SNCF GROUP
2019 ANNUAL RESULTS
PRESS CONFERENCE — 28 FEBRUARY 2020
2019: PERFORMANCE TO THE FORE

JEAN-PIERRE FARANDOU
CHAIRMAN AND CEO, SNCF GROUP
2019 FULL-YEAR RESULTS

LAURENT TRÉVISANI
CHIEF STRATEGY & FINANCE OFFICER
## SNCF GROUP: KEY FIGURES IN 2019

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td>€35.1bn</td>
<td>+ Marked business momentum: +5.1%</td>
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<tr>
<td></td>
<td></td>
<td>+ Strong growth in passenger business</td>
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<tr>
<td><strong>EBITDA</strong></td>
<td>€5.6bn</td>
<td>+ Improvement despite heavy impact of strike</td>
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<td><strong>Gains from Performance Plans</strong></td>
<td>€560m</td>
<td>+ Continued cost-cutting limits impact of strike</td>
</tr>
<tr>
<td><strong>Recurring Net Profit</strong></td>
<td>-€301m</td>
<td>+ Excl. strike, positive recurring net profit: +€313m</td>
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<tr>
<td><strong>Investments</strong></td>
<td>€10bn</td>
<td>+ Record investment in rail infrastructure and rolling stock</td>
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<td>+ Over 50% financed by SNCF</td>
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2019 HIGHLIGHT—STRONG COMMERCIAL PERFORMANCE: STEADY GROWTH IN PASSENGER BUSINESS …

**SNCF VOYAGEURS**

**VOYAGES SNCF:**
- **REVENUE +4.2%**
  - Successful new offerings:
    - Atlantic coast service,
    - TGV INOUI, OUIGO (to Lille, Toulouse, Nîmes and Montpellier)

**TER regional rail:**
- **TRAFFIC +9%** including
  - +4.3% from transfer of Intercités service

**TRANSILIEN**
- **Paris commuter service:**
  - +1.7%

**KEOLIS:**
- **REVENUE +10%**
  - International growth (+18% incl. Australia, USA and UK) & stronger position in France (+2%) despite fierce competition.

**RAIL FREIGHT TRAFFIC:**
- +7.1%
  - as growth in rail subsidiaries in Spain, Belgium and elsewhere offset declines at SNCF Fret, hit hard by the strike

* +3.3% excluding impact of strikes in 2018 and 2019
... SETTING REVENUE AT €35.1BN, UP +5.1%

* +4.4% excluding impact of strikes in 2018 and 2019
...as competitive edge continues to improve

€560m in increased productivity and cost control, full year 2019

- **€330m**
  **Operating and Commercial Performance Plans by Carriers**
  Optimization of production processes and operational efficiency, sales and marketing initiatives, anti-fraud measures, and a more competitive offer

- **€140m**
  **SNCF Réseau Performance Plan**
  Optimization of industrial processes, efficiency and procurement performance

- **€90m**
  **Cross-Business Performance Plan**
  Structural costs, procurement performance, IT and telecoms spending, and real estate
...BOOSTING EBITDA, DESPITE THE STRIKE...

IN €BN

2018 EBITDA

- IFRS 16
- +€970m
- 2018 strike
- +€770m
- Business activities
- +€430m
- 2019 strike
- €614m
- Rail business +€315m

2019 EBITDA

5.6
## WITHOUT THE STRIKE, RECURRING NET PROFIT WOULD HAVE BEEN +€313 MILLION:
NON-RECURRING, NON-CASH ITEMS CUT NET PROFIT

### STRIKE IMPACT

<table>
<thead>
<tr>
<th>2019 recurring net profit excl. strike</th>
<th>Strike</th>
<th>2019 recurring net profit</th>
<th>2019 net profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>313</td>
<td>-614</td>
<td>-301</td>
<td>-801</td>
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</table>

- €500m

**Without the strike, recurring net profit would have been +€313 million.**

Non-recurring, non-cash items cut net profit.
… WITH RECORD INVESTMENT TO SAFEGUARD THE FUTURE OF THE RAIL SYSTEM AND IMPROVE SERVICE QUALITY…

€10bn, WITH OVER 50% FINANCED BY SNCF

+ €5.6bn to regenerate and upgrade existing rail network, focusing on core routes

+ €2.6bn, primarily to acquire 110 new passenger trains: 24 Francilien trainsets, 44 Régiolis trainsets, 33 Régio2N trainsets and 10 high-speed Océane trainsets

+ €1.7bn for station renovation and upgrades, Technicentres, passenger information, and more
...AND LONG-PLANNED CORE OPERATIONS ESSENTIAL TO THE FUTURE OF SNCF GROUP

**OPÉRATIONS 2019**

**MyPark**
Acquired by Keolis, making Effia Belgium’s #4 carpark operator

**Ermewa**
Now world leader in tanker car rental following acquisition of Raffles Lease

**Thalys and Eurostar**
Launch of projected merger

**OPÉRATIONS 2020**

**Spain**
Planned debut of SNCF high-speed rail in Spain
RISE IN INDEBTEDNESS DUE TO IMPACT OF STRIKE AND STRUCTURAL IMBALANCE OF GROUP FINANCES BEFORE TRANSFER OF DEBT

Net indebtedness 31/12/2018: 56.6
- Impact of 2019 strike: 0.6
- Free cash-flow SNCF Réseau: 2.5 (Incl €1.3bn financial expense)
- External acquisitions: 0.5

Resulting Net indebtedness 31/12/2019: 60.3

Increase due to €3.6bn
TRANSFER OF DEBT TO FRENCH STATE COMBINED WITH POSITIVE TREND IN GROUP FUNDAMENTALS WILL PUT FINANCES BACK ONTO A SOLID FOOTING…

<table>
<thead>
<tr>
<th>1 January 2020</th>
<th>1 January 2022</th>
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<tbody>
<tr>
<td>-€25bn FRENCH STATE ASSUMES SNCF RÉSEAU’S DEBT</td>
<td>-€10bn FRENCH STATE ASSUMES SNCF RÉSEAU’S DEBT</td>
</tr>
<tr>
<td>€35bn ESTIMATE OF SNCF GROUP, NET INDEBTEDNESS</td>
<td>€35bn TOTAL SNCF RÉSEAU DEBT ASSUMED BY FRENCH STATE: €35bn</td>
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APPROXIMATELY
...SNCF GROUP THUS CONFIRMS TARGETS FOR YEAR-END 2022

FREE CASH FLOW: BALANCED

NET INDEBTEDNESS/EBITDA < 5
HUMAN RESOURCE CHALLENGES

FRANÇOIS NOGUÉ
DIRECTOR OF HUMAN RESOURCES, SNCF GROUP
OUTLOOK FOR 2020

JEAN-PIERRE FARANDOU
CHAIRMAN AND CEO, SNCF GROUP
2020 OUTLOOK

The new SNCF will go on the offensive to benefit customers, regional partners and employees

SNCF Group is growing, and set to maintain the pace.

We will work hard to regain customer trust and restore service quality to pre-strike levels throughout France.

We will adjust expenditure on select projects to offset operating losses recorded in January.

We will combine these measures with cross-business, operating and commercial performance plans aimed at increasing productivity and cutting costs.

In 2020, investments will exceed €11bn for the first time, with French rail continuing to take priority.

FINANCIAL POSITION
The French State’s assumption of debt, combined with the positive trend in Group fundamentals, will bring finances back on track.

The new SNCF will go on the offensive to benefit customers, regional partners and employees

SNCF’S STRATEGY
The new management team will pursue SNCF’s strategy of growing rail use in France, with a focus on three challenges:
+ environment / climate change
+ regional development
+ competition
And a commitment to 4 priorities:
+ customers
+ the rail network
+ rail freight
+ the men and women of SNCF Group

GROWTH IN 2020
Weak in France (+1.3%)
Worldwide, the lowest in 10 years (+2.7%)

INVESTMENT
In 2020, investments will exceed €11bn for the first time, with French rail continuing to take priority.

CARBON FOOTPRINT
Make rolling stock greener (eliminate diesel before 2035; pursue hybrid, hydrogen-powered train)
THANK YOU!
APPENDICES
SNCF GROUP’S NEW ORGANIZATION IN 2020

SINCE 1 JANUARY 2020

FRENCH STATE

100%

SNCF

SNCF Immobilier

e-SNCF

Shared Service Centres

SNCF Réseau SA

SNCF Gares & Connexions SA

SNCF Voyageurs SA

Voyages SNCF

TER

Transilien

Matériel

AREP

EUROSTAR

THALYS

KEOLIS

SNCF FRET

TFMM RAIL FREIGHT

GEO DIS

EUROSTAR

THALYS

SNCF FRET

TFMM RAIL FREIGHT

GEO DIS
A FRENCH GROUP FOCUSED PRIMARILY ON RAIL

FAST FACTS: YE 2019

€35.1bn
IN REVENUE
INCL 2/3 FROM RAIL
WORLD’S 2ND-LARGEST MOBILITY GROUP

€10bn
IN INVESTMENTS
INCL 95% IN FRANCE
AND OVER 50%
FINANCED BY SNCF

5 MILLION
RAIL PASSENGERS / DAY
IN FRANCE
INCL 3.5m IN THE PARIS REGION
(70% OF FRENCH RAIL TRAFFIC)

15M PASSENGERS / DAY
WORLDWIDE (ALL MODES)

30,000 KM
OF TRACK
(EUROPE’S NO. 2 NETWORK)
INCL 2,700 KM
OF HS TRACK

1/3 OF REVENUE
FROM OUTSIDE FRANCE
IN 120 COUNTRIES

1st
ISSUER
OF GREEN BONDS
IN FRANCE

275,000
EMPLOYEES
INCL 60% IN RAIL AND
215,000 IN FRANCE

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GROUPE SNCF – RÉSULTATS ANNUELS 2019
22 — 28 FÉVRIER 2020
A VITAL PLAYER IN ALL MOBILITY MARKETS WORLDWIDE

SNCF RÉSEAU
Access to France’s rail network infrastructure, including allocating capacity and establishing fees
Operational traffic management
Infrastructure maintenance and renovation
Network expansion, development, efficiency and value optimization.

SNCF GARES & CONNEXIONS
Operation, renovation and business development of 3,000 stations in France.
Services provided impartially to all rail operators.
AREP: global engineering/design

SNCF VOYAGEURS
Transilien: commuter transport in the Paris region, 15 lines.
TER: regional passenger transport, 11 TER regions.
TGV inOui, Eurostar, Thalys, Lyria & more: high-speed trains in France and Europe.
OUIGO: low-cost, high-speed rail.
Intercités: medium- and long-distance trains in France.
OUI.sncf: sales.

KEOLIS
World-class leader in shared commuter mobility in 16 countries.
Expert in multimodal transport: trains, driverless metros, buses and coaches, trolley buses, chauffeur-driven passenger vehicles, inland-waterway and maritime ferries, bike-sharing, car-sharing, driverless electric shuttles, urban cable cars, carparks (Effia), and more.

TFMM RAIL & MULTIMODAL FREIGHT TRANSPORT
SNCF Fret
VFLI
Capttrain
LorryRail
Ermewa: resource management

GEODIS
Freight transport and logistics in 120 countries.
Supply Chain Optimization
Freight Forwarding
Contract Logistics
Distribution & Express
Road Transport
GOOD OPERATIONAL PERFORMANCE IN 2019
WITH CONTINUED FOCUS ON FUNDAMENTALS…

**PRISME**

- 21% fewer notable safety events
- 50% fewer since Prisme launched in 2015

**ROBUSTESSE**

- 89.0% on-time rail arrivals for the year—a record
  (up from 86.9% in 2018)

**INFORMATION FIRST**

- Post-incident responsiveness rose from 64% to 79%
- In 79% of incidents, the estimated delay was provided to passengers in under 10 mn (up from 64% in 2018)
- 10,000 managers working on commuter info
- New screens and improved announcements thanks to AI, #AlloSimone, Waze train in Assistant SNCF, and passenger info BOT on Facebook and Twitter
CD4  OK pour STRONG ici ? (c'est le sens, je pense, même si vous ne le dites pas)
Chris Durban; 04/03/2020
... AND IMPROVED CUSTOMER SATISFACTION IN 2019

+ TGV: 82%, or +3 pts
   At the end of Q3, before the impact of the December strike, indicators reached their highest level.

+ TER: 85.9%, or +4.2 pts—a historic high

+ At Transilien, customer satisfaction had also increased sharply before the strike, up more than 8 pts over 2018.

Thanks to investments in modernizing the rail network, accelerating rolling stock upgrades, and the quality of service provided by SNCF teams.
RESPONSIBLE EMPLOYER:
12,600 NEW SNCF EMPLOYEES EN FRANCE WITH 1/3 HIRED FOR RAIL

RAIL RECRUITMENT IN FRANCE*

Close to 5,000, including more than 2,800 people under age 30.

48% of new recruits work in network safety and renovation

21% of recruits were women

4,500 work-study participants

250,000 applications received

EMPLOYEE RELATIONS*

+ Agreement on housing access and availability for SNCF employees.

+ 8th collective agreement on hiring workers with disabilities, for the period 2018-2021.

+ Targeted recruitment campaign for employees with disabilities.

+ 6,542 employees with disabilities.

SKILLS MANAGEMENT*

7% of total payroll invested in professional training.

6 days of training per employee per year (average)

Over 80% of employees received training

BUILDING COMMUNITY*

Gender balance

+ Gender balance ratio: 22.78%

+ SNCF is actively fighting sexist/sexual violence, with an action plans, tools and a dedicated awareness-raising day.

+ Perception of sexism is down (IFOP poll).

Diversity

5,500 employees participated in ProDiversité, a serious game to raise diversity awareness.

Association work

1,530 employee volunteers (includes skill-sharing programmes)

SNCF’S COMMITMENT TO DISADVANTAGED NEIGHBOURHOODS

In 2018/2019 SNCF provided 3,000 middle-school students with internships.

SNCF renewed its Volunteer Military Service partnership with the French Army

*2019 date from the Group’s rail operations

GROUPE SNCF – RÉSULTATS ANNUELS 2019
26 – 28 FÉVRIER 2020
A MAJOR ECONOMIC PLAYER WITH STRONG CSR IMPACT ON REGIONS THROUGHOUT FRANCE

€17 bn IN PROCUREMENT* INCL ~90% IN FRANCE

25,000 SUPPLIERS INCL 13,500 SMEs

20% SMEs BY PROCUREMENT AMOUNT

€85m INCLUSIVE PROCUREMENT***

>175,000 INDIRECT JOBS IN FRANCE CREATED OR PRESERVED BY SNCF PURCHASES FROM SUPPLIERS**

56.9/100 AVERAGE CSR PERFORMANCE SCORE FOR SUPPLIERS

~€80m CIRCULAR ECONOMY (RESALE AND REUSE!)

LONG-TERM COMMITMENT: RFR CERTIFICATION

For the past 8 years, the French State has recognized SNCF’s commitment to responsible, win-win procurement

Long-term value-sharing

Continued progress in:

+ protecting the interests of suppliers and subcontractors
+ boosting economic competitiveness through procurements
+ integrating CSR issues

* INVESTMENTS AND SPENDING, ALL FUNDING SOURCES COMBINED. EXCLUDES TRACK ACCESS FEES, PPP AND GEODIS SUBCONTRACTING
** SOURCE: LOCAL FOOTPRINT® BY UTOPIES
*** Including €10m for KEOLIS
APPENDICES
2019: THE YEAR IN REVIEW
EUROPE’S LARGEST INFRASTRUCTURE PROJECT CONTINUES

Priorities went to renovating the core network, with increased mechanization and greater use of industrialized processes.

€5.6bn invested in rail infrastructure

- Including €3.1bn to upgrade the main commuter network, improve safety (electric signal surveillance and elimination of level crossings), and improve access for people with reduced mobility.

- Another €2.1bn went to business development, including a new national control tower, EOLE projects extending the RER express line to the west of Paris, the Charles de Gaulle Express, regional projects, and €0.4bn in industrial investments.

€5.6bn invested in 2019

1,650 major projects
1,050 km of track renovated
400 km of catenaries checked or replaced annually
500 switches replaced
GARES & CONNEXIONS: INCREASED REVENUE FROM COMMERCIAL CONCESSIONS

+ **Strong growth in revenue**
  from commercial concessions in stations, despite the December strike

+ **Major investments**
  and adherence to performance plan

**WE INAUGURATED:**

+ A new rail station in Rennes, one of our most ambitious regional projects, after 4 years of works.

+ And the Saint-Brieuc, Versailles Chantier, Saint-Nazaire and Juvisy stations.
**TRANSILIENT: CUSTOMER SATISFACTION IS UP, WITH ON-TIME ARRIVALS AT THEIR HIGHEST LEVEL SINCE 2012**

- **Best on-time arrivals since 2012:** 90% for 11 months combined, before the December strike

- **Customer satisfaction also increased sharply** over the first 11 months of the year, **up more than 8 pts** over 2018.

- **Accelerated investment** and delivery of new rolling stock (23 Régio2N trainsets and 24 Francilien trainsets) in the last year of the 2016-2019 Transilien – Île-de-France Mobilités agreement.

- **New ticketing options rolled out:** Navigo easy and Navigo liberté+

- **Access control systems installed at many stations,** including Paris Saint-Lazare, to reduce fraud and anti-social behaviour.
TER: TRAFFIC, ON-TIME ARRIVALS AND CUSTOMER SATISFACTION

+ **Traffic was up +9%**, with the transfer of lines in from Intercités generating a +4.3% increase.

+ **Significant improvement in on-time arrivals**
  Broader productivity efforts, and deployment of line-based management under the Cap TER 2020 transformation plan.

+ **Customer satisfaction at a historic 85.9%**, up +4.2 pts

+ **Delivery of 21 Régiolis and 10 Régio2N trainsets**

+ Contracts signed with 5 regions: New Aquitaine, PACA, Hauts-de-France, Brittany and Normandy. Contract renegotiation cycle with France’s 11 regions completed.

+ December launch of Léman Express, Europe’s largest cross-border regional rail network.
VOYAGES SNCF: BUSINESS PERFORMANCE

RECORD YEAR

+ **Revenue up +4.2%**
  (+3.3% excl. impact of strikes in 2018 and 2019). The 2019 strike cost 6.8m passengers and €335m in ticket sales. TGV customer satisfaction was 82%, up +3 pts.

+ **High-speed rail owes this standout performance to:**
  * success of the new range launched in May 2019
  * roll-out of OUIGO service to Lille, Toulouse, Nîmes and Montpellier.
  * international growth, including launch of the new Amsterdam – Roissy Charles-De-Gaule – Marne-la-Vallée service by Thalys

+ **Eurostar held steady** despite the strike by French customs officers and uncertainty over Brexit in 2019

+ **High-speed SNCF project in Spain** and plans to merge **Eurostar and Thalys**.

+ **10 new high-speed Océane trainsets** delivered in 2019
KEOLIS: CONTINUED GROWTH ON INTERNATIONAL MARKETS, REVENUE UP IN FRANCE

Business grew +10%, buoyed by growth on international markets (+18%), incl Australia, the United States, and the United Kingdom, and a stronger position on the French market (revenue up +2%)

FRANCE
+ Revenue up
+ Contract renewals: Aix-en-Provence, Épinal and Nevers
+ New contracts: Menton, Antibes Sophia-Antipolis, Moulins and the T9 light rail line (1st lot put out to tender by Île-de-France Mobilités)
+ Operation of Nancy and Chambéry networks
+ Acquisition of CarPostal, for a stronger inter-urban transport presence in eastern France

INTERNATIONAL
+ First full year as operator of the Transport for Wales rail franchise.
+ Final section of driverless metro opened in Doha, Qatar
+ New electric bus franchises won in Bergen, Norway and in the Netherlands
+ Four-year extension on contract for London’s Docklands Light Railway driverless metro

ON-DEMAND TRANSPORT & DRIVERLESS SHUTTLES
+ Real-time, on-demand transport in France (Bordeaux, Lyon, Tours, Nancy), the United States (Las Vegas) and Australia (Newcastle and the Sydney region)
+ New driverless shuttles trialled in France (Rennes and Lyon)

CARPARKS
+ Strong growth at EFFIA, with new contracts in Nîmes (station and Pont du Gard) and the Paris Region (Cergy-Pontoise et Asnières-sur-Seine)
+ Acquisition of Belgium’s MyPark, making EFFIA the country’s 4th-largest parking provider, with 32,000 spaces.
RAIL FREIGHT TRANSPORT: ONGOING TRANSFORMATION AMID TOUGH CONDITIONS

Traffic grew +7.1% as growth in international rail subsidiaries offset declines for SNCF Fret in France, hit hard by the strikes in 2018 and 2019.

+ Revenue from SNCF Fret operations declined amid a bleak grain market, a slowdown in the automotive sector and weakening demand for steel in Europe.

+ The December strike hit freight hard.

+ SNCF Fret pressed ahead with robust cost-control and other measures designed to bolster EBITDA.

+ VFLI, Captrain and other rail freight subsidiaries took action to cushion the impact of the strikes in H1 2018 and regain lost momentum in France and on international markets.

+ Acquisitions in Spain and Belgium strengthened positions on international markets.
GEODIS: STEADY PROFITABILITY DESPITE CHALLENGING INTERNATIONAL ENVIRONMENT

- **Contract logistics business** was buoyant, especially in the United States.

- **Air freight markets** faced headwinds from the intensifying US-China trade war from Q2 2019 on, taking a toll on freight forwarding volumes.

- **Growth in distribution sales** was offset by declining road haulage volumes in France.

- Business with IBM also remained slow as the new contract came into effect.

- Productivity-improvement measures helped boost profitability amid tough economic conditions.
SNCF IMMOBILIER: A KEY PLAYER IN TRANSFORMING CITIES FOR BETTER URBAN LIVING

MANAGEMENT AND OPTIMIZATION OF SNCF’S REAL ESTATE PORTFOLIO
+ Roll-out of plans for innovative office design (Campus 3.0) in Rennes, Toulouse, Montpellier and Saint-Denis
+ Launch of major “asbestos action plan”
+ Adoption of new 6-year building maintenance contract worth €320m
+ Signature of partnership with Agence de l’eau Seine-Normandie

COMMITMENT TO RENEWABLE ENERGIES
+ Inauguration of 17-ha solar panel array in Surdon (north-western France), set to generate over 7m kWh of renewable electricity per year

URBAN DEVELOPMENT
+ Signature of 7 urban MOUs/disposal agreements; launch of 6 projects for temporary urban spaces
+ Delivery of 1st “Référence” programme in the heart of the future Chapelle International district (Paris 18)
+ Selection of operator group to design future Ordener-Poissonniers neighbourhood (Paris 18) announced
+ Operator group for Les Gobelins railway station (Paris 13) designated
+ Signature of agreement with Bordeaux Euratlantique for 8 ha of land
+ Disposals of over 100 ha of land, allowing for construction of 2,500 housing units (incl 760 social housing units)

HOUSING
+ ICH Habitat Sud Est Méditerranée: delivery of 24 units in Antibes and inauguration of the new Les Terrasses du Sud complex in Miramas
+ Sablière: Renovation of 300 units in the Gergovie neighbourhood of Paris (14), and inauguration of an emergency housing centre in Château d’Arcy