The SNCF Group and the Combi-Express business unit strenghts

- SNCF Group in brief: 1 company, 5 divisions
- Intermodal SNCF group: organization
- Combi-Express: a dynamic business unit
- SNCF Geodis: Combined Transport

The Combi-Express Business Unit horizon... 2012 and beyond

- Combi-Express: an international development strategy
- A growing international development: further destinations based on our European Captrain Network
- Four ways of increasing performances
- Our vision for 2015
<table>
<thead>
<tr>
<th>Division</th>
<th>Description</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>SNCF INFRA</td>
<td>Infrastructure &amp; engineering division&lt;br&gt;Operating, maintaining, engineering &amp; managing rail &amp; other infrastructures&lt;br&gt;Activity in France + engineering in Europe, Asia, the Middle East, Africa, the Americas</td>
<td>€5.2 b</td>
</tr>
<tr>
<td>SNCF PROXIMITÉS</td>
<td>Local &amp; regional transport division&lt;br&gt;Urban, suburban, departmental and regional public transport networks&lt;br&gt;TER, Transilien and inter-city Corail in France, Keolis in France, Europe, Canada &amp; Australia</td>
<td>€10.8 b</td>
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<tr>
<td>SNCF VOYAGES</td>
<td>Long distance transport division&lt;br&gt;Long distance passenger rail transport</td>
<td>€7.2 b</td>
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<tr>
<td>SNCF GEODIS</td>
<td>Freight transport and logistics division&lt;br&gt;Transport and logistics&lt;br&gt;Global presence 120 countries worldwide</td>
<td>€8.9 b</td>
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<tr>
<td>GARES &amp; CONNEXIONS</td>
<td>Station division&lt;br&gt;Development and operation of train stations, independently from transport divisions&lt;br&gt;3 000 French railway stations + AREP</td>
<td>€1.1b</td>
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1 Traction Provider: which integrates the whole supply chain

Combi express business unit is in charge of all combined (including automotive parts, rolling motorway) and express traffics for all European operators.

4 Operators

- **Novatrans**: French leader in continental combined rail road operations (terminal to terminal)
- **Naviland Cargo**: French leader offering door to door solutions for specialized maritime traffic
- **Lorryrail**: Carries unaccompanied semi-trailers from Luxembourg to Spain and accompanied semi-trailers between France and Italy (Alpine Transit)
- **Froid Combi**: Combined operator specialized on controlled temperature goods

Possibility within the SNCF group to offer a tailor made integrated solution for shippers and freight forwarders.
Combined rail-road transport of sea containers operated by NAVILAND Cargo

Combined rail-road transport for UTI General Cargo operated by NOVATRANS / Lorry Rail / Froid Combi
Combi Express
A dynamic business unit

Fret SNCF
- Turnover: 1.45 billion €
- Freight volume: 26.5 billion tk

Combi-Express
- Turnover: 220 million €
- Freight volume: 8 million tk
- Locomotives: 100

Rolling Road

Intermodal Traffic

Express Traffic

Automotive Parts

International accounts for more than 50% of our volume, with traffics designed for all European operators
Combi-Express
An international development strategy

Examples of successful recently launched traffics

Paris – Novara for Cemat/LKW
- 3 roundtrips per week in 2009 - 5 roundtrips in 2011
- End to end management of the traffic over 3 countries

Vesoul-Kaluga traffic
- Among the longest intermodal train in Europe: 3,000 km
- 16 trains per week
- 1200 combined trains
- 400 wagons dedicated

Venissieux-Barcelona traffic
- 3 roundtrips per week
- Barcelona: a Renfe/Naviland/Port of Barcelona cooperation
- Possible connections: Dourges, Strasbourg, Antwerp port, Ludwigshafen, Milan...

Le Havre-Ludwigshafen traffic
- 3 roundtrips per week
- 16 wagons trains
- 100% reliable
- Possible East and South extensions

UK - Italy traffic
- 3 roundtrips a week
- over 1,200 km via 4 countries and the Channel tunnel
- End to end management of the traffic including wagons via our subsidiary Captrain UK
A Growing International Development
Further Destinations Based on our European Captrain Network
Four ways of improving performances

- **Longer trains**
  - « Tomorrow » (01/12) 850 meters long
  - « After Tomorrow » (within 3 years) 1,000 meters long

- **Faster trains**
  - Up to 160 km/h
  - 270 km/h for the Postal TGV

- **Heavier trains**
  - Trains up to 3,000 tons for a gain of competitiveness

- **Mixed train projects**
  - Intermodal and conventional wagons for more productivity and to reduce the risk of the customer
Our 2015 vision

Technical innovations

- Longer trains: 1,500 meters long trains
- Development of the P400 in France
- Hybrid locomotives (diesel and electric)
- Radioguided locomotives

Strategic projects

In order to develop the ecologic transport and reduce the CO2 print:

- Development of an European rolling motorway network
- High speed connection of European airports
- Development of Urban logistic solutions
- Investment in multimodal Railports
Thank you for your attention