



Oliver Schuster

*Key statements from the speech of the CEO of Vossloh AG at the Annual General Meeting on May 19, 2021**

Dear shareholders,

In preparation for the Annual General Meeting of Vossloh AG on May 19, 2021, I would like to present the key statements from my speech:

- Unfortunately, the 2021 Annual General Meeting can once again only take place virtually. However, no virtual format can replace direct dialogue with you.
- The 2020 fiscal year presented Vossloh AG with manifold challenges. Vossloh has taken on these challenges with mind and heart. The company was not only brought through an incredibly turbulent year safely and largely unscathed, it was also stabilized, decisively developed and strengthened.
- The COVID-19 pandemic was a test of the stability and crisis resilience of industries and business models. The rail industry in general and the rail infrastructure sector specifically have showed themselves to be particularly resistant to the current crisis. Rail-bound mobility of people, but above all also of goods, is system-relevant! Since the beginning of the pandemic, Vossloh has recorded almost no order cancellations from customers.
- Megatrends like global population growth, exponential urbanization, digitalization and, of course, the issue of sustainability retain their relevance, completely detached from pandemic events and will drive the growth of rail-based mobility over the decades to come.
- Vossloh has implemented extensive measures to protect its employees. For example, employees work virtually from their home offices if and when possible. Vossloh kept people informed and supplied masks and tests. Shift patterns and procedures were reorganized to minimize face-to-face contact and maximize social distancing. The biggest hurdle, however, had to be overcome by the employees themselves on a daily basis: the more than understandable anxiety. I am deeply impressed by their commitment, courage and loyalty to Vossloh. With this team, Vossloh can handle any crisis.

- The 2020 fiscal year will go down as a turning point in the history of Vossloh. With the completion of the sale of the Locomotives business unit at the end of May 2020, Vossloh's lengthy and extensive realignment to focus on the core business of rail infrastructure was finished.
- Operational profitability improved further to 6.6 percent in the 2020 fiscal year. In the 2019 fiscal year, the operating EBIT margin was still 6.1 percent. The main contributor to this was the Group-wide performance program in 2019, which in hindsight we undoubtedly could not have implemented at a better time. The actual implementation or completion of some measures still took place in the 2020 fiscal year.
- Over the coming decades, the importance of rail-based mobility will be hard to overestimate in terms of its contribution to meeting a steadily growing demand for transportation and achieving climate targets. Against this background, programs to promote rail transport on an unprecedented scale have been launched worldwide in recent months.
- In the course of a significantly more extensive use of existing rail infrastructure, the demand for products and services such as those offered by Vossloh will (almost) inevitably increase. Vossloh's uniquely comprehensive understanding of rail tracks as an entire system, combined with Vossloh's steadily growing digital expertise, will simultaneously enable the company to differentiate itself and thus achieve commercial success in a highly competitive global market.
- In light of the realignment and comprehensive restructuring, Vossloh used the 2020 fiscal year to provide the organization with a compass, point the way forward and join forces. Vossloh revised and defined the Group strategy accordingly.
- Vossloh's unique selling point is to combine the best of products and services under a single roof. Deep and comprehensive understanding of railway physics is a key success factor for distilling relevant information from sensor-collected condition data. On this basis, the Group's strategy is based on three main pillars: strengthening the existing product and service business, expanding the latter to include digital-based, smart maintenance solutions, and a series of measures relating to the way Vossloh would like to work in the future and what Vossloh attaches particular importance to in this respect.
- In addition to digitalization, sustainability plays a central role as a key driver of future growth. Sustainability is also increasingly a distinguishing criterion in competition. For example, Vossloh was able to win a particularly significant major order for the supply of switches in the Netherlands for precisely this reason.

Best regards,

Oliver Schuster

Chief Executive Officer (CEO)