

2016 PROFILE

THE NEW SNCF GROUP...

In 2015, France’s Rail Reform Act created the new SNCF Group, a unified public service company that now generates €31.4 billion in revenue.

With network management now added to our business, SNCF is positioned to meet two strategic goals: delivering safety and satisfaction for all of our customers—passengers and businesses. Our challenge is to carry constantly growing passenger and freight traffic on a renovated network, particularly in dense areas, and to become an integrator of multimodal mobility by offering increasingly customized, door-to-door solutions.

With our many business lines and complementary areas of expertise, SNCF covers the entire worldwide production chain for mobility services, carrying both passengers and freight. Our capabilities and resources are organized into five core businesses: SNCF Réseau, SNCF Voyageurs, Keolis, SNCF Logistics and SNCF Immobilier.

€31.4 bn
revenue

33%
of revenue comes
from outside France*

€8.2 bn
in investments
(all funding sources combined)

260,000
employees

120
countries

13.5
million passengers carried daily,
in France and around the world

* Integrates changes in scope of consolidation over the full year, including OHL, Eurostar and Thalys.

... A CHAMPION OF SHARED MOBILITY IN FRANCE AND AROUND THE WORLD

SNCF makes daily life easier by bringing people and goods together. With our 260,000 employees, we’re working to meet the new expectations of today’s clients—in France and worldwide—who want mobility solutions that are convenient, accessible, personalized and socially responsible.

Over the next three years, SNCF Group will invest €450 million in digitization to benefit our customers, harnessing technology to make our operations more efficient and to improve working conditions for our employees. Our goal is to set the global standard for mobility of goods and people.



1 GROUP, 5 CORE BUSINESSES

Today's SNCF consists of three state-owned industrial and commercial enterprises—SNCF, SNCF Réseau and SNCF Mobilités. Our areas of expertise are organized into five core businesses: SNCF Réseau, SNCF Voyageurs, Keolis, SNCF Logistics and SNCF Immobilier.



SNCF RÉSEAU
(ÉPIC SNCF RÉSEAU)

pages 08 – 09

Access to France's rail network infrastructure, including allocating capacity and establishing infrastructure fees

Management of network traffic

Infrastructure maintenance and renovation

Network expansion and development, with a focus on overall efficiency and optimum value

Rail engineering expertise within SNCF Group through Systra



SNCF VOYAGEURS
(ÉPIC SNCF MOBILITÉS)

pages 10 – 11

Transilien:
public transport for the Paris region

TER:
regional trains

Intercités:
classic train service

Voyages SNCF:
high-speed trains, long-distance coaches in France and Europe, ticket sales

Gares & Connexions:
station management and development*

*Gares & Connexions provides impartial services to all rail operators.



KEOLIS
(ÉPIC SNCF MOBILITÉS)

pages 12 – 13

Public transport for passengers in France and worldwide

Operation and maintenance of all transport modes, plus related services

Management of intermodal infrastructures including car parks



SNCF LOGISTICS
(ÉPIC SNCF MOBILITÉS)

pages 14 – 15

Geodis:
freight transport and logistics in France and 120 countries worldwide

TFMM: rail & multimodal freight transport

Ermewa Group:
equipment management

STVA:
automobile/vehicle logistics



SNCF IMMOBILIER
(ÉPIC SNCF)

pages 16 – 17

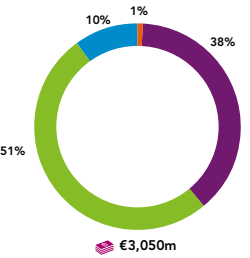
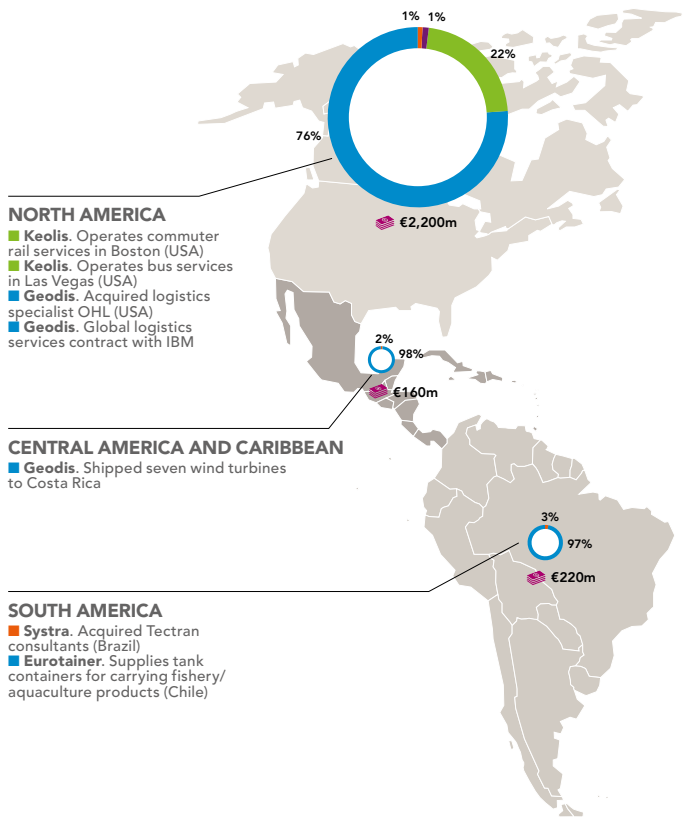
Management of SNCF's property portfolio

Monetization of buildings and land

Management and development of residential properties

WORLDWIDE PRESENCE

SNCF GROUP—KEY FIGURES AND MAJOR PROJECTS



UNITED KINGDOM

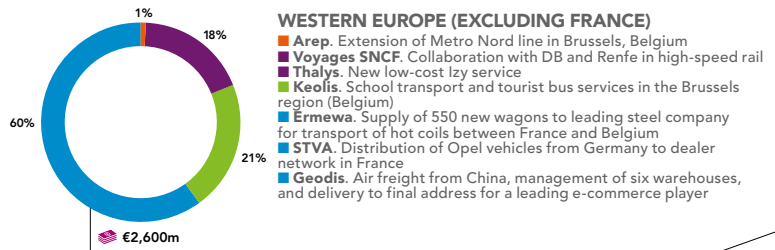
- Eurostar. New rolling stock since year-end 2015
- Keolis. Operation of Docklands Light Railway automated metro in London
- Keolis. Operation of Nottingham light rail system
- STVA. Rail transport for Ford and Jaguar Land Rover

NORTH AFRICA

- Arep. Design of Casa Port station (Morocco)
- Systra. Joint creation, with SNTF, of a rail engineering company (Algeria)
- STVA. Plant exit and port logistics for Renault-Nissan (Morocco)

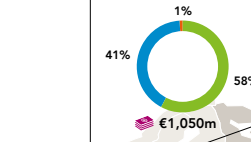
SUB-SAHARAN AFRICA

- Systra. Overseeing construction of a new rail line in Ethiopia
- Geodis. Support services for H&M in South Africa



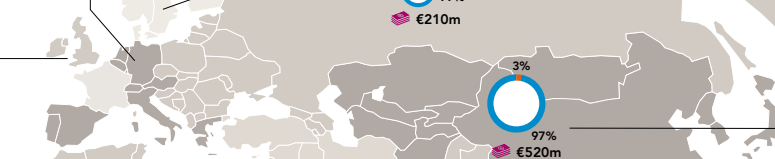
WESTERN EUROPE (EXCLUDING FRANCE)

- Arep. Extension of Metro Nord line in Brussels, Belgium
- Voyages SNCF. Collaboration with DB and Renfe in high-speed rail
- Thalys. New low-cost lzy service
- Keolis. School transport and tourist bus services in the Brussels region (Belgium)
- Ermewa. Supply of 550 new wagons to leading steel company for transport of hot coils between France and Belgium
- STVA. Distribution of Opel vehicles from Germany to dealer network in France
- Geodis. Air freight from China, management of six warehouses, and delivery to final address for a leading e-commerce player



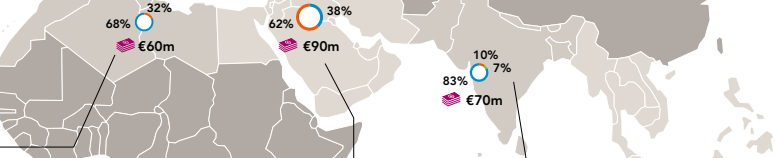
NORTHERN EUROPE

- Systra. Engineering partner for construction of a 3rd high-speed rail segment in Sweden
- Systra. Acquisition of Swedish engineering firm Dalco Elteknik AB
- Keolis. Operates Stockholm bus network (Sweden)
- Keolis. Bergen light rail system (Norway)
- Keolis. Aarhus light rail system (Denmark)
- Geodis. Freight forwarding for Tetra Pak



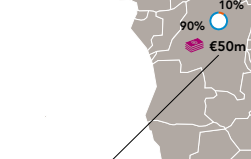
CENTRAL AND EASTERN EUROPE

- Arep. Designed Skolkovo innovation centre (Russia)
- Systra. Assistance to project owner of future Moscow-Kazan high-speed rail line (Russia)
- TFMM⁽¹⁾. Creation of Forwardis, a rail freight forwarding agent serving western, central and eastern Europe



CENTRAL AND EASTERN ASIA

- Arep. Design for Wuhan and Qingdao stations (China)
- Arep. Renovation of Quanyechang cultural centre (China)
- Voyages-sncf.com. Creation of Rail Europe subsidiary in Shanghai (China)
- Geodis. Eco-friendly urban deliveries for Sephora in Shanghai (China)
- TFMM⁽¹⁾. Transport of yellow phosphate from Kazakhstan to the United States via continental Europe and the United Kingdom
- Geodis. Deployment of end-to-end delivery system for shipments from China to France for Conforama



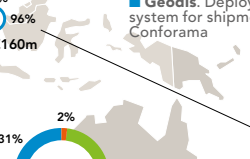
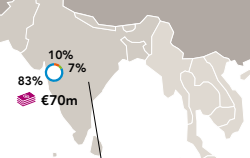
SOUTH ASIA

- Systra. Engineering for upgrade of Delhi-Chandigarh line (India)
- Keolis. Future operator of Hyderabad automated metro (India)



MIDDLE EAST

- Arep. Design of six metro stations in Doha (Qatar)
- Partnership with Iranian railways (RAI) to upgrade and operate stations and suburban mass transit, and to develop high-speed lines.



SOUTHEAST ASIA

- Arep. Urban consultancy in Vietnam

AUSTRALIA/OCEANIA

- Voyages-sncf.com. Rail Europe acquired operator Rail Plus (Australia)
- Keolis. Operates Melbourne and Gold Coast light rail systems (Australia)
- Geodis. Transport of 75 rolling stock units from India to Australia

Revenue by activity (volume)

- Consultancy & engineering: Systra and Arep
- Long-distance passenger service: SNCF Voyageurs
- Mass transit: Keolis
- Rail freight & logistics: SNCF Logistics

Revenue, € million

Companies in which SNCF Group has equity interests (controlling or not)

Figures include full-year consolidation of 2015 acquisitions/divestments, such as OHL, Eurostar and Thalys.

International projects handled by SNCF Logistics subsidiaries are assigned to their region of origin or destination, or to the client's home country.

(1) TFMM: rail & multimodal freight transport

Figures at 31st December 2015

SNCF RÉSEAU

SNCF Réseau manages, maintains and develops the French rail network. The two priorities for 2020 are to renovate and maintain the existing network, with a particular focus on the Paris region. Goal: have the safest, best-performing, most innovative network anywhere.

Business

- Operational security, infrastructure maintenance and upgrades
- Access to national rail network
- Network development, engineering and promotion
- Management of rail traffic

Customers

Rail operators

KEY FIGURES AT YEAR-END 2015

€6.5 bn
revenue

including €3.8 bn
in services invoiced to SNCF
Mobilités (track access fees)

€5.1 bn
in investments
(all funding sources)

€6.2 bn
in total investments, including
works on the Tours-Bordeaux
high-speed line

30,000 km
of network, including 2,000
km of high-speed line,
monitored & maintained 24/7

15,000
trains managed daily by our
rail traffic division (DCF)

1,014 km of track renovated
and 400 switches and
crossings upgraded

54,000
employees



SYSTRA: FRENCH ENGINEERING EXPERTISE GOES GLOBAL

Systra employees operate internationally, complementing their counterparts at SNCF Réseau.

A leader in public transport infrastructure and specializing in rail, Systra is a consulting and engineering group with 5,500 employees. It is a subsidiary of EPIC SNCF and the Paris city transport authority RATP. Systra creates innovative solutions for the problems posed by exploding demand for transport within and between the megacities that are now home to over half of the world's population.

KEY FIGURES AT YEAR-END 2015

€625 million
revenue
(up 18% over 2014)

78 countries

**55% of revenue comes
from outside France**



SNCF VOYAGEURS

SNCF Voyageurs provides customers, passengers and organizing authorities with a selection of door-to-door, shared mobility solutions that meet their needs in terms of offer, cost, service quality and environmental protection.

Business

- Transilien: public transport in the Paris region
- TER: both regional and inter-regional public transport over medium and long distances
- Intercités: medium- and long-distance conventional trains in France
- Voyages SNCF: high-speed trains, long-distance coaches in France and the rest of Europe, and ticket sales
- Gares & Connexions*: services for rail companies and passengers, station maintenance, management of in-station shops, design and management of transport hubs

Customers

For TER, Transilien and Intercités: transport organizing authorities

For TGV, Intercités, TER and Transilien: passengers

For Gares & Connexions: rail companies, metropolitan areas, transport organizing authorities, urban transport & retail businesses

*Gares & Connexions provides impartial services to all rail operators.

Rail market

TGV high-speed rail: open market for international lines
Market set to open for French domestic lines
TER, Intercités & Transilien: under contract with French State, regional and local transport authorities

Changing environment

International rail transport opened up to competition in 2010; market set to open for domestic transport
Fierce competition from other modes, including air transport (low-cost providers), privately owned automobiles (low oil prices), and ridesharing



KEY FIGURES AT YEAR-END 2015

€15.4 bn
revenue

Nearly 5 million passengers carried daily

2 billion people served annually in over 3,030 stations, including 400 in the Paris region

Every month more than 1 million people use the SNCF mobile app—the first app to allow travellers to plan and view a door-to-door itinerary

No. 1
Voyages-sncf.com is France's leading on-line travel agency

Over 75,000 employees



KEOLIS

Keolis is a leading public transport operator for passengers in France, in Europe and worldwide. Its goal: offer transport organizing authorities mobility solutions customized to the needs of each region and tailored to passengers' changing habits. Keolis operates every mode of shared and public transport, making the travel experience ever more seamless and comfortable.

Business

- Mass transit: public transport for passengers in Europe and around the world
- Operation and maintenance of all transport modes, plus related services
- Management of intermodal infrastructure, especially car parks

Customers

Transport organizing authorities in France and worldwide

Market

Open and highly competitive

Changing environment

Favourable environment for public transport: trends include strong urbanization, congestion and environmental concerns
Fierce competition that is increasingly global



Free-carriage trains have arrived on DLR giving yo



KEY FIGURES AT YEAR-END 2015

€5 bn
revenue

World leader in automated
metros and light rail

50% of Keolis business
comes from outside France
(including its activities in
the UK, where Keolis is not
the majority shareholder)

15 countries:

Australia, Belgium, Canada,
China, Denmark, France,
Germany, India, Luxembourg,
the Netherlands, Norway,
Portugal, Sweden, the United
Kingdom and the United
States

3 billion

passengers annually,
or 8.2 million per day

No. 1 for urban transport
in France and for transport
of passengers with limited
mobility

No. 2 car park provider in
France with 141,000 spaces
under management

No. 2 inter-urban transport
provider in France, covering
75 French départements

No. 2 bike-sharing provider
in France

56,000 employees,
with 40% of them working
outside France



SNCF LOGISTICS

Backed by the diversity of its core businesses, SNCF Logistics offers customized, multimodal solutions that combine business performance with environmental protection and safety, sharpening the competitive edge of businesses worldwide.

Business

Multimodal freight transport and logistics operator with four business lines:

- Geodis: road transport, supply chain optimization, freight forwarding, contract logistics, distribution & express deliveries
- TFMM rail & multimodal freight transport: conventional rail freight, combined transport, rail-centric freight forwarding
- Ermewa Group: equipment management—wagon, locomotive and container rentals
- STVA: multimodal transport and logistics for new and used vehicles

Customers

Businesses in every sector

Rail market

Open and competitive

Changing environment

Structurally favourable market trends, despite unstable economic conditions
Increasing price pressure due to sharper competition
Rising demand for end-to-end solutions and sustainable urban logistics



KEY FIGURES AT YEAR-END 2015

€9.3 bn

revenue
(€10.3 bn including OHL, a US-based logistics specialist)

50% of revenue comes from outside France
(54% including OHL)

No. 1 in France,
No. 4 in Europe and
No. 8 worldwide for freight transport and logistics

Over 700 Geodis sites around the world

120 countries covered

52,500 employees



SNCF IMMOBILIER

SNCF Immobilier handles SNCF's large property portfolio, combining the Group's expertise in managing and monetizing property, urban development and housing, and enabling SNCF to support housing policy goals set by the French government. SNCF Immobilier's priorities include:

- stepping up the pace of disposals and release of buildable land,
- forging partnerships with cities and major urban areas to lay the groundwork for residential projects, and
- enhancing synergies between the various property specialists within SNCF Group.

Business

- Manage the Group's industrial and commercial properties for optimum value
- Develop and monetize land and buildings that cannot be used by the rail system, working with Espaces Ferroviaires, SNCF Immobilier's urban development subsidiary, and other partners
- Operate housing complexes and act as a "social landlord" in partnership with ICF Habitat, an SNCF Immobilier subsidiary

with a portfolio of 100,000 housing units (90% social housing).

Customers

Customers within SNCF Group
Outside customers—local communities and regions, public and private players in the real estate market, tenants

Changing environment

SNCF Immobilier was founded on 1 January 2015, as an offshoot of the new SNCF Group



KEY FIGURES AT YEAR-END 2015

€200 M in property disposals handled by SNCF Immobilier for SNCF Group

12 M sq m of industrial and commercial buildings (not including ICF Habitat)

20,000 hectares of land (not including ICF Habitat)

100,000 housing units: 90% are social housing, 40% are in the Paris region, and 95% are located near transport hubs

14 projects

On 5 May 2014, SNCF Immobilier issued a call for expression of interest to cultural and artistic entities, and has now selected 14 art and culture projects for six rail sites

600 employees (not including ICF Habitat's workforce of nearly 2,000)



TOWARDS SUSTAINABLE MOBILITY

Rail transport is extremely eco-friendly, accounting for 10% of passenger and freight transport in France, but only 1% of the nation's CO₂ emissions.

Rail and other forms of shared and public transport are part of the solution to climate change. To prevent global temperatures from rising more than two degrees by 2100, humanity will have to double shared mobility by 2030 and manage travel to reduce greenhouse gas emissions.

Increased appeal: complementing rail with low-carbon, door-to-door solutions.

At SNCF, we're developing shared solutions to help passengers cover the last few kilometres between the station and home or work, combining trains with light rail, buses, cycling, car-sharing, ride-sharing and P2P car rental to offer a real alternative to driving privately owned cars.



Meanwhile, rail motorways offer solutions for a massive modal shift in long-distance freight transport, with 850-metre trains that can carry as much cargo as 48 semi-trailers. We're developing innovative urban logistics solutions, too, with a fleet of natural-gas-powered trucks to deliver goods more sustainably in cities.

We've also pledged to reduce our own emissions by 20% between 2014 and 2025⁽¹⁾.

We've already come a long way: by 2014 we had met a 2020 target to eliminate 20% of our greenhouse gas emissions—and we won't stop now. We're improving our rolling stock, using it more effectively through green driving practices and reduced consumption in stopped trains. Other priorities include optimizing freight movement schedules and making our buildings more energy efficient.

(1) Compared with 2014. We published this pledge on the UN's NAZCA portal, which registers commitments to climate action by communities and companies around the world.

Using corporate social responsibility (CSR) principles to grow our business in France and around the world.

At SNCF, we're working to reduce our environmental impact, protect biodiversity, manage risks, and bring our facilities into compliance with applicable regulations. We adopted a circular economy strategy in 2013 and have set up environmental management systems within our Group. Social responsibility also means managing our employees responsibly, getting involved in the regions where we operate, fighting joblessness through employment outreach, and upholding ethical principles in our relationships with suppliers.

-20%
We've pledged to reduce our own emissions by 20% between 2014 and 2025.



CORPORATE GOVERNANCE

SNCF

CHAIRMEN

FRÉDÉRIC SAINT-GEOURS
Chairman,
Supervisory Board

GUILLAUME PEPY
Chairman,
Executive Board

PATRICK JEANTET
Deputy Chairman,
Executive Board

LAURENT TRÉVISANI
Deputy CEO

PIERRE IZARD
Chief Technology
& Rail Systems Officer

FRÉDÉRIC DELORME
Chief Safety Officer

FRÉDÉRIC CASTAY
Inspector General, Rail Safety

JEAN-MARC AMBROSINI
Chief Cohesion & Human
Resources Officer for Rail

CHRISTIAN COCHET
Chief Audit & Risk Officer

STÉPHANE VOLANT
Company Secretary

BENOÎT QUIGNON
Chief Executive Officer
SNCF Immobilier

YVES TYRODE
Chief Digital Officer

XAVIER ROCHE
Chief Service Centre Officer

CHRISTOPHE FANICHET
Chief Communications
& Information Officer

SNCF RÉSEAU

PATRICK JEANTET
Chairman and CEO

ALAIN QUINET
Deputy CEO

CLAUDE SOLARD
Deputy CEO
Chief Safety, Innovation
and Performance Officer

ROMAIN DUBOIS
Chief Network Access Officer

MATTHIEU CHABANEL
Chief Maintenance
& Works Officer

JEAN-CLAUDE LARRIEU
Chief Traffic Officer

BERNARD SCHAEER
Chief Engineering
& Projects Officer

DIDIER BENSE
Chief Paris Region Officer

ODILE FAGOT
Chief Finance
& Purchasing Officer

BÉNÉDICTE TILLOY
Chief Human Resources
Officer

PRISCILLE GARCIN
Chief Communications
& External Relations Officer

JÉRÔME GRAND
Chief of Staff

SNCF MOBILITÉS

GUILLAUME PEPY
Chairman and CEO

MATHIAS EMMERICH
Deputy CEO, Performance

STÉPHANE RAPEBACH
Chief of Staff

SNCF VOYAGEURS

FLORENCE PARLY
CEO, SNCF Voyageurs

RACHEL PICARD
Managing Director,
Voyages SNCF

ALAIN KRAKOVITCH
Managing Director, Transilien

FRANK LACROIX
CEO, TER

JEAN GHEDIRA
Managing Director, Intercités

PATRICK ROPERT
Managing Director,
Gares & Connexions

SNCF LOGISTICS

ALAIN PICARD
CEO, SNCF Logistics

MARIE-CHRISTINE LOMBARD
Chairwoman,
Geodis Executive Board

SYLVIE CHARLES
CEO, TFMM Rail and
Multimodal Freight Transport

KEOLIS

JEAN-PIERRE FARANDOU
Chairman,
Executive Board

