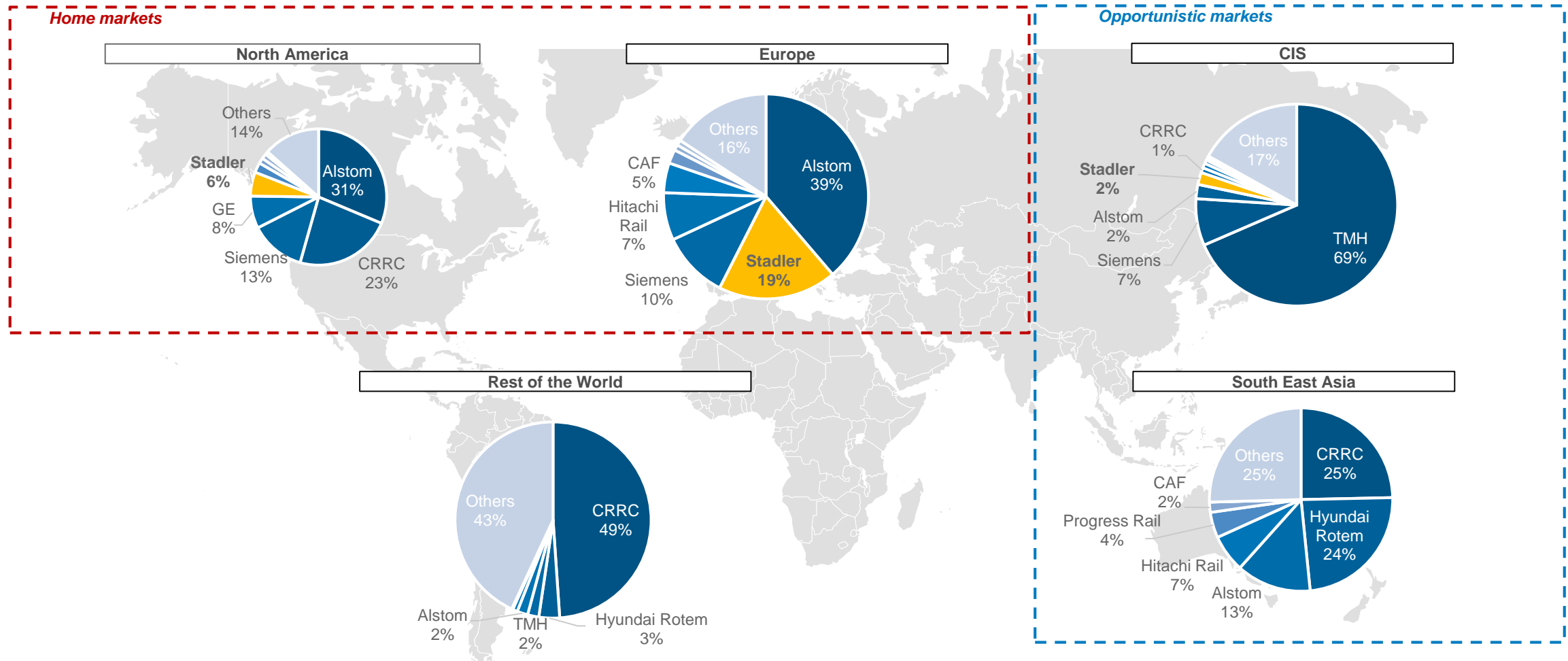
(6) Asia includes (compared with last year's records) all areas in Asia (Southeast Asia, South Asia, East Asia excluding China), excluding China due to the market situation

(7) China's share of the global rail industry market volume in 2021 is 19% and in the Asian market 58% - these values are further used as an assumption to define the potential of the target market



# COMPETITIVE LANDSCAPE

## MARKET SHARE BY REGION



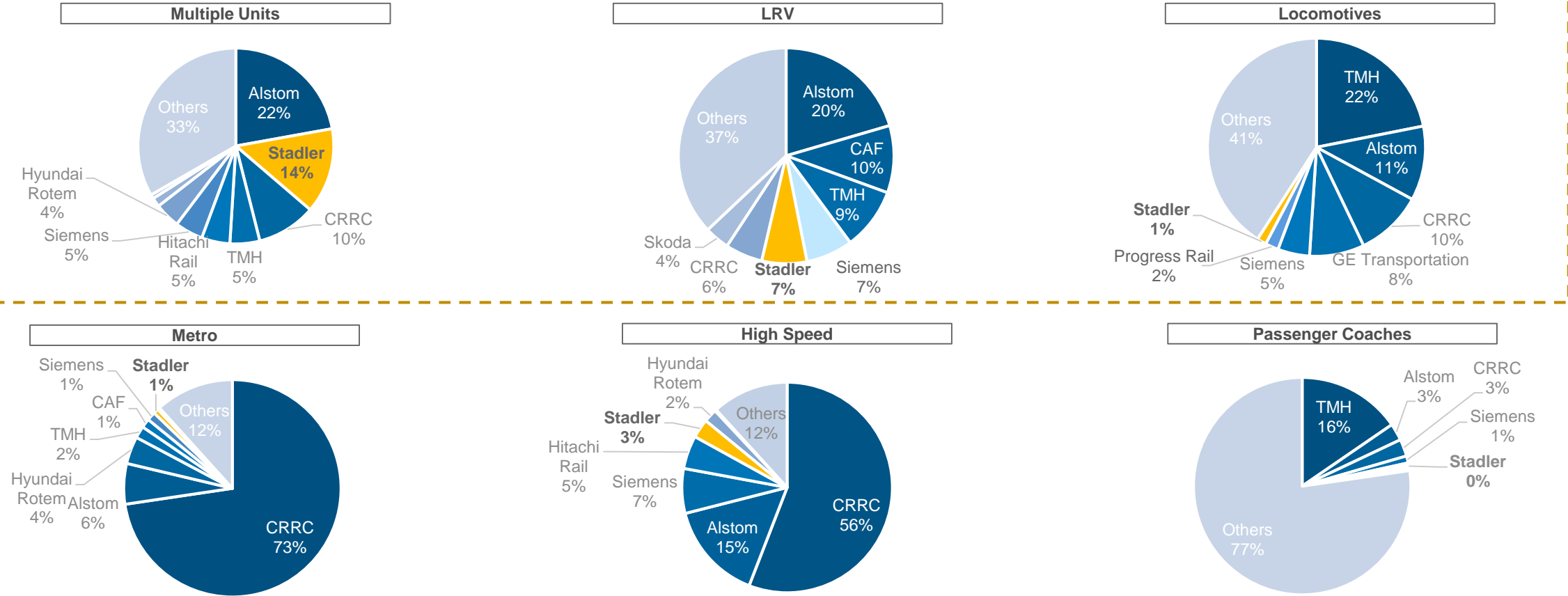
Focus markets are Europe and North America.

Aim to win market share by selling proven products and by being reliable (on time & top quality)

# COMPETITIVE LANDSCAPE

## GLOBAL MARKET SHARE BY SEGMENT

### Focus segments



Focus segments are MUs, LRVs and Locos.

We aim to win market share by high-end green tech solutions (Battery & H2), the new TINA-Platform and a broad locomotive portfolio

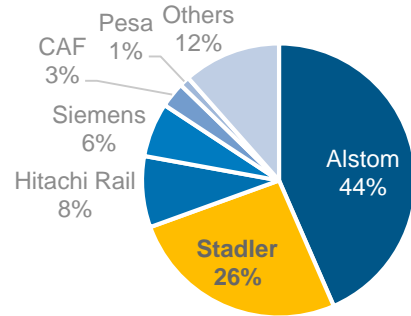
# COMPETITIVE LANDSCAPE

## EUROPEAN MARKET SHARE BY SEGMENT

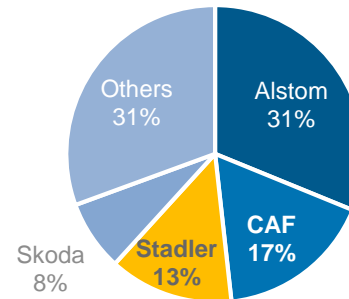
### Home markets

#### Focus segments

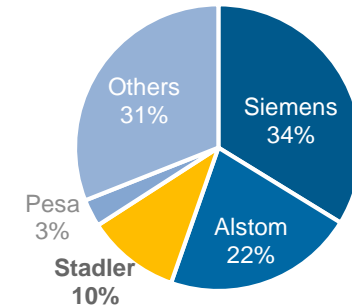
Multiple Units



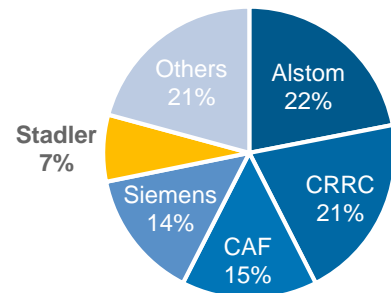
LRV



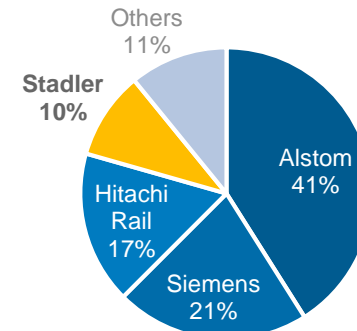
Locomotives



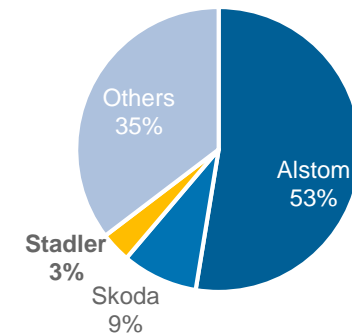
Metro



High Speed



Passenger Coaches



Focus segments are MUs, LRVs and Locos.

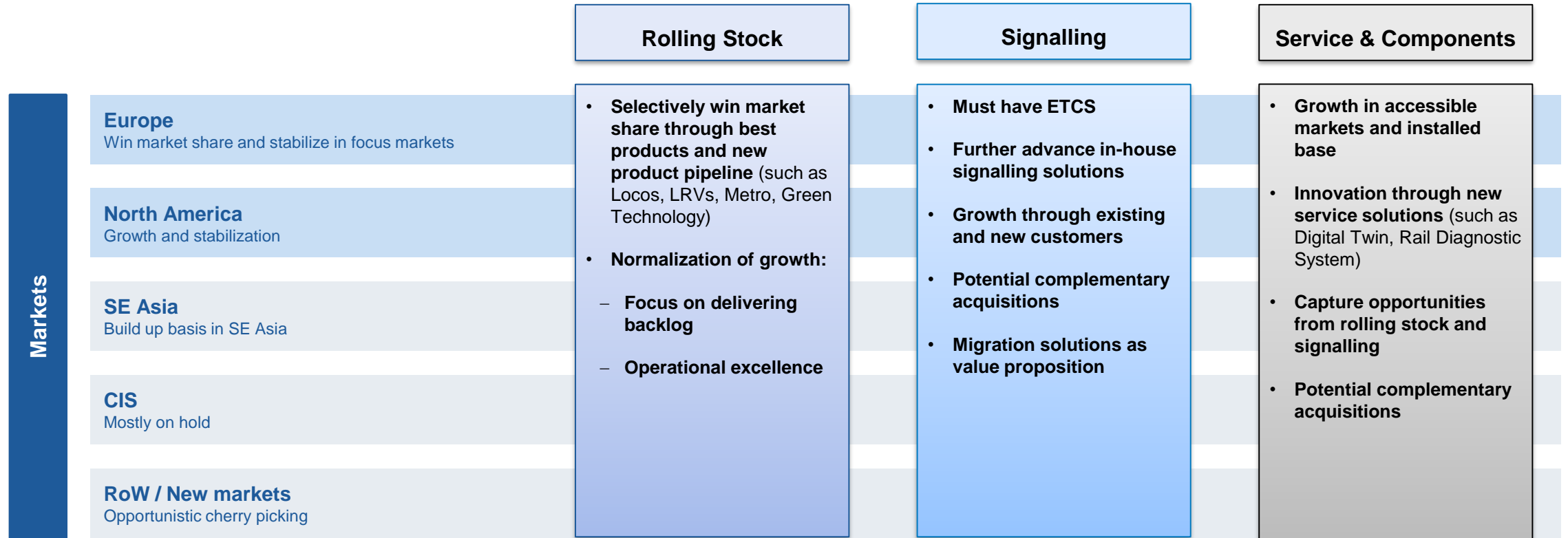
We aim to win market share by high-end green tech solutions (Battery & H2), the new TINA-Platform and a broad locomotive portfolio



# INNOVATION THE DRIVER OF PROFITABILITY



# STRATEGY 2025: FOCUSED ON PROFITABLE GROWTH



**Rail Solutions for the entire rail system: Stadler is delivering full package solutions**



# 2022 FINANCIAL RESULTS

Raphael Widmer, Group CFO

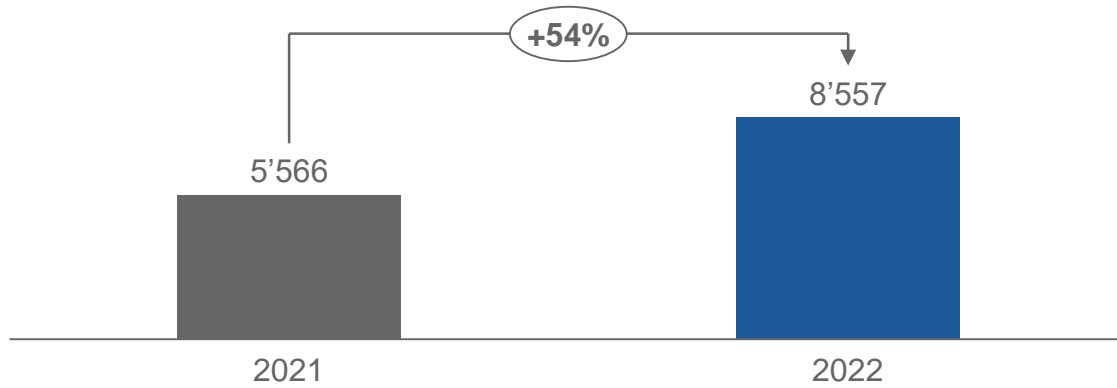
**STADLER**



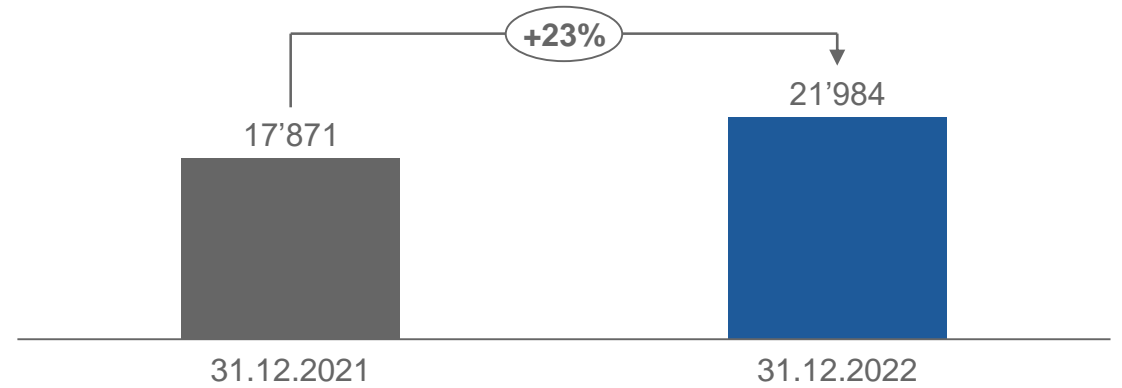
# FULL-YEAR RESULTS 2022 SUMMARY I

CHFm

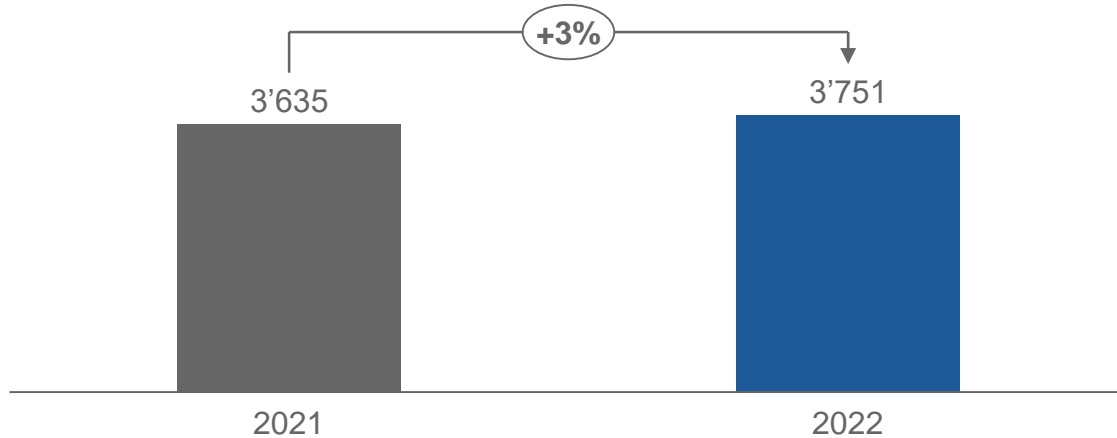
## Order intake



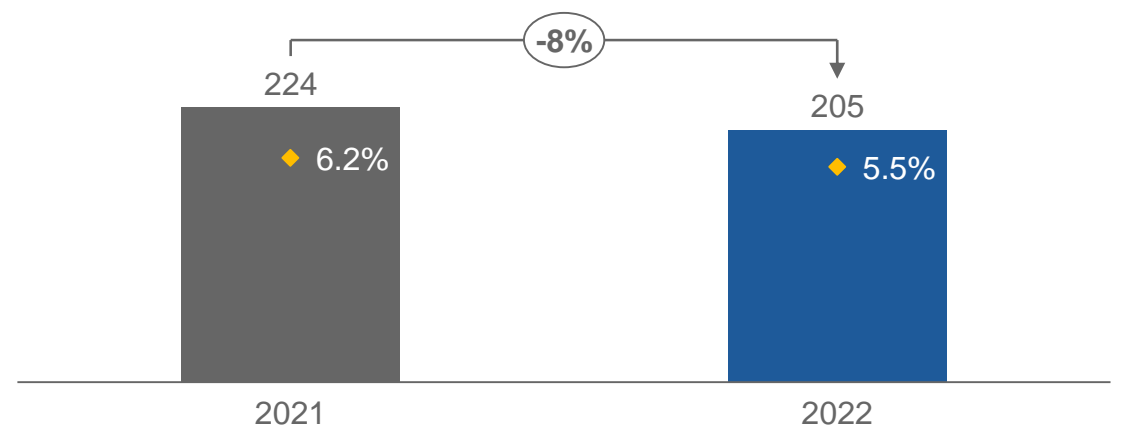
## Order backlog



## Net revenues



## EBIT

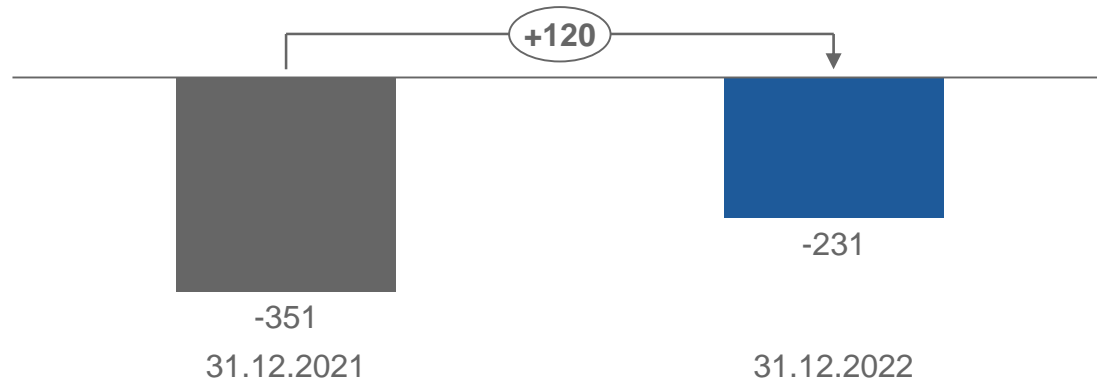


◆ EBIT as % of net revenues

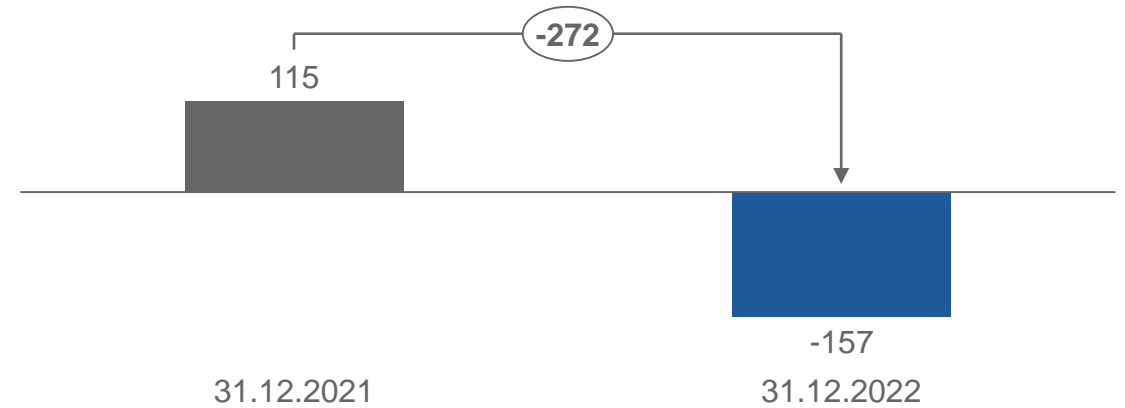
# FULL-YEAR RESULTS 2022 SUMMARY II

CHFm

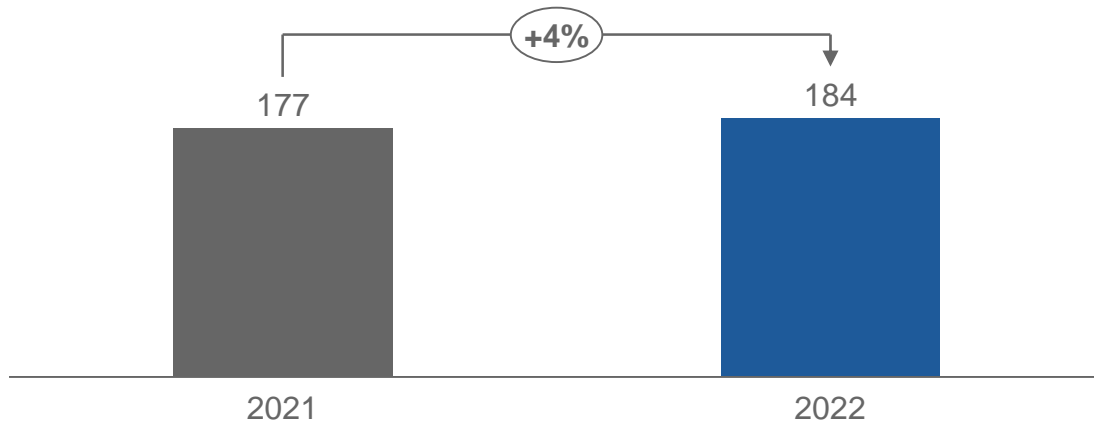
## Net cash<sup>(1)</sup>



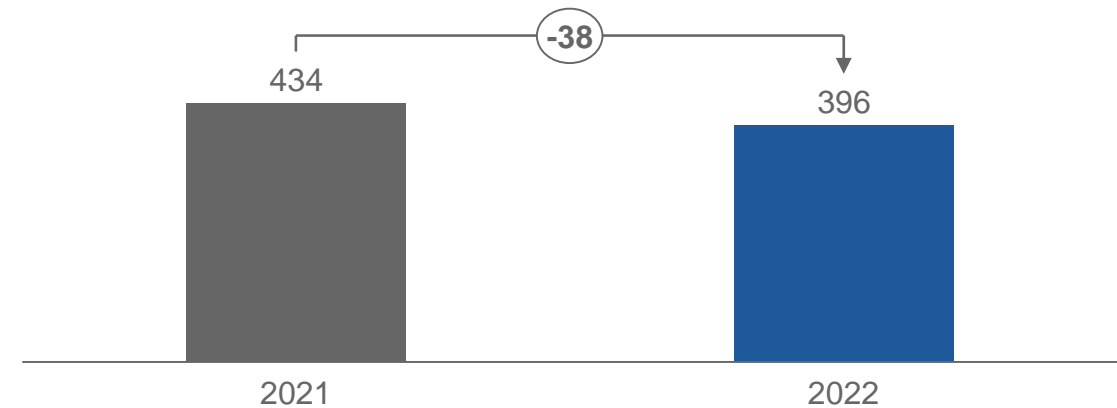
## Net working capital<sup>(2)</sup>



## Capital expenditure<sup>(3)</sup>



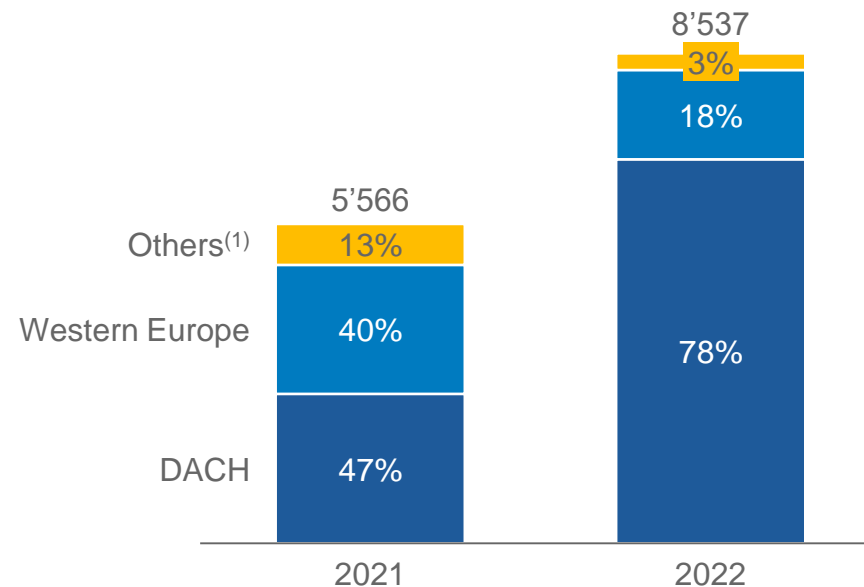
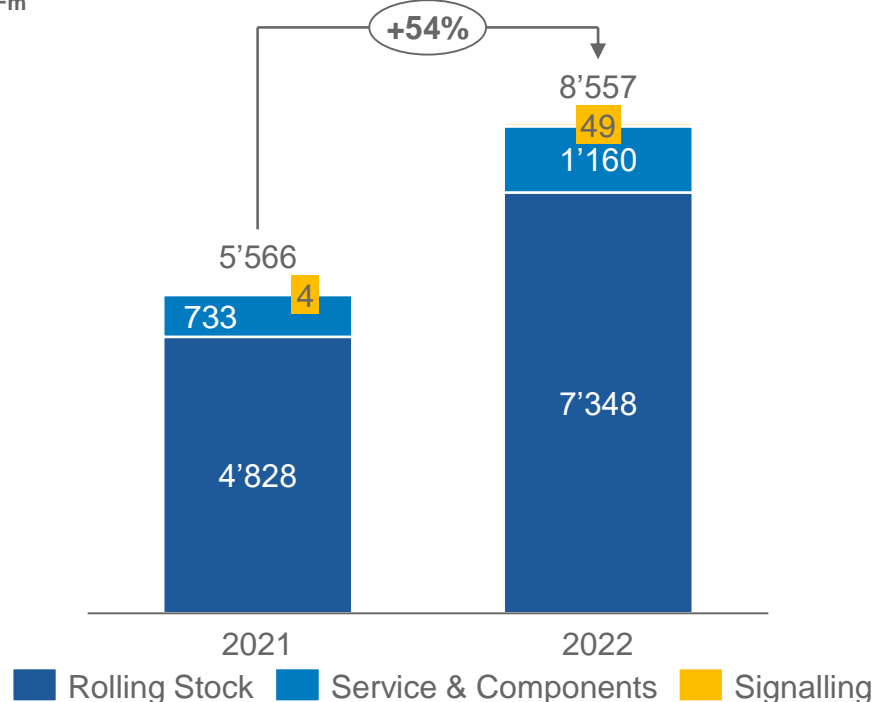
## Free cash flow<sup>(4)</sup>



Notes: (1) Net cash is calculated as cash and cash equivalents less current and non-current financial liabilities. (2) Net working capital is calculated by subtracting the sum of trade payables, liabilities from work in progress and other current liabilities (including other current liabilities, current provisions and deferred income and accrued expenses) from the sum of trade receivables, inventories, work in progress and other current assets (including other current receivables, compensation claims from work in progress and accrued income and deferred expenses). (3) Capital expenditure is calculated as the sum of investments in tangible and intangible assets. (4) Free cash flow is calculated as EBITDA less capital expenditure less change in net working capital. EBITDA is calculated as the sum of EBIT and depreciation and amortisation.

# ORDER INTAKE

CHFm



## Comments

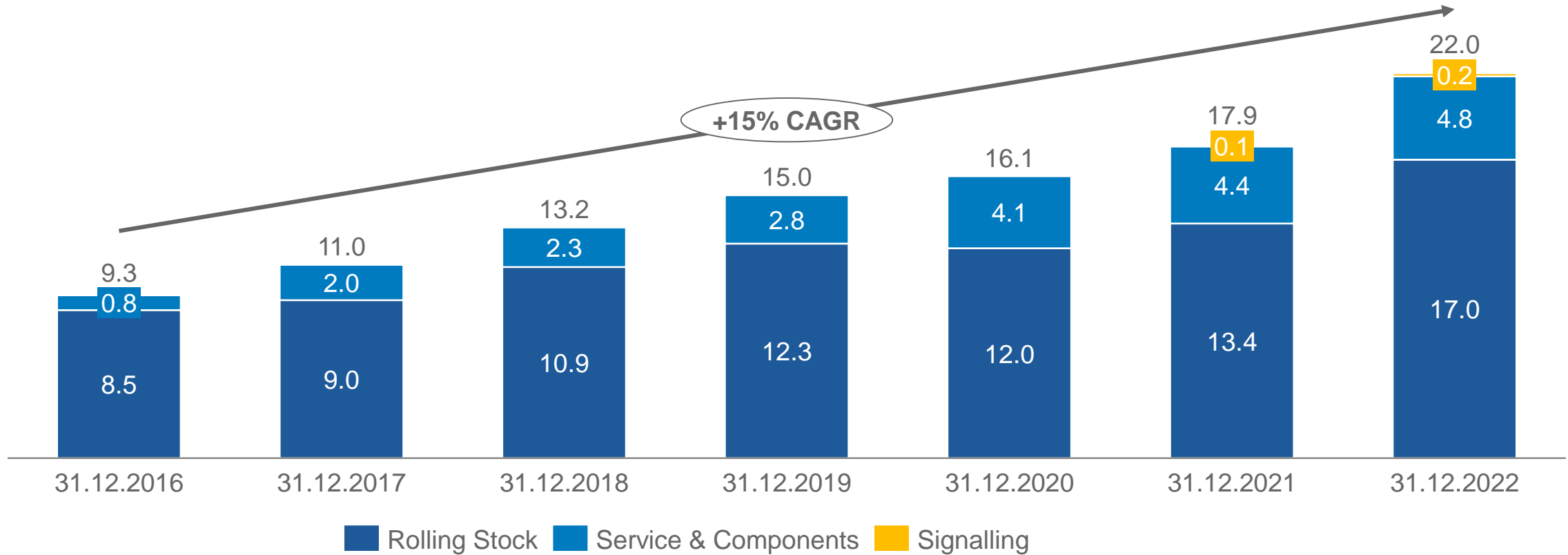
- Order intake for the Group amounted to CHF 8.6bn in 2022, which is 54 percent higher year-on-year
- Order intake in the **Rolling Stock** reporting segment of CHF 7.3bn, 52% higher year-on-year
- Order intake in the **Service & Components** segment of CHF 1.2bn, which was significantly higher than in the same period of the previous year (2021: CHF 0.7bn)
- Order intake in the **Signalling** segment mainly driven by CBTC and ETCS
- Overall order intake growth mainly driven by the **DACH** region

(1) Others: Eastern Europe, Americas, CIS, and rest of the world.



# ORDER BACKLOG BY REPORTING SEGMENT

CHFBN

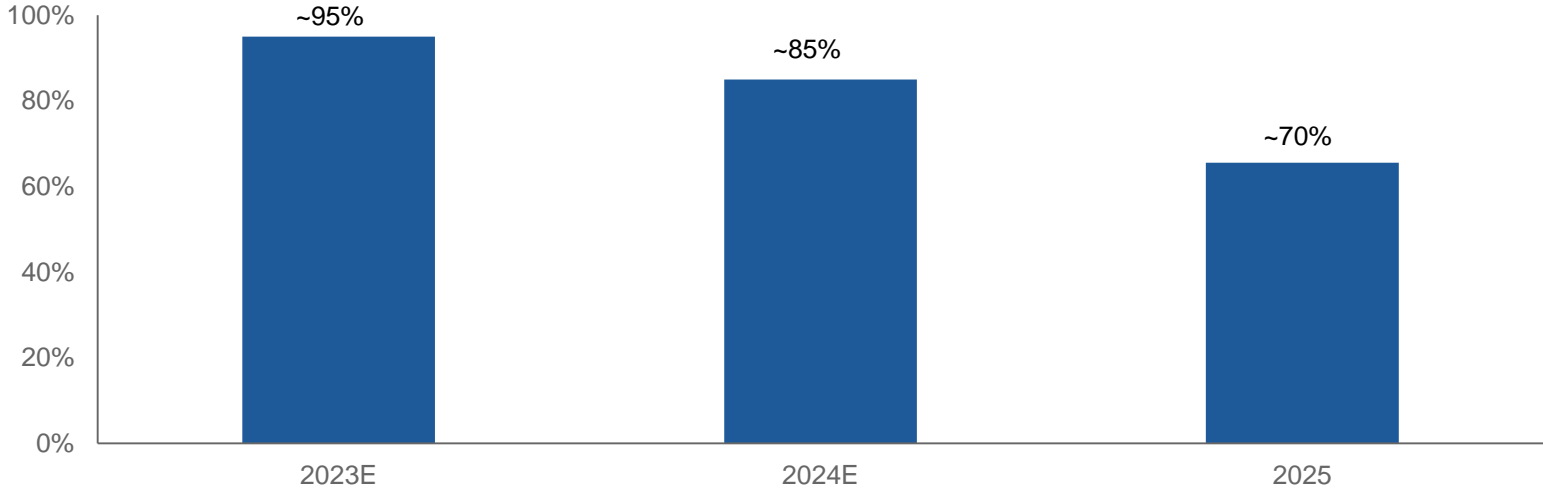


## Comments

- Strong order backlog of CHF 22.0bn with a growing Service & Components share providing long-term visibility

# SIGNIFICANT TOP-LINE VISIBILITY

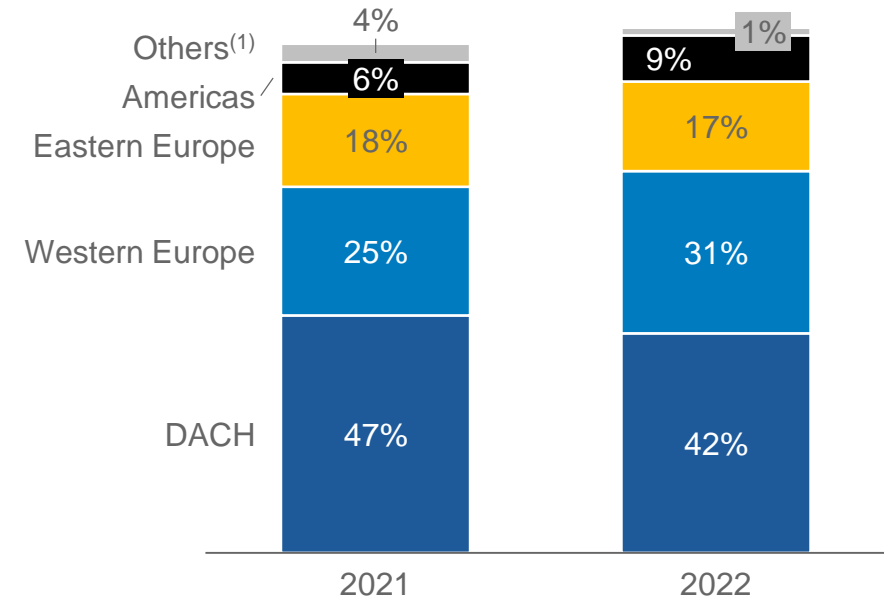
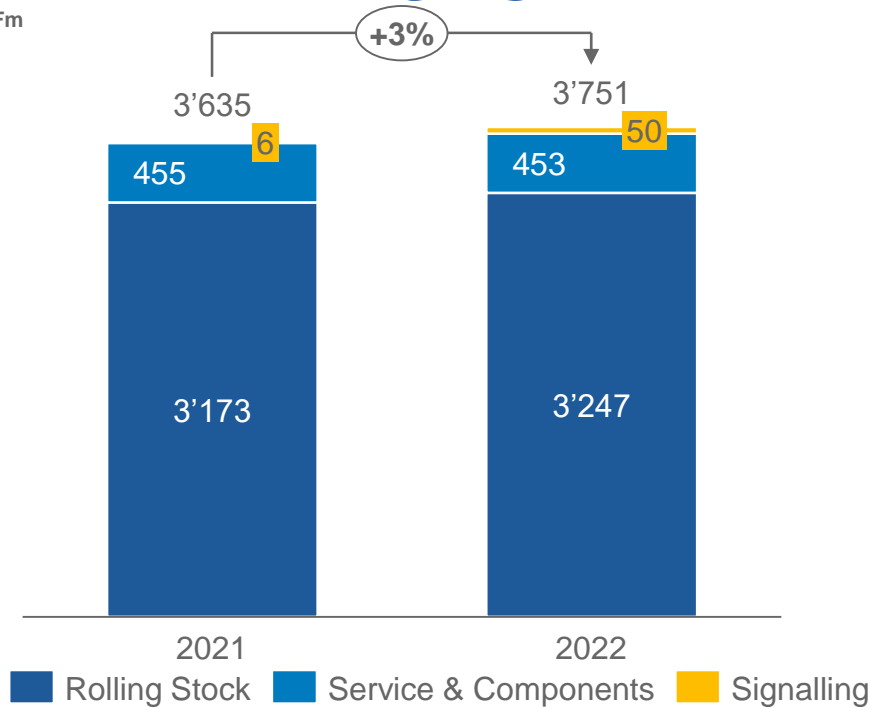
Share of expected net revenues secured by existing orders



Strong revenue visibility combined with our state-of-the-art manufacturing capacities and operational excellence initiatives

# NET REVENUES

CHFm



## Comments

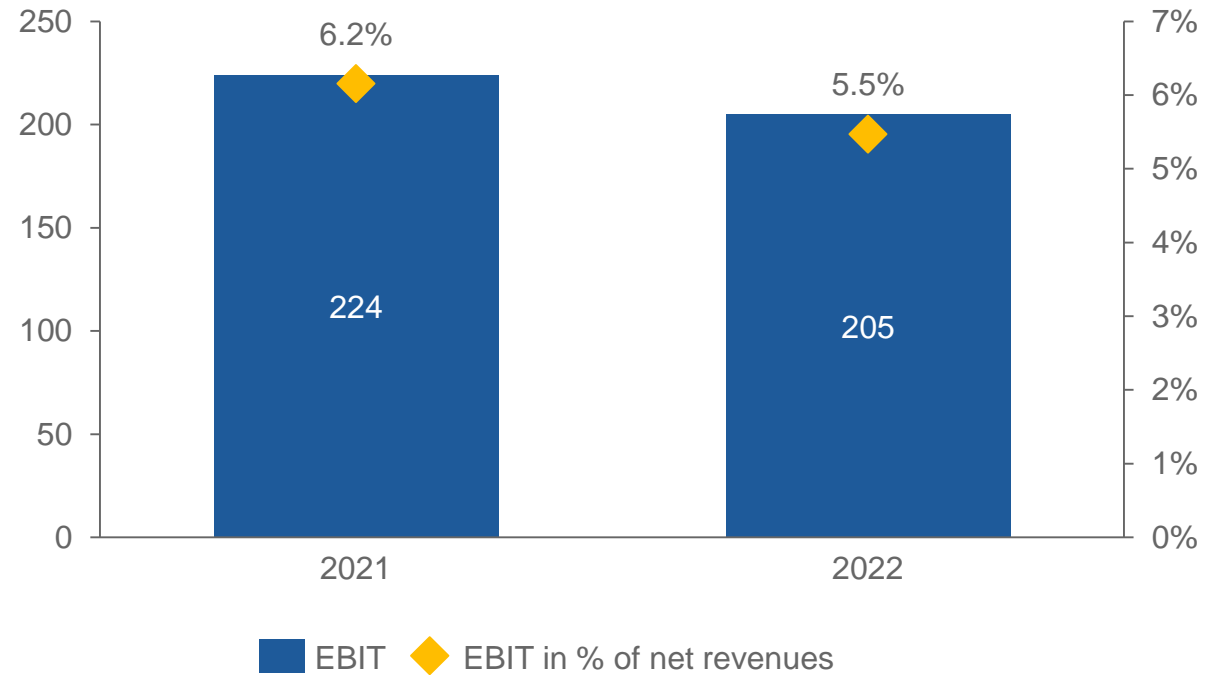
- **Overall net revenues** up 3% year-on-year including negative FX translation impact of c. 4%
- **Rolling Stock** net revenues grow by 2% year-on-year despite FX translation headwinds of c. -3%
- **Service & Components** posted stable net revenues impacted by FX translation (~ -7%)
- **Signalling** net revenues grow significantly in 2022 on a low comparison base and driven by M&A activities

(1) Others: CIS, and rest of the world.



# EBIT

CHFm



## Comments

- EBIT reaches CHF 205m, including negative currency effects of c. CHF 60m
- EBIT margin at 5.5%, before currency effects EBIT margin at c. 7.0%

# NET INCOME

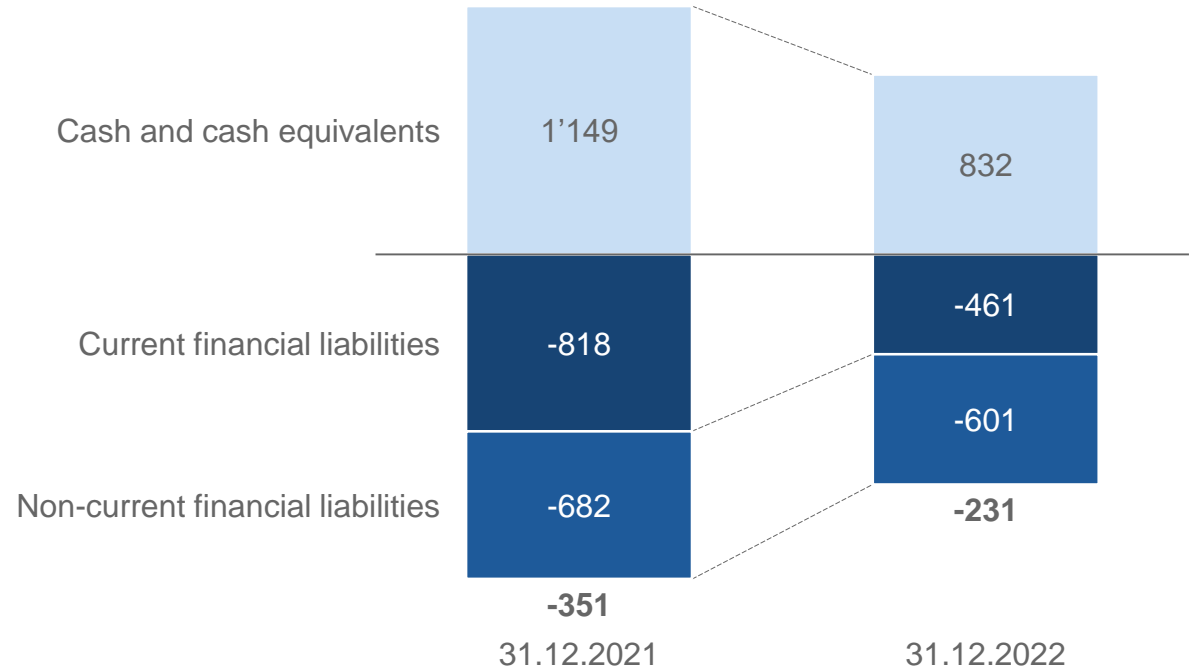
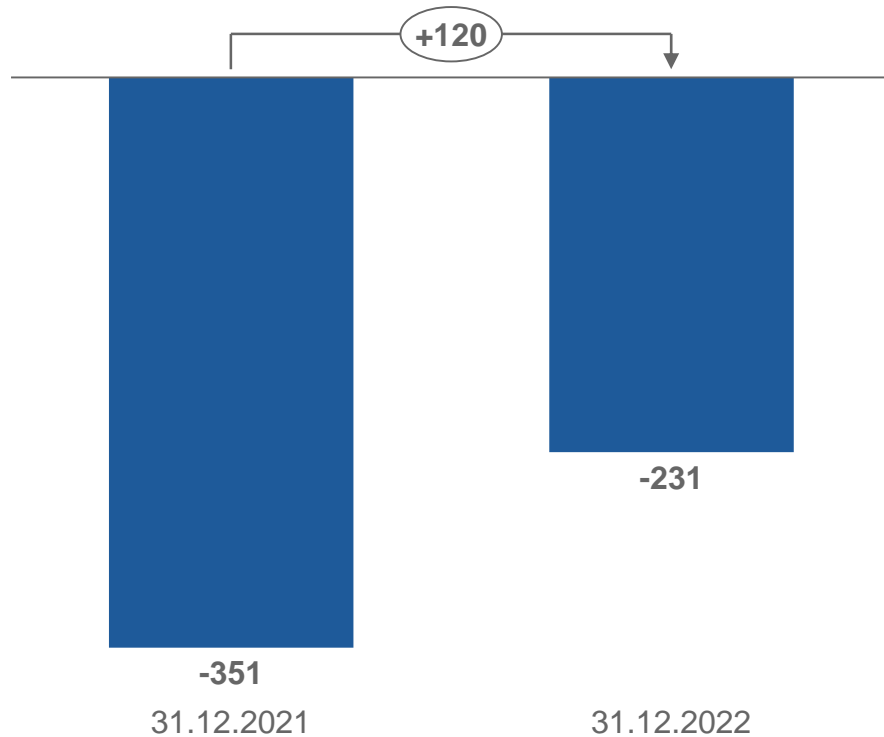
CHFm	2021	2022	Change YOY
Earnings before interest and taxes (EBIT)	223.7	205.1	(8%)
Financial result	(75.0)	(122.0)	
Share of results from associates	3.8	2.8	
Ordinary result	152.5	85.8	(43.7%)
Non-operating result	(0.5)	(0.1)	
Profit before income taxes	152.0	85.7	(43.6%)
Income taxes	(17.5)	(10.6)	
<b>Profit for the period</b>	<b>134.5</b>	<b>75.1</b>	<b>(44.1%)</b>
thereof attributable to			
- Shareholders of Stadler Rail AG	133.7	72.9	
- Non-controlling interests	0.9	2.2	

## Comments

- Profit for the period heavily impacted by additional foreign exchange losses of CHF 56.7m in the financial result (2021: CHF 37.7m)
- Order related bank guarantee costs rise to CHF 37.9m in 2022 versus CHF 23.8m in the previous year due to mix effects (higher share of revenues recognised from orders requiring bank guarantees)

# NET CASH POSITION

CHFm

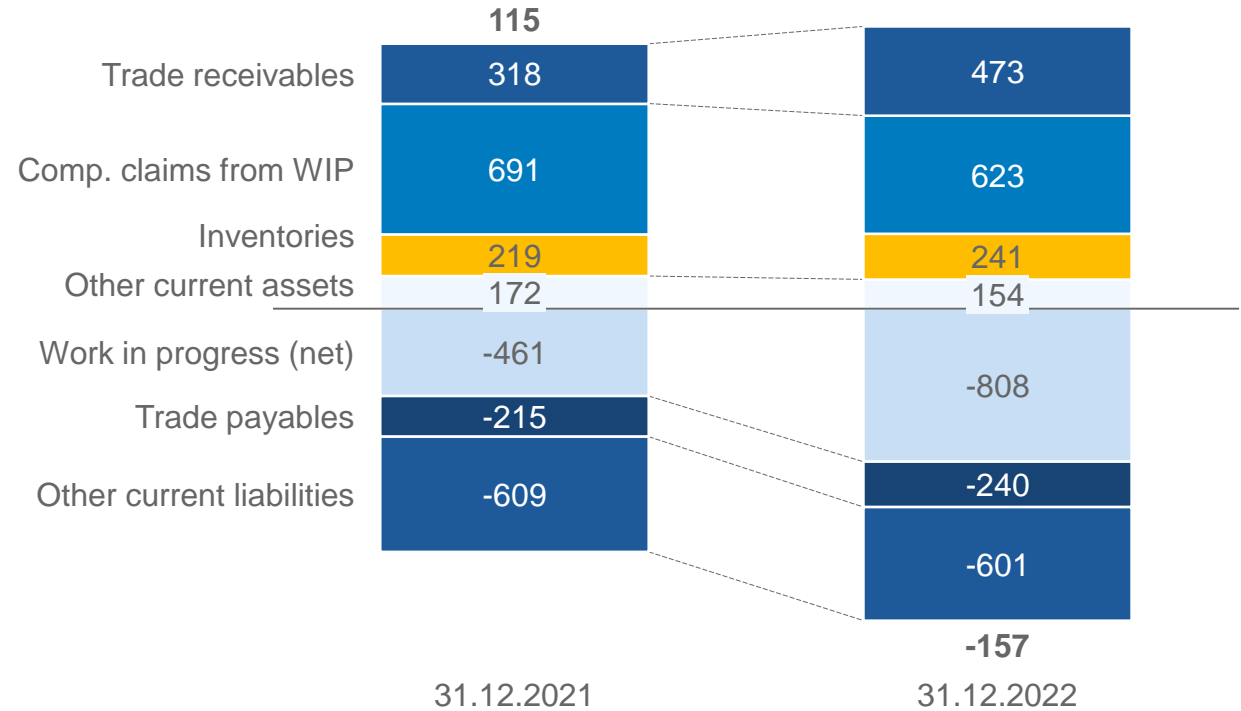
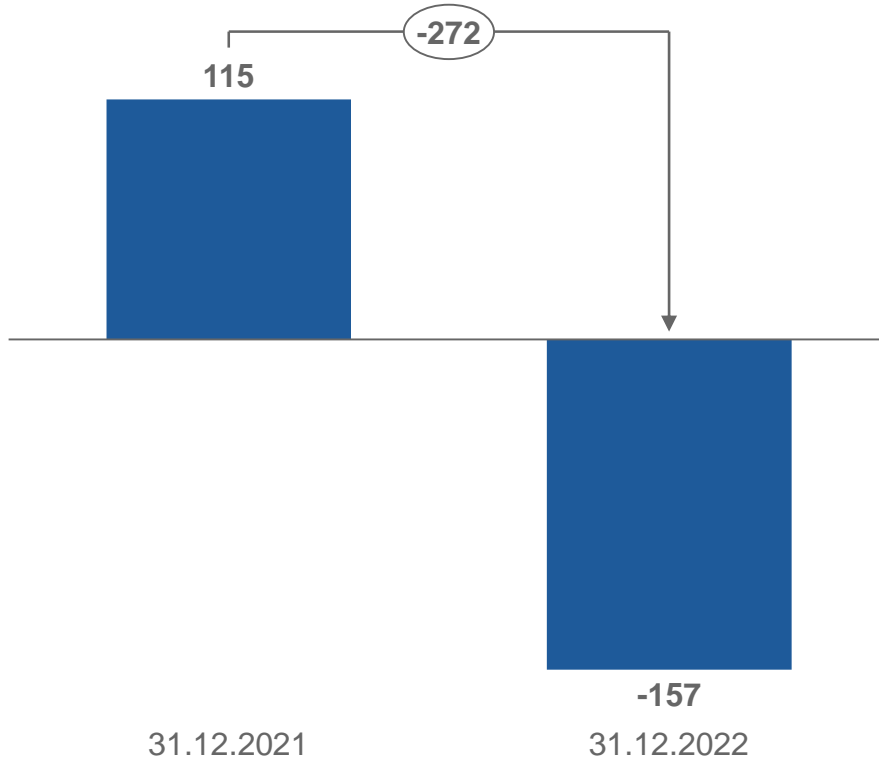


## Comments

- Progress payments and solid inflow of advance payments on new orders drive an improvement in net cash versus the year-end 2021 despite elevated level of Capex and M&A activities
- Current financial liabilities mainly relate to project-financing which account for CHF 359.5m (31.12.2021: CHF 641.7m)

# NET WORKING CAPITAL

CHFm



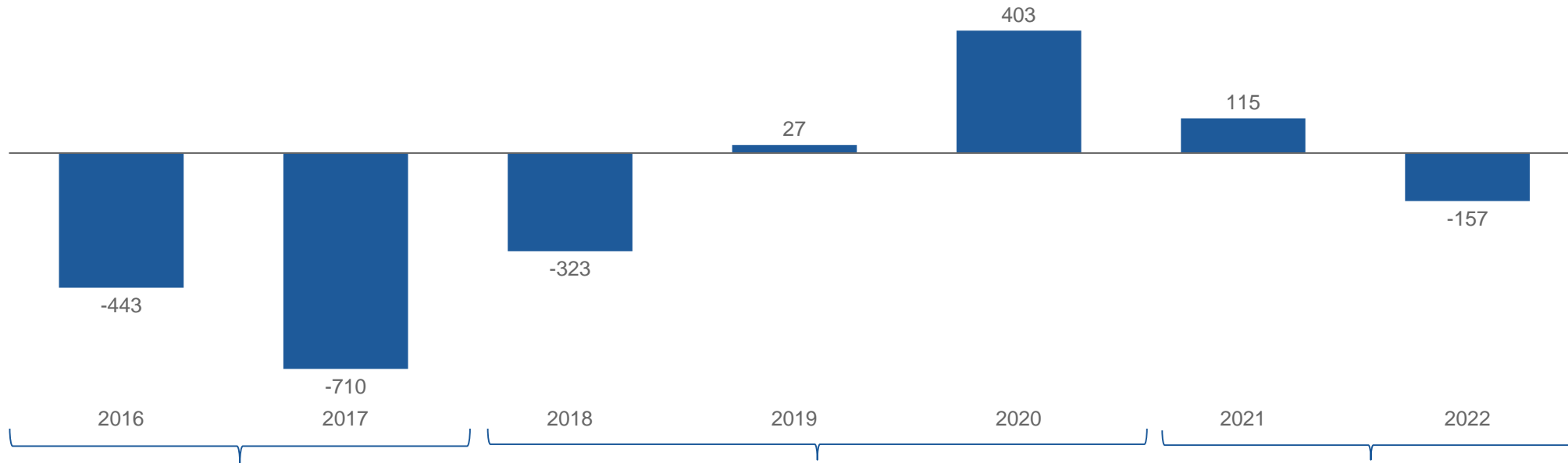
## Comments

- Overall reduction of net working capital of CHF 272m mainly driven by a significant decline of work in progress (net) and a lower level of compensation claims from work in progress



# LONG-TERM NET WORKING CAPITAL EVOLUTION

CHFm



Orders with substantial advance payments at early stage of order execution

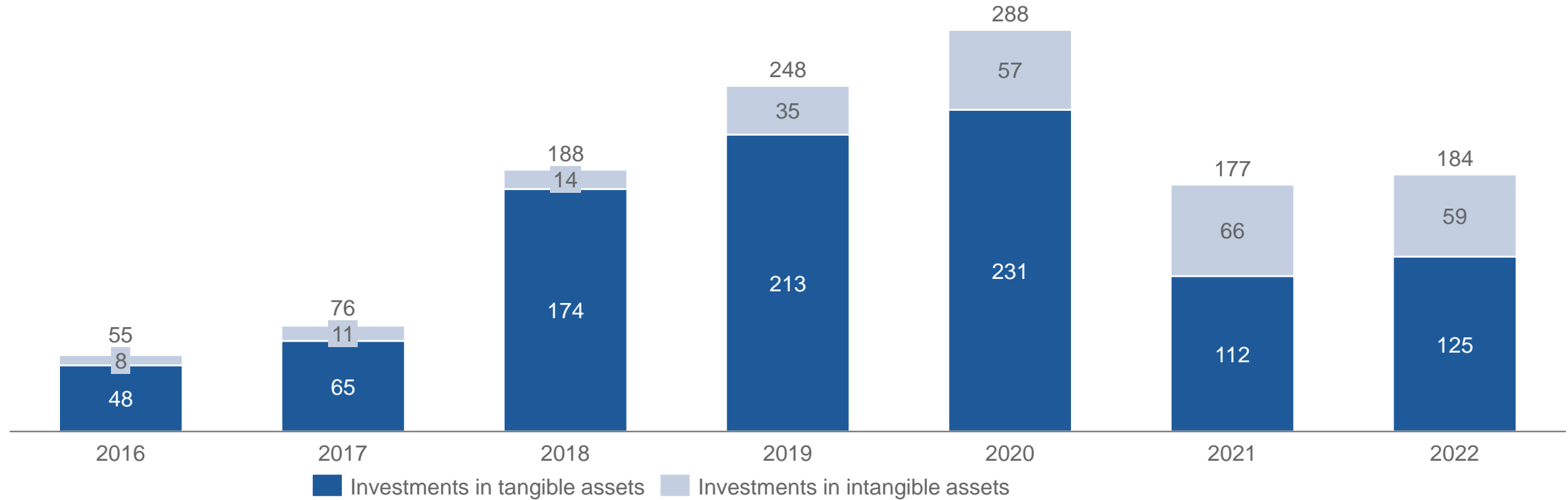
Consumption of advance payments as orders are being executed  
Pandemic-related delays in homologation, customer takeover and final payments in 2020

Catch-up of Covid delays, progress and final payments from orders in execution as well as solid inflow of advance payments on new orders

**Net working capital can be subject to significant swings as a result of the lumpy nature of advance, milestone and final payments. Long-term expectation of zero NWC with swings over the cycle**

# CAPITAL EXPENDITURE

CHFm



## Comments

- Capacity investments driven by expansion in Germany and Spain as a result of recent strong order intake in these markets
- Intangibles Capex mainly relate to R&D in locomotives, alternative drive systems, and signalling



# SUMMARY AND OUTLOOK

Markus Bernsteiner, Group CEO

**STADLER**

# OUTLOOK

## TWO-PRONGED APPROACH



### Technology leadership

- Technology leadership by continuous product innovation
- Development of sustainable solutions (e.g. alternative propulsion)
- Modularity and flexibility as key long term success drivers
- One-stop solution provider by further enhancing in-house Signalling capabilities



### Product innovation



### Operational excellence

- Comprehensive fulfillment of our performance mindset: highest quality on time
- Maintaining entrepreneurial spirit as a team
- Efficient systems & processes



### Our mission

The combination of technological leadership and operational excellence enables outstanding performance

# TECHNOLOGY LEADERSHIP

## PRODUCT INNOVATION



### Alternative Propulsion

- Stadler is a global leader in battery & H<sub>2</sub> vehicles
- Ability to adopt various technologies allows a versatile, long-term and sustainable use of vehicles



### Service & Life-Cycle-Cost Optimization

- Stadler sets the benchmark regarding fleet availability
- Energy & cost savings for the operator



### Digitalization

- Process improvements with Virtual Reality
- Train Data Intelligence & Digital Twin for Predictive Maintenance



### Signalling

- Collision avoidance systems, ETCS & CBTC innovations
- Automatic Train Operation (ATO)



### Progression of our Product Families

- Versatility & adaptation to technological developments
- Application of new manufacturing technologies & climate-neutral choice of materials



Technology leadership with a view to the future



# OPERATIONAL EXCELLENCE

## OUR MISSION



### Decentralized Organization

- Decentralised and agile organisation close to the customer
- Leveraging individual strengths and capabilities



### Supply Chain

- Achieving organizational resilience that exceeds traditional supply chain management



### Modularization

- Optimize vehicles' components together with our suppliers in regard to cost and functionality



### Entrepreneurial Mindset

- Working together as one team focused on customers' needs
- Constantly striving for efficiency gains



### Processes & Systems

- Group-wide alignment of IT landscape
- Seamless interface between sites and processes to enable quick transfer of know-how



**Further strengthening Stadler's robustness enables efficient and timely delivery of order backlog and realization of further potentials**



# 2025 FINANCIAL GUIDANCE CONFIRMED

## Order intake

>1.5x book-to-bill on average

## Net revenues

Mid-single digit growth on average

## EBIT-margin

7 - 8% in 2025  
8 - 9% under normal market conditions

## Net Working Capital

Long-term level of zero NWC with swings over the cycle

## Capex

CHF 120-150m

## Dividend

Approximately 60% of net income

Our financial guidance is based on constant currency exchange rates and on the assumption, that there is no further deterioration of the current economic conditions.

# 2023 FINANCIAL GUIDANCE

## Order intake

C. 1.5x book-to-bill

## Net revenues

Between CHF 3.7 and CHF 4.0bn

## EBIT-margin

EBIT-margin comparable to FY 2022 level

## Capex / FCF

Capex of around CHF 200m  
Positive free cash flow

## Dividend

Payout ratio of c. 60% of net income

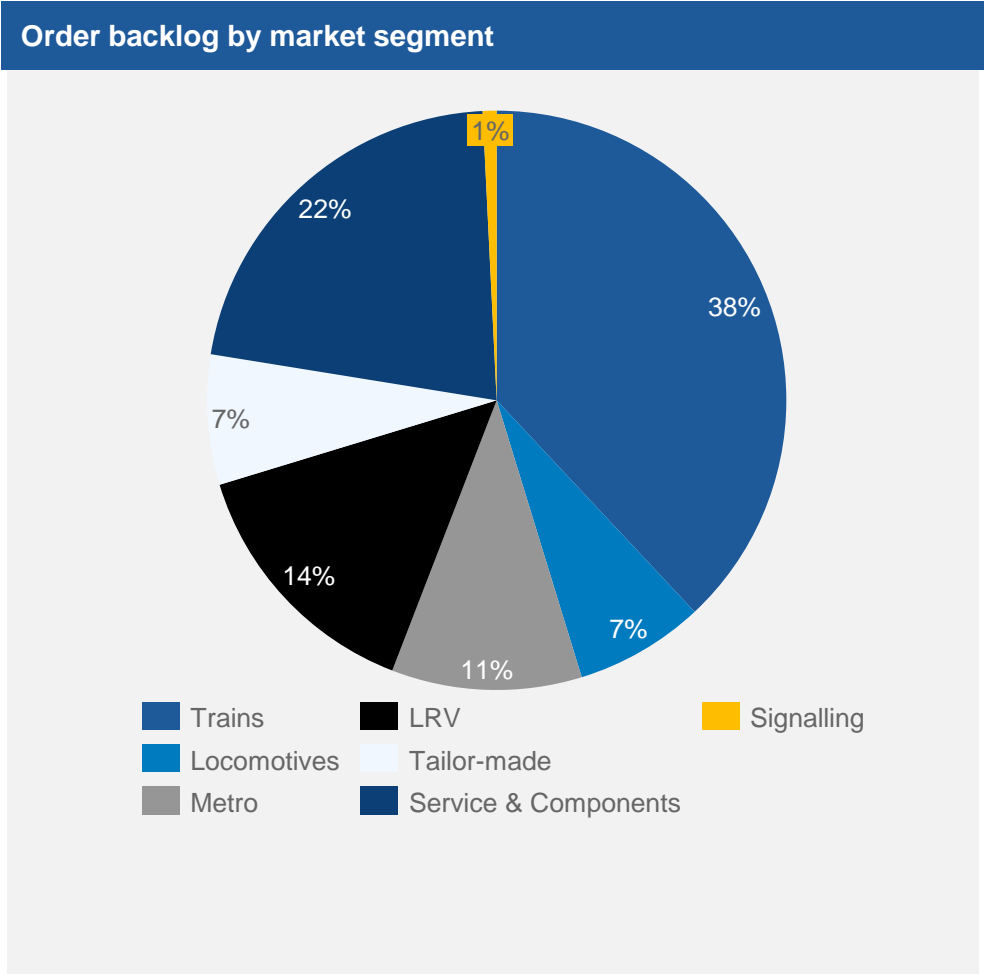
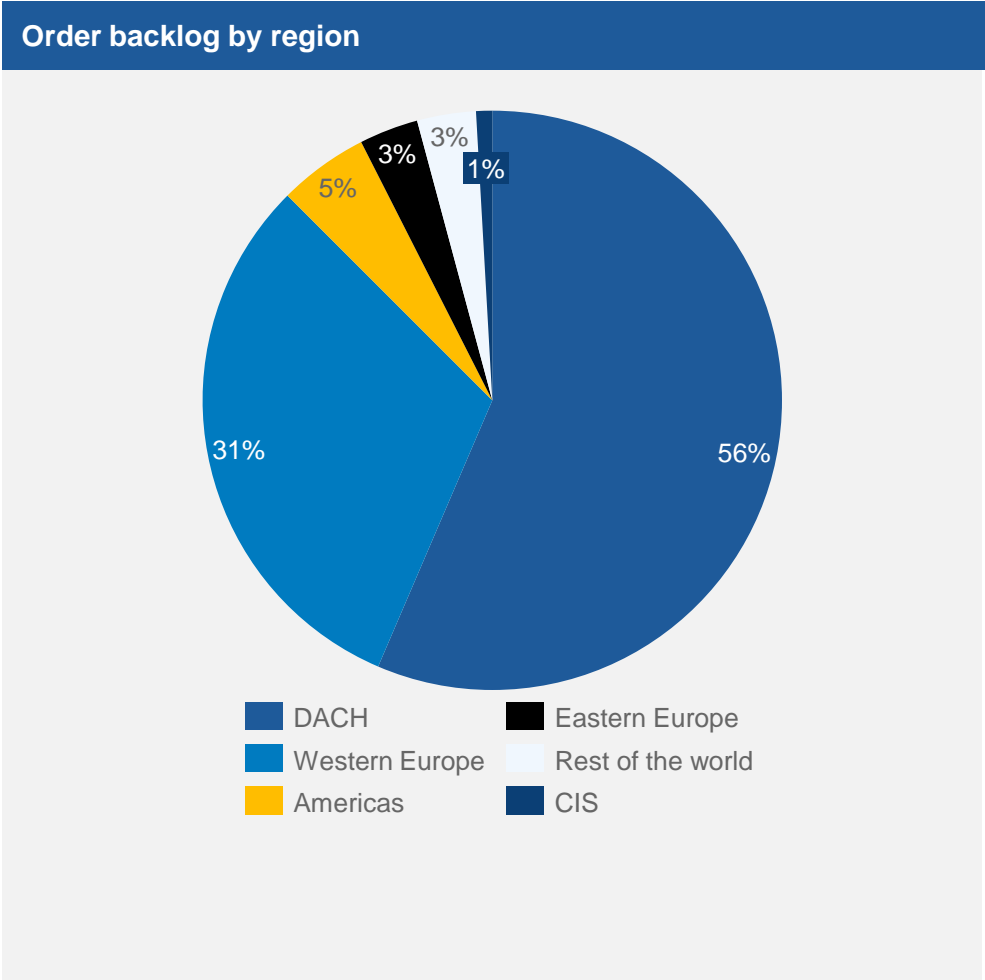
Our financial guidance is based on constant currency exchange rates and on the assumption, that there is no further deterioration of the current economic conditions



THANK YOU FOR YOUR ATTENTION

**STADLER**

# DIVERSIFIED, HIGH-QUALITY ORDER BACKLOG



# REPORTING SEGMENTS

Rolling Stock			
CHFm	2021	2022	Change
Order intake	4'828	7'348	52%
Order backlog	13'402	17'048	27%
Net revenues (third party)	3'173	3'247	2%
Additions to fixed assets	66	92	40%
Total staff as FTEs <sup>(1)</sup>	9'457	9'300	-2%

Service & Components			
CHFm	2'021	2'022	Change
Order intake	733	1'160	58%
Order backlog	4'410	4'766	8%
Net revenues (third party)	455	453	0%
Additions to fixed assets	30	26	-14%
Total staff as FTEs <sup>(1)</sup>	3'316	3'560	7%

Signalling			
CHFm	2021	2022	Change
Order intake	4	49	1206%
Order backlog	60	170	184%
Net revenues (third party)	6	50	689%
Additions to fixed assets	0	1	490%
Total staff as FTEs <sup>(1)</sup>	102	383	275%

(1) average FTEs 1 January to 31 December 2022.

Note: the previous year's figures were restated following the introduction of the new "Signalling" business segment. In the past, signalling activities were included in the "Rolling Stock" business segment.

# EXPERIENCED AND DEDICATED TEAM FURTHER STRENGTHENED BY RECENT APPOINTMENTS

## Group Executive Board



Markus Bernsteiner  
Group CEO



Raphael Widmer  
Group CFO



Dr. Ansgar Brockmeyer  
Executive Vice President  
Sales & Marketing,  
Deputy Group CEO



Lucius Gerig  
Executive Vice President  
Switzerland



Jure Mikolčić  
Executive Vice  
President Germany



Philipp Brunner  
Executive Vice Pre-sident  
Central Europe



Iñigo Parra  
Executive Vice  
President Spain



Marc Trippel  
Executive Vice  
President Signalling



Daniel Baer  
Executive Vice  
President Service



Christian Spichiger  
Executive Vice  
President Components

## Board of Directors



Peter Spuhler  
Chairman



Hans-Peter Schwald  
Vice Chairman



Barbara Egger-Jenzer



Dr Christoph Franz



Prof. Dr. Stefan  
Asenkerschbaumer



Doris Leuthard



Wojciech Kostrzewa



Kurt Rüegg



# INFORMATION

## Share information

Listing: SIX Swiss Exchange  
Currency: CHF  
Ticker symbol: SRAIL  
ISIN: CH0002178181  
Listing date: 12 April 2019

## Financial calendar

15 March 2023 Annual Report 2022  
12 May 2023 Annual General Meeting  
30 August 2023 Half-year report 2023

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## Media contact

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Head of Group Communications  
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E-mail: [medien@stadlerrail.com](mailto:medien@stadlerrail.com)

# DISCLAIMER

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*This presentation (the "Presentation") has been prepared by Stadler Rail AG ("Stadler" and together with its subsidiaries, "we", "us" or the "Group") and includes forward-looking information and statements concerning the outlook for our business. These statements are based on current expectations, estimates and projections about the factors that may affect our future performance, including global economic conditions, and the economic conditions of the regions and markets in which the Group operates. These expectations, estimates and projections are generally identifiable by statements containing words such as "expects," "believes," "estimates," "targets," "plans," "outlook" or similar expressions.*

*There are numerous risks and uncertainties, many of which are beyond our control, that could cause our actual results to differ materially from the forward- looking information and statements made in this Presentation, which, in turn, could affect our ability to achieve our stated targets. The important factors that could cause such differences include: changes in the markets the Group serves, including as a result of changes in the global demand for transportation and demographic changes; the Group's ability to successfully develop, launch and market new products and services; the Group's ability to retain existing customers and/or secure new customers; the Group's ability to compete with existing and new competitors; the Group's ability to maintain the high quality, reliability, performance and timely delivery of its products and services; the impact of fluctuations in foreign exchange rates; and such other factors as may be discussed from time to time. Although we believe that our expectations reflected in any such forward-looking statement are based upon reasonable assumptions, we can give no assurance that those expectations will be achieved.*

## **PRESENTATION OF FINANCIAL INFORMATION**

*This Presentation has been prepared by Stadler solely for informational purposes. Certain financial data contained herein is based on historical financial information of Stadler that has been prepared in accordance with the accounting standards of Swiss GAAP FER, unless otherwise stated. In addition, certain financial data included in the Presentation consists of "non-Swiss GAAP financial measures". These non-Swiss GAAP financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with Swiss GAAP. You are cautioned not to place undue reliance on any non-Swiss GAAP financial measures and ratios included herein.*

*In addition, certain financial information contained herein has not been audited, confirmed or otherwise covered by a report by independent auditors and, as such, actual data could vary, possibly significantly, from the data set forth herein.*

*THIS PRESENTATION IS NOT AN INVITATION TO PURCHASE SECURITIES OF STADLER OR THE GROUP.*