

A close-up photograph of a man with a beard and short brown hair, looking slightly to the right with a serious expression. He is wearing a bright yellow-green high-visibility safety vest over a dark blue hooded sweatshirt. The background is a blurred green wall. In the top-left and bottom-right corners, there are decorative blue diagonal stripes.

2019

consolidated

Annual report

to Infrabel shareholders

INFR/ABEL

[infrabel.be](https://www.infrabel.be)



Free translation –The original versions of this report are in Dutch and in French

**ANNUAL REPORT BY THE BOARD OF DIRECTORS TO THE
GENERAL SHAREHOLDERS' MEETING ON 20 MAY 2020**

This annual report was drawn up pursuant to Articles 3:32 of the Companies and Associations Code and Article 27 of the Act of 21 March 1991 on the reform of certain economic public companies.

Pursuant to the provisions of the law and the Articles of Association, the Board of Directors has the honour of reporting to you on the company's situation and results for the 2019 financial year.





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EDITORIAL

As we finalise this annual report, the entire world is in the midst of a major health crisis that is counting a heavy human cost. The COVID-19 pandemic is hitting the global economy hard and, at the time of writing, nobody can yet predict how long it will last or how far-reaching the ensuing recession will be.

To contain the spread of the virus, the Federal Government quickly took the decision to restrict citizens' movements. A range of measures were put in place, such as encouraging teleworking and shutting down the majority of businesses. These decisions, which were necessary to limit the contagion and preserve public health, had an immediate impact on our activities. We were forced to rethink the organisation of our activities and, working closely with the SNCB, adapted the train service in order to offer a service in the national interest. Thanks to this adapted service, medical staff in particular remained able to travel by train to their workplaces to carry out their essential duties in the fight against the epidemic. In addition, in order to maintain supplies to the country, we ensured that freight train traffic could continue right across Belgium, as called for by the government.

As an employer, it was just as much our mission and our duty to look after the health of our employees. We therefore took significant measures to protect staff whose presence is essential on the ground, while guaranteeing the safety and smooth running of rail traffic.

As soon as these measures were taken, we looked ahead by preparing a strategy that will fully support the relaunch of economic activity in our country when it exits the lockdown. In doing so, we took into account government decisions as well as constraints resulting from social distancing rules for staff and the timing for reopening work sites and the resumption of rail traffic.

Given the current uncertainty, it is difficult to predict what impact this crisis will have on the rest of this year and the years to come. The repercussions will be felt both on the economy and society as a whole, as well as on our activities. Nevertheless, there is one certainty of which we are firmly convinced: we will always be able to count on the dedication of our motivated employees, who are proud to serve their fellow citizens and their country, come what may. We would like to take this opportunity to express our gratitude once again to all our employees for the extraordinary dedication and professionalism they have shown during this unprecedented crisis.

On the pages that follow, we present the highlights of 2019, the most significant being the announcement of our new strategic plan GO!, which should enable our company to continue its modernisation and technological revolution.

Naturally, we cannot end this editorial without thanking Luc Lallemand for the 15 years he has dedicated to Infrabel in the role of CEO. His desire to take up a new professional challenge has put him at the helm of the French railway infrastructure manager. We wish him all the very best for this new endeavour.

Ann Billiau
Chief Executive Officer a.i. & Chief Client Officer

Christine Vanderveeren
Chief Financial Officer

Jochen Bultinck
Chief Operations Officer

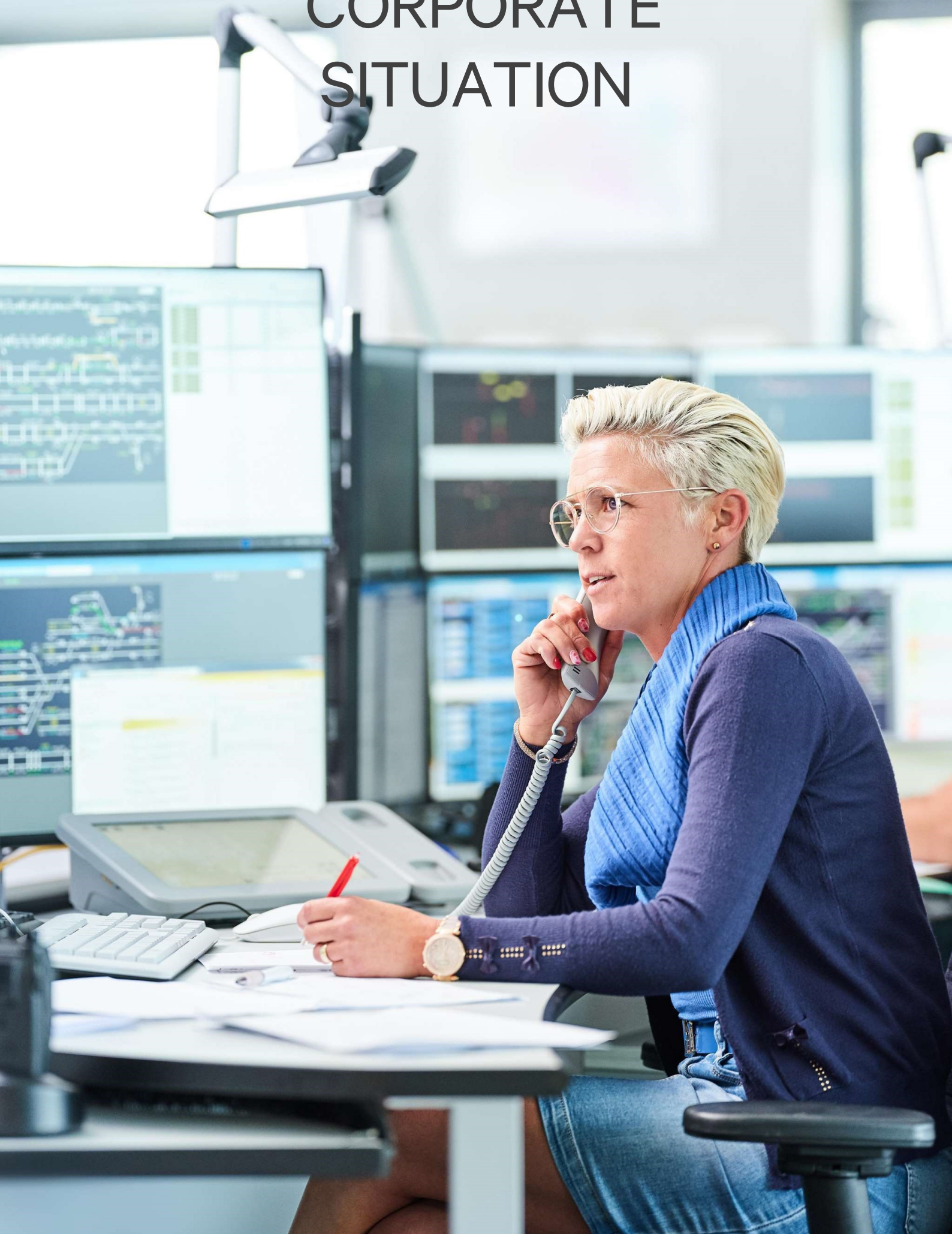
Benoit Gilson
Chief Strategy, Innovation, Comm & Public Affairs Officer

Eric Mercier
Chief Digital Officer

Nicolas Van Wijk
Chief Talent Officer



CORPORATE SITUATION



1. OUR PRIORITIES, AT THE HEART OF ALL MAJOR EVENTS

This section of the annual report gives a chronological account of the major events of 2019, and sets them in the context of Infrabel's strategic priorities in the Business Plan 2017-2020.



Safety first



Trains on time



A network for all
of tomorrow's
trains



A financially sound
company



In tune
with society





January // February



TWO INAUGURATIONS TO CELEBRATE THE NEW YEAR

A NEW OUTPOST IN NAMUR... “MADE BY INFRABEL”

In January, the heart of the capital of Wallonia welcomed a new Infrabel outpost. With capacity for 70 I-TMS signalling box staff members and 100 I-AM outpost employees from the Infrastructure Logistics Center, it promotes the creation of synergies to the benefit of all staff. This is also the first time a building has been designed entirely by internal staff members, which is a source of great pride for the teams that worked on the project! This construction demonstrates that the term “civil engineering structure” does not only refer to the design of bridges, tunnels or under-track passageways. It proves the extent to which our engineers are capable of meeting major challenges head on.

Located in an urban setting, this outpost enables the teams to work on rail installations starting from Namur, an essential link in the rail network. Inaugurated by Luc Lallemand (CEO), Federal Minister of Mobility François Bellot and Mayor of Namur Maxime Prévot, the new facilities also stand out thanks to their sustainability.

From the first stages of the project, the design accommodated the desire to include an environmental dimension, with the aim of seeing this new building exceed current energy constraints. In order to respond to ecological requirements, the project was fitted with high performance insulation, heat pumps and solar panels in order to reduce its carbon footprint.





... AND A BRAND NEW LOGISTICS CENTRE IN CHARLEROI

Once spread over five sites throughout the region, the staff in Charleroi now benefit from a new comfortable and ergonomic workplace. Inaugurated in the wake of the outpost in Namur, in the presence of Paul Magette, Mayor of the city, and LucALLEmand (CEO), it offers a great deal of space, comprising 3000 m² of social and office areas in addition to the 7000 m² of workshops and warehouses intended for the rail network.

The fundamental restructuring of the logistics chain was the central focus of the reflection process about how the available space should be organised. This strategy aims to improve reactivity in the event of incidents on the network. The 250 km of main tracks going from Couvin to Céroux-Mousty – through Auvélais and Erquelinnes – now benefit from faster interventions: very good for passengers, rail traffic and, of course, punctuality.

As we look at these two inaugurations, it is worth remembering that in 2005 the infrastructure maintenance personnel were still spread over 250 work units. By the end of 2022, the company will have no more than 22 “CLIs” and 46 local outposts. This means: 68 sites instead of what once were 250.



CLIENTS AT THE HEART OF OUR STRATEGY

To meet the demands of our clients in a general context of heightened competition in the transport sector, the Management Board has approved a change within the organisation of the I-TMS department. A new unit called “Customer & Product Management” was created to become the primary point of contact between railway companies and industrial operators.

This decision is an integral part of Infrabel’s desire to improve the company’s overall performance. It aims to build up a strategic relationship with its key partners. This approach allows us to assess our progress, and



evaluate any potential shortcomings, in order to continue our efforts to support our clients in a constantly changing and increasingly competitive world.



AXIS 3: MODERNISATION CONTINUES

For several years, Axis 3 has been the subject of ambitious modernisation. Comprising lines 161 (Brussels-Namur) and 162 (Namur-Luxembourg border), it connects the capital to the Grand Duchy, and is a part of Corridor C, connecting Antwerp, Basel and Lyon. With a length of 226 km, its remarkable curves impose a relatively low reference speed of 130 km/h. A massive programme to modernise the infrastructure was launched in 2007 with a view to increasing the reference speed to 160 km/h on the sections that are long enough to do so. Ultimately, estimated time savings of 11 to 20 minutes are anticipated, depending on the type of train used, making the rail service even more competitive.

During his visit to Arlon railway station, soon to be equipped with platforms able to accommodate trains of up to 350 m in length compared to 250 m today, the Federal Minister of Mobility François Bellot welcomed the opportunity to review all of the activities that were already under way:

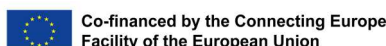
- signalling and track renewal works;
- adaptation or renovation of 65 *civil engineering structures* (bridges, rock faces, etc.);
- rectification of railway curves that are too severe;
- complete reconfiguration of four stations (Gembloux, Ciney, Rochefort-Jemelle and Arlon).

Another significant modification is the re-electricification of the line from 3,000 volts to 25,000 volts in 2020, a similar voltage to that now used on the Luxembourg rail network. This evolution will enable the trains to transition more smoothly from one side of the border to the other.



160 KM/H BETWEEN CINEY AND NAMUR

In June, an important phase of the project was finished with the completion of the section between Ciney and the Walloon capital, Namur. Thanks to the work carried out in collaboration with TUC RAIL, trains can now run at 160 km/h. This means a timesaving of two minutes between the two cities.





REJECTION OF THE MERGER BETWEEN SIEMENS AND ALSTOM

At the start of February, the European Commission opposed the merger between two rail operators, Siemens (Germany) and Alstom (France). Infrabel considered this to be a wise decision, because the alternative would have favoured the creation of a monopoly of which the company, its customers and the entire economy would inevitably have been the collateral victims.

As a reminder, in 2017, the two European champions of railway signalling and rolling stock announced their desire to combine their forces through an alliance. In their eyes, this strategy would have better enabled them to compete with the Chinese giant CRRC. When the merger was announced, Infrabel took part in the consultations organised by the European Commission to analyse the effects of the announced merger. For Infrabel, this option could have created a monopolistic situation associated with a risk of price increases or a lack of innovation to which the company would have fallen victim.

A BENEFICIAL DECISION FOR OUR CLIENTS

For Infrabel, and for the Belgian, British, Spanish and Dutch competition authorities, as well as the European Association of Rail Infrastructure Managers, the Commission took the only decision that would protect the interests of the European rail operators, infrastructure managers, states, shareholders and clients. This page having been turned, Infrabel invited the various stakeholders to reflect on the significant challenges facing the European rail industry. The resolution of this affair is indeed an excellent opportunity to envisage the future in order to propose innovative solutions for the coming decades. From this perspective, the Belgian rail infrastructure manager reiterated its desire to play a leading role in contributing to a new industrial policy on both the EU and national levels.



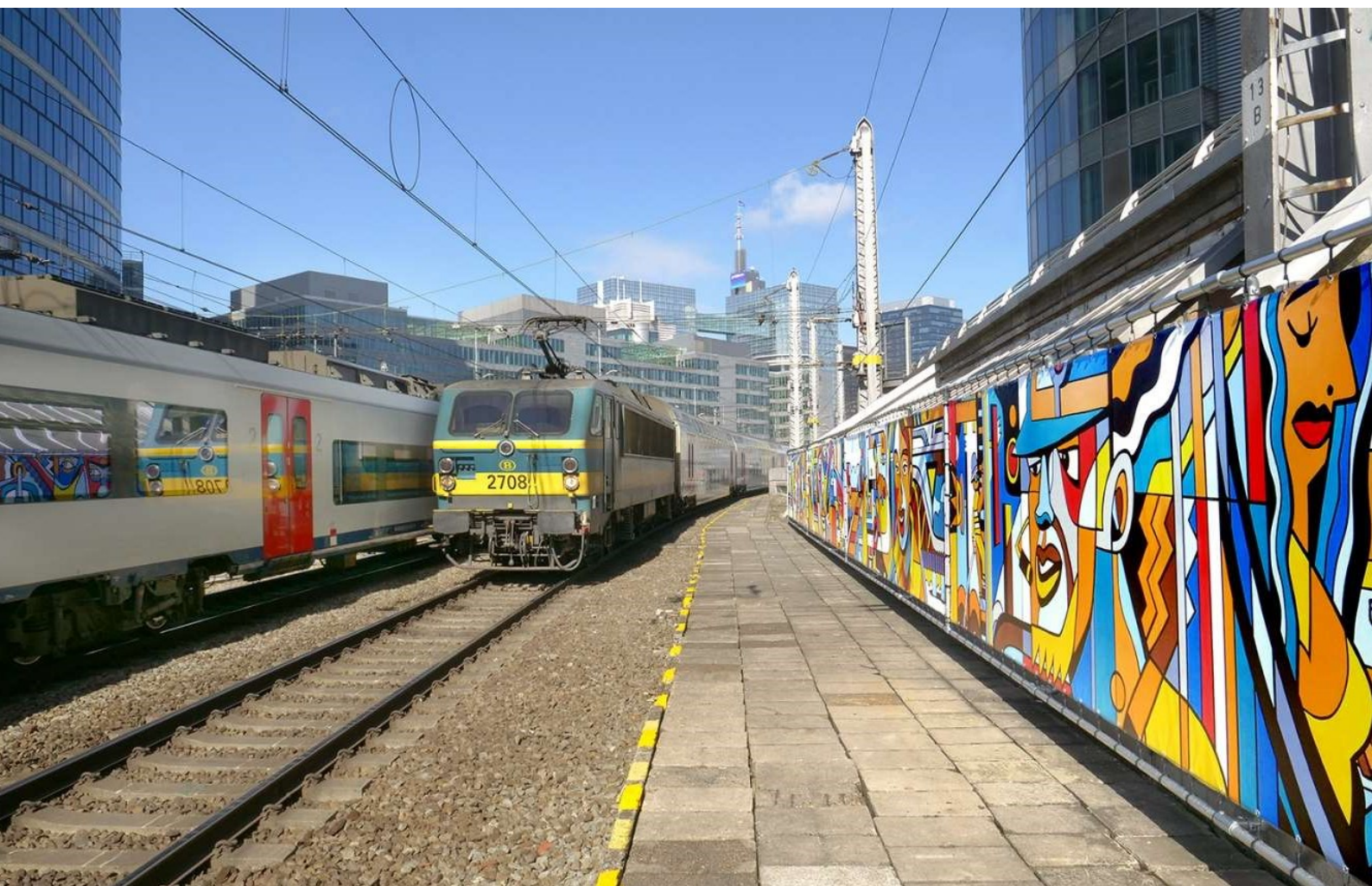
ART ON TRACKS: AN ORIGINAL HOMAGE TO THE WOMEN AND MEN THAT WORK ON THE NETWORK

With support from the International Railways Union (UIC), which seeks to promote art on the rail network, Infrabel decided to pay tribute to the men and women who work on the network: people passionately committed to their jobs. With a length of thirty metres and a height of two metres, it is an impressive workpiece. Located in Brussels North, at the exit/entrance to the North-South junction, it catches the eye of passengers aboard any one of the 1,200 trains that run along this strategic axis every day. It was created by the artists Guillaume Desmaretz and Frédéric Lebbe from the Brussels collective Farm Prod.

PUTTING THE SPOTLIGHT ON THOSE WORKING BEHIND THE SCENES

The performance of our network and its modernisation require the daily intervention of our staff. Available at all hours, in both summer and winter, women and men with various profiles work to ensure the running of train traffic. However, all too often the passengers using our lines fail to notice their presence or their efforts and do not realise how crucial their role is in guaranteeing safety. Neither do they realise how technical their roles can be. This is especially true given that the company never stops modernising through the introduction of new tools and technologies. However, this requires every individual to develop new skills and to continue their training throughout their career.

The purpose of the installation is therefore to remind people of this reality: travelling by train on a safe and secure network requires daily intervention by our staff. Women and men that are often faced with increasingly complex problems!



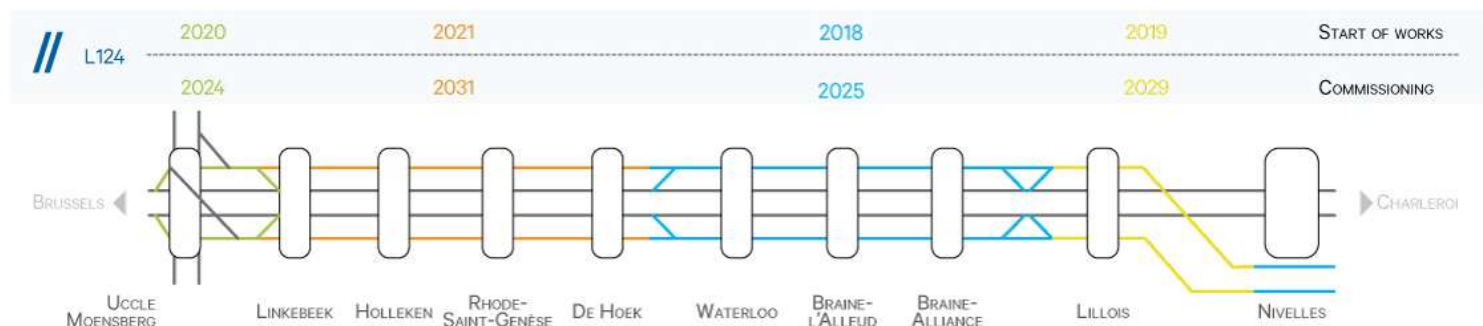


RESUMPTION OF THE RER BETWEEN WATERLOO AND BRAINE-ALLIANCE

The additional funding granted by the Federal Government has allowed us to resume the RER works on line 124. As a reminder, this “virtuous” billion, allocated to carrying out a set of projects of major strategic importance for rail transport, has already enabled certain works connected with the RER to be resumed, such as those on line 161 and line 124.

TWO ADDITIONAL TRACKS FOR LINE 124

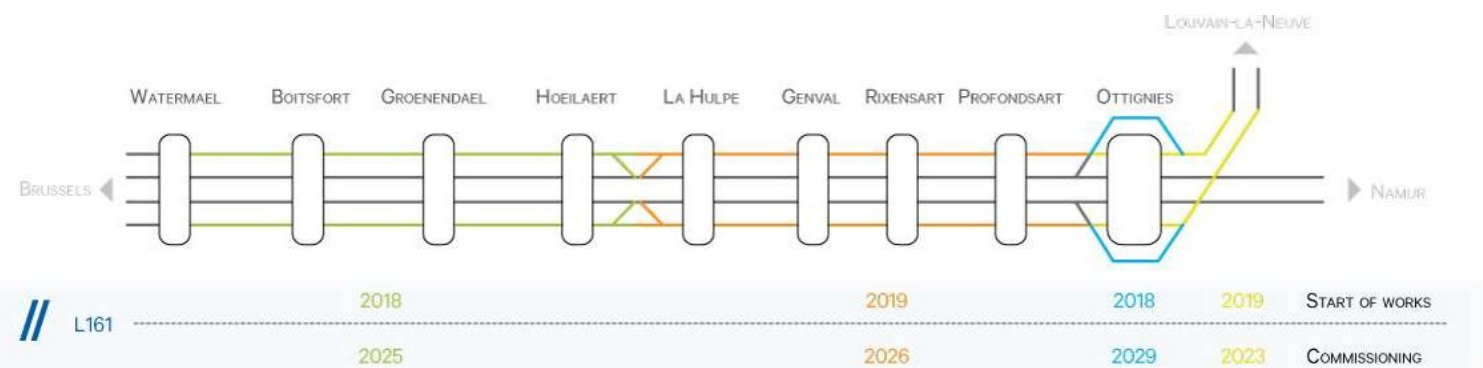
Eventually, the extension to four tracks will improve the fluidity of traffic between Nivelles and the capital, allowing for the passage of fast trains. At the end of the first phase of works in 2025, the SNCB will be able to develop its S offer by increasing its frequency to and from Brussels during rush hour at the stations on line 124. Between Nivelles and Brussels (and at Holleken and De Hoek when the works are finished by 2031), passengers will benefit from a more attractive offer. This will also encourage other commuters to choose rail travel over road transport.



LINE 161: PRIORITY TO THE SECTION BETWEEN WATERMAEL AND LA HULPE

As decided jointly by the SNCB and Infrabel, the relaunch of the RER works will progress “section by section”. Therefore, in Wallonia, line 161 has been deemed a priority with the section located between Watermael station and the entrance to La Hulpe (site known as “Bakenbos”). As a reminder, over a distance of 23 km, civil engineering – i.e. the expansion of the rail platform to accommodate the additional tracks – has already been completed, with the exception of Boitsfort station.

The second, shorter section (2 km), between Ottignies and the junction towards Louvain-la-Neuve, does not require any existing tracks to be moved and will be completed in December 2023. Finally, the works are scheduled to start on the final section between “Bakenbos” and “Ottignies” on line 161, in 2021. The objective is to complete the extension to four tracks by the end of 2026.





March // April



A STORM THAT LEFT ITS MARK

At the start of March, a storm backed by a powerful jet stream passed from the British Isles through Belgium, causing significant damage throughout the country, including to the rail network. Accompanied by gale-force winds of up to 120 km/h in places, the depression seriously damaged the infrastructure of some of our lines. Our infrastructure, and more specifically the catenaries, were damaged by numerous fallen trees.

As soon as the first instances of damage were reported, our teams were mobilised, in close collaboration with the emergency services and the SNCB. The objective was to restore the flow of rail traffic as quickly as possible, while taking into account the safety of all.



OTTIGNIES: A NEW FOOTBRIDGE FOR GREATER ACCESSIBILITY

Designed to improve accessibility to the platforms and to the “des Villas” car park, the new civil engineering structure creates a connection between the station forecourt and the neighbourhoods that overlook it. Made of steel and concrete, the footbridge is designed with sustainable investment in mind. It was designed taking into account both the current layout of the location and the future installation of tracks and platforms planned as part of the “RER” works. Fitted with staircases directed to ease the flow of passengers between the forecourt and the platform, it also features three lifts for persons of reduced mobility.

However, the adventure is not yet complete, because from mid 2022, two new staircases and an additional lift will be added to the existing facilities. The total investment stands at 2.8 million euros, split between Infrabel and the SNCB.



MOL-HASSELT: SOON TO BE 100% ELECTRIC

After the section between Herentals and Mol (2015) and the launch of the works between Hamont and Mol (2018), the final stage of the electrification of the Limburgish network has started with the passenger lines. The electrification of the line will allow us to offer our client – the NMBS/SNCB – more possibilities in terms of trains. This solution will help improve punctuality, as well as being more environmentally friendly.

For this last phase, the plan is to install no fewer than 1,250 new catenary poles. This equates to the installation of 58 km of catenaries, including 38 km between Mol and the Zonhoven railway node. Another 10 km of double tracks will also be added to this between Beverlo and Zolder. The next step will be to install the catenaries required for the bypass track at Leopoldsburg and finally, the equipment essential to the electrification of the yard at Mol. To reach this result, more than 300 km of cables and wires will be required, the equivalent of the distance separating Brussels and Paris!

At the same time, and in order to be able to house the infrastructure related to the electrification, other works must be undertaken, such as the erection of four bridges and some modifications to the railings on five others. Infrabel will also take the opportunity to renovate the civil engineering structure spanning the Dessel-Kwaadmechelen canal. Various points at Mol station will also have to be fully renewed. In Kuringern, the bridge spanning the Albert canal will be raised. Finally, in Leopoldsburg and at the border between Houthalen and Zolder, two new traction substations will be installed. They will transform the high voltage into a voltage that can be used by the rail traffic.

These works represent a notable new investment for mobility in Limburg. Over time, it will be possible to undertake the journey between Antwerp and Hasselt using electric trains that are more modern and comfortable for passengers.

RENEWAL OF THE HASSELT-TONGRES SECTION

Still in Limburg, but at the end of the summer, a second project was also launched to modernise line 34, this time between Hasselt and Tongeren. Spread over 11 weekends, the refurbishment of this 25 km section is intended to modernise a large part of the infrastructure (tracks, sleepers, ballast, catenaries, level crossings, etc.). Once again: all good for the mobility of the Flemish province.



Co-financed by the Connecting Europe
Facility of the European Union





LIÈGE: €5.3 MILLION FOR INFRASTRUCTURE

In the spring, a massive rail infrastructure modernisation programme was launched in Liège, the “Cité ardente” or “Fervent City”. This investment is to be implemented in parallel with important steps forward witnessed in 2018, such as the opening of new stops at Seraing and Ougrée, as part of the Réseau Express Liégeois [Liège Express Network]. Between the stops *Liège-Carré* and *Liège-Saint-Lambert*, 2 km of tracks will be completely renewed between 2019 and 2020.

In order to minimise the impact of the works on the running of the trains, part of the activities has been scheduled during the Easter holidays (2019 and 2020), two weeks during which there are fewer trains running. In view of the scope of the works and in agreement with the SNCB, it has been decided to completely interrupt the traffic between Liège-Guillemins and Herstal.

“PHASED” WORKS



The track specialists therefore made the most of the spring holidays 2019 to replace numerous components at *Liège-Carré*, such as rails, sleepers and ballast. In the tunnels on this section of the L34 *Liège-Liers*, the catenary technicians have also started the preparatory works for the renewal of the power supply device.

Making the most of the total stoppage of traffic, works were also undertaken on the *Liège-Carré* platforms. Over the summer, they were then renovated and raised to a height of 75 cm to improve the accessibility of the trains. This operation also aims to dissuade users from crossing the tracks to reach the platforms; an activity which is not only dangerous but strictly forbidden.

TECHNICAL WORKS

All worksites have their own specific challenges, and the Liège site has a sizeable one: an issue with the height available in the *Saint-Martin* and *Sous Pierreuse* tunnels. In the 1980s, in order to electrify the line, the engineers had to remove the ballast to lower the tracks. This operation was essential at the time to provide enough space to attach the overhead wires to the tunnel vaults. To do so, the rails were screwed directly onto the concrete bed, which was a rare technique at that time in Belgium. However, the screws have worn out over time. Due to the phenomenon of electric currents known as stray currents running through the metal elements, and the presence of water, they have fallen victim to corrosion. A complete renewal of the tracks, laying bases and anchors in the railway bed therefore had to be scheduled.



PROMOTING MULTIMODAL TRANSPORT

Even though we now know that road transport emits on average nine times more CO₂ than rail transport, 75 % of goods still travel by road. To reduce polluting emissions and to limit road congestion, it is essential to make our network as attractive as possible. It is with this in mind that Infrabel has launched new works between the Athus dry port (Belgium) and France.

ATHUS CONTAINER TERMINAL

In 2018, thanks to a multimodal rail-road set-up, 46,500 shipping containers crossed through the Athus Container Terminal (“ACT”), towards ports in the North Sea or the region of Sarre/Lorraine/Luxembourg. However, the ACT suffers from a major disadvantage: it does not have direct rail access to France. This is a real constraint on its appeal as a multimodal station.

Thanks to financial and operational contributions from several partners, the European Union, the Federal State, Wallonia, Infrabel, IDELUX and the SNCF network, works have been launched to allow the Athus Container Terminal to be converted from a terminal to an international hub. The total budget is €20.2 million.

“ATHUS-MEUSE” AXIS

This operation aims to promote *modal shift*. It enables in passing to increase the capacity of the international freight corridor to which the ACT is connected, which is the North Sea-Mediterranean Rail Freight Corridor. This axis is commonly referred to as the “Athus-Meuse” axis, and it connects the Port of Antwerp to the Mediterranean. It is a crucial axis, because in 2018 it was used by more than 11,500 goods trains! Thanks to the conversion to double track of this access towards France, the transport capacities of the Corridor will now be greatly increased. Moreover, the operation will make it possible to create an access to France from the “Brussels-Namur-Arlon” line, which constitutes the Corridor’s second itinerary. The first trains are expected to use this new connection in August 2020.



Co-financed by the Connecting Europe
Facility of the European Union



TECHNICAL CAMERAS TO PROMOTE PUNCTUALITY

Technical cameras have been placed near around fifty level crossings located throughout the Belgian network. The objective is to immediately identify a disruption (broken barrier, intrusion onto the level crossing, blockage) so as to be able to respond with full awareness of the cause.

In the event of disruption at a level crossing, an alarm will be triggered and, at the same time, the signalling box will be informed. Traffic Control, which is responsible for coordinating national rail traffic, will identify the alarm and the location of the level crossing. This information will then be transferred to the “RIOC” (Rail Infrastructure Operations Center). The images obtained using the new cameras will then be viewed by its members, who are the only team trained to perform this exercise. This new working method offers additional information in the event of a disruption. Local maintenance technicians having to travel to resolve the problem will thus save precious time. Thanks to the images obtained, they will be able to obtain additional details about the cause of a disruption. This new tool therefore offers an opportunity to better prepare the interventions with a view to resolving the problems. Prior to travelling to an incident location, each stakeholder will thus be able to have an idea of the equipment they will need to resolve the situation, ultimately benefiting the punctuality of the trains.





OPEN DATA: INFRABEL LIFTS A CORNER OF THE VEIL

Infrabel manages a great deal of data concerning the activities of the company and the rail network. Examples of this include the geographical position of the level crossings or track segments, the national punctuality and monthly consumption of traction energy, the evolution in the number of paths, etc.

INCREASED TRANSPARENCY

Until now, some of this information has found itself in the public domain, without automatically being published in a structured manner, rather it has been released in its entirety. As such, the punctuality figures that have long been available in some form on the website, were difficult to reuse. Infrabel therefore decided to adopt a more open approach and to provide more precise data that will be of interest to both individuals and public authorities or companies, with a view to developing new services with a particular focus on mobility.

A NEW PORTAL

To facilitate ease of access, all data sets have been added to a unique portal specially dedicated to Open Data. In total, around sixty sets have already been released to the public, and this number will continue to grow over the coming months.



Thanks to this new platform, which can be accessed via our website, Infrabel's data can be consulted and used with ease. It can also be viewed in different forms so as to facilitate understanding (graphs, charts, etc.).

The punctuality data have been published on a dashboard on the new portal since June. This replaces the reports that were once available on our website. This coherent approach thus allows Infrabel to group together all relevant information in a single location.

#TRACKATHON

A hackathon was organised to celebrate the launch of the portal, called the TRACKathon. Enthusiasts explored and used our data. The event brought together both internal colleagues and external individuals.

Meeting in Infrabel's offices in Brussels, tens of individuals passionate about Open Data and rail transport explored all of the data supplied by Infrabel. Grouped into small teams through workshops, they looked at the possible ways in which freshly disclosed data could be reused. During the event, they particularly analysed the "datasets" linked to punctuality, in order to envisage different visual representations. Another of their missions was to discover original and specific uses of the information revealed, to ensure its usefulness to as many people as possible.





BRUSSELS: DISRUPTIONS AT THE NORTH-SOUTH JUNCTION

On Tuesday 14 May during the morning rush hour, a fire broke out on the tracks at the entrance to Brussels-North Station (on the Schaerbeek side). Eroded by the flames, numerous catenary power supply cables were damaged and rendered unusable. The first repercussion was the complete stoppage of traffic between Brussels-North and Brussels-South. Given the situation, a decision was made to stop a significant number of trains upstream from the capital. After an hour and a half of total paralysis, traffic was gradually restarted on four of the six tracks in the junction. Consequently, Infrabel and the SNCB were forced to adapt the schedules and to cancel numerous trains. The repercussions of the incident were felt right through to the following day.

Infrabel was able to count on the dedication and professionalism of its technicians to restore the situation and repair the damage. Thanks to their actions, and despite the constricted size of the location in which the fire broke out, preventing multiple technicians from working at once, they were able to restore the situation in record time. Their dedication made it possible to limit the consequences of what is thankfully an extremely rare event.



UPDATING THE ETCS MASTER PLAN FOR EVEN GREATER SAFETY

At the end of May, the Board of Directors approved an update of the ETCS Master Plan. As a reminder, since 2011, Infrabel has already equipped more than 1,000 kilometres of the rail network with this technology, a signalling system associated with train speed control. Over time, it has already been possible to learn many lessons from this experience. Thanks to this, we were able to adjust the schedule and update the Master Plan. Nevertheless, the initial objective remains: to have a rail network equipped with ETCS by the end of 2025.

ETCS stands for “European Train Control System”. This is an automatic safety system that constantly monitors a train's speed. If a train exceeds the permitted speed, the ETCS triggers emergency braking.

We are installing a combination of three variants of ETCS on our network: ETCS Level 1 Full Supervision, ETCS Level 1 Limited Supervision and ETCS Level 2 Full Supervision.



END OF MECHANICAL SIGNALLING IN BELGIUM

On the eve of summer, a page in Belgian railway history was turned with the removal of the country's last two mechanical signals. Located on line 100 at Tertre, not far from Mons, they were the last witnesses of a bygone era.

After their removal, the signals will be given a new beginning on the tourist line of the Bocq Railway, where they will delight railway equipment enthusiasts.

CONCENTRATION OF BOXES: OBJECTIVE ACHIEVED IN WALLONIA

Operated from a signal box, they have given way to a computerised installation. This latest technology, known as EBP-PLP, no longer requires any manual or mechanical intervention by our staff. In practice, management of the new signals has been taken over by the signal box in Mons. This stage marks the completion of the concentration of signal boxes in Wallonia. Between 2005 and 2019, we went from 158 to just 8 boxes in Wallonia.



DIGITAL DAYS: A TECHNOLOGICAL SHOWCASE

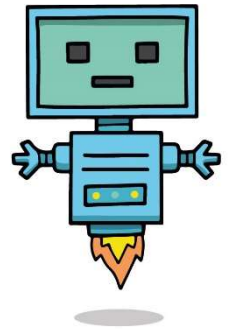
Infrabel resolutely opts for the most modern technologies. Predictive maintenance makes it possible to determine where and when the infrastructure needs to be renewed or maintained. Thanks to this approach, which provides a more detailed and efficient analysis, it is simpler and faster to plan interventions on the network; all of which benefits punctuality and traffic flow.

To convince our employees and the press of the advantages of our solutions, Infrabel organised its first “Digital Days” in its Schaerbeek workshop. At around twenty stands, over two days, each participant was able to discover our innovations and the latest technologies used on a daily basis by those who “bring the railways to life”.

SMART RAILWAY: OBJECTIVE 2022

Drones, intelligent infrastructure, supercomputer, ... this sums up Smart Railway, our ambitious digitisation project that was at the heart of these Digital Days. Examples include:

- the use of sensors on signals, level crossings and points to transmit data on their operating status;
- the use of an ultra-modern measuring train to collect data on the condition of tracks and catenaries;
- the use of drones to check bridges and telecommunications antennas.
- Infrabel is a pioneer in the field of predictive maintenance, and sets an example in Europe to such an extent that our employees are regularly called upon by foreign infrastructure managers to share their know-how.





RAIL DAYS: MEETINGS WITH LOCAL AND PROVINCIAL AUTHORITIES

From 11 to 25 June, we organised our first Rail Days to present our activities and projects in each region. Aimed at representatives of the municipalities and provinces through which the railway passes, they were intended to detail our priorities and our major work planned for the coming years. We had the opportunity to exchange ideas and discuss several themes:

- safety: the measures put in place to combat illegal use of level-crossings, awareness-raising measures to reduce trespassing, etc.
- the environment: embankment maintenance, efforts to combat possible construction-related nuisance, protection of biodiversity, etc.;
- emergency planning: our plans in the event of an incident or accident on our network, requiring a coordinated response from the emergency services;
- our projects: our current and future projects in the different regions to improve mobility.



AN ACCIDENT AT LANGDORP

During the night of 20 June, a young man lost his life while driving his car across the tracks at the Winterstraat level crossing in Langdorp (Aarschot). The vehicle was hit by a freight train. An investigation has been launched to determine the exact circumstances of this incident.





TRESPASSING ON THE TRACKS: AT THE HEART OF THE FLEMISH TV SERIES “THUIS”

Created in 1995, “Thuis” is a very popular television series in Flanders, followed by more than one million viewers. In the last episode of the season, broadcast on the “Eén” channel in June, one of the main characters puts his life in danger by inappropriate behaviour on our railways.

In this final episode before the summer holidays, three teenagers are playing truant instead of going to school. When they see their parents, they decide to run away to avoid being caught, but when they cross the tracks at a closed level crossing, one of them falls off their bicycle. A train is coming and a collision is inevitable...

A JOINT PROJECT BETWEEN INFRABEL AND VRT

To raise public awareness, especially among young people, we take every opportunity to repeat our prevention messages. The case of this unique collaboration with the Flemish public channel is a good example. An opportunity like this to reach such a large audience does not come along every day.

Impact of the “Thuis” episode

(viewers in Flanders)

53%

Became aware of the issue of trespassing on the tracks thanks to “Thuis”

31%

Would never have become aware of the issue of trespassing on the tracks without “Thuis”

22%

Discussed the topic with others or looked for more information thanks to “Thuis”

8%

Are more aware of the dangers of trespassing thanks to “Thuis”

84%

See the collaboration on the “Thuis” storyline as positive.

INFRABEL één

1.2 MILLION PEOPLE REACHED IN FLANDERS

Following the broadcast of the final episode of the season, VRT conducted a survey and consulted 1,320 Flemings. Result: Of those questioned, 53% were affected by the topic of carelessness near the tracks, especially women and children. More interestingly: in the absence of any episode, only one in three Flemings would have been touched by this subject! 60% of the individuals surveyed said they now pay more attention to railway hazards and 54% admit that they are now better informed of the risks.

360° AWARENESS-RAISING FILM

In early autumn, this episode even had a “sequel”. Members of the public were able to go through an experience quite similar to that of the actors. Equipped with a helmet, they had the opportunity to immerse themselves in a situation where they ignored the red lights at a level crossing. The result: shivers and screams when they discover that they will be hit by a train! This is enough to convince even the most recalcitrant people of the importance of respecting the rules when approaching our railway property.







JEAN-PIERRE BARRIÈRE & THE KETNET SUMMER TOUR

Every year, Infrabel launches numerous awareness-raising actions, particularly aimed at students and children. This summer, we supported VRT during its Ketnet Summer Tour with a series of free activities and concerts throughout Flanders. This tour was the perfect opportunity to spread our safety messages to our little darlings below the age of 14. Located in the village surrounding the stage of the travelling festival, our stand aimed to repeat a message: “At level crossings, as soon as the red lights come on, you have to stop!”



An action to be put in perspective with our latest major awareness-raising campaign focused on Jean-Pierre Barrière ...

THE INVISIBLE MAN OF LEVEL CROSSINGS

But who is Jean-Pierre Barrière? He is our latest initiative to raise awareness about dangerous behaviour near railway tracks. This new campaign was launched throughout the country, with a view to reaching as many people as possible, but focusing particularly on children. Jean-Pierre Barrière was at the centre of a series of television ads and social media actions that were a great success.

Through this fictional and friendly character, offering a human face to our railway infrastructure, it becomes easier to tell a story. Using his arm in the colours of a level crossing barrier, he warns everyone when approaching our infrastructure. Observance of the highway code applies to even the youngest among us.

This original campaign, which was picked up by the press, follows the edifying results of a survey that concluded that too many people still engage in dangerous behaviour on or around our railways. Infrabel will never cease to carry out its actions of awareness-raising and prevention but also, if necessary, crackdowns in order to eradicate reckless behaviour along our lines.

Unfortunately, the unthinkable can still happen. In the autumn, in a joint action with Securail and the police to raise public awareness of the need to respect railway-crossing signals, the press invited by us witnessed a surreal scene. A school bus, carrying 18 children, tried to cross the tracks, whilst the lights were red and the bell was ringing to announce the lowering of the barriers!



HOW FAR WILL SOME PEOPLE'S RECKLESSNESS GO?

Every day, we notice reckless behaviour at our level crossings. But in mid-July, we witnessed the unthinkable: the deliberate covering with sand of one of the crossings on line 100. In Tertre, on a Seveso site, a private contractor deliberately poured sand onto our tracks to make it easier for his trucks to cross. Annoyed at seeing his vehicles forced to slow down at this point, he thought it was a good idea to pour sand onto the tracks to even out the crossing!

Alerted by a train driver forced to brake urgently, we avoided a disaster. As soon as they were alerted, our teams went down to the site, accompanied by the Railway Police. The situation was quickly rectified and rail traffic was able to resume under the best possible conditions. A complaint was filed against the company responsible; it was not one of our subcontractors.





HEAT WAVE: RECORD TEMPERATURES REACHED

After an initial period of severe heat at the end of June, Belgium experienced several more hot days in mid-summer. On 24 and 25 July, exceptional temperatures were even recorded across the whole country. The mercury soared above 40 °C over much of the country, reaching a record 41.8 °C in Begijnendijk (Flemish Brabant), according to the RMI (Royal Meteorological Institute of Belgium).

With such weather conditions, the rail infrastructure suffers. Under the influence of heat, catenaries or rails expand, which presents risks for trains.

Despite preventive measures and close monitoring of the network by our teams, several incidents occurred as a result of the extreme heat. Several trains experienced problems, and speed limits had to be imposed in some places.

REFRESHMENTS AT THE CLIS

To help them cope with the high temperatures, our teams benefited from a unique action: the distribution of cold drinks and ice cream in the workplace. Entitled “Summer Pop Up Bar”, this initiative was a great success with our staff, who were delighted to be able to relax for a few moments. This project integrated the Energy@Infrabel programme, a plan to improve the well-being of our employees, by offering, in particular, a few moments of relaxation to those who maintain and modernise our infrastructure every day.

... AND HOT CHOCOLATE FOR SIGNAL BOXES

Following its success last summer, we decided to repeat this initiative as soon as the first frosts arrive. A food truck toured the country during the months of November and December to offer waffles and hot chocolate ... enough to boost morale when the days get shorter and the sharp cold stings our faces!



REJUVENATION OF THE RUISBROEK BASCULE BRIDGE

20 kilometres of cables, 4,000 connections in fuse boxes, a complete renovation from top to bottom... and a good dose of elbow grease! This sums up the modernisation work on the Nijverheid Bridge, located not far from Antwerp. In collaboration with De Vlaamse Waterweg, the renovation work on this structure spanning the maritime canal was aimed at improving the flow of rail, road and maritime traffic.

This bascule bridge, whose deck lifts almost perpendicularly to allow boats to pass through, is a complex construction, characterised by the large number of moving parts it contains. To ensure reliability, the old system has been completely replaced, as have the signalling and electrical installations. In addition, the bridge was equipped with a brand-new camera system, as well as a new lighting system on and around the structure. Our teams also replaced computer equipment, fibre-optic cables, grounding systems and locking mechanisms.



DUAL SYSTEMS TO AVOID FAILURE

To guarantee the circulation of both trains and boats, all systems have been duplicated. In the event of a system failure, this strategy allows a backup system to take over to avoid any impact on rail or ship traffic. In addition to this advantage, the new equipment installed offers better resistance to high temperatures and wear and tear. Finally, they can be remotely controlled, to facilitate bridge manoeuvres.

ONE BRIDGE CAN HIDE... FIVE MORE

The renovation and modernisation of the Nijverheid Bridge has served as a laboratory for five other upcoming projects. In 2020, our teams will tackle the two bridges known as the Jan Bogaerts bridges (railway and road bridge in Kapelle-op-den-Bos). A year later, it will be the turn of the three Scheldt bridges to be modernised. Our employees will then be able to rely on the know-how acquired during the work at Ruisbroek to carry out their new assignments.



A NEW RECRUITMENT CAMPAIGN

Almost a year after launching the largest recruitment campaign in its history, Infrabel unveiled a second action aimed at attracting its future employees. At the heart of this new phase: technicians, engineers, safety/traffic controllers and computer scientists... essential profiles to guarantee the performance of our network and the safety of rail traffic.

A 100% INFRABEL CAMPAIGN

To attract attention, the action highlighted our staff through an original video that was... "100% made by Infrabel". No actors or extras were hired for the occasion. Our employees played their own roles because who better than they could appear more credible and make others want to join the company? The end product is a film that has become a great source of pride for the participants.



CABLE THEFTS: OUR TEAMS UNDER PRESSURE AGAIN

Summer saw an increase in cable thefts along our lines. The regions of Liège, Charleroi and Namur were particularly affected by this new wave of pillage. As is often the case, the locations where the thefts took place were located along major roads. This allows the criminals to escape quickly with their loot.

Unfortunately, the problem has taken on a new dimension as thieves are increasingly attacking emergency cables, which are supposed to secure the infrastructure in the event of an incident or malfunction. Each time, this forces our teams to redouble their efforts to restore the situation. In the end, the fallout for rail traffic continues to grow, which has an impact on our customers' business.

To counteract this phenomenon, Infrabel relies, for example, on the use of aluminium, whose resale value is lower than that of copper. This strategy is intended to discourage thieves from continuing to take risks in view of the lower potential gains. Infrabel also emphasises that it will do its utmost to continue working with the police services, in particular the Railway Police. The fight against this scourge can never be won without close collaboration between all stakeholders. It is only by joining forces that it will be possible to put an end to this phenomenon.

14 TO 28 MONTHS IN PURSUIT OF FOUR THIEVES

In mid-autumn, Hal-Vilvoorde Public Prosecutor's Office requested a sentence of several months for 4 people suspected of cable theft. Arrested in March, their mobile phones contained the details of a company that had been robbed. They were in possession of a pair of shears and large amounts of money. The 4 accused, from Romania, were finally sentenced to prison terms of 10 months to two years.





EKIDEN 2, THE RETURN

After the success of 2018, Infrabel organised a second Ekiden, according to the same principle, but in another location. This year, therefore, it was the turn of Schaerbeek CLI to welcome our athletes. Accompanied by family and friends, the fifty or so teams registered covered the 42 km under a magnificent blue sky and in a joyful atmosphere. The winners, the “Dragon Deers”, completed the course in 2 hours, 43 minutes and 34 seconds. The last team took an hour and a half longer, but no matter: it's the taking part that counts.





//Academy

PENSIONER = PASSIONATE!

Once you retire, it is not always easy to close the book on a profession that, over time, has become a passion. However, today, it is possible for every employee who leaves us to continue the adventure!

Every time a person reaches retirement age, a little knowledge disappears. For Infrabel, one of the main challenges is therefore to ensure the transfer of knowledge between generations. However, in order to train *young employees, Infrabel needs experienced people. To achieve this, pensioners are* given the opportunity to offer their services as trainers in order to strengthen the Academy!

How long is a mission? It can vary from a few days to several months. The person decides and Infrabel adapts. It's that simple! One important point: the contract is by the day. The employment is made through a temporary employment agency or an external training organisation, as the case may be.

To facilitate the task of those transmitting their activities and those taking them over, //Academy has developed the practical guide *7 steps for a transfer of knowledge*. Brimmed with ideas and advice for encouraging the sharing of knowledge, it is also a valuable tool for each team leader who is accompanying his or her colleagues in such a process.

This strategy fits within a more general framework, where the newly-recruited employee follows a path of integration during which emphasis is placed on our number one priority: Safety First. Moreover, to encourage even greater awareness of this essential dimension, a new training course has been developed: Safety and well-being at work.





ICT TRAINEESHIP: CONTINUATION OF A SUCCESSFUL TRIAL

Winner of a 2018 HR Award from recruitment professionals, the Traineeship initiative of our ICT Department was renewed in 2018. In a job market where it is becoming increasingly difficult to hire IT or Telecom profiles, it is important to offer new recruits interesting career opportunities to encourage them to join our ranks.

For 2019, some twenty trainees were given free reign to develop original solutions as part of our activities. This strategy allows each new entrant to get to the heart of the issues facing our company. It is up to them to figure out creative ways of meeting the challenges assigned to them. Enough to motivate everyone!

As a reminder, thanks to the Traineeship system, an internal coach accompanies each new person hired. Thanks to their knowledge of the company and their experience, the coaches advise and supervise their protégés. Together, they will develop a common project, which will then be presented to ICT and the requesting services.



« TOUT S'EXPLIQUE »

The French-language channel RTL-TVI devoted one of its flagship programmes to the railways. In “Tout s’explique”, a news and documentary show, the journalists began by following the preparation of a police operation aimed at intercepting cable thieves, a scourge of which Infrabel is the victim. After having followed the progress of the police action, the team of reporters also wanted to highlight the work of our staff who give their absolute utmost on our network. They have to keep our infrastructure efficient and repair every damage caused by the thieves. The documentary showed how they do this on a daily basis, often in difficult circumstances. Day and night, whatever the weather, our teams must be ready to respond to emergency situations at all times. The show’s presenter, Maria Del Rio, thanked them for their work and dedication.



BRUSSELS-SOUTH: FAREWELL TO THE “ALL RELAY”

On 14 October, one of the largest construction projects ever carried out in the heart of the capital began. The final phase of a vast modernisation programme begun in 2014, it aimed to renew 65 light signals and 170 switch motors south of Brussels-Midi station. Despite the scale of the work and in consultation with SNCB, we succeeded in minimising as much as possible the impact of the operations on train movements. Only a few P-trains were cancelled, diverted or redirected to four other Brussels stations. In the end, 85% of trains were able to follow their usual itinerary. This strategy enabled the majority of commuters to travel without hindrance.

However, two total shutdowns were necessary to carry out some of the interventions. We therefore took advantage of the two autumn public holiday weekends (31 October to 1 November and 9 to 11 November). During these six days, our teams had the opportunity to test the new signalling system installations. Finally, they checked 240 test runs, which represents thousands of possible routes.





SAFETY, AN ABSOLUTE PRIORITY

But why this work? To make our network even safer. The electromechanical technology used until now no longer meets current requirements. To guarantee a high level of reliability for our infrastructure, it was essential to computerise all the signalling located upstream of Brussels-Midi. This technological leap will make it possible in the future to continue the implementation of the ETCS, the European security system.

AN ALTERNATIVE TRANSPORT PLAN

Despite the reduced impact of the work on passengers in relation to the scale of the task, we still consulted with the SNCB and STIB to enable everyone to reach their destination as simply as possible. Intermodal solutions were thus proposed to travellers. Finally, it should be noted that Infrabel, SNCB and HR Rail have increased the teleworking opportunities for railway staff. This decision was taken with a view to freeing up train seats to provide as many seats as possible for commuters entering or leaving the capital.

A FULLY MOBILIZED STAFF

At the most on the busiest days, 300 employees simultaneously took up this major challenge. To minimise the impact on traffic, a large part of the work took place at night. To achieve this, we were once again able to count on the motivation of our staff!





350 FIREFIGHTERS TRAINED TO OPERATE IN A RAILWAY ENVIRONMENT

In collaboration with the Federal Knowledge Centre for Civil Safety, the Brussels Fire Brigade Training Centre, the SNCB and other railway companies, we have organised a series of training courses for firefighters.

An incident on our network is not an exciting prospect, but we cannot exclude it, despite our efforts in relation to safety. However, there are risks associated with operating in a railway environment. For an emergency worker, it is therefore imperative to be trained in the dangers he or she may encounter on our network. Combining theory and practice, each session was highly successful with both male and female firefighters, so that all proposed dates were fully booked.



CONNECTED FENCES: A FIRST TO PREVENT INTRUSIONS ON THE TRACKS

Unfortunately, dangerous behaviour on our lines is a frequent occurrence. For a long time, we have been taking action to curb this phenomenon, which is responsible for many deaths and accidents. In addition to the victims, this phenomenon also has an impact on punctuality. To combat this trend, we have already installed or tested various systems. In particular, we have put up fences in various locations. If this measure seems effective in the short term, it is much less so in the medium to long term. Vandalism quickly manifests itself: dismantled, damaged, severed fences, etc. So many gaps that certain oblivious people rush through. And to repair the damage, our teams then have to intervene urgently, which diverts them from their primary missions and represents a significant cost for the company.

At the end of October, we therefore presented our first connected fences. Equipped with sensors and a camera which sends images to the Control Room (NMBS/SNCB), this system detects the slightest attempt to climb or damage the fences. Able to target the area precisely, an alarm then activates to scare away people who are being too “adventurous”. At the same time, our teams are alerted and can visualise the situation on their screens. Depending on their findings, and if the situation so requires, they can then stop traffic to avoid a fatal accident.

// Go!

OUR NEW STRATEGIC PLAN: OBJECTIVE FOR 2040

In the autumn of 2019, the Board of Directors approved our new 2020-2024 Strategic Plan. The philosophy behind the plan is simple and ambitious: without interfering with the daily tasks of an infrastructure manager, we will fundamentally adapt our strategy to radical social changes. This customer-focused plan aims to achieve operational excellence in all our activities – notably through a continuous process of innovation and the increasing digitisation of our company – and to position our company, in the longer term, as the essential link in our country's mobility chain.

The governance principles of this plan were defined at the end of 2019. Its concrete implementation begins in January 2020.

A CHANGING WORLD

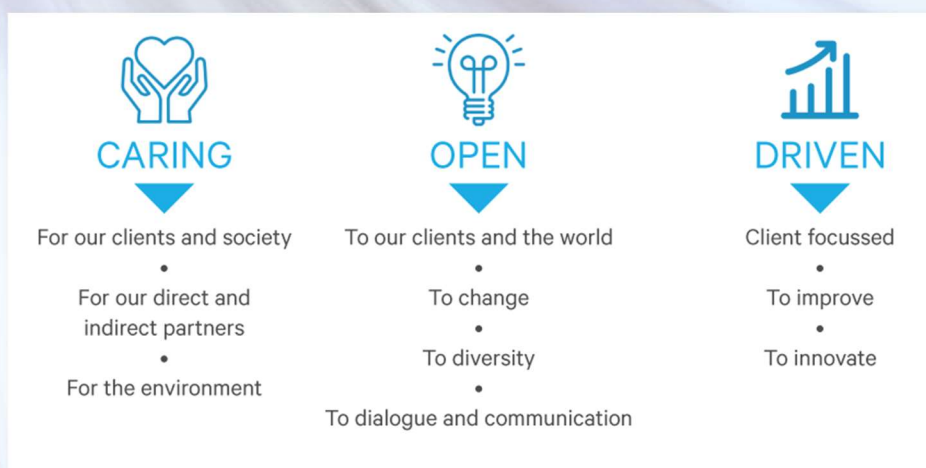
Increasing urbanisation, climate change and environmental challenges, digitisation of our lives and population growth, increasing demand for energy and natural resources... these are a series of challenges that our societies are already facing, but that will weigh more and more heavily in the coming decades, including on our company and our customers.

In addition to these major trends, several other developments are forcing Infrabel to reinvent itself. Negative pressures on public spending, the "talent war" forcing companies to be more and more creative to attract the best profiles, a regulatory framework whose constraints are constantly increasing, customers and travellers with greater demands, the emergence of new services in the field of transport... these different dynamics are changing the situation and forcing our company to renew itself, if not reinvent itself.

ONE MISSION & THREE VALUES

With Go!, we define our daily mission as follows: "As a driver of sustainable mobility, we work 24 hours a day, 7 days a week, to guarantee a safe and reliable rail network." In the long term, we translate this mission into the following rationale: "Shaping a network of sustainable and civic mobility together." In other words, our ambition is to play a structuring role in the Belgian mobility ecosystem. In this way, we aim to improve intermodality while promoting socially and ecologically responsible mobility.

The three supported plan are therefore follows:



values by this

as

// Go!

NEW STRATEGIC PRIORITIES

With this new plan, our priorities are changing significantly. From now on, we have six priorities that, in the end, all aim to create added value for all our customers:

- Safety First
- Focus on punctuality, with all stakeholders
- Rethink the network
- Catalyst for Mobility as a Service
- Corporate sustainability
- Make sound economic choices

LEVERAGING FOR SUCCESSFUL IMPLEMENTATION

We have also defined seven levers that, like accelerators for Infrabel's transformation, will enable us to achieve our mission and strategic objectives in the longer term.





CLOVIS TUNNEL, IMPORTANT WORK TO GUARANTEE SAFETY

To reach Namur from Brussels, line 161 crosses the heart of the capital of the European Union. For about one kilometre, trains travel through the Berlaymont tunnel, which consists of three structures: the Ambiorix tunnel, the Charlemagne tunnel and the Clovis tunnel. Built in the nineteenth century, some of its arches still dated from 1890! To guarantee the safety of both traffic and surface road users, we absolutely had to undertake a major renovation project.

DEMOLITION OF THE ROOF

To waste as little time as possible, giant cranes lifted complete vaults, which were then evacuated by special convoy. Of course, it was important to spare the catenaries. To achieve this, it was decided to take protective measures to ensure that trains ran smoothly.

To limit the inconvenience and the impact on rail traffic as much as possible, some of the work took place at night, in particular on a continuous basis during 4 weekends in November and December. The new vault will be installed in spring 2020. Construction of two new emergency exits at Ambiorix Square and finishing work will continue until the end of 2020.

FINDING TALENT, OVER AND OVER AGAIN

November brought an end to our Job Days. Just like last year, we carried on our efforts to convince the best profiles to join our company. Determined to become an Employer of Choice, Infrabel is developing a strategy that takes into account not only our staff needs, but also the special situation on the labour market. However, 2019 was marked by the accentuation of a phenomenon that has been growing continuously for several years: a shortage of qualified and experienced technical profiles. And this trend is expected to continue and even intensify in the future!

In a context where it has become difficult to find the right candidate, it is imperative for Infrabel to be attractive. To achieve our goals, in addition to our Job Days, we continue our employer branding activities throughout the year as shown by our latest campaigns conducted both through traditional channels, such as billboards, and through social media. In 2019, to reach young graduates, we focused heavily on social networks particularly.

Jobdays	Number of jury examinations	Number of successful candidates
Anvers	44	17
Denderleeuw	24	10
Courtrai	34	15
Louvain	39	12
Waasland-Gent	10	5
Merelbeke	28	16
Bruges	21	13
Anvers	31	17
Schaerbeek	83	24



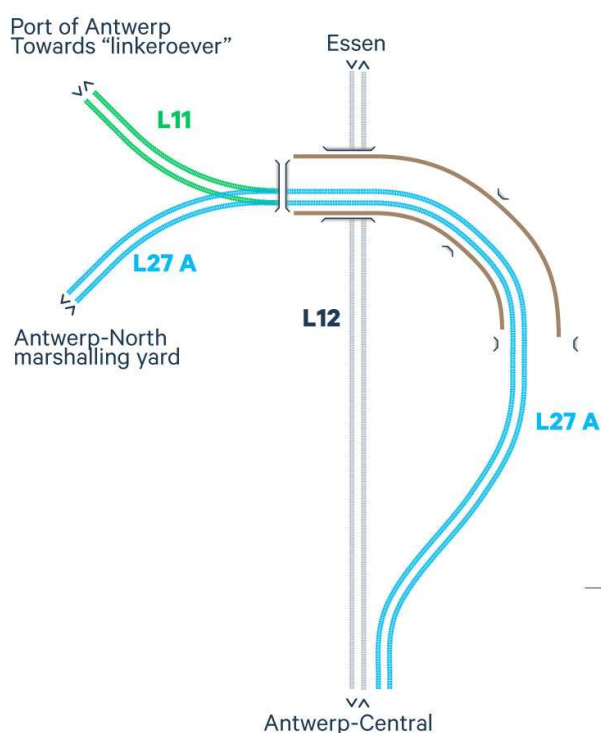
PORT OF ANTWERP: AN INCREASE IN CAPACITY IN SIGHT

In order to facilitate the movement of freight trains in the region of Ekeren, Infrabel has announced its intention to submit a request to the Flemish Region to increase rail capacity within the port of Antwerp.

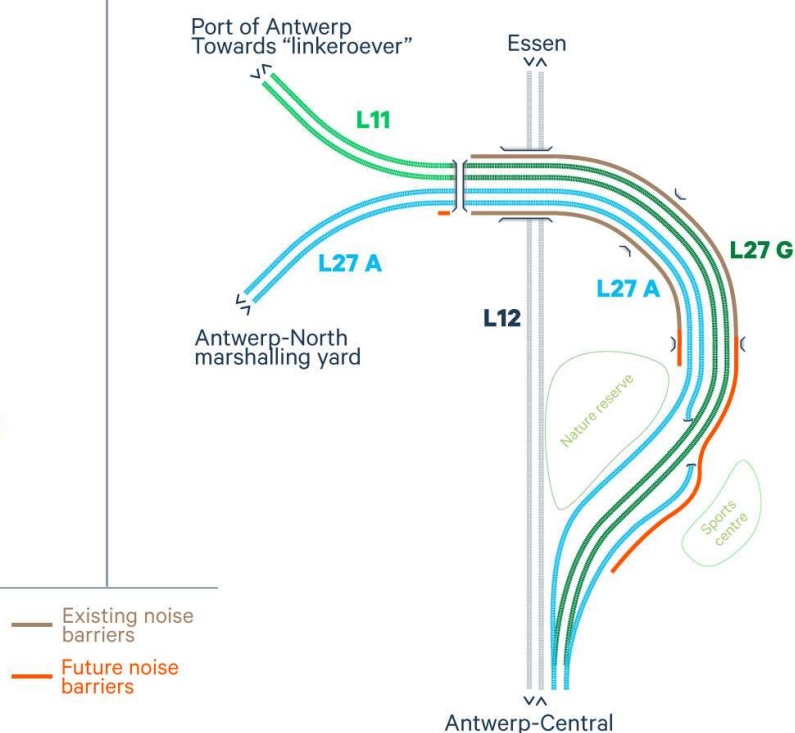
By 2030, the port is aiming to double rail freight transport, at the expense of road traffic. This policy aims to contribute to the decongestion of the Antwerp region. As a player in sustainable mobility, Infrabel wishes to fully support this initiative, which aims to reduce air and noise pollution in the surrounding area.

Currently, the crossing of two freight lines (lines 11 and 27) creates a bottleneck. Our solution to solve this problem is to put the lines on different levels. This solution should make it possible to increase the number of train passages and therefore the capacity.

Current situation



Future situation





15 YEARS IS SOMETHING TO CELEBRATE!

In the autumn of 2004, Infrabel was born. To celebrate this event, we organised an activity for our staff. By registering on our //Workplace and subject to availability, our staff could enjoy an unforgettable moment with the family at the Circus of Alexandre Bouglione, the famous gypsy artist. On the Heysel plateau in Brussels, the artists and Saint Nicholas welcomed young and old under their big top. Acrobats, jugglers and clowns succeeded one another, on the ground or in the air. Judging by the children's laughter and amazement, it was a great success! ... and once again: *Happy Birthday, Infrabel!*



GREEN DEAL FOR CIRCULAR PURCHASES IN WALLONIA

In line with our commitments, we are continuing our efforts to reduce the impact of our activities on the environment. At the end of November, we signed the "Green Deal for Circular Purchases in Wallonia"¹, in the presence of Willy Borsus, Walloon Vice-President and Minister for the Economy. Through this commitment, we agreed to develop an action plan within six months. In addition, we guarantee the implementation of one or two pilot circular purchase projects over a period of three years. Thanks to this participation, we are also integrating a community of experts and other signatories. This will allow us to exchange good practices easily between many actors who are as motivated as we are to make things happen!

¹ The Green Deal for Circular Purchases in Wallonia is an initiative of the Walloon Region, in partnership with The Shift, the UCM and the UWE.



ON 3 DECEMBER, BRUSSELS POLICE COURT DELIVERED ITS JUDGEMENT IN THE CASE RELATING TO THE BUIZINGEN ACCIDENT OF 15 FEBRUARY 2010. NOT ONLY WERE THE TRAIN DRIVER AND THE SNCB FOUND TO BE AT FAULT, BUT SO TOO WAS INFRABEL.

The verdict came as a huge surprise to Infrabel, and the judgement requires Infrabel to do something that nobody is capable of: anticipating the unimaginable. It places Infrabel under the obligation to achieve specific results consisting of drawing up a safety policy guaranteeing the prevention of any accident. Furthermore, the judgement fails to recognise the safety measures that Infrabel has put in place since its creation. For example, the Police Court asserts, contrary to the reports of the independent judicial experts, that the TBL1+ beacon at Buizingen station – insofar as it is equipped with TBL1+ technology – does not automatically stop the train, but merely establishes GSM contact with the driver. Consequently, the judgement imposes other measures whose positive impact on safety and practical feasibility have not been clearly established by the independent judicial experts.

Along with all the parties concerned, Infrabel had been hoping that the judgement **would have enabled everyone to worthy come to terms with this sad accident**. It is essential that everyone is judged on a realistic basis, taking into account what is feasible in reality and not just in theory. A judgement requiring the mobility sector to eliminate all risk ignores this and creates a false sense of security. That is why, notwithstanding the profound respect we have for the victims of this disaster and their families, Infrabel has appealed against this decision, to ensure this court ruling does not divert our company from the real priorities in the area of safety.



SAINT-NICOLAS, PATRON SAINT OF ALL CHILDREN... AND CITIZENS WHO RESPECT THE HIGHWAY CODE

It's starting to become a tradition: the famous Saint met young and old near two level crossings, one in Buggenhout, the other in Charleroi. His bag was filled with goodies... Whilst handing out delicious chocolate, he reminded road users of the safety rules at level crossings: if the barriers are down, it is forbidden to cross the tracks.

Unfortunately, the Saint, together with his sooty Petes and Securail officers, also witnessed how some people continue to behave recklessly! Despite our multiple prevention campaigns, four offences were detected in Buggenhout, under the nose of the great man himself, who could not believe his eyes. The offenders therefore received a hefty reprimand from the furious Saint! And saw the bag of sweets pass them by of course.

This action is one of several initiatives designed to make as many people as possible aware of the basic rules of the highway code. Among them, at the end of November, we introduced our new warning signs at level crossings. Their aim? To remind motorists not to enter onto a level crossing unless they are sure they can cross it quickly.





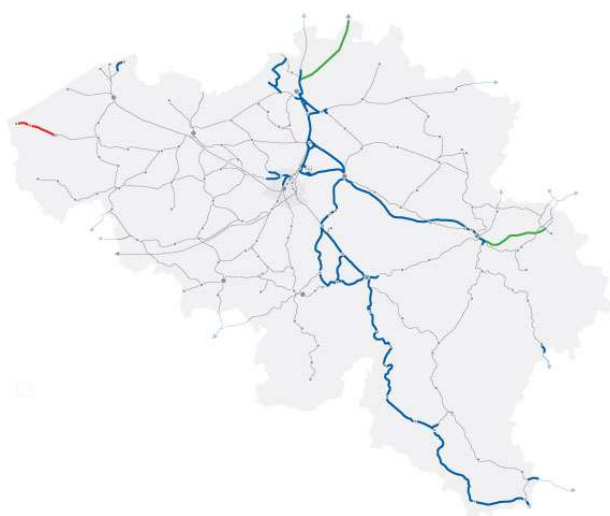
SIMIS-W: 100% DIGITAL INTERLOCKING SYSTEM FOR OUR SIGNALS

As we have already mentioned in the context of the work at Brussels-Midi, we are pursuing a policy of signal digitisation. Year after year, the “all-relay interlocking system” is giving way to a computerised system. The time when levers had to be positioned - or *interlocked* - to operate the signals will soon be over. Today, in order to pursue our strategy of increased network security, everything must be digitised.

AN IMPORTANT STEP IN THE DEPLOYMENT OF ETCS LEVEL 2

After years of preparation and tests, our teams have equipped the pilot line between Dixmude and Lichterfelde (L73) with the SIMIS-W system, which has already been installed in numerous grills throughout the country. This totally computerised solution is the necessary step to enable the deployment of ETCS level 2 onto our infrastructure.

Before our network becomes fully equipped with the SIMIS-W system, the challenge facing our teams is to keep the old and the new interlocking system side by side. Thanks to good collaboration, both internally and with our supplier, the integration was successful for this test phase. A first success on line 73, which opens up the prospect of wider implementation throughout the country.



ETCS MASTERPLAN

	km in service	km planned	
ETCS1 FS	1.453	2.235	65 %
ETCS2	30	2.835	1 %
ETCS1 LS	0	1.187	0 %
ETCS1+2	142	142	100 %
Total	1.625	6.399	25 %





Environment

Sustainable mobility is part of our DNA. In this area, we are striving to strengthen our commitment year after year. Our concern for the climate and the environment plays a role in every decision we make, as evidenced by the following initiatives taken in 2019.

ALTERNATIVES TO HERBICIDES

In 2019, Infrabel engaged in practical pilot projects to analyse the feasibility of alternative and preventive techniques on railway premises. Various alternative techniques are tested in the pilot projects: mowing, brush-cutters, manual uprooting, low-maintenance planting, hot water and steam, etc. Preventive techniques are also used, including asphaltting, rubber mats and geotextiles. When using these techniques, financial, technical and operational conditions are weighed against each other. It is planned to implement them more broadly in the coming years. Nature-sensitive areas are a priority in this respect.

For health and environmental reasons, Infrabel wants to reduce its use of herbicides as much as possible. Herbicides are currently only used at locations where weeds have an impact on the safety of rail traffic, workers and passengers and where no alternatives are possible. In doing so, we strictly follow the legal provisions, in consultation with the regional authorities. There is no spraying in certain sensitive drinking water protection areas, in Natura 2000² areas and in VEN³ areas.

Infrabel also participates in international studies, including the HERBIE (Guidelines, State of the Art & Integrated Assessment of Weed Control and Management for Railways, completed in 2018) and TRISTRAM (Transition STRategy on vegetAtion Management) projects of the UIC.

² <https://www.natura2000.vlaanderen.be/> or <http://biodiversite.wallonie.be>

³ Vlaams Ecologisch Netwerk (Flemish Ecological Network):
<https://www.natuurenbos.be/beleid-wetgeving/beschermde-gebieden/ven-ivon/inleiding>



We are also strongly committed to raising the awareness of all partners involved. To inform technical staff and contractors about the use of herbicides and about the application of alternative and preventive techniques, detailed training courses were organised in the spring of 2019. An additional session for technical staff followed in the summer of 2019. These courses were complemented by an extensive information campaign for all our employees in the spring of 2019.

ISO 14001 AS A GUIDE

In 2017, many Infrabel sites were awarded the ISO 14001 certificate. These guidelines help us to reduce our impact on the environment and treat natural resources with respect. ISO 14001-certified sites follow certain guidelines to reduce energy and water consumption in buildings, to use and store hazardous products correctly, to sort waste properly and to inform and raise awareness among our staff.

Certification takes place every three years with an annual follow-up audit in between. This year, the second follow-up audit was successfully completed - an additional motivation for the new certification in 2020!



A PASSION FOR BIODIVERSITY

As in previous years, we want to increasingly enhance the value of the flora and fauna along the railways. We are doing this by having goats and sheep graze on verges, planting flower meadows, carrying out ecological studies, etc. To this end, Infrabel is working with various partners such as Natuurpunt, Natagora, the ANB (Flemish Nature and Forest Agency), the DNF (Walloon Department for Nature and Forest) and Bruxelles Environnement and is actively participating in the Green Deal Biodiversity⁴, a 4-year partnership with the Flemish Government to stimulate biodiversity through nature-friendly management and the exchange of best practices.

⁴ Green Deal Biodiversity Flanders: <https://www.lne.be/green-deal-bedrijven-en-biodiversiteit>





Awards

Every year, Infrabel and its employees win awards, which reward the efforts of each and every one of them. This year was no exception.

INSPIRING WINNER AND PRACTICE 2010-2019 RISK MANAGEMENT AWARD

In December, our Procurement Department won one of the prestigious Peter Kraljic Awards. The award is given to the company that has distinguished itself the most between 2010 and 2019. Among the many companies competing, Infrabel was awarded the highest recognition, the one that crowns “the best of all”.

This award recognises the work of collaborators who too often work in the shadows. Each year, Procurement awards an average of 650 contracts. It is worth pointing out that, unlike our competitors, our Purchasing Department, as with any public company, is subject to very strict rules. The merit of this is, therefore, all the more noteworthy.

FAIRTRADE@WORK

Thanks to our responsible purchasing policy, we won the Fairtrade@Work award. To be eligible for such an award, we obviously had to meet certain requirements, in particular by involving our employees in the Fairtrade initiative. To be rewarded with such a prize motivates us to continue on this path and to continue to promote responsible purchasing in favour of fair trade. As a reminder, Fairtrade guarantees producers a fair price for the purchase of their products, allowing them to meet their needs and, at the same time, to develop sustainable commercial relationships. This approach therefore integrates a series of social, economic and ecological criteria.





LEARNING AWARD 2019

At the 30th HRM Night, Infrabel received the Learning & Development Award from Epsilon for its Traineeship Program @ICT. This award recognises innovative training and development programmes. This prize highlights Infrabel's efforts with a view to attracting young male and female recruits who are passionate about IT. As a reminder, a "Traineeship" includes a discovery phase during which each new starter joining the company learns about Infrabel's IT careers, through a series of training sessions and visits (signalling boxes, Traffic Control, etc.). Moreover, each new colleague is sponsored by a member of ICT who shares his or her own professional experience, with a view to advising and encouraging his or her trainee.

BELGIAN CORPORATE VIDEO FESTIVAL

Whenever possible, we like to highlight the growing presence of female employees within the company. In June, one of our videos featuring two colleagues won an award at the Belgian Corporate Video Festival. The jury was charmed by our approach, highlighting the authenticity, spontaneity and naturalness of the two speakers, a catenary technician and a construction equipment operator.

OUR DATA PROTECTION OFFICER WINS 4 PRIZES

Katia Bodard represented us at the European Association of Data Privacy Professionals conference in Urmond, in the Netherlands. Several prizes were awarded at each of the debates in order to honour the different speakers. During these exercises, our DPO proved to be particularly convincing, to the point of winning four of them!

BEST SPOKESPERSON AWARD

Chosen by a panel of journalists and by his peers, Thomas Baeken was elected best spokesperson of the year during the “Night of the Spokesperson”. After a career as a journalist, Thomas joined us in September 2011, in the press service. Since then, with the help of his colleagues, he has enthusiastically contributed to consolidating our company’s reputation. Upon receiving his award, Thomas made a point of thanking all the people at Infrabel who support him and help him inform the media and the press on a daily basis.





Diversity

We are committed to defending gender equality and fighting all forms of discrimination. To achieve this, we pursue a diversity policy to promote equal opportunities. At Infrabel, only talent and competence count!

INTERNATIONAL DAY OF WOMEN'S RIGHTS...

To celebrate the international day of women's rights, Luc Lallemand (CEO) decided to recall all of Infrabel's commitments in the domains of male and female equality. To this end, he published an opinion piece in the newspapers L'Écho and De Tijd. He wants to see the number of female employees at Infrabel on the increase. He highlighted once again that it is imperative to see Infrabel, as a public enterprise, become more representative of society, which is composed of more women (51 %) than men (49 %).

TRAINBOW EUROPE: INFRABEL HOSTS THE ANNUAL CONFERENCE

At the beginning of September, we had the pleasure of hosting the annual conference of the Trainbow Europe organisation. This structure represents the LGBT Community of the railways of various countries. For the event, the logo over the entrance to our headquarters was adorned with the colours of the rainbow flag.

On the agenda of this two-day meeting: an exchange of good practices, a debate on stereotypes and their unconscious effects, and a series of testimonies. It was an opportunity for Luc Lallemand, CEO of the company, to remind everyone of his commitment to diversity and his firm opposition to all forms of discrimination.

SUSTAINABLE DEVELOPMENT LUNCHTIME SESSIONS: GENDER EQUALITY

Our company and the world are changing. For a long time, we have been implementing active policies promoting innovative and social projects that contribute to a sustainable future. The company also aims to promote diversity within itself, as a source of enrichment. One solution to stimulate the debate is to give Infrabel's staff and external stakeholders the chance to speak. Thanks to their experience, each and every one will be able to expand their thought processes and implement change. This is the objective of the new Sustainable Development Lunchtime Sessions. The first session welcomed the presence of the Deputy Prime Minister Alexander De Croo. He was keen to highlight how important it is to support all initiatives that aim to offer women equal treatment to that of men.

BRAND GUESTS

The theme of the first meeting looked at ways to promote diversity and equality between men and women within the company. To lead the debate, two guests from the business world joined Luc Lallemand: Nele Van Malderen from Proximus (Strategic Advisor to the CEO/Proximus) and Frédéric Demars (Senior Vice President Human Resources/STIB) provided their perspectives. They used the opportunity to bring up the challenges that their companies are facing and that are comparable to our own.

Both companies are indeed more or less the same size as Infrabel. Moreover, like us, they are seeking numerous technicians, engineers and IT specialists, both male and female. They are ultimately facing recruitment challenges: the posts remain vacant due to a lack of candidates. There is another challenge added to the first: the roles facing a shortage of skills have fewer women than men. The challenge is therefore to improve the representation of women within the company at a time when there are very few women applying for the roles!

Following this debate, a conclusion was reached. No progress will be made unless there is active policy in place that aims to improve the representation of women within the company. This point was repeated by each speaker.

The debate highlighted several essential priorities to promote gender equality. Among them, fighting against differentiation in salaries, hiring and career management were revealed to be critical.





2. THE GROUP'S POSITION AND KEY FIGURES

In February 2019, the DRSI withdrew Captrain Belgium's licence. At the end of November 2019, the railway company EuroCargoRail (ECR), which is part of the DB Cargo group, decided to no longer extend its safety certificate B in Belgium. Thus, there are now 10 freight operators authorised to run on the Belgian network: Lineas, CFL Cargo, Crossrail, DB Cargo Rail Nederland, Europorte, RailTraxx, Rotterdam Rail Feeding, SNCF Fret, Rurtalbahn Cargo Nederland and HSL Polska.

In the passenger transport sector, Infrabel has three customers: SNCB, Eurostar France and Thi Factory (Thalys). At the end of the year, Infrabel thus had 13 customers in all sectors combined.

The activity of railway companies (including tourist associations⁵ and notified bodies) for 2019, expressed in effective⁶ and non-effective train kilometres, fell slightly compared with 2018 to **109.48 million train kilometres**. This slight drop (-0.34%) can be explained primarily by the fall in the number of effective train kilometres in the national passenger transport and freight sectors.

The total number of effective train kilometres for all segments (excluding tourism associations and notified bodies) came to **99.60 million train kilometres**, a slight fall of 0.79% in 2019.

In the national passenger transport segment (excluding tourism associations and notified bodies), the number of effective train kilometres decreased slightly (1%) to **80.85 million train kilometres**. This development can be explained in particular by a marginal impact from network unavailability (e.g. works, incidents, etc.) during the year, as well as adjustments to services on days of industrial action (minimum service).

In international passenger transport, the number of effective train kilometres in 2019 rose to **5.65 million train kilometres**, an increase of 1.97% on the previous year.

In 2019, the number of effective train kilometres in the freight transport segment came to **13.1 million train kilometres**, a drop of 0.62% compared with 2018.

The total amount of the fee⁷ for using the rail infrastructure (including tourism associations and notified body) was €781,17million, an increase of 2.74% compared with the previous year. The two main reasons for the increase in this fee can be attributed, on the one hand, to the index-linking of the prices applied by Infrabel in accordance with the provisions of the law (+2.35 %) and, on the other hand, to the increase in the number of effective train kilometres of international passenger and freight traffic.

In international passenger transport, the number of effective train kilometres.

⁵ A tourism association is an organisation that has special status to make certain trips on the rail infrastructure, as part of the tourism activities that it organises. It should be emphasised that no tourism associations have run trains on our rail network since 2017.

⁶ An effective train kilometre is a train kilometre actually travelled by a train on the rail network. A non-effective train kilometre is one that was reserved by a rail company, but that was not used.

⁷ This concerns the amount for the effective and non-effective fee 'Your Moves', including the administrative charges (AC). It should be emphasised that since Decision D-2015-11-S of 15 October 2015 by the Rail Transport Regulation Department and the Appeal Court judgement of 30 November 2016, Infrabel has been obliged to abolish flat-rate billing of the 'YourShunts' product. This obliges the company to exclusively apply the legal formula. Nevertheless, in view of the technical impossibility of applying the formula, the Excom decided on 17 January 2017 to no longer invoice the use of the local capacity (YourShunts) to the rail operators until another solution can be applied.





3. IMPORTANT EVENTS THAT OCCURRED AFTER THE END OF THE FINANCIAL YEAR

GO !, A GRADUAL PHASING IN

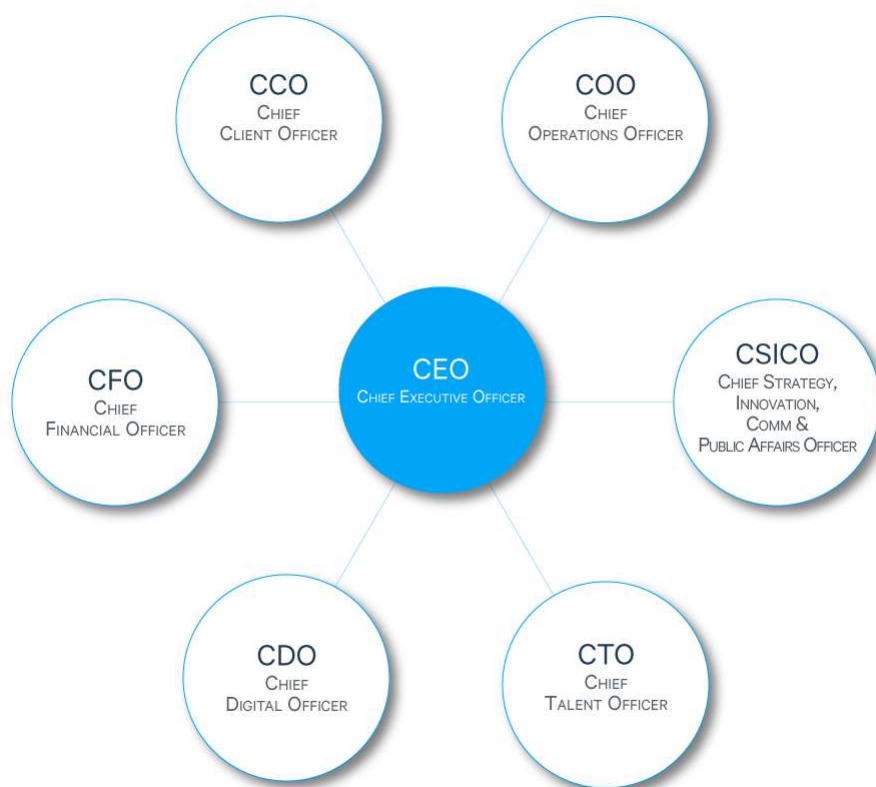
With the new GO ! strategic plan, a new organisational structure of the company will gradually be phased in by 2021. Within this framework, the functions of CCO and COO came into being on 1 January 2020.

On 16 December 2019, the Board of Directors approved the appointment of Ms Ann Billiau as Chief Client Officer (CCO). Tasked with putting our customers at the centre of internal decisions, her mission is to listen to them in order to best meet their current and future expectations.

On the same day, Mr Jochen Bultinck was appointed Chief Operations Officer (COO). Initially, his task is to improve the day-to-day management of the network, in consultation with the CEO. In particular, he will contribute his expertise with a view to adapting the organisation of works and promoting synergies between the Asset Management and Traffic Management & Services Divisions. In the long run, he will have to ensure the consolidation of the Asset Management, Build and Traffic Operations activities.

With these two functions and the people who embody them, it is now possible to analyse our processes from a new angle with a view to making a series of innovative proposals for our activities, both from an operational and commercial point of view.

For one year, the CCO and COO will examine the company's situation with a view to proposing concrete measures giving us the means to give new impetus to sustainable mobility in Belgium.





APPOINTMENT OF A CEO

After 15 years at the head of the company, and with his term of office having ended in November 2019, Mr Luc Lallemand took the decision to stand down as the Chief Executive Officer of Infrabel. This decision was made public on 6 January 2020, and Mr Lallemand left the company at midnight on 29 February.

On 25 February, the Board of Directors decided to appoint Ms Ann Billiau as acting CEO. She also retains her responsibilities as Chief Client Officer.

Ms Billiau took up the post of acting CEO on 1 March 2020 and has been entrusted with this new role until the new CEO takes office, following appointment by the Federal Government. At the same time, in order to comply with the legal requirement that two French-speaking members must sit on the Management Board, Mr Eric Mercier was appointed as an acting member of this body. He also retains his existing role (Chief Digital Officer).

At the time of finalising this annual report, the Federal Government has not yet appointed a new CEO.

COVID-19 HEALTH CRISIS

In January 2020, China was hit by an epidemic caused by COVID-19. After affecting China, this epidemic arrived in Europe and Belgium. The public authorities, notably through the Federal Government, took measures to curb the spread of the virus amongst the population. These necessary measures will have a significant impact on the Belgian economy and on public finances.

There are considerable implications for our society, but also for Infrabel. During the crisis, the company has focused on essential work. The precise implications for our activities and the rescheduling of work, as well as for our finances, are yet to be assessed. At the time of writing this annual report, it is impossible to predict what these will be. However, it is clear that this event, which arose after the end of the financial year, will not necessitate any changes to the amounts in the consolidated financial statements for 2019, but will have an impact on the consolidated financial statements for 2020.

Furthermore, as the coronavirus situation deteriorated, the SNCB and Infrabel were faced with a sharp rise in the rate of sickness-related absenteeism amongst their employees. It reached a point where the two companies were forced to cut back their services to maintain continuity on essential lines and offer a train service of national interest, corresponding to 56.2% of the normal train service with around 75% of the number of seats usually available. At the time of writing this annual report, there has been a 12.3% decline in freight traffic and an 85.8% decline in international traffic. Whatever the scale of this reduction in traffic demand, it will inevitably have consequences for Infrabel and its financial situation. For as long as the coronavirus crisis continues, the government may be required to take other measures which could also have implications for Infrabel.

As the Federal Government is a 99.3% shareholder in Infrabel and the law provides that it must take appropriate measures if, over a period of a maximum of five years, Infrabel's revenues do not cover the costs of the rail infrastructure, the Board of Directors of Infrabel concludes that the COVID-19 crisis does not affect the going concern status of Infrabel and that the application of the valuation rules on a going concern basis remains justified.





4. CIRCUMSTANCES LIKELY TO HAVE A CONSIDERABLE EFFECT ON THE COMPANY'S DEVELOPMENT

NATIONAL ENERGY AND CLIMATE PLAN

Following its adoption by the Council of Ministers on 28 November, the Federal State and the three Regions agreed on the National Energy and Climate Plan (NECP) 2021-2030. This document, which had to be submitted to the European Commission by 31 December at the latest, sets out the contributions of each entity and comprises five sections: mobility, buildings, energy, financing and horizontal measures.

This plan aims to reduce greenhouse gas emissions in Belgium by 35%. It also specifies the national contribution to the European target of at least 32% renewable energy by 2030. It should be noted that the European objectives, as well as the criteria to be respected by the Member States, are likely to be adapted by the Commission of Ms Ursula von der Leyen. The latter is committed to offering the European Union grand environmental ambitions. At the opening of the plenary session of the European Parliament, for example, the new President spoke in favour of an upward revision of the targets, with the aim of reducing CO₂ emissions by 50% or even 55% by 2030.

At railway level, the NECP includes a series of measures:

- Full completion of the REN in 2031;
- The complete equipping of the railway network with ETCS;
- The purchase of new rolling stock;
- Several infrastructure works to modernise and increase capacity on certain routes;
- The commitment of the federal authority to study – in consultation with the SNCB and Infrabel – the railway offer to be put in place in the medium term with the aim of reaching a consensus on how to operate the network in the future and to determine, on the basis of the future offer, the priority investments to be made in terms of infrastructure;



- A reflection on the reduction of the costs of electricity used for rail transport (ETS, federal and regional surcharges, etc.);
- The boosting of multimodality;
- Studies on the possibility of operating lines with hydrogen trains or equipping electric multiple units with batteries to cover short distances on non-electrified lines;
- Promote rail for the transport of freight to increase this from 12% of the total to 20% in 2030;

The budgets needed to implement these measures are estimated at €35 billion for the period 2021-2030. However, the NECP is no guarantee of these amounts being acquired and validated.

In addition to the railway aspects, the objective regarding the “energy and climate neutrality of federal public buildings by 2040” also affects Infrabel. Concrete measures in this respect have not yet been defined.

BREXIT: ADOPTION OF THE WITHDRAWAL AGREEMENT, SEALING THE UNITED KINGDOM’S DEPARTURE FROM THE EU

Following the resignation of Theresa May, Boris Johnson was appointed as Prime Minister on 23 July 2019. On 28 October, the European Council agreed to postpone Brexit again until 31 January 2020. The exact conditions under which Brexit will take place will depend on the vote due to be held in the British Parliament in January 2020.

As far as suppliers are concerned, Infrabel will not be affected greatly, as the company has few British partners. In the short term, neither will there be any impact on our relationship with Network Rail via the European and international professional organisations (EIM, UIC, etc.). The consequences will also be limited for the operation of the Rail Freight Corridor North Sea - Mediterranean (RFC NSM), which passes through the UK.



SAFETY CERTIFICATION

In 2018, Infrabel obtained an extension of its safety certification by the national safety authority SSICF. This new safety certification is valid until 2023 and is based on EU regulation 2010/1169.

The report cites that there are some nonconformities that Infrabel hopes to eliminate by the end of 2019 at the latest.

PROTECTION OF WORK BY PROCEDURE S 460 (FOR TYPE II ENCROACHMENT WITHIN THE OBSTACLE PROFILE)

The Rail Safety and Interoperability Agency (DVIS) formally closed the non-conformity concerning the S460 on 31/12/2018.

This recommendation was closed because Infrabel has taken additional measures to further reduce the risk of type II intrusion.

These measures were laid down in circular 20 I-AM/2018.

Infrabel will continue to monitor compliance with this circular and the use of the risk matrix via the first-line controls.

To further facilitate the follow-up of the DVIS recommendations and audits, Infrabel has also set up a digital monitoring system in RailReport.



EUROPEAN DECISIONS

From a political point of view, 2019 was dominated by the European elections, which explains why there are hardly any new strategic initiatives to report.

In 2019, the outgoing college of the Juncker Commission focused in particular on the entry into force of the technical pillar of the fourth railway package, which provides for a major redistribution of competences between the national safety authorities (the SSICF in Belgium) and the European Union Agency for Railways (ERA). Given that Belgium has decided not to bring the fourth railway package into force until 16 June 2020, it is not yet possible to assess its impact on Infrabel and the Belgian railway system.



The European elections of 26 May 2019 also heralded a new parliamentary term for the European Parliament and the European Commission.

As a result of the exclusion of several candidate Commissioners and the delay of audiences with new candidate Commissioners, the new European Commission could only start on 1 December 2019 (instead of 1 November 2019). In the new college, Ms Adina Vălean (European People's Party, EPP) is responsible for Transport.

Apart from general information on the overall “European Green Deal” Master Plan, we still know very little about the strategic intentions of the new College of European Commissioners.

Several operational reforms, most of them aimed at promoting international freight transport via Rail Freight Corridors, are worth mentioning:

- Within the framework of the pilot project “Redesign of the international Timetabling process” (TTR) under the leadership of RailNetEurope (RNE), Infrabel and ProRail published the “Rolling Planning” capacity for the Rotterdam – Antwerp axis for the first time in August 2018.
- In 2019, two of the three freight corridors (RFC – Rail Freight Corridor) of which Infrabel is a part carried out simulations to test their “International Contingency plans” and correct them if necessary. In May 2019, the ministers of the countries concerned by the RFC Rhine-Alpine and RFC North Sea – Mediterranean evaluated the measures of the “Declaration on international contingency management” of 2018 with the aim of improving efficiency and ensuring that the two corridors can be worthy alternatives in the event of an incident. Greater emphasis will also be placed on improving punctuality and reliability.
- On the RFC North Sea – Baltic, the work was part of the future extension of the corridor to Latvia and Estonia by November 2020 at the latest.

Infrabel aspires to be involved constructively in the realisation of a unified European railway area. This includes active participation in European organisations that defend the interests of European infrastructure managers in Europe. To this end, Mr Luc Lallemand stood as a candidate for the presidency of the European Rail Infrastructure Managers (EIM), and was unanimously elected by his colleagues on 19 November 2019.

In addition, in May 2019, Ms Ann Billiau's term of office on the Management Board of RNE was also extended for a period of 2 years.





5. RISKS TO WHICH THE COMPANY IS EXPOSED

The Royal Decree of 25 December 2016 laying down the provisional rules for Infrabel's management contract and the subsidies for the years 2017-2020 ratified the savings to be made by Infrabel during the period, i.e. a decrease in the total amount of subsidies by 33% compared with the 2014 Management Contract and the multiannual investment plan 2013-2025.

When drawing up its 2017-2020 business plan, validated on 30 May 2017 by its Board of Directors, Infrabel took all possible measures to limit the impact of the reduction in the financial resources at its disposal on its customers.

Thanks to the implementation of numerous transformation programmes, Infrabel was able to pursue its operating cost savings programme. Thus, the company continues to follow the guideline taken in terms of staff reduction with 10,264 FTEs planned for the end of 2020 as against 12,045 FTEs at the end of 2014. This reduction is in fact only possible thanks to the implementation of productivity increase programmes, such as those carried out in the context of the concentration of signal boxes, by promoting the grouping of employees in a new work model (teleworking, I-WOW), or by renegotiating some of the maintenance contracts.

The effort made on operating expenses has enabled Infrabel to preserve as much as possible the investments made, in particular with a view to preserving the maintenance of the network. In this respect, Infrabel honours its commitment to preserving the operability of all the main railway lines and to keeping the appearance of temporary slowdown notices on the network under control.





As explained in the 2017-2020 business plan and confirmed in the various investment budgets to date, however, it is still essential to start catching up on the renewal backlog as early as 2021, otherwise it will be impossible to avoid a deterioration in the service offered to customers, whether in terms of quality of service or quantity, as a result of the potential decommissioning of parts of the infrastructure.

The Phoenix audit on the state of the network, the purpose of which was to draw up a report on the state of the network's assets and to assess the technical and financial requirements needed to maintain the network, confirms the need to reinvest in the network as soon as possible. According to this audit, the average annual additional need for classic investment subsidies for infrastructure renewal compared with the period 2016-2020 should be 99 million euros per year higher over the period 2018-2022. However, the means have already been limited between 2018 and 2020 in relation to the need. In addition, capping the resources allocated to network maintenance will not allow teams to limit the impact of underinvestment, precipitating the appearance of the first consequences of the possible capping of subsidies at the 2020 level on the network from 2021.

Moreover, Infrabel has no certainty as to the subsidies it will receive beyond 2020, especially in the presence of a caretaker government with which it cannot negotiate an increase in the subsidies granted to it. This uncertainty regarding the prominence accorded to rail within the State budgets is affecting short-term planning, but also making it difficult to define longer-term objectives.

In addition, the results to which the company has committed itself by 2020 were previously defined in a 2017-2020 business plan validated by Infrabel's Board of Directors and by the appropriate minister. To preserve investments, it was decided to transfer some 30 to 40 million euros annually from the operating subsidies to the classic investment subsidies. Over this period, the plan therefore authorised the achievement of a negative EBT annually up to these amounts. The impact of this decision on the evolution of Infrabel's debt had been evaluated and had led to the definition of a ceiling on the company's debt of 2,150 million euros. Maintaining or even improving its debt at the current level is essential for Infrabel in order to preserve its financial rating and thus avoid an increase in the financial charges linked to the debt and to the future RER pre-financing. To comply with this ceiling and maintain or even improve its debt, Infrabel must therefore return to zero EBT in the coming years. In the event of operational arbitration with a view to restoring balance, the reduction in the budgets allocated to it would irremediably make it impossible to guarantee the continued operation of the network. It would therefore be necessary to increase Infrabel's subsidies by some 30 to 40 million euros. Without obtaining additional subsidies, Infrabel would have to ask for a transfer in the opposite direction to the one implemented in the 2017-2020 plan and would have to make additional investment arbitration decisions, thus running the risk of aggravating an already difficult situation for the maintenance of the network.

As regards the Strategic Multiannual Investment Plan (SMIP) concluded on 5 October 2018, a first reforecast was carried out during 2019 and shows the first significant changes in the schedules and budgets for certain projects. Obtaining European grants, delays in issuing permits, inflation and the economic climate are all factors that have an impact on their implementation. Consequently, the appendices to the various cooperation agreements should be revised to incorporate these changes. In addition, as the regional key is affected, several measures should be activated in order to remain within the regional key tunnel defined within the cooperation agreements. Among other things, this could mean a revision of the allocation of the SMIP's own federal subsidies between projects or the request to activate the RER pre-financing from the Walloon Region in advance.

December 2019 also marks the start of the application of the new infrastructure fee formula, in line with European requirements in this area. There is therefore a risk that the actual fee may deviate from the theoretical estimates made in the budget exercises.

Lastly, 2019 ended with Infrabel being convicted at first instance in the judgment relating to the accident of 15 February 2010 in Buizingen. Although this choice was extremely difficult to make, the elements set out in





the verdict leave Infrabel with no other option than to appeal the verdict, as the implementation of the traffic safety improvement measures identified could have a considerable impact on the role of the railways in Belgian mobility. Infrabel hopes that the outcome of this appeal will enable it to benefit from a review of the additional constraints resulting from the first verdict and thus guarantee the continuity in the operation of the network.

Contractually, the private investor in the Diabolo project has the right to terminate the public-private partnership (PPP) early if the number of travellers over a 12-month period remains well below expectations. The national airport continued to see an increase in the number of travellers in 2019. Consequently, the conditions for early termination of the partnership are not met.

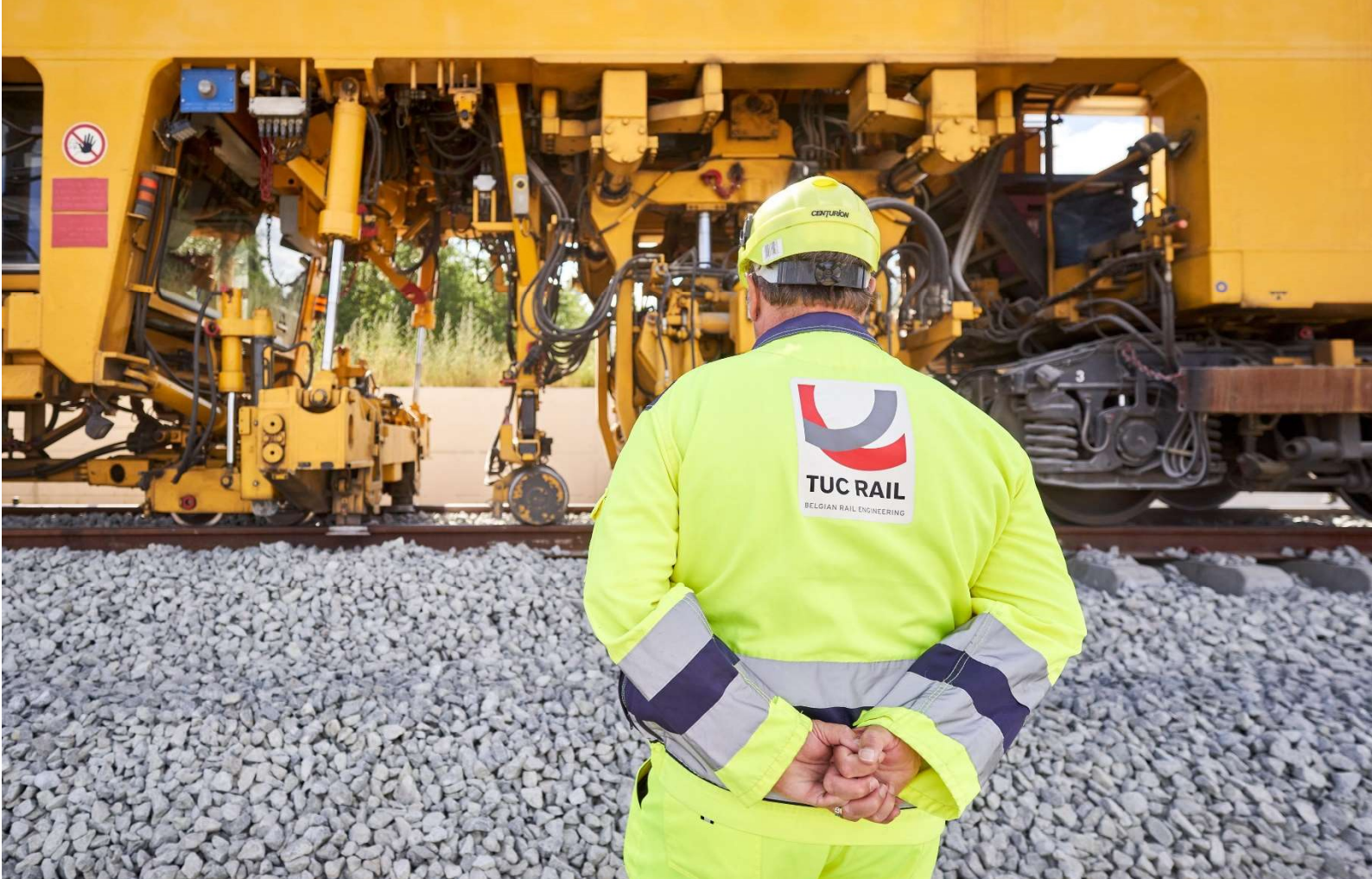
Infrabel has several major legal disputes in progress, mainly due to train accidents and contractor claims, and has set aside the necessary provisions for this purpose.

Following a tax inspection at HR Rail, in 2015 Infrabel repaid a proportion of the income derived from certain exemptions from the withholding tax included in the withholding tax return for 2013. However, in 2017, the supervisory authority reacted positively to Infrabel's request to rectify this via the operating subsidies, since the neutrality of the legislation with regards to the economic recovery plan on Infrabel's financial results had not been respected. Since the limitation period expired in 2019, the provision for the 2014 taxation year has been cancelled. As a precaution, the provision constituted for the 2015 tax year was maintained.



6. RESEARCH AND DEVELOPMENT

Thanks to its membership of various international organisations, Infrabel is benefiting from the international innovations arising from research and development programmes. Wherever possible, the company integrates these developments into its own operations. Furthermore, Infrabel encourages the application of internal innovative ideas into its industrial processes.



7. SUBSIDIARIES

At the end of 2019, Infrabel has five subsidiaries in which it holds a majority interest:

- TUC RAIL NV, operating in the field of studies and rail infrastructure works.
- Creosoteer Centrum van Brussel NV, which operates in the field of impregnation of railway sleepers;
- SPV Brussels Port NV;
- SPV Zwankendamme NV;
- SPV 162 NV⁸.

On 29 June 2018, Infrabel purchased the shares of the other AlphaCloud NV shareholder. This transaction increased Infrabel's controlling share of AlphaCloud NV from 50% to 100%, thanks to which Infrabel obtained full authority over the subsidiary. On 11 September 2018, Infrabel's Board of Directors decided to merge AlphaCloud with Infrabel through the liquidation without dissolution of AlphaCloud NV. On 27 November, Infrabel's Board of Directors approved the joint proposal of a simplified merger by absorption. The merger took place on 10 January 2019. From a tax and accounting perspective, this merger was effective as from midnight on Monday 31 December 2018. Motivated by the possible synergies between the two companies, both from an operational and a financial standpoint, this merger also meets the request from the Federal Government to rationalise the number of subsidiaries.

⁸The three SPVs are project companies set up by the former Belgian Railways NMBS/SNCB Holding company in the context of the pre-financing of various investment projects by the regions.



Infrabel owns various interests in:

- HR Rail NV van publiek recht (a limited company under public law), in accordance with the Royal Decree of 11 December 2013, is the legal employer of the entire workforce;
- CVBA Greensky and CVBA SPS Fin, both founded in relation with alternative energy projects, and
- VZW Liège Carex, a not-for-profit organisation which carries out studies on the building of a tri-modal terminal (air, high-speed train and road) at Liège Airport.

Infrabel is a member of three European Economic Interest Groupings (EEIGs):

- the EEIG Rail Freight Corridor North Sea-Mediterranean;
- the EEIG Corridor Rhine-Alpine;
- the EEIG North Sea-Baltic Rail Freight Corridor.

The purpose of these EEIGs is the promotion and development of rail freight traffic.

Infrabel also has indirect participating interests in the following companies via its subsidiaries:

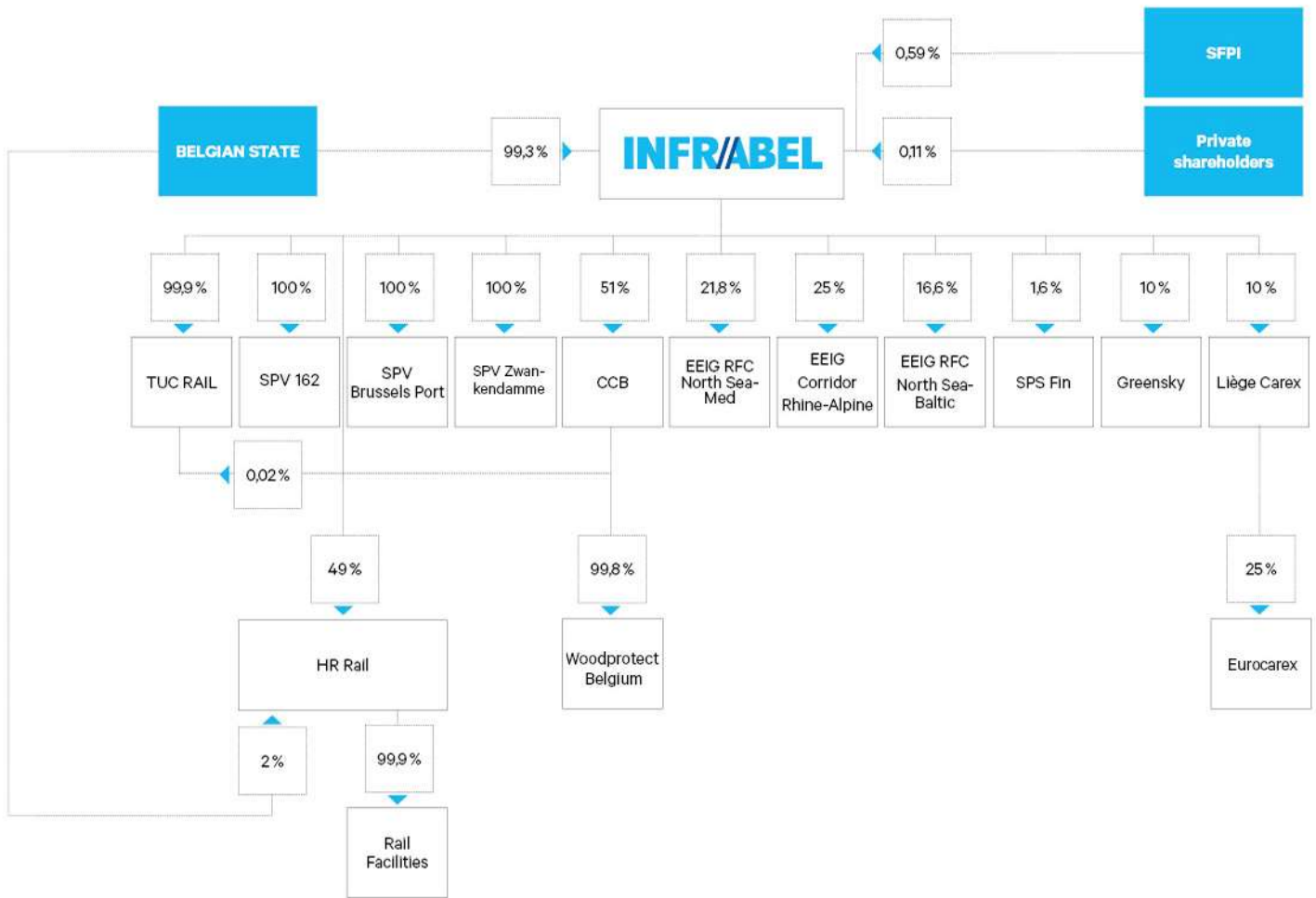
- Woodprotect Belgium NV;
- Rail Facilities SA;
- The AISBL Eurocarex.

Please find below an overview of Infrabel's participation in terms of its shareholding percentages.

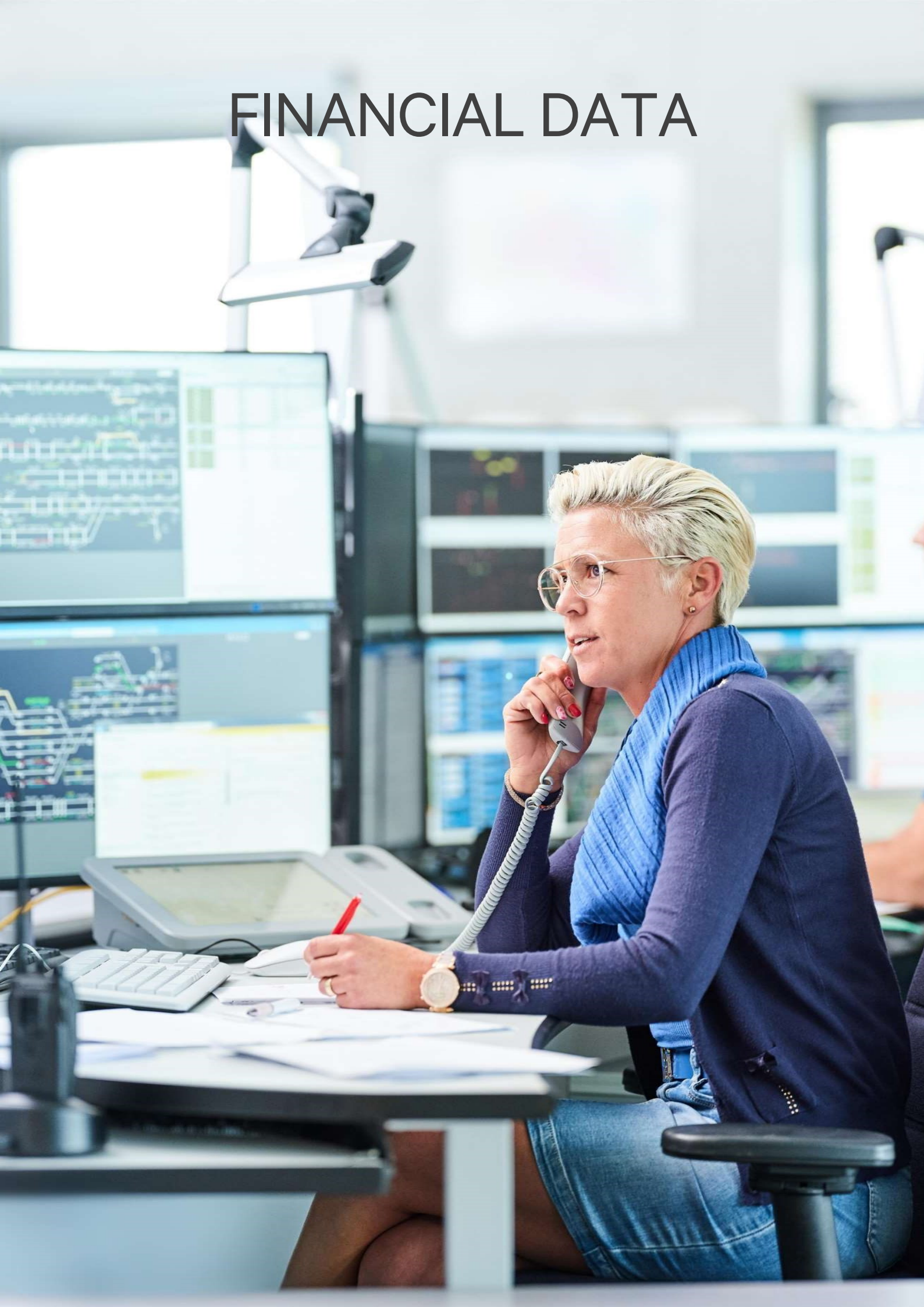
Company	Shareholding percentage		
	Direct	Indirect	Total
TUC RAIL SA	99.98%	0.02%	100.00%
SPV 162 SA	100.00%		100.00%
SPV Zwankendamme NV	100.00%		100.00%
SPV Brussels Port SA	100.00%		100.00%
CCB SA	51.00%		51.00%
Woodprotect Belgium NV		50.94%	50.94%
Corridor Rhine-Alpine GEIE	25.00%		25.00%
Rail Freight Corridor North-Sea Med GEIE	21.80%		21.80%
North Sea-Baltic Rail Freight Corridor GEIE	16.67%		16.67%
HR Rail SA under public law	49.00%		49.00%
Rail Facilities SA		49.00%	49.00%
SPS Fin CVBA	1.58%		1.58%
Greensky CVBA	10.00%		10.00%
Liège-Carex ASBL	10.00%		10.00%
Eurocarex AISBL		2.50%	2.50%

Besides these subsidiaries, Infrabel's activities are distributed across various operating sites.





FINANCIAL DATA





1. INCOME STATEMENT

	31/12/2019	31/12/2018
Turnover	1,020,364,323.92	1,001,755,021.75
State funding	101,696,360.93	107,878,983.40
Own production	454,721,075.44	469,980,051.57
Other operating income	21,865,659.00	11,656,791.75
Operating revenues before capital grants	1,598,647,419.29	1,591,270,848.47
Purchases of raw materials, consumables and goods	-237,627,168.16	-242,330,596.51
Services and other goods	-1,260,353,120.96	-1,249,817,036.81
Employee benefit expenses	-56,283,609.40	-51,736,412.87
Other operating costs	19,514,606.03	-8,507,867.30
Operating charges before depreciation and impairments	-1,534,749,292.49	-1,552,391,913.49
Operating result before capital grants, depreciation and impairments	63,898,126.80	38,878,934.98
Capital grants	664,347,827.59	679,505,527.51
Depreciation and impairments	-695,310,857.24	-699,882,164.02
Operating result	32,935,097.15	18,502,298.47
Financial income	174,492,463.20	252,018,446.62
Financial costs	-173,847,013.33	-227,321,861.29
Share in the result of investments accounted for using the equity method	339,889.73	546,305.18
Result before taxes	33,920,436.75	43,745,188.98
Income taxes	-948,690.05	-1,188,663.19
Result of the year	32,971,746.70	42,556,525.79
Actuarial changes on post employment employee benefits	-19,618,474.92	1,566,016.38
Part in the other comprehensive income of participations accounted for using the equity method	-1,682,799.98	51,865.96
Fair value adjustments to financial debts for own credit risk	-25,527,708.02	0.00
Total of other comprehensive income	-46,828,982.92	1,617,882.34
Total comprehensive income	-13,857,236.22	44,174,408.12
Total comprehensive income attributable to:		
Shareholders of the Group	-13,926,426.43	44,054,553.05
Minority interest	69,190.22	119,855.07





Operating result before capital grants, depreciation and impairments

The 2019 financial year closed with an operating result before capital grants, depreciation and impairments of 63.9 million €, compared with 38.9 million € in 2018, an increase of 25.0 million €.

This evolution can be explained by:

- A decrease in operating costs of 17.6 million €,
- partly compensated by an increase in operating income of 7.4 million €.

The decrease in operating costs of 17.6 million € can be explained by:

- a decrease in other operating costs of 28.0 million €,
- a decrease in the purchases of raw materials and consumables of 4.7 million €,
- partly compensated by an increase in services and other goods of 10.5 million €,
- an increase in payroll costs of 4.6 million €.

It should be noted that the application of the new IFRS 16 standard "Leases" leads to a decrease in services and other goods of 12.9 million €. As from 2019, this cost is recorded under depreciation (12.8 million €) and interest expenses (0.1 million €).

The increase in operating income of 7.4 million € is attributable to:

- an increase in turnover of 18.6 million €.
- an increase in other operating income of 10.2 million €,
- partly compensated by a decrease in own production of 15.2 million € and,
- a decrease in state funding of 6.2 million €.





Total comprehensive income

Depreciation and impairments amounted to 695.3 million €, a decrease of 4.6 million € compared to 2018. Depreciation on capital grants amounted to 664.3 million €, a decrease of 15.2 million €.

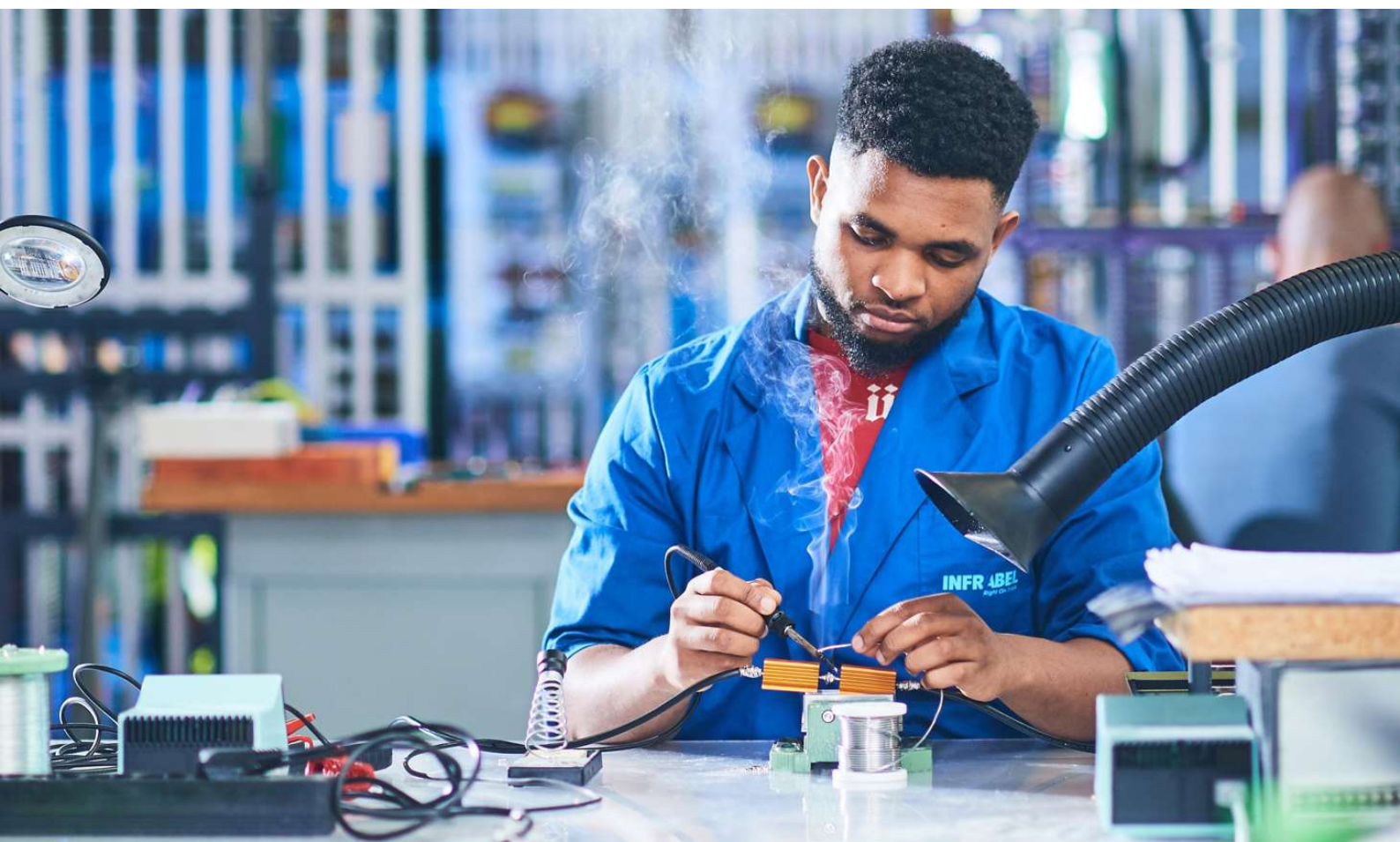
The financial result is positive, amounting to 0.6 million €, a decrease of 24.1 million € compared to 2018. The financial income amounts to 174.5 million €, of which 34.4 million € interest income from cash investments, 138.2 million € attributable to fair value adjustments, 1.6 million € other financial income and 0.3 million € currency translation differences. The financial costs amount to 173.9 million €, of which 83.7 million € financial costs related to debts, 88.1 million € fair value adjustments, 1.2 million € currency translation differences related to financial debts and

0.9 million € other financial charges. The share in the net result of investments accounted for using the equity method is positive for 0.3 million € (2018: 0.5 million €). Income taxes amount to 1.0 million € (2018: 1.2 million €).

The net result of the year is 33.0 million € (2018: 42.6 million €).

The other comprehensive income, amounting to -46.8 million € (2018: 1.6 million €), is the result of the actuarial changes on post-employment benefits at Infrabel and HR Rail and the fair value adjustments to financial debts for own credit risk.

The total comprehensive income amounts to -13.9 million € for the financial year 2019 compared to 44.2 million € for the financial year 2018.





2. STATEMENT OF FINANCIAL POSITION

	31/12/2019	31/12/2018
Intangible assets	1,469,692,001.04	1,476,868,462.92
Property, plant and equipment	18,367,275,582.42	18,067,109,228.12
Land	1,610,700,561.10	1,611,849,253.50
Buildings	608,741,954.98	504,426,294.49
Railway constructions	5,377,874,910.04	5,331,093,084.49
Railway infrastructure	8,222,605,161.09	7,965,253,457.01
Rolling stock railway	69,237,382.90	77,393,346.93
Other plant & equipment	579,370,564.16	581,300,802.20
Fixed assets under construction	1,898,745,048.15	1,995,792,989.50
Investments accounted for using the equity method	10,867,438.52	12,323,048.76
Other financial assets	657,945,811.62	568,267,094.48
Amounts receivable after one year	1,126,831,243.18	1,171,426,580.69
Derivative financial instruments	15,309,518.43	423,541.91
Deferred taxes	0.00	1,576.83
Non current assets	21,647,921,595.21	21,296,419,533.71
Inventories	261,444,633.43	232,321,121.66
Trade and other receivables	410,615,105.10	393,806,241.67
Contract assets	29,001,711.44	24,750,111.77
Derivative financial instruments	0.00	1,144,211.77
Cash and cash equivalents	122,865,484.60	203,028,657.70
Current assets	823,926,934.57	855,050,344.57
Assets classified as held for sale	0.00	0.00
Total assets	22,471,848,529.78	22,151,469,878.28
Share capital	982,580,391.67	982,580,391.67
Share premium	299,317,752.80	299,317,752.80
Consolidated reserves	48,223,338.06	63,364,959.39
0	1,330,121,482.53	1,345,263,103.86
Non-controlling interest	3,824,555.77	3,755,363.70
Total equity	1,333,946,038.30	1,349,018,467.56
Debts from employee benefits	194,609,533.06	174,627,532.26
Provisions	29,850,586.86	38,167,971.61
Financial debts	2,878,448,101.20	2,589,191,612.72
Derivative financial instruments	158,549,775.01	158,921,434.89
Deferred taxes	0.00	0.00
Other debts	498,024,326.75	550,860,194.94
Contract liabilities	14,189,415.78	12,053,327.45
Capital grants	15,609,288,829.58	15,317,797,807.46
Non current liabilities	19,382,960,568.24	18,841,619,881.33
Debts from employee benefits	69,477,494.60	78,422,847.08
Provisions	51,174,514.63	63,027,398.50
Financial debts	244,767,165.56	340,068,900.41
Derivative financial instruments	759,289.07	9,521,161.94
Trade payables	543,334,589.36	578,410,002.02
Income tax and other taxes	3,448,650.83	15,184,217.28
Social debts	10,941,368.80	10,007,377.48
Other debts	156,206,341.78	176,509,291.46
Contract liabilities	16,300,588.04	15,868,779.58
Capital grants	658,531,920.57	673,811,553.69
Current liabilities	1,754,941,923.24	1,960,831,529.44
Liabilities related to assets classified as held for sale	0.00	0.00
Total equity and liabilities	22,471,848,529.78	22,151,469,878.33





At 31.12.2019, the total of the consolidated statement of financial position of the Group amounts to 22,471.8 million €, an increase of 320.4 million € compared to last year.

The large proportion of non-current assets (21,647.9 million €) remains a key feature of the statement of financial position. These are primarily tangible assets (18,367.3 million €), but also intangible fixed assets & goodwill (1,469.7 million €), including the concession right (1,153.9 million €), non-current receivables (1,126.8 million €), other financial assets (657.9 million €), derivatives (15.3 million €) and investments accounted for using the equity method (10.9 million €).

The increase of tangible assets of 300.2 million € is the result of the investments realised in 2019 and the recognition of the right-of-use assets following the adoption of the new IFRS 16 standard 'Leases'.

The increase of the other financial assets of 89.7 million € is due to an increase of the fair value adjustments on the other financial assets.

The remaining assets consist of current assets (823.9 million €) with 410.6 million € in receivables, 261.4 million € in stocks, 122.9 million € in cash and cash equivalents and 29.2 million € in contract assets.

The total of equity and liabilities consists of 1,333.9 million € shareholders' equity, which includes 3.8 million € minority shares, 19,383.0 million € non-current liabilities and 1,754.9 million € of current liabilities.

The non-current and current liabilities consist of capital grants for 16,267.8 million €, financial debts including the derivative financial instruments for 3,282.5 million €, provisions and debts from employee benefits for 345.1 million € and the other debts, like trade payables, social debts, taxes, other debts and contract liabilities, for a total of 1,242.5 million €.

The increase of the financial debts including the derivative financial instruments with 184.8 million € is due to an increase of the fair value adjustments on these debts and an increase of the lease liabilities following the adoption of the new IFRS 16 standard 'Leases'.

Drawn up in Brussels on 21 April 2020

Chairman of the Board of Directors

Acting Chief Executive Officer



CORPORATE GOVERNANCE



For data relating to Corporate Governance and the remuneration report,
we refer to Infrabel's statutory annual report.