



# Annual report

to shareholders

# 2020

infrabel.be





**ANNUAL REPORT BY THE BOARD OF DIRECTORS  
TO THE GENERAL SHAREHOLDERS' MEETING ON 19 MAY 2021**

This annual report was drawn up pursuant to Articles 3:5, 3:6, 3:65, 7:96, 7:203 and 7:220 of the of the Companies and Associations Code and Article 27 of the Act of 21 March 1991 on the reform of certain economic public companies. The report also contains the remuneration report drawn up pursuant to Article 17 §4 of the aforementioned Act. 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 2020 financial year.









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# EDITORIAL

The year 2020 was exceptional in many ways.

Of course, it would be difficult to ignore the COVID-19 epidemic. The health crisis hit the world hard. To contain the spread of the virus, we had to go into lockdown and start working remotely. Drastic measures which have become the new normal. The company had to review the planning of its construction sites and adjust its internal organisation. However, throughout the year, its highly motivated staff adapted to the circumstances and continued to maintain and modernise the network and train traffic with all due professionalism.

I would like to thank all members of staff for their perseverance and ability to adapt in this particularly uncertain situation. I firmly believe that, even in the most exceptional circumstances, I can continue to count on the dedication of employees proud to serve their fellow citizens and the country.

Despite these events, in 2020 we also gave the go-ahead for our very ambitious strategic plan GO!, which guides the transformation of the company and positions Infrabel as a key player in the further development of mobility for all, both for fellow citizens and for railway operators. It is also our ambition to keep investing in the technological revolution and to pursue our sustainable and civic commitment.

These changes are taking concrete shape as of today. Just think of the further roll-out of ETCS and the first initiatives making use of the Internet of Things, Big Data or Artificial Intelligence. These tools help us maintain an efficient railway network and ensure the safety of our employees. We also used highly innovative railway engineering techniques, such as in Franière, and developed numerous actions to reduce our ecological footprint.

All of this would probably not have been possible without the immense work carried out over 15 years by LucALLEmand. At the beginning of 2020, he took on a new professional challenge outside our company. I would like to thank him warmly on behalf of the entire company. I also would like to express my gratitude to the government for its confidence.

I consider it a privilege to lead one of the best companies in Belgium, and I am enthusiastic about continuing the task of building the Infrabel of tomorrow with every employee! Together, we contribute to better mobility for all and are committed to offering all our customers an ever safer and more efficient railway network.

**Benoît Gilson**  
Chief Executive Officer





## DISCLAIMER

Some of the illustrations in the Annual Report were taken prior to the implementation of measures relating to Covid-19.





SITUATION.  
RESULTS.  
EVOLUTION.





# 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 2020, and sets them in the context of Infrabel's strategic priorities in the Business Plan 2020-2024.



Creating value added for all our customers



Safety  
first



Focus on punctuality,  
with all stakeholders



Rethink  
the net-  
work



Catalyst for Mo-  
bility as a Ser-  
vice



Sustainable  
business



Make well-  
founded eco-  
nomic deci-  
sions







January // February

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### A NEW CHALLENGE FOR LUC LALLEMAND

In early January, the Works Council of the French National Railway Company (SNCF) and the French Transport Regulatory Authority (ART) confirmed the appointment of Luc Lallemand as head of SNCF Réseau, the infrastructure manager for French railways.

Luc Lallemand took up his new position as Director of SNCF Réseau on 1 March 2020.



To replace him at the head of Infrabel, our Board of Directors appointed Ann Billiau as CEO ad interim. She performed this mandate until 11 August.

Luc Lallemand had a profound effect on the company, having founded Infrabel following the break-up of the railways into SNCB-Holding, SNCB and Infrabel. During his fifteen years at the helm, he was responsible for the successful development of Infrabel, and he steadily modernised the company.

With the ambitious Go! strategy plan launched at the end of 2019, Luc Lallemand paved the way for the railways of the future and for the optimisation of customer relations.



## A DIGITAL AND INCLUSIVE REVOLUTION

At the end of January, I-ICT specialists presented around a dozen innovative digital projects to their colleagues, as well as to a panel of students and members of the non-profit Interface3, a training centre for women looking for job opportunities in the field of ICT.

In effect, one of our ambitions is to increase and strengthen the place of women in the company, particularly in ICT professions. As such, the non-profit Interface3 was given the opportunity to learn all about the projects and career opportunities within our ICT department.

The most promising innovations were presented at this event, including the "Smarter M" project, designed to digitise the complete infrastructure, as well as geolocation projects, the use of UAVs, etc.

Electronic sensors on the tracks, signals and the catenary give the operators an idea of the condition of the infrastructure, whereby any maintenance can be anticipated.

The geolocation of staff members near an incident on the tracks (fire, trespassing, etc.) makes it possible to react quickly.





## **TRESPASSING ON THE TRACKS: A NOMINATION FOR THE AWARENESS CAMPAIGN "THE FLOOR BY INFRABEL".**

For several years now, Infrabel has been working hard to make everyone, young and old, aware of the risks of dangerous behaviour along the tracks, at level crossings and in stations.

Failure to comply with traffic rules on railway infrastructure remains a major societal problem, despite all our efforts, as well as the efforts of the police and Securail (SNCB).

To reach out to the relevant target groups, we have devised a unique, virtual reality-based awareness-raising experience: "The Floor by Infrabel". The participants in this experience, high school students, were given virtual reality headsets and could walk on a vibrating platform. They were therefore placed in a simulation in which they could realistically experience the dangers of ignoring the rules within the railway infrastructure, while at the same time learning about the dangers of trespassing on the tracks.

Thanks to the quality of the content, the superb execution, the demonstrated consequences, and the originality of the project, "The Floor by Infrabel" virtual experience was nominated for the Audience Award of the 2020 Kortom Communicatie Awards. This year, however, it was only possible to organise this awareness-raising action five times. All "The Floor by Infrabel" campaigns were put on hold from mid-March onwards, on account of the Covid-19 situation.



## **"ENERGY", THE WELL-BEING IN THE WORKPLACE PROGRAMME, BLOWS OUT ITS FIRST CANDLE**

Launched in 2019, the "Energy" well-being in the workplace programme aims to improve the physical and mental well-being of our employees. It is structured around five themes (being more active, getting good sleep, a balanced diet, valorising and motivating colleagues). Some of the actions have been organised again in 2020, including the "Mineral Tour", with an ever-larger number of participants. New initiatives were also launched in 2020, including the special edition of the magazine "Energy", compliment month, ergonomics week and staff appreciation campaigns.





### ACQUISITION OF A CUTTING-EDGE MACHINE: THE DGS COMBI 90

Following a series of tests and training courses in Austria, Infrabel acquired a new traction unit, the DGS 90 Combi, at the end of January. This unit combines two functions: together with the track stabilizer (the DGS), the ballast can be laid in such a way that the track is anchored in the ballast bed (i.e. the ground occupied by the track). The ballast forming machine leaves the processed track clean after tamping, making it possible to compress the ballast under the sleepers.

With this "two-in-one" machine, two operators are now enough where four were needed previously.



## TREASURES

### UNDER THE GROUND...

To avoid seeing treasures from the past being destroyed during construction works, an archaeological survey is always arranged prior to any major construction project. Early in the year, excavations were organised in Diepenbeek and Aalter.

At Diepenbeek, during work on the 'Spartacus' project (development of new rail links in Limburg), archaeologists unearthed Bronze Age artefacts, a millstone for grinding grain from Antiquity, and remains of trenches from the Second World War. The excavations were organised in collaboration with the Gallo-Roman Museum of Tongeren, and the finds will be used for educational purposes.

At Aalter and Landeghem, the construction of two new roads was the backdrop to archaeologists finding remains from Antiquity and the Middle Ages. Flint, metal buckles and arrowheads, but also ditches, roads and palisades were some examples of these fascinating discoveries.

### ... AND ON THE SURFACE

Three students from Boom Technical School created a unique safety barrier. The pedestrian bridge over the railway line 52 at Krekelenberg was in need of a comprehensive renovation. A collaboration project was promptly set up between Infrabel and Boom Technical School (*Provinciale Technische School*).

At our request, the students from the Welding option designed and built a new security barrier. Inspired by the Belgian surrealist artist Magritte, their project incorporated typical "Magrittien" elements, including pigeons, silhouettes and bowler hats.





The barrier, for which Infrabel provided technical and financial support, combines freshness and aesthetics along the entire length of the footbridge. Not only is it pleasant to look at, it is now also safer.

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 ever more complex problems!





### COVID-19: INFRABEL ADAPTS TO THE CORONA MEASURES

In order to tackle the coronavirus, the Government announced nationwide health measures and a lockdown as of 12 March. Our company immediately complied with the rules by mandating teleworking for staff and implementing strict safety protocols to ensure the health and safety of our staff and suppliers on the ground.

On 23 March, a train service of national interest was put in place, ensuring the continuity of the rail service throughout Belgium, while guaranteeing a maximum level of health safety for people who have no other option but to travel by train.

More information on this unprecedented crisis can be found in the article Focus on Covid-19 (p.83).



### SMART MOBILITY: WE ARE ON BOARD!

Two events allowed us to highlight smart mobility during the month of March. The first was "Apps For Ghent", a one-day hackathon where citizens and developers were given the challenge to come up with solutions using the available datasets (such as those on our *Open Data* portal). The challenge of the tenth edition of "Apps For Ghent" was to use this data to make life and mobility more pleasant in Ghent, and more widely in Belgium.

This event was also an opportunity to present our *Open Data*, the portal we have developed in order to make a range of rail mobility data accessible and transparent.

Infrabel also participated in the "Open Belgium" in Hasselt. This annual conference brings together high-level speakers, experts and enthusiasts of open data and open knowledge. The focus is on the latest trends, innovations, best practices, etc. Our colleagues had a box in which to present our *Open Data*.

### WHY OPEN DATA?

Infrabel manages a large amount of public data concerning the activities of the company and the rail network. Data on the geographical location of tracks and level crossings, statistics on safety, data on punctuality, etc. In all, around sixty datasets have been available since 2018 on a single portal. These digital data make it possible to work creatively, giving rise to new ideas or unexpected solutions.





## BETWEEN SKY AND WATER: A NEW BRIDGE OVER THE ALBERT CANAL

Since the end of April, a new railway bridge has spanned the Albert Canal. This elevated bridge, replacing the former Kuringen Bridge, consists of two separate bridges, adjacent to each other, with one track on each bridge. This structure is the result of high-precision work performed by our teams. The bridge will be completed in summer 2021, when cyclists will be able to use its new bicycle path. But we can already look forward to the economic and environmental opportunities that this new bridge will bring.

### A MORE SUSTAINABLE MODE OF TRANSPORT

It is a fact that the height and width under the bridges of the Albert Canal are currently a bottleneck for large cargo ships. However, by 2022, the Vlaamse Waterweg will extend the height of the 62 bridges on the canal by 2 m to 9.10 m. Of course, this is already the case with the new bridge in Kuringen.

All these projects are intended to facilitate inland navigation on the Albert Canal. Large vessels will now be able to enter the canal safely and without obstacles, thereby promoting a safer, more sustainable and cheaper mode of transport than road transport.







## "WE NEED YOU": THE PANDEMIC HASN'T STOPPED US FROM HIRING

Since 2018, we have undertaken the largest recruitment drive in our history. The aim of our "We need you" campaign was to hire 1,400 new recruits. In effect, many of our colleagues will be retiring in the coming years, meaning that as of 2020, we still had to recruit about half of the shortfall, with priority given to technicians, engineers, safety/traffic controllers and IT specialists.

We had no intention of slowing down this momentum during the lockdown months! Our company was therefore able to count on the creativity of our recruiters, as well as their effectiveness in meeting the challenge. Despite the cancellation of various Job Days, fairs and job fairs organised by universities and colleges due to the pandemic, our recruiters turned to digital tools and continued recruiting the new talent we need.

On social networks, their message was direct and straight-to-the-point: "We are a leading employer who is hiring, even during this period!"

The Covid-19 crisis also disrupted training routines. As such, our colleagues took a range of initiatives to stay the course in this area. For example, they proposed "Made in //Academy" webinar cycles, continued online language training, and provided access to a platform of virtual courses on communication, leadership, etc.



## SPRING IS BACK... AND SO ARE THE WEEDS.

At the start of the year, we solicited the members of Infrabel for good ideas to promote biodiversity. On the occasion of the International Day for Biological Diversity, on 22 May, we were able to thank them. The number of ideas received has confirmed to us the importance our colleagues place on an ecological workplace.

### WEEDS: ALTERNATIVES TO HERBICIDES

Among the options already put in place are sustainable weeding techniques in order to maintain our infrastructure. In April, we launched the "Weeding 2020" campaign, as we want to limit the use of herbicides as much as possible.

As such, wherever possible, we replace herbicides with alternative, environmentally friendly techniques such as mechanical mowing, manual weeding or thermal techniques...

Nevertheless, we are not yet able to completely rule out the use of herbicides. Indeed, weeding is an important consideration for railway safety, to ensure there is no excessive growth of weeds. When safety is at stake and there is no other solution, a request is made to the regional authorities to obtain an exemption and to have the possibility to treat the installations with the old methods, with reference to the safety criteria for railway operations.





## WOOLLY TENANTS JUST LOVE OUR EMBANKMENTS

In some areas, we call on special "gardeners": sheep that we let graze on our embankments. For example, in Herve, along the high-speed line, a local farmer has installed a flock of sheep. The location in question is comprised of steep slopes which are difficult to access and very risky for mechanical clearing by staff. We have installed fences and rent out the embankments for a small fee. The sheep do the rest...



## ARTIFICIAL INTELLIGENCE: INFRABEL AT THE CUTTING EDGE !

Recognition by artificial intelligence is no longer the preserve of science fiction or the tech giants. As part of their research into artificial intelligence, our computer engineers have developed various tools in this field. These include a tool to maintain an efficient and modern network. They also help enhance the safety of our employees.

### A VITAL TIME SAVING IN IDENTIFYING ASSETS

From the ballast bed to the catenary, the catalogue of parts we use for the smooth functioning of our network is vast! There are thousands of items which are impossible to memorise when placing an order... But now, our colleagues can identify an object or an element of our network (we call them assets) using a simple tablet or a mobile phone. The system developed by our IT team is designed to provide instant recognition, regardless of the angle of the shot or the direction in which the item is presented.

### INNOVATIONS TO LIMIT THE SPREAD OF THE CORONAVIRUS

Our engineers have also worked on two projects linked to staff safety: the recognition, by sensors, of whether staff are wearing personal protective equipment, and the detection of dangerous situations (such as an engineer who has fallen over on the tracks).





Nonetheless, the Covid-19 crisis has redirected their research towards the health needs. As such, in record time, the IT team designed and developed various tools to limit the spread of the coronavirus.

The technologies and tools developed by our colleagues to complement the reflexes to stop the spread of the virus and social distancing include:

- The "Infrabel Corona Door Handle", a tool to open a door without touching it.
- 3D face masks
- Thermal sensors installed at the entrance of a site to check colleagues' temperatures
- Artificial intelligence to check that social distancing is being observed, the number of people in a confined space
- And artificial intelligence to detect the correct use of face masks.

#### **PEOPLE ARE TALKING ABOUT IT ALL AROUND THE WORLD!**

At the end of a test phase at one of our premises in Brussels, we rolled out our innovations at five pilot sites. Used in the strictest compliance with the General Data Protection Regulation (GDPR), our tools mean that Infrabel is among the first companies to make this type of assistance available to staff.

From Malaysia to the United States, from India to Nigeria, our "special coronavirus" technological solutions have made the headlines in various foreign media!





## OUR RAILWAY WORKERS IN THE SPOTLIGHT

Since the outbreak of the Covid-19 crisis, alongside the medical staff, the police, cashiers, etc., our colleagues have continued their mission without let-up. Hard at work 24/7, they have helped keep our country's economy running, and ensured that essential workers can reach their workplaces.

In this month of May, we wanted to specially highlight their contributions. From Ghent to Liège, Brussels to Arlon, from Denderleeuw to Ciney..., our spokespersons accompanied journalists to our various sites during a particularly intense and productive week.

### THANK YOU COLLEAGUES!

Alongside the media actions, a major campaign called "Thank you colleagues" was launched to thank all staff members for their commitment and exemplary work. This campaign kicked off with the cladding of the façade of South city in Brussels. It was also aimed at highlighting the staff among the Belgian public via social networks.











June // July



## IMPROVING SAFETY AT LEVEL CROSSINGS

As part of our efforts to improve safety at level crossings, the partnership with navigation service providers is very promising.

### OUR LEVEL CROSSINGS INCORPORATED INTO WAZE, FLITSMEISTER AND COYOTE

Since 2020, our level crossings have been incorporated into the Waze, Flitsmeister and Coyote navigation apps, including the crossings situated in port areas. The aim of the collaboration with these navigation service providers is to reduce accidents at level crossings by providing a warning signal upstream of an intersection with the railway.

Deliberately ignoring a red light at a level crossing remains the number one cause of accidents. Thanks to the warning signal made by navigation apps, we want to urge drivers to be more vigilant. Because we know that improving attention levels is crucial when it comes to avoiding accidents.

Infrabel was one of the first European infrastructure managers to collaborate on this scale with Waze. This app alone is used by around 1.6 million connected drivers. Infrabel is also one of the first railway infrastructure managers in Europe to have provided the coordinates of its level crossings located in port areas!

These advances have been made possible thanks to our *Open Data* policy, since the GPS coordinates of Belgian public level crossings are available.







## OUR LEVEL CROSSINGS UNDER SCRUTINY WITH "KIJK UIT".

On 20 June, safety at level crossings was the central theme of "Kijk uit", a programme on the Flemish television channel 'Eén' filmed in collaboration with the Railway Police. The programme made it possible to open the window a little wider on our efforts to improve safety at level crossings.



## END OF OUR I-ICT TRAINEESHIP PROGRAMME 2019-2020

Our young recruits, recently graduated or with very little experience, have completed their integration program within our company. The "I-ICT Traineeship" is a nine-month immersion course designed to introduce them to our ICT world, enrich their knowledge, meet their future colleagues and fire up their creativity in the context of the "Innovation Track".

Organised this year in hybrid format (partially online), this completely original event challenged them to come up with an innovative solution to one of Infrabel's business needs. Four teams competed against each other, encouraged and challenged by both IT coaches and business sponsors.

Our young talents were able to present their proposals at a closing ceremony that was all about technology and ingenuity. The *CallsTranscriber* project, for example, automatically transcribes recorded emergency calls. This tool would reduce the workload of investigators who generally have to manually transcribe emergency calls. Another presented project was a car sharing scheme, which will make it possible to scale back Infrabel's car fleet. The four proposals were presented on 3 July, before an audience of managers who were won over by their creativity and by the hybrid concept and format.

### AND KICK-OFF 2020-2021!

We decided to use this format again for the "I-ICT Traineeship" 2020-2021. The traineeship was kicked off on 30 September. In all, 24 young, recently graduated and motivated young people have started their journey of discovery of the Infrabel environment. This launch was done online, with presentations and videos which enabled management and trainees to get to know each other.

Each trainee was assigned a sponsor to ensure that their integration into the company goes as smoothly as possible.





## DECOMMISSIONED LINES? MAKE WAY FOR SOFT MOBILITY!

Thanks to a new agreement between Infrabel and the Walloon Region, 90 km of decommissioned lines will be transformed into RAVeL in the coming years. Other lines will be added to the picture in Cuesmes, Libramont, Trois-Ponts, Nivelles and Mariembourg. Infrabel will therefore concede the management and maintenance of obsolete railway lines, spread over 18 sites, to the Region. This includes both land and engineering structures (bridges, tunnels, trenches, etc.).

By dealing directly with the Walloon Region for the concession of obsolete railway infrastructure, rather than at the municipal level, we are facilitating and promoting our role as a key mobility player in Belgium. Cooperating in the development of a bicycle network is part of our corporate social responsibility policy.

On 30 June, the press visited one of the sections involved in this project, on the L138 between Gerpinnes and Châtelet station, in the presence of ministers François Bellot and Philippe Henry.



Journalists were on hand to enjoy a moment of levity: the two Ministers of Mobility (at the federal and regional levels) and the mayors of Gerpinnes and Châtelet, got on an electric bike and rode 1 km.



## 912 COLLEAGUES AGAINST THE CORONAVIRUS

Infrabel was once again able to count on the solidarity of its employees! Together with the SNCB, YPTO, TUC RAIL and HR Rail, 912 colleagues from the railway group mobilised to cover 486,262 km, by walking, running or cycling. This sponsorship campaign, which ended on 30 June, raised €47,736 for Doctors Without Borders. This sum is dedicated to tackling the coronavirus in Belgium.



## "WORKS PLANNING": THE FIRST INFORMATION PORTAL FOR WORKS PLANNING

The fruit of a collaboration between various Infrabel departments, the new works planning portal "Works Planning" now gathers all the necessary documentation for drafting requests for works on the tracks. The information, previously distributed via different sources by the departments, is now centralised.

Planning works is no small matter. Their impact on national and international rail traffic requires the collaboration of various stakeholders and a very long preparation time. The process starts six years before the construction site is completed! All this organisation makes it possible, firstly, to ensure stable long-term planning, and secondly, to carry out a whole range of works on the same site within the same time frame.

"Works Planning" aims to provide all the necessary support to the various people involved in this constantly evolving process.



## PORT OF ANTWERP: RENEWAL OF SWITCHES ON A MAJOR FREIGHT LINE IN EKEREN

During the weekend of Pentecost, three switches dating from the 1980s were renewed on a major freight line to the port of Antwerp, line 27A, in Ekeren. More durable, easier to maintain and quieter than the old ones, these new switches were custom-made in our unique switch production workshop in Bascoup.

The works were implemented using one of Belgium's largest tracked railway machines, a *tracklayer*. This has made it possible to transport, one by one, these enormous units which are 50 tonnes and 45 m long, to replace the old switches. During the same weekend, the catenary was also suspended and part of the signalling was modified.

## DOUBLING RAIL TRANSPORT IN THE PORT OF ANTWERP BY 2030

The rail infrastructure of the port of Antwerp currently handles around 7% of maritime containers. The port has the ambition to increase this percentage to 15% over the next ten years.







In total, Infrabel is investing almost €1 million in these works to ensure the smooth operation of freight trains to and from the port of Antwerp, thereby encouraging a modal shift in favour of the climate and relieving congestion on the roads.

Antwerp is located on a central crossroads of three European rail freight corridors. The port has around 1,000 km of railway tracks. In 2019, 24 million tonnes of freight were transported by rail, or 130 freight trains per day. The importance of rail in the port of Antwerp therefore goes without saying.



### **TOTAL TEMPORARY LINE SHUTDOWN ON LINE 34: UNITED WE CONQUER**

On the Hasselt-Tongeren-Liège line, excellent work to coordinate the various worksites was undertaken from 4 to 12 July. Indeed, wherever possible, we combine different types of work, implemented by different teams on the tracks.

#### **A BUSY BUT VERY WELL PREPARED TIMETABLE**

Thanks to extremely rigorous timetable management, the different teams completed their work consecutively without any knock-on effects for the next team. Each team moved phase by phase to the next part after completing their task on one part of the route. As such, these coordinated teams made an excellent contribution, with their own expertise, to enhanced safety on the railways and on the roads.

#### **IN WALLONIA...**

In Liège, our teams completed major modernisation work which started in 2019: the finishing of new rails and their attachments in the railway tunnels in the centre of Liège. At the same time, work to refurbish and raise the platforms at Liège-Saint-Lambert continued, and the catenaries were renewed. At Milmort, two level crossings were replaced by a bridge.

#### **AS WELL AS IN FLANDERS**

Since January, we have replaced the seven level crossings in Diepenbeek with three bridges, a tunnel and a cycle path. These interventions should enhance safety, punctuality and mobility in the region. Five of these level crossings are on the shared route with the future rapid tram line between Hasselt and Maastricht, which is also part of the "Spartacus Project".

We also took advantage of the shutdown to carry out infrastructure renewal and maintenance work, as well as work on the catenary.

#### **ROLLOUT OF THE ETCS SYSTEM BETWEEN HASSELT AND BILZEN AND BETWEEN BILZEN AND TONGEREN**

In the same week, our colleagues from the ETCS continued the rollout of the European Train Control System (ETCS). They implemented the necessary work to install 66 new signals between Hasselt and Bilzen and between Bilzen and Tongeren.





## REPAIR OF THE RUPEL BRIDGE IN A SINGLE NIGHT

The structure over the Rupel River in Boom is a mobile bridge. Its 550 tonnes swivel horizontally, about twelve times a day, to allow ships to pass. Such intense use has subjected the rotating mechanism, of which the bearing is a crucial part, to considerable wear and tear. As the opening of the bridge was often difficult, this bottleneck had started to affect the punctuality of trains and the regularity of river traffic.

Following some temporary maintenance and repairs, it became urgent to replace the bearing with a permanent solution.



### EXPERTISE, INNOVATION AND BOLDNESS

With the help of an external contractor, our industrial engineers drew on their creativity and came up with an innovative solution. They designed a new custom bearing. Measuring 80 x 80 cm, it consists of a single unit, which makes it more solid and less prone to malfunctions.

A solution then needed to be found to put this extremely heavy piece in place. Our engineers then took the bold step of creating an opening in the service path of the bridge, and lowering the bearing perpendicularly down through it. To do this, they could rely on the help and experience of their colleagues at the Antwerp West catenary. These colleagues arrived at the scene with a special work train equipped with a telescopic crane.

As such, on the night of 7 July, a manic race against the clock started between 11 pm and 6 am, when the trains needed to use the bridge again in safety, and the ships needed to be able to navigate through.

The bearing was lowered to within a millimetre of its position. Once the installation and assembly was completed, the bridge was able to rotate again.







## RAILWAY BRIDGE 'JAN BOGAERTS' GETS A NEW LOOK

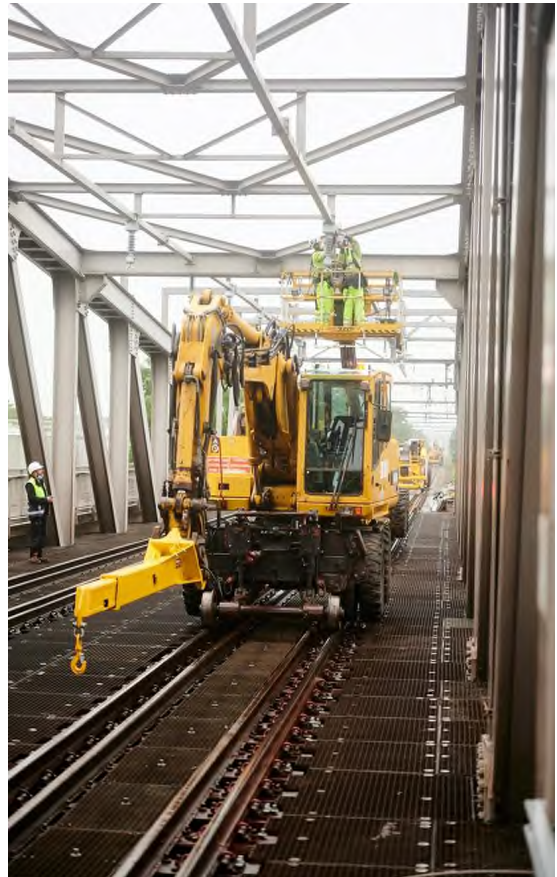
In March, various renewal and maintenance works started on railway line 53 Mechelen-Dendermonde, in collaboration with TUC RAIL. Nevertheless, the coronavirus forced us to temporarily halt the work. The work was finally completed at the end of July.

No less than 23 km of track, about 40 km of catenary, more than 26,000 sleepers, around 20,000 tons of stones (ballast), 24 km of cabling and 85 signals were renewed.

### A UNIQUE BUT COMPLEX RAILWAY BRIDGE

This work will stay in the memory at Infrabel for a long time, due to the technical challenges it posed for our technical teams. Nine cranes had to be drafted in to the site!

The 'Jan Bogaerts' bridges - one is a road bridge, the other a railway bridge - are 'basculer bridges': their aprons can be raised almost perpendicularly. There are only four railway bridges of this kind in Belgium, making them rather unique. Unique, but also very complex... When the railway bridge opens, the catenary cables have to be spread apart to make room for the bridge apron to rise. This construction necessitates various moving parts, which means a greater risk of failure than for fixed bridges.



This could therefore seriously disrupt rail traffic and navigation. In 2019, five different breakdowns caused no less than 3,000 minutes of delays on the railways. It was therefore high time to renew the bridge.

Once these works were completed, the railway bridge was reopened to all rail traffic on 27 July.

Soon, both bridges will be remotely controlled from Zemst and will be fitted with a back-up system. In this way, they can continue to function as intended, even in the event of a technical malfunction. Thanks to this collaboration with De Vlaamse Waterweg, we can ensure more punctual train traffic and smoother navigation!



The two bridges known as the Jan Bogaerts bridges (railway and road bridge) in Kapelle-op-den-Bos



## THE AMBITION OF SAFER-W: MAKE OUR CONSTRUCTION SITES SAFER

The rollout of the automatic European Train Control System (ETCS) on our network obliges us to rethink our safety principles. We have launched an ambitious programme in this regard: Safer-W. By automating a range of measures and making them more reliable, the aim is to limit the risk of human error and improve the working environment.

### OUR CURRENT PROCEDURES: ROOM FOR IMPROVEMENT

Currently, the staff working on the tracks, regularly while train traffic continues, are primarily protected by human resources (procedures, supervisors). The absence of a guardrail can therefore create dangerous situations in the event of human error on the ground or in the signalling box. The new Safer-W programme aims to tackle this problem. An integral part of "Safety First", one of the six priorities of our strategic plan, the programme will bring about a change in the way we approach safety, to the benefit of all staff on the ground, but also to the safety of rail traffic to bring it even more in line with European standards.

These initiatives will also take into account two other priorities: maximising efficiency when implementing works and minimising the impact on rail traffic.

### START-UP PHASE UNDERWAY

Following a kick-off in 2019, a second seminar took place in June 2020. For a programme on this scale, it was essential that the various actors concerned were fully involved. Especially to verify that all the needs to avoid dangerous situations had been covered. Now it is a question of structuring the programme, identifying resources and gradually getting started. The rollout of Safer-W will last more than five years and will include various developments in multiple areas.



## TEMPERATURES ON THE RISE: WE ARE READY

Climatologists have warned that climate change, especially increasingly extreme temperatures, is likely to persist and even intensify. These phenomena place a huge strain on our rail infrastructure and make it more vulnerable. Faced with these exceptional circumstances, we are taking action on all fronts: preventive measures, mobile intervention teams, and the search for new solutions.



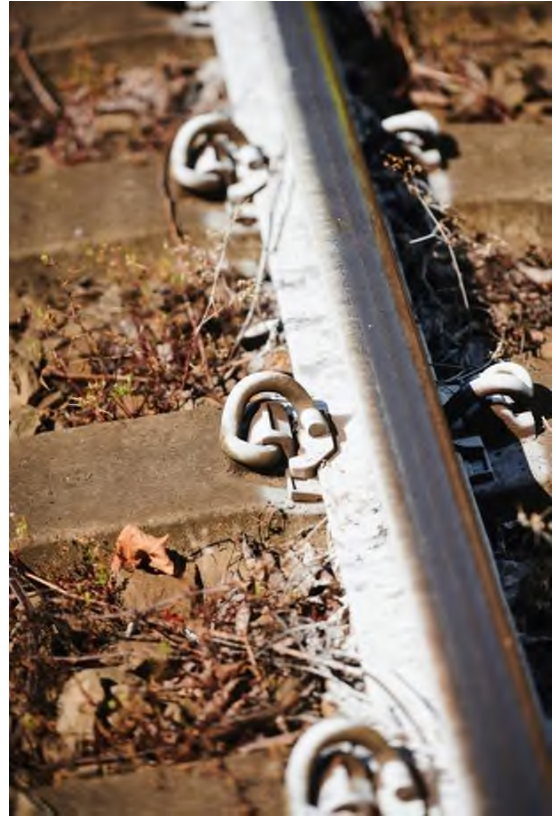




## **RAILS PAINTED WHITE FOR THE FIRST TIME**

Every summer, Infrabel organises technical "heat" visits on its network. Our agents cover every kilometre of track - more than 6,000 km! - to check that the rail does not expand under the effect of heat. The track consists of rails (metal), ballast (stone) and sleepers (concrete or wood). These elements absorb heat. Often, the temperature on the tracks can be up to 20°C higher than the ambient temperature. As such, the metal expands and the rails can come out of their brackets (this is called "buckling"), which requires intervention by our teams to prevent any train derailment.

Following the example of a method that proved its worth in Italy, we painted a portion of the network white for the first time in 2020. White reflects a lot more light. As such, rails painted white do not heat up as much. 1,000 l of white paint covered 14 km of track (in the provinces of Liège and Namur). The press also travelled to Bressoux (Liège) to see a special train applying white paint on our tracks, and to meet the staff on the ground.



The painted parts belonged to "higher risk" zones, such as metal bridges, which are even hotter and accelerate the deformation of rails. The curves were also painted white, as they offer less effective resistance to the traction exerted by the expanding metal.

If the results of this first test are positive, the solution can be extended. So everyone will have to get used to seeing the Belgian railways take on a different colour during the summer.

## **SUMMER PLAN: PREVENTIVE AND PROACTIVE**

Every year, Infrabel activates its Summer Plan. Continually evaluated and updated, this plan allows our customers to benefit from efficient, reliable, comfortable and safe rail infrastructure, whatever the weather.

In the event of heat waves, strong winds, heavy rain and lightning, specific measures are implemented, such as the seasonal inspection of joints and switches, and additional inspections in the height of summer, the identification of spots where falling trees or branches can be a danger, and the monitoring of rail temperatures.

The management of green spaces within the railway infrastructure and the installation of firebreaks, the identification of the risks of destabilisation of embankments along the tracks or an extension of on-call technical teams and the implementation of mobile intervention teams are other measures that can be activated during the Summer Plan.





## THE KING PAYS TRIBUTE TO INFRABEL ON BELGIUM'S NATIONAL HOLIDAY

This year's national holiday was dedicated to the coronavirus pandemic and its victims. The King took the opportunity to pay tribute to his compatriots who worked for the common good during the crisis. This included Infrabel employees.

Indeed, the fact that, in the midst of the coronavirus crisis, we are doing everything possible to ensure that trains continue to run safely has not escaped the notice of either the Palace or the Federal Government. While Belgium was in lockdown, our colleagues did their duty to keep our country moving, literally and figuratively.

As such, three colleagues represented the 10,225 staff members of Infrabel at the ceremony on 21 July in Brussels. On behalf of all their colleagues, Nadège, Charlotte and Michaël received the congratulations and gratitude of the King.





### **BENOÎT GILSON, NEW CEO**

On 31 July, the cabinet meeting of the Federal Government appointed Benoît Gilson as CEO of Infrabel. Our new CEO began his career in our company in 2005 as Head of Communications and spokesman.

Ann Billiau, CEO Ad Interim since the departure of Luc Lallemand at the start of the year, resumed her duties as Chief Client Officer, Director of Customer & Business Excellence. She performed a successful interim role in the very difficult circumstances of a global pandemic.





## A RENOVATION PROGRAMME IN DENDERLEEUEW

The month of August was particularly intense in Denderleeuw. Our teams worked around the clock to carry out a major renovation operation around this railway intersection located on lines 50C and 50 (in the direction of Brussels). We focused our efforts to be as rapid and efficient as possible, thereby limiting the disruption to travellers.

No less than 10,000 sleepers over a distance of 5 km, 9 km of catenaries, 17,500 t of ballast, 14 switches, as well as the waterproofing membrane of two bridges (Kiekenborrestraat and Guido Gezellestraat) needed to be renewed... The challenge was huge, and so were the stakes!

### €9 MILLION INVESTED TO IMPROVE SAFETY AND PUNCTUALITY

The infrastructure in and around Denderleeuw station had reached the end of its life. We needed to replace it. These works, completed in October, resulted in safety and punctuality gains. And also time savings, since the speed on line 50C in the direction of Brussels has now gone from 60 km/h to 90 km/h.





## **BASCOUP AND ANTWERP-NORTH OPT FOR GREEN ENERGY**

Since this summer, part of the roofs of our Bascoup site in Chapelle-lez-Herlaimont have been covered with approximately 3,000 m<sup>2</sup> of photovoltaic panels. These installations will be completed in 2021. Eventually, these 1,794 solar panels should produce around 500,000 kWh of green electricity per year, equivalent to the consumption of 110 to 125 households.

Bascoup is one of our largest rooftop photovoltaic projects to date (565 kWp of installed generation), but it is not the only one. We have also installed solar panels at Charleroi and Petite-Ile. The panels at Charleroi were already operational by the end of 2020. At Petite-Ile, the connection was in progress. Together, these three sites represent around 722 kWp of installed capacity.

At the end of the year, we also installed solar panels on both roofs of the CLI Antwerp North. A rather impressive operation, as no less than 456 panels are spread over an area of 743.28m<sup>2</sup>. In total, this will represent an annual generation of 119.3 MWh of energy, equivalent to the electricity consumption of around 34 households. The daily consumption of the CLI will be provided by the energy generated. For our carbon footprint, this means 22.4 t less CO<sub>2</sub> emissions.

### **AN IMPORTANT MILESTONE IN THE ENERGY TRANSITION**

After the installations in Bascoup and Antwerp North, many other similar projects are planned in the future, including the roofs of the CLI in Denderleeuw, Yvoir and Bertrix and the Production Plant in Schaerbeek.

At the time of writing, we did not yet have the figures for 2020. But in 2019, photovoltaic installations at our sites covered 3% of their consumption. This generation of 472,965 kWh of clean electricity avoided the emission of 89 t of CO<sub>2</sub>.

Thanks to these installations, Infrabel has taken a decisive step towards its climate commitments. Indeed, our drive to reduce our CO<sub>2</sub> emissions is fully in line with our environmental policy.







## OPERATION SOLIDARITY FOR THE MOST VULNERABLE

As we know, the coronavirus crisis has pushed more people into a situation of precariousness. Our company has not lost sight of this fact. That is why we launched an appeal among our staff, in the summer and at the end of 2020, for donations of food and hygiene products.

Thanks to our partner Be.Face, we identified various dependable Brussels-based associations that take care of people in need (people on low incomes, migrants, students in precarious situations, etc.).

With Be-Face, we are also involved in a mentoring operation for students and young job seekers. In 2020, this campaign had thirteen active duos.



## A HERCULEAN TASK TO SECURE ROCK FACES

Undulating paths, rocky landscapes... Although the 162 Namur-Arlon line is picturesque, we have to regularly keep an eye on the rock faces to prevent any landslides. But when rail traffic safety is at stake, shock treatment becomes necessary to secure the structures which have deteriorated to a greater extent.

This is the case at the 14 km section between Grupont and Hatrival. This summer, large-scale work started there to comprehensively secure nine rock massifs. At the same time, as part of the modernisation of Axis 3, it was necessary to extend the railway platform. In effect, the current gauge had become inadequate in light of higher train speeds. Finally, the renovation of seven bridges and the removal of one level crossing are also in the pipeline for this multi-year project.

## SPECTACULAR WORK IN MORE WAYS THAN ONE

In total, the work involves:

- 150,000 m<sup>3</sup> of rock to be excavated and removed, the equivalent of 40 Olympic swimming pools.
- 40,000 m<sup>2</sup> of metal netting to be wrapped over the rock face, equivalent to the surface of 6 football pitches.
- more than 18,000 drillings 3 m deep, to anchor the netting
- des travaux à réaliser jusqu'à 30 m au-dessus de la voie
- un budget total de plusieurs dizaines de millions d'euros qui s'inscrit dans le cadre de la modernisation complète de l'Axe 3 (entre Bruxelles et la frontière luxembourgeoise)







### "ROCK FACES" PLAN: SAFETY FIRST

This project is part of our ambitious "rock faces" plan. Over the last decade, Infrabel has reinforced 40 sites deemed to be the most dangerous. Securing the rock faces of Line 162 marks the beginning of the second phase of this plan.



### A FIRST IN LONDERZEEL: 300 METRES OF FENCING TO STOP TRESPASSING ON THE TRACKS

Londerzeel station records an average of six cases of unauthorised entry on the tracks per day! 40% of these are commuters crossing the tracks to get from one platform to another. In order to deter these extremely dangerous actions, our response is uncompromising, on various fronts: raising awareness, laying obstacle mats, etc.

In August, a new pilot project was incorporated into our plan to tackle trespassing on the tracks. This principle is already applied in France and Germany, but it is a first in Belgium: in Londerzeel, we have installed a fence more than 300 m long and 74 cm high between the tracks of platform 1 and 2.

In addition to the fencing, we have also installed a concrete wall at the end of the station platform and "New Jersey" blocks at the level crossing to stop anyone crossing between the ends of the platform and the level crossing. In effect, many people were in the habit of crossing the street between the track and the crossing, and in the process entered onto the railway infrastructure without being able to see the lights at the level crossing.





### **A PROMISING EXPERIMENT!**

For two weeks, we analysed the effect of these measures during peak hours, using cameras. The results turned out to be impressive! After installing the walls and blocks, there were no more recorded cases of people crossing the tracks at these spots (compared to 61 cases per week previously). The fencing has also been thoroughly effective: reports of trespassing onto the tracks has fallen to zero.

Following this success, we decided to look at other locations in our network where we might implement these measures in the future. In particular, two similar projects are planned for 2021 in Froyennes and Herseaux.





### **PARKWEG BRIDGE IN HEVERLEE: MISSION ACCOMPLISHED!**

After eleven months of construction on a rather tight schedule, the Parkweg bridge in Heverlee, which spans the railway line 139 Louvain-Ottignies, was officially opened in August. This new 4.5 m-wide structure was eagerly anticipated in Heverlee and the surrounding area, where cycling rules the roost! It has become THE crossing point for students, cyclists and walkers to go back and forth between the Park abbey and the Philips site in complete safety.

The project started in September 2019. Having carried out the necessary preparatory work, the new abutments, designed to provide sufficient support for the bridge, were constructed on site. The bridge apron was then constructed, consisting of four prefabricated girders on which were positioned eleven U-shaped apron elements. In May, this phase resulted in some impressive images...





## **SAFETY EQUIPMENT DISTRIBUTORS ACCESSIBLE 24 HOURS A DAY**

Gloves, goggles, safety helmets, safety shoes, ear protection... essential equipment for the safety of our staff, which they must have at their disposal at all times. Our Supply Chain team came up with a modern and clever solution: automatic distributors so that all staff can have access to personal protective equipment 24/7.

### **SEVERAL HUNDRED ITEMS ALL ACCESSIBLE WITH A BADGE**

These distributors can hold several hundred items and their assortment is optimised depending on the specific local needs. The system is as simple as a drinks dispenser: staff scan their badges, choose their equipment from a menu and then collect their item.

Other advantages: this smart system allows us to have a real-time overview of consumption, and to organise replenishment. Moreover, it encourages people to consume only what is necessary, thereby avoiding any waste.

The first machines were installed in 2020. They are part of the "Service Point Maintenance" programme designed to improve logistics management. Gradually up until 2024, it is planned to install around 60 of these distributors at strategic and easily accessible locations at our various sites.



## **HUNDREDS OF BABY SMOOTH SNAKES REINTRODUCED INTO THE WILD**

The smooth snake is one of the three species of snakes found in Belgium. They are harmless, but are endangered. Since some of these snakes had found refuge in the cable gutters along our railway lines, we have been involved in their preservation since 2017 and we support the reptile rescue centre. This project, unique in the world, is jointly led by the Domaine des Grottes de Han (Rochefort) with Infrabel and the Public Service of Wallonia (SPW-Agriculture Environment Natural Resources).

The aim is to house specimens from the largest population of smooth snake that has taken up residence along the railway lines. After that, to allow them to acclimatise to their new living conditions, let the females give birth in the right conditions, and finally reintroduce the newborns into their natural environment. That's what happened on August 14: the first 55 young smooth snakes of summer 2020 were released into the wild.





## PENNY, OUR NEW IT "COLLEAGUE"

Her name is Penny and she now gives a helping hand to our staff when they have an issue with their hardware or Infrabel applications. Penny is a chat box developed by our IT team to provide rapid answers to IT questions. Her artificial intelligence is based on the most common questions asked by our colleagues in this field. And of course, Penny is bilingual and speaks to everyone in their own language!



## FINAL STRETCH FOR THE NEW BELGIUM-FRANCE CONNECTION

On 21 August, our construction site for the new 165/3 link, which connects France and Belgium to the Athus Container Terminal, witnessed a spectacular event. In just five hours, the new railway tunnel structure (33 m long and weighing about 3,000 tonnes), built a few metres from its ultimate destination, was pushed under the Avenue de l'Europe. A distance of 45 m under one of the busiest national roads in the Province of Luxembourg! To accomplish this feat, the road had to be closed to traffic and a huge hole needed to be dug.

### THE MISSING LINK IN A STRATEGIC PROJECT

The completion of this link, which we are implementing jointly with IDELUX (the intermunicipal body responsible for the region's economic development), is part of our multi-year strategic investment plan. It is subsidised by the European Union, the Federal State and the Walloon Region, among others. You might say that the stakes are high!





## **400,000 FEWER SEMI-TRAILERS ON THE ROADS**

Secondly, the environmental stakes. This project, in the making for many years, will also enhance the attractiveness of multimodal transport. In 2018 alone, the 11,500 freight trains that used this "Athus-Meuse" route meant that 400,000 fewer semi-trailers made journeys on our roads! Considering that the European and Belgian railway companies have the ambition to double the volume of freight transported by rail by 2030, the importance of this work could not be more obvious.

After this operation, we started the final phase, namely the infrastructure works. The first trains should be able to use this new link as early as summer 2021.



## **OUR OBSOLETE MOBILE PHONES GET A NEW (RESPONSIBLE) LIFE**

As part of "Earth Overshoot Day", the day when humanity's demand for ecological resources and services in a given year exceeds what Earth can regenerate in that year, we wanted to mark the occasion and encourage our colleagues to give a thought to the old objects lying around in so many drawers: obsolete mobile phones, smartphones and other electronic equipment. All these devices contain valuable materials that can still be used, or can be useful to others!

### **INFRABEL'S LARGE-SCALE COLLECTION**

Bearing in mind that in Belgium, more than three million old phones are forgotten about in drawers, and in parallel with our policy of recovering our own ICT equipment, we invited our colleagues to come and drop off their obsolete non-professional equipment at various collection points. The collected electronic equipment had one of two possibilities: either reconditioning or recovery of the raw materials for recycling.

For us, the important thing was to contribute together to reducing the ecological impact of our purchases (reducing the extraction of resources and limiting CO<sub>2</sub> emissions) and take a critical look at our consumption patterns! The icing on the cake: for each reusable device collected (or four non-reusable phones), our partner Out of Use undertook to purchasing 1 m<sup>2</sup> of forest land.



## **AN UNPRECEDENTED OPERATION IN FRANIÈRE: 1 KM OF TRACK RENEWED IN ONE WEEKEND**

Generally, this kind of work means several weeks of disruption to rail traffic. At Franière (line 130), our engineers developed an innovative technique: to avoid excessively long periods of lines being out of service, a 480 m slab was pre-built next to the tracks, then transferred to its final location, while the rest of the renewal works were managed on site in the conventional manner.

Work began in early May on the Walloon backbone at the Franière stop (between Namur and Charleroi). It presented two challenges: renewing the infrastructure while trying to minimise rail disruption, and smoothing the curve on this portion of the line so that trains could travel at 120 km/h (instead of having to slow down to 100 km/h, as was the case before).







## LIKE A GAME OF TETRIS ON A MASSIVE SCALE, AND A EUROPEAN FIRST!

Our engineers had the idea to construct a huge slab next to the tracks. 1,300 m<sup>3</sup> of concrete, 300 tonnes of steel reinforcement, 480 m long, 8 m wide, 30 cm thick, and weighing 6,100 tonnes, the equivalent of 18 fully-laden long-haul aircraft! Then, during an operation that took place over a single weekend, this slab was pushed using a jacking mechanism over a distance of about 16 m, to its final location. Up until now, no portion of infrastructure or a railway structure has ever been pushed so far in Europe!

In the second phase, the structure was fitted with 2 x 480 m of track, ballast and 4 switches. The result? A "slice" of railway network "ready to use".

The pre-construction of the slab made it possible to limit the use of the "single-track service" to 18 days (and three weekends), versus 49 days (and eight weekends) under the traditional method. As for complete interruptions to service, these were limited to three weekends, as opposed to the usual five!





## JOB EVENTS PROVIDE A HYBRID BACK-TO-SCHOOL PERIOD

This autumn, our recruitment campaign focused predominantly on technical profiles. Nonetheless, our traditional Job Events have had to adapt to the Covid-19 situation, in order to limit contact.

We therefore adapted our organisation. Specifically, we adopted a new method of providing information to future candidates in advance of the Job Events, with online information sessions and new videos. Even remotely, future talents could ask all their questions to our ambassadors, and be guided to the right position. They also took a technical test online.

## AN UNBRIDLED SUCCESS FOR THE FIRST EDITION

This new formula limited the number of people on our sites for the next stage: the interviews. But on the other hand, we noted an increase in the quality of the profiles we met during these interviews.

The first "new look" Job Event was held on 12 and 13 September, in Mons and Jemelle. More than 200 candidates were in attendance, and 95 offers of employment were notched up over the course of the weekend. After Mons and Jemelle, it was the turn of Antwerp-Port, Mechelen, Brussels, Leuven, Ghent-Maritime, Antwerp-Berchem, Hasselt, and finally Halle.



## THE LAST LEVEL CROSSING BETWEEN BRUGES AND GHENT MAKES WAY FOR A TUNNEL

After more than a year and a half of construction, the Hansbeke tunnel is now a reality. Thanks to this new 400 m-long crossing, we could finally close the last remaining level crossing on the Hansbeke village line. At the same time, we have improved safety and punctuality on one of the busiest rail lines in the country.







This bypass tunnel is part of a €9.5 million investment we are making with the Agentschap Wegen en Verkeer and the city of Deinze. Other works are also planned leading up to early 2022: a new underpass beneath the tracks for travellers, pedestrians and cyclists, landscaping around the station and surrounding streets, and an extension of the sewer system.

#### **AND TWO NEW TRACKS AS WELL**

The works at Hansbeke are also part of a larger project. Together with our subsidiary TUC RAIL, we have been working for some time on the construction of a third and fourth track between Ghent and Bruges. These tracks are intended to improve freight transport and accessibility to the coastal region. These works should be completed by the end of 2024.



#### **WOMEN AND INFLUENCERS**

Every year, Women's Rights Day on 8 March is the opportunity for us to set out our vision and plans for gender equality. But of course this is an important topic for us throughout the year. At the start of autumn, we launched our "Women and Influencers" project. We invited external female influencers to come and discover Infrabel through the different professions exercised by women, and to share this experience via their social networks. The perfect opportunity to demonstrate the diversity of our daily tasks, and above all to remind the general public that all our positions are also open to women.

In September, presenter and influencer Sandrine Corman shadowed one of our colleagues in Ronet during her daily work. And in October it was the turn of footballer and influencer Tessa Wullaert to meet our colleague Liesbet Willocx and discover her job as an ELM technician for substations and catenaries. An opportunity to go behind the scenes of their roles and share their experiences of their respective professions.



#### **LOKEREN: AN OVERHEAD GANTRY CRANE PREVENTS CATENARIES BEING RIPPED OUT**

Incidents causing damage to our catenaries (and countless train delays) are among the black spots we are trying to eliminate. More often than not, they are due to vehicles that are loaded too high. In 2019, we installed a high gantry crane in Lokeren, just before the level crossing which provides access to the industrial zone.

On 14 September 2020, the crane proved its worth by stopping a vehicle before it was about to knock out a catenary. The possibility of installing a similar gauge limiter is being studied for other "accident-prone" sites.







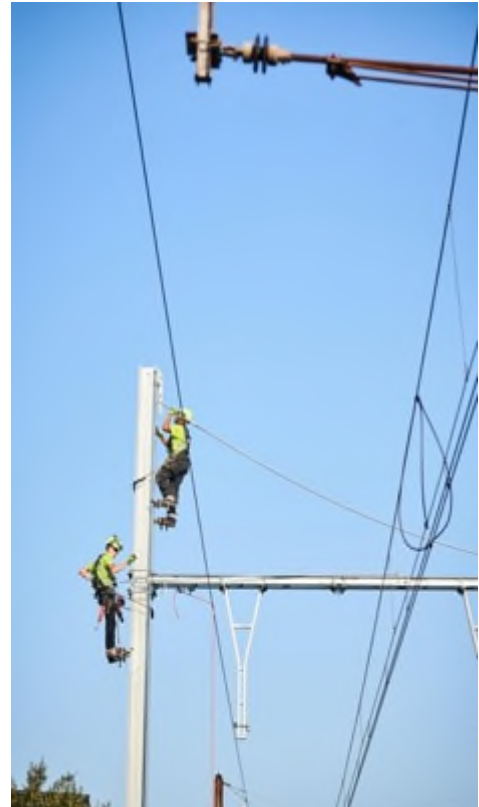
## THE COUNTRY'S OLDEST ELECTRIFIED LINE GETS A FACELIFT

On the Brussels-Charleroi line, the electrification of the section between Luttre and Marchiennes dates from 1949. It was the second electrified section in Belgium, following the Brussels-Mechelen connection. The Luttre-Charleroi section is unique in that it is made up of four tracks which are fairly close to each other. Large metal transverse supports therefore pass over the tracks to suspend the catenary.

After 70 years of excellent and loyal service, the latter elements needed to be modernised. In total, 150 transverse supports, 600 catenary poles and 200 km of cables (including 50 km of catenary) needed to be renewed over 12 km, for a total budget of €20 million. A considerable challenge, because this is a busy route for both passenger and freight transport.

### MASSIFICATION OF WORKS

As such, our teams replaced 74 transverse supports in 2020. In order to limit the impact on train services, they had to work at night and over three weekends. Over the weekend of 19 and 20 September, the line was closed off at the same time as other work was being carried out to renew two railway bridges, in Roux and Luttre. We therefore took advantage of the planned line closures to replace around 30 transverse supports.



## INNOVATION: THE WARNING BOX TO DETER THE RECKLESS

The Warning Box is an invention by one of our colleagues. The principle is simple, but the stakes are considerable: it is a system to detect unauthorised entry at a closed level crossing, to alert reckless individuals to the dangers involved. In September, we started a test phase in Ottignies.

### AN IMMEDIATE DETERRENT EFFECT

Individuals who do not obey the highway code at level crossings are primarily vehicle drivers. But pedestrians and cyclists also represent 46% of reckless individuals. These are the people for whom the Warning Box was invented. Because often, such individuals cross over a closed level crossing under the (mistaken) belief that there is no risk.



A smart alarm system, the Warning Box is only activated when the barriers are closed. By triggering an alarm in the event of unauthorised entry, the individual is warned of the danger and can therefore decide to turn around. If the deterrent effect proves to be decisive, as the analyses carried out so far suggest, we plan to roll out this innovative system at the most problematic level crossings.



## CALENDAR FOR SCHOOLCHILDREN: FUN AND EDUCATIONAL

Raising awareness on the importance of being more sensible is also the aim of the Calendar for Schoolchildren and our game booklets. Each year, these tools play an important role in making children aware of the dangers on and along the tracks.

### A NEW BOOKLET FOR THE YOUNGEST PRIMARY SCHOOL PUPILS



New-in for the school year 2020-2021: following a survey among teachers, we now have a third game booklet for primary schools. The language is simpler and the typeface is larger, so that children who are learning to read will find their way more easily through this booklet

For the 2020 back-to-school period, we distributed 50,000 copies of the Calendar, in French and Dutch, and 24,000 copies of the primary school-level game booklet to schools.

Colouring, crafts, exercises specially designed for work in groups, crossword puzzles, there's nothing like fun activities to learn the right reflexes for railway safety!



## A WEEK WITHOUT A CAR? THE MOBILITY UNIT... SPRINGS INTO ACTION!

As an actor of sustainable mobility in Belgium, Mobility Week is a special opportunity for us to work on this theme. As is the case every year, through various campaigns and communication, our Mobility unit prompted our colleagues to take a critical look at their daily habits, and also try out other means of transport. An invitation that was all the more opportune at this particular time, when the corona measures were shaking up our habits.







## **BIKES AND SCOOTERS TO TRY OUT**

This mobilisation week was an opportunity to talk about how our Mobility unit made a range of electric bikes and scooters available to colleagues, for them to try out. Bruges, Ghent, Ans, Brussels... This fleet of bikes and scooters allowed colleagues from different sites to form their own opinion.

It was also an opportunity for us to remind all our colleagues that Infrabel is required by law to limit the environmental impact of its journeys. This involves an action plan, which is reviewed every three years following a mobility diagnosis in our company.

The last one dates from 2017, but the figures are worth recalling: almost two thirds of our colleagues already use a sustainable mode of transport (train, urban transport, bicycle, etc.) to get to work. The next mobility survey on our travel habits will be published in 2021.





October // November // December

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### A NEW MINISTER FOR INFRABEL

On 1 October, Georges Gilkinet became Deputy Prime Minister and was also appointed to the role of Minister for Mobility. A journalist by training, Georges Gilkinet had already been a member of the Belgian Chamber of Representatives since 2007, and can therefore draw on a wealth of experience in politics.



### INFRABEL AND aSMARTWORLD JOIN FORCES FOR A CIRCULAR ECONOMY

In recent years, Infrabel has set up collaborations with external associations, in order to give a second life to its ICT equipment when this can no longer be reused internally. This was already the case with Oxfam and Close the Gap. Since this autumn, we have entered into a partnership with a third association: aSmartWorld.



This Belgian organisation shares our vision of sustainable enterprise and the circular economy. Among other things, it recycles old smartphones and old business tablets in an environmentally responsible manner. These devices are then redistributed, inter alia to people who cannot afford to buy brand-new ones.

This year, 2020, when the corona situation has exacerbated the digital divide, our partner associations have worked hard to help the most affected groups, distributing thousands of devices in schools, homes, social integration associations, etc.



## **FEWER LEVEL CROSSINGS = MORE SAFETY**

As of 31 December 2020, there were around 1,700 level crossings remaining on the network. Whenever possible, we replace these with a bridge, tunnel, parallel roadway, underpass or cycle path. We are always looking for the best alternatives in consultation with local authorities and residents.

### **IN MILMORT**

After almost two years of works, two new underpasses and a road bridge were unveiled in early October in Milmort, replacing two level crossings. This will limit the risks associated with dangerous behaviour alongside the tracks.

### **IN BRUSSELS**

After considering a few dozen projects, three of the remaining five level crossings in Brussels have finally been removed, at Jette and Ganshoren. They have been replaced by underpasses. The removal of each level crossing in Brussels cost €1 million.

### **AND IN DIEPENBEEK**

With various construction sites spread throughout the municipality, the Diepenbeek project is currently our largest level crossing project in Belgium. It is intended to provide enhanced safety for rail and road traffic, while having a positive effect on the punctuality of rail traffic. It will also be a boost for the quality of life and mobility in Diepenbeek.

Over the weekend of October 24 and 25, our teams worked continuously to remove and replace seven level crossings with alternative solutions. Five of these seven level crossings were on the rapid tram (Spartacus) route. Due to the works, no trains were operational between Hasselt and Tongeren during the weekend.

At Diepenbeek station, the future underpass for travellers has been installed beneath the tracks. The installation was implemented using a special sliding system, equipped with hydraulic jacks, that slid this tunnel, weighing more than 400 tonnes, into its final position.







In the Waardestraat, a large scaffold was built over the tracks, for the construction of the bridge apron in the near future. And in the Nierstraat, the beams for the bridge apron were installed and the catenary was adapted. In the Molenstraat, the foundation work for the future bridge was initiated.

For this project, Infrabel joined forces with De Lijn, the Flemish Region, the municipality of Diepenbeek and the SNCB. To handle any problems that inevitably arise during this type of work, close consultation between TUC RAIL and Infrabel was also put in place. Completion is scheduled for the summer of 2022.



## **IS YOUR DOG ON A LEASH? THEN THERE'S NO PROBLEM!**

To mark World Animal Day, we launched an awareness campaign called "Animals on the tracks". This campaign was intended to encourage owners to keep their dogs on a leash when walking near the tracks. It was also designed to reach out to those who live near a railway line and own animals. It is important that people living in the vicinity of railway lines install suitable fencing, so that their animals, dogs, but also cows, sheep or alpacas... cannot escape!



**//Academy**

## **//ACADEMY: FINAL STRETCH FOR THE FIRST BELGIAN RAIL SCHOOL**

It was a busy autumn: the construction site of our future //Academy reached its final phase. The opening of this first Belgian rail school is scheduled for January 2021. This will make it possible to train the employees in the professions that Infrabel needs. At present, there is no official school providing comprehensive and specific training in the rail professions.

By bringing together the teams which are currently scattered over different sites, //Academy will group all our training courses in a single, modern and easily accessible location, on a strategic and central site: next to Brussels West railway station.

//Academy will be a showcase for the countless professions that keep our company running.

### **A SPECIALISED, PRACTICAL AND ACCESSIBLE SCHOOL**

//Academy will train all new recruits in their future professions. In addition, colleagues will be able to follow additional training courses to keep their skills up to date, or to refresh their knowledge with a practical and theoretical approach. It will also be the place where leadership skills are perfected.

A large part of the training will relate to technical professions. With halls recreating parts of railway infrastructure, signalling box simulators, railway tracks with switches and level crossings, and various other modern teaching tools, participants will learn in conditions that approximate the real thing, but in complete safety.





## A DIGITAL PLATFORM...

//Academy also provides courses via a digital platform. New training courses are regularly published here. Some of them, including the integration pathway, are compulsory for all new employees. Others are only for a specific target group.



## RELOCATION OF THE SIGNALLING BOX IN ANTWERP

On 10 October, the teams at Antwerp started work in their brand new signalling box at the Posthofbrug. This new building was built 500 m from the former signalling box, and is fully compliant with current standards, while providing more modern facilities. It is a spacious and well-designed signalling room where colleagues can concentrate on their most important task: keeping trains running safely and on time.

The twelve traffic control stations were transferred, one after the other, from the old to the new signalling box. Our colleagues at Muizen will also be rejoining the same signalling box as of next year. A new building was therefore essential!





## **INFRABEL AND THE SNCB HAVE STARTED WORK ON THE RAILWAY STATIONS AT SINT-TRUIDEN AND ALKEN.**

Over three weekends in October, Infrabel and the SNCB started works that will last until 2022. Platform 1 of the stations at Sint-Truiden and Alken were both raised to the European reference height of 76 cm. This is more in line with the boarding height of the most recent trains. Passengers will therefore be able to board and alight the trains more easily. Works are planned in 2021 for platform 2 at Alken.

Infrabel is also renewing the rails and level crossings between Landen and Sint-Truiden. In Alken, the level crossing at the Sint-Jorisstraat was widened to enhance the safety of pedestrians.



## **A STRATEGIC ENGINEERING STRUCTURE GETS A FACELIFT ON THE BRUSSELS-LIÈGE RAILWAY LINE**

Over the weekend of 17 and 18 October, Infrabel started the first phase of the renewal works of the most sensitive elements of the railway bridge over the Brussels Ring (R0), at Zaventem. A total of six weekends of work were planned between mid-October and the end of April 2021, to enhance safety on the Brussels-Leuven-Liège line.

This bridge, which includes the four tracks of this line (line 36 and line 36N), occupies a strategic position on the Belgian network. On weekdays, just under 450 passenger trains use it on a daily basis.

Thanks to excellent coordination of the work with the Agentschap Wegen en Verkeer (the manager of the Flemish regional roads), and in close consultation with the SNCB, the impact on rail traffic and passengers will be kept to a minimum during the works.

It was also necessary to significantly reduce the impact of the works on the Brussels Ring, given that every day of the week around 160,000 vehicles (both directions of traffic) pass under the bridge. Installing inspection platforms makes it possible to carry out most of the work without disrupting road traffic on the R0.

### **RENEWAL OF BRIDGE JUNCTIONS AND BALLAST**

The bridge, with its imposing dimensions, was built in the 1970s. A partial upgrade had become necessary, due to the age of the structure and the infiltration of water into the joints.

Specifically, three of the bridge's four aprons will be overhauled, the first of which was upgraded in October. The largest works are the jacking operations to replace the support devices. To accomplish this, the 610 tonne bridge was raised approximately one centimetre. In order to keep the train disruption to a minimum, the work was carried out at night.







A railway bridge with imposing dimensions:

- Length: 165 m
- Width: 25 m
- Height: 7.2 m
- Unit length of the aprons: between 21 m and 32 m
- Weight of the aprons: between 280 and 600 tonnes

In addition to the jacking works, we also have to repair the concrete. Over the years, water seeping in through the joints has worn it down. Severely compromised, the apron joints therefore need to be removed and replaced. To do this, rail-road cranes are used to remove the ballast and sleepers, so that the joints can be reached and replaced. And to further enhance track stability, we are also replacing the ballast at the joints.

In addition, the concrete heads of the main girders of the bridge will be repaired and the underside of the aprons will have a maintenance check. Finally, the drainage system will be overhauled.

#### **AN INVESTMENT OF €3.7 MILLION**

The total cost of these investments will amount to €1.55 million for Infrabel, the owner of the two exterior aprons. €2.15 million will be covered by Agentschap Wegen en Verkeer, the owner of the two central aprons.



## THE NEXT GENERATION OF RAILCARS ARRIVES IN LIÈGE

On 12 October 2020, a dozen colleagues from Liège met at the catenary centre in Angleur to learn how to use the brand new ES 906 railcar.

The renewal of the fleet of catenary railcars has been underway since 2017. More adapted, more reliable, safer and at the cutting edge of technology, the ES906 railcar is the sixth locomotive in a series that promises greater efficiency, and above all boasts a range of additional safety features.

As is the case in all other catenary centres, this locomotive, used for maintenance of the catenary, will replace the old one, which has become obsolete or unsuited to the new needs.

### READY FOR THE ETCS, FROM 2023 ONWARDS

The ETCS Masterplan envisages equipping all maintenance locomotives with the European automatic safety system. This was the impetus for us to replace our entire fleet of catenary railcars. By 2023, our company will have 18 next-generation railcars, ready to operate with the ETCS.

Until 2023, with each arrival of a railcar, the teams in place will benefit from a two-week training course. They will therefore be able to get to grips with the locomotive, study all aspects of its use, and also prepare themselves to intervene effectively in breakdown situations.



## ENTRY INTO SERVICE OF A NEW RAIL FREIGHT AXIS FOR THE CAPITAL

A new rail link has been constructed in Schaerbeek. Line "26B" fills the missing link between the freight line at Antwerp and the western bypass at Brussels. Freight trains can now cross the capital directly, safely and without interfering with passenger traffic.

This €27 million investment promotes a modal shift that aims to move as much freight as possible by rail rather than clogging up the roads. It therefore benefits rail customers, the economy and the environment.

### A SMOOTH FLOW OF GOODS BY FILLING IN THE "MISSING LINK".

For more than six months, Infrabel worked with the specialists of its subsidiary TUC RAIL on the development of this new rail link. Part of the route already existed, but to complete it, a little more than one kilometre of new track (2 x 550 m) was laid, between Schaerbeek station and the railway junction of the Pont de la Senne. Via a new tunnel, the track plunges under the Brussels-Leuven line, and is thus connected to the western bypass.

The new route ensures that freight and passenger lines do not cross each other, ensuring greater safety, punctuality and capacity. In addition, the new route ensures faster and smoother traffic flow to the Brussels-Midi and Forest stations. The new link also makes it possible to continue on to Ghent and Dendermonde.





## **AN EASY-TO-MAINTAIN RAIL INFRASTRUCTURE**

During the construction of the new track, nine new switches were laid between Schaerbeek station and the Brussels canal. They are more durable and easier to maintain, which is practical in a busy railway junction such as the Pont de la Senne. There is also less need to put lines out of service. The catenary and signalling have also been completely renewed.

The complete modernisation of the line is scheduled for 2024.



## **INFRADEL SUPPORTS THE DEVELOPMENT OF THE PORT OF ZEEBRUGGE**

These are the most important works of the past year to enhance the port of Zeebrugge: we are investing €11 million to improve the accessibility of freight trains to the port of Zeebrugge and passenger traffic to the coast.

In October, this project entered a decisive phase. We replaced the railway infrastructure in Dudzele, a village between Bruges and Zeebrugge, where there is a strategic railway junction. In effect, two important railway lines intersect at this point. One goes to Lissewege, Zeebrugge and the western port (L51A), the other to Heist, Duinbergen, Knokke and the eastern port (L51B). In 2019, around 38,000 trains passed through this junction.

This upgrade was also an opportunity to rethink and adapt the rail infrastructure to accommodate a possible future expansion of capacity.

### **AN INNOVATION THAT IS ADVANTAGEOUS IN SEVERAL WAYS**

The most important element of the project at Dudzele was the installation of five new switches. These are over 100 m long and are the largest of their kind used on a conventional railway. They were custom built at our workshops in Bascoup. Weighing fully 112 tonnes each, they were laid on a new foundation that greatly enhances the stability of the marshy subsoil.

This modern infrastructure is less susceptible to breakdowns, more durable, less noisy when trains pass, and also easier to maintain. This innovation will not only be advantageous in terms of safety, but also train punctuality.

In addition to this upgrade of the switches, two curves of the track were smoothed over a length of 1 km, 6 km of catenaries were renewed, the signalling was adapted to the new configuration, and our specialists also laid 700 metres of new track.







## **SOLUTIONS AND ALTERNATIVES FOR RAIL TRAFFIC**

Railway lines 51A and 51B are the only railway accesses to and from the port of Zeebrugge. All freight trains serving the port run on this line. The Infrabel works have therefore inevitably had a major impact, both for passenger trains to the coast and for freight traffic to and from the port. But thanks to effective consultation with the port, it was possible to plan the works in a way that would significantly limit the impact on freight transport. As rail is an important mode of transport for the port of Zeebrugge, this modernisation on line 51A at Dudzele will optimise the port's intermodal services in the future.





## INCLUSION FOR ALL IN THE DIGITISATION STRATEGY

Around 800 of our 10,000 colleagues do not yet have their own professional e-mail address. These are primarily staff working on the ground. In order to share information with these colleagues without an Infrabel e-mail, there was only verbal communication, communication by SMS and/or on paper, Infrabel TV or the "Communication Corners". This situation meant that we couldn't involve all our colleagues in our digitisation strategy. That's why we decided to create a level playing field and ensure that everyone has a professional e-mail address.

This strategy has a threefold objective: to promote effective communication between all colleagues, improve communication between employees and //Academy employees and to further shrink our environmental footprint.



## A MAJOR PROJECT BETWEEN ATH AND JURBISE

After 30 years of service, 16,500 wooden sleepers have been upgraded over a distance of ten kilometres. They have been replaced by new, concrete sleepers that have a working life of at least 40 years and require less maintenance. This project was completed over five weeks in November and December.

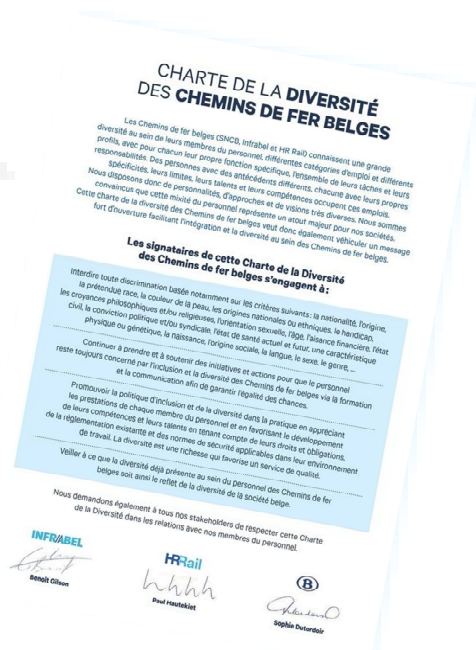
While these sleepers were being replaced, our teams also renovated and upgraded platforms at Maf-fle, Cambron-Casteau and Mévergnies stations. Finally, two level crossings situated near these stations will also be renewed.



## BENOÎT GILSON SIGNS THE DIVERSITY CHARTER

November 16 has been designated International Day for Tolerance.

The Diversity Charter of the Belgian Railways was signed by Benoît Gilson, our new CEO. Luc Lallemand first signed this Charter in 2018. This symbolises the commitment of Infrabel, the SNCB and HR Rail to tackle discrimination, which is deemed unacceptable within the Belgian Railways, and to promote diversity.







## **DIGIFORM, AN ESSENTIAL LINK IN NEW TRAFFIC MANAGEMENT!**

The DigiForm project was started in mid-2018. Implemented by the operational staff, for the operational staff of Infrabel, its aim is to digitise all communication and security forms for exchanges from and with the signalling boxes. The goal is to work only on PC and tablet going forward.

The advantage is huge time savings, with a direct impact on safety, punctuality and capacity, and a smaller environmental footprint.

Indeed, precise communication in the context of safety procedures is essential in the day-to-day work of our staff in the signalling boxes.

However, many security procedures and forms date from just after the war, when everything had to be recorded "on paper" and in "telegram books": everything was completed by hand and information was exchanged by telephone, often several times in succession.

### **OUR TECHNOLOGY WINS OVER THE GERMANS AND THE DUTCH**

DigiForm also lends itself to cross-border exchanges with neighbouring rail infrastructure managers. And the idea has won over the Germans and the Dutch: they decided to implement our technology in their respective countries!

The first challenge for the team working on this project was the harmonisation of cross-border procedures. The second challenge was linguistic, as it was necessary to work with several languages. With DigiForm, the information is sent in one click, and everyone receives it in their own language.







## THE BUIZINGEN CASE: BENOÎT GILSON ADDRESSES THE VICTIMS AND THEIR FAMILIES

At the Buizingen appeal trial on 19 November 2020, Benoit Gilson wanted to officially address the victims and their families in person, sincerely expressing his utmost respect and sympathy. Our company had maintained a duty of confidentiality as long as the legal case and investigations were ongoing. At this hearing, our CEO expressed his regret that this duty of confidentiality may have led the victims of the tragedy to believe that it did not deeply affect each and every employee of Infrabel.



## INFRABEL, A DRIVING FORCE FOR SUSTAINABLE MOBILITY

Jobat, Antwerp Management School and De Lijn have launched the "Pioneer Employer" initiative. The aim is to foster a mobility policy focused on the well-being of staff. As an essential link in sustainable mobility, Infrabel was of course in attendance.

Firstly because sustainable mobility is part of our DNA, but also because we have a long-standing commitment to the well-being of our staff and a sustainable mobility policy. That is why our CEO has signed the "Pioneer Employer 2021" charter. This signature is only the beginning, as the operation will be monitored throughout 2021. It is based on three pillars: fewer people on the road, smarter and greener modes of transport, and people-centred hybrid work (a combination of teleworking and work at the workplace).

Of course, many of our colleagues have jobs that require them to be on the ground 24/7. Indeed, it is thanks to their work that others can travel in an environmentally-friendly way. But the "Pioneer Employer" charter advocates





## A THIRD AND FOURTH TRACK ON THEIR WAY FOR THE GHENT-BRUGES LINE AT BEERNEM STATION

Our colleagues are working together with the SNCB and the municipality of Beernem to construct a third and fourth track for the trains on the Ghent-Bruges line. By mid-November, a new underground tunnel had been completed. The new tracks will follow a little later. The upgrade also includes the installation of new shelters and comfortable seating on the platforms, easily accessible via new staircases and wide ramps.

These important works are not only focused on the station itself, but also the surroundings, including new bike racks and car parks.

The works started in May and are expected to be completed by the end of July 2021. The total investment for the renovation of this station and the surroundings amounts to €11.9 million.





## OUR AWARD-WINNING VIDEOS AT CANNES

2020 saw two of our campaigns win awards at the Cannes Corporate Media & TV Awards. Out of 844 entries, the international jury chose to award 136 videos, including two of our projects: "We are Infrabel" and "Jean-Pierre Barrière"!

This festival honours the best corporate films, films for online use, documentaries and reportages. It is the only festival dedicated to corporate film which is held in Cannes, the legendary city of feature films and promotional film! The participants come from all corners of the world and the jury is made up of acclaimed figures (e.g. Emmy or Oscar winners).

### A GOLD DOLPHIN AND A SILVER DOLPHIN FOR THE INVISIBLE MAN AT THE LEVEL CROSSINGS

For our campaign to raise awareness of safety at level crossings, we decided to take an unconventional approach. Our film "Jean Pierre Barrière" tells the story of a barrier at a level crossing, often ignored and overlooked, like a real person. This approach seems to have won over the jury, as we walked away with a Gold Dolphin in the "informational films" category and a Silver Dolphin in the "CSR" category!

### SILVER DOLPHIN FOR OUR "CUSTOMISED" RECRUITMENT CAMPAIGN

In the area of recruitment, we created the "We Are Infrabel" campaign in 2019. Our aim? To make our image more dynamic and work on our brand recognition, but also to direct targeted communication towards technicians, engineers and computer scientists. All the actors and actresses in the film are Infrabel employees, which may well have helped to clinch the award for us. They all freed up time and got into the spirit of things. That made our video highly authentic.







## "RED = STOP": MAJOR CAMPAIGN AROUND PORT AREAS

"Red = stop". That has been the slogan of our awareness campaign in the ports for several years now. And with good reason: every year we are confronted with a large number of level crossing accidents in port areas. These figures show how much awareness-raising is still necessary.

The main cause of these accidents remains the same every year: failure to observe a red light (in almost 80% of cases). There are economic, material and time-related consequences, as accidents cause delays in the transport of goods. In some situations, these accidents have even resulted in deaths.

### 2020 IN DIGITAL

This year, various actions on the ground were planned in the ports of Antwerp, Zeebrugge and Ghent-Maritime, specifically for truck drivers. Unfortunately, these could not take place on account of the corona crisis. As such, on 30 November, we launched an online campaign via our various social media channels, and those of our partners.



## NEW BYPASS STRENGTHENS THE STRATEGIC ROLE OF MECHELEN

The Mechelen bypass went into operation in mid-December. This is a new railway line intended to improve traffic on the intermodal junction around Mechelen station. It comprises two additional tracks and two new platforms at the rear access to the station. This 3.2 km peripheral line provides a crucial and strategic breath of fresh air in this busy area.

Infrabel installed the final two switches over the last weekend of November. By putting platforms 11 and 12 into service a few days later, the SNCB completed an important phase in the comprehensive renovation of the station in Mechelen and its surroundings. These new tracks will make it possible to maintain the necessary capacity during the various subsequent phases of work on the other tracks.





## MORE FLUID TRAFFIC

This bypass will make it possible to increase capacity on this strategic rail link between Brussels - Mechelen - Antwerp - the Netherlands. Ultimately, after the completion of the tracks of platforms 7-8-9-10, the tracks of the bypass will be used by national and international trains to cross Mechelen station faster (160 km/h instead of 100 km/h). The line will also be connected to the Diabolo link towards the airport, which will improve mobility to and from Brussels. As such, thanks to the bypass, Mechelen is destined to become an important multimodal crossroads.

The project is the fruit of close collaboration between various actors, including Infrabel, TUC RAIL and the SNCB. As underscored by Prime Minister Alexander De Croo, "this project is a fine example of intense and successful collaboration at all levels, and a superb achievement realised while respecting all the Covid measures."

The first civil engineering works for this new line started in 2013. For Infrabel, this bypass represents an investment of approximately €170 million.



The two switches installed by Infrabel on 28 and 29 November were the final piece of the Mechelen bypass.



## JUST UNDER 780 NEW COLLEAGUES IN 2020!

The corona crisis did not prevent us from strengthening our teams as planned. In line with our ambitions for 2020, we successfully recruited just under 780 new colleagues in the past year, 650 of whom since the first lockdown. To achieve this, we of course needed to adapt. Our new employees were recruited under unusual conditions, sometimes without us ever meeting them in person. Thirteen Job-days were organised, both face-to-face and remotely. We also organised Job webinars and Job dates to replace the job fairs usually organised for students. The Job webinars, aimed at technical profiles, allowed us to present our company and our different careers to the participants, who could ask their questions to our ambassadors. For the Job dates, engineering and ICT students had the opportunity to meet virtually with our engineering, computer science and human resources colleagues.

In December, a team from RTL TVI followed around 20 of our new colleagues during their "Welcome@Infrabel" training. As the journalists could see, the unprecedented Covid circumstances didn't seem to have had an impact on their enthusiasm and the warm welcome they received!



## AT TRILOGIPORT, INFRABEL PAVES THE WAY TOWARDS A GLOBAL RAIL NETWORK

In order to be fully operational, the Trilogiport at Liège just needed its connection to the rail network. This connection has been officially in service since 8 December.

Located in the hinterland of four major North Sea seaports (Antwerp, Zeebrugge, Rotterdam and Dunkirk), the Trilogiport at Liège is destined to become a strategic site. The major trump of this leading European river port lies above all in its multimodal capabilities. The site benefits from access to roads, waterways... and now to railways. Ultimately, this logistics platform will also be connected to Liège-Bierset airport. In other words, access to a market of 56 million consumers within a radius of 250 km!

Infrabel has taken care of the final missing link: upgrading Trilogiport's railway connection. Our teams put 4 km of long-since abandoned tracks back into service, as well as signalling, two major bridges and numerous level crossings. Most of the work was completed in 2020.

### EXCELLENT POTENTIAL ON THE HORIZON

On 8 December, the first train arrived from Yiwu, an important base for e-commerce in China, after a journey of 12,000 km. It was carrying 41 containers loaded with goods destined for various countries, including Belgium, the Netherlands, Germany, Spain and the United Kingdom.

This train offers bright prospects, both for the Belgian economy and for Infrabel, as this new link will enhance the attractiveness of the platform and the site's potential for commercial development. The railway is set to expand as the platform grows, and the Trilogiport is expected to generate nearly 2,000 direct and indirect jobs.







## ETCS: AN ADDITIONAL 258 KM IN 2020

As a crucial link in railway safety, the ETCS (European Train Control System) is at the heart of our strategic projects. Thanks to this system, the risk of a train passing a red signal is greatly reduced, as are excessive speeds. This system, spearheaded by Europe, is also an important step towards the construction of an interoperable and safer European rail network.

Infrabel has opted to roll out a combination of three technologies on its network: ETCS Level 1 Full Supervision, ETCS Level 1 Limited Supervision and ETCS Level 2 Full Supervision. Our ETCS Masterplan aims to equip the entire network by 2025.

### INFRABEL AS A PIONEER

Thanks to the L73 pilot line between Dixmude and De Panne (commissioned in July 2018), our country was the first in Europe to install, as of 2018, ETCS Level 2 on a conventional line (not high-speed), in addition to lateral signalling. After Switzerland, we were also the second country in Europe to commission the ETCS Level 1 Limited Supervision system (two pilot lines put into service: between Cour-sur-Heure and Couvin and between Gavere and Audenaerde).

### 2020: 29% OF THE NETWORK EQUIPPED

Despite a difficult context in 2020 that delayed some projects, we pressed on with our installation programme. In December, 29% of our tracks were equipped with the ETCS system (the three technologies combined), i.e. an additional 258 km put into service. At this stage, the most advanced programme is ETCS Level 1 Full Supervision (66% of our network equipped by December 2020).

Each stage is a major step forward for the safety of the rail network. Among the achievements of 2020, we can highlight:

- ETCS Level 1 Full Supervision: entry into service in Ostend, Charleroi, and on the Ath - Baisieux, and Vielsalm - Gouvy lines.
- ETCS Level 1 Limited Supervision: two pilot projects put in place on the L132/134 Charleroi - Couvin and L86 Gavere - Audenaerde lines.





## A NEW INTERMODAL STATION AT ANDERLECHT

Since 13 December, the Brussels-Capital Region has officially had a 35<sup>th</sup> station. This new station at Anderlecht is also the 144<sup>th</sup> station of the suburban network (S line) of Brussels and its outskirts. It will be served by the S3 train throughout the day, both during the week and at weekends. It will therefore allow the SNCB to expand its train offering in the context of the 2020-2023 Transport Plan.

### PROMOTING INTERMODALITY

This station overlooks the Chaussée de Mons and is located near the important Ceria Campus (Coovi), schools, and various department stores and businesses. Priority has been given to intermodality: the station is located at the exit of the E19 motorway, close to the Ceria-Coovi P&R and metro and bus lines. It will therefore give several hundred passengers a day the opportunity to choose the train as their preferred means of transport in Brussels. These works were implemented by the SNCB and Infrabel. Our company was responsible for the structural work, including the construction of the retaining walls, staircases, access ramps, as well as the resurfacing of the platform in clinkers, and the installation of the safety railing. For its part, the SNCB implemented the work of finishing and equipping the site.

### UPGRADE TO FOUR TRACKS OF THE 50 A/C DENDERLEEuw - BRUSSELS-MIDI LINE

Infrabel invested €1.5 million in Anderlecht station, and worked on it within the broader framework of the upgrading of the 50A/C Denderleeuw-Brussels-Midi line to four tracks. As a reminder, the RER project is based on the extension, by Infrabel, of five railway axes to four tracks, within a radius of 30km around Brussels. The works at Anderlecht station were implemented by TUC RAIL during the upgrading of line 50 A/C to four tracks. Since mid-June 2020, this line has made it even easier for trains to reach Brussels-Midi station.



The new intermodal station was inaugurated on 13 December in the presence of the Brussels Minister of Mobility, Elke Van den Brandt, the CEO of the SNCB, Sophie Dutordoir, the Federal Minister of Mobility, Georges Gilkinet, the Mayor of Anderlecht, Fabrice Kumps and our CEO, Benoît Gilson.

## **RAILWAY INVESTMENTS 2021: THE GOVERNMENT GRANTS US AN ADDITIONAL €75 MILLION**

At the initiative of the Federal Minister for Mobility, the cabinet meeting voted to grant Infrabel an additional €75 million for 2021. This funding is part of the 'Boost Plan' to make rail transport more attractive and accessible for both passengers and goods. It represents a significant additional contribution that means Infrabel's investment allocation will reach €894.2 million in 2021.

On 14 December, the Board of Directors of Infrabel decided to use the allocation entirely for investments which will benefit passenger and freight transport, namely for securing and modernising the network, as well as improving reception and accessibility.

### **WALLONIA (€27.6 MILLION): PRIORITY GIVEN TO KEEPING TWO LINES AT RISK IN THE SHORT TERM**

These are the "Bomal - Marloie" portions (line 43) and one of the 2 tracks between Cuesmes and Quévy (line 96). At the same time, it will be possible to avoid various "ARTs" (temporary speed restrictions on trains). For example: on the section "Braine-le-Comte - Soignies" (L96), between Jambes and Lustin (L154), between Jemeppe-sur-Sambre and Gembloux (L144) or on lines 166 & 165 (sections Paliseul - Bertrix and Bertrix - Florenville).

Reception of passengers: the resources will be allocated in a way that meets the ambitions of the "Station Master Plan" of the SNCB, by raising the platforms and renewing the IT systems which control the information displays in stations.

### **FLANDERS (€41.4 MILLION): PRIORITY GIVEN TO THE MODERNISATION OF THREE LINES**

These are Brussels - Ostend (L50A), the busiest line in Belgium, Aalst Burst (L82) and De Pinte - Renaix (L86). On the latter line, the Louise-Marie tunnel in the Flemish Ardennes is currently being modernised so that no temporary speed restriction is necessary.

As regards reception of passengers, the resources will be allocated in a way that meets the ambitions of the "Station Master Plan" of the SNCB, by raising the platforms and renewing the IT systems which control the information displays in stations.

### **BRUSSELS (€6 MILLION): PRIORITY GIVEN TO THE BRUSSELS-MIDI GRID AND LINE 28**

The sum of €6 million will go towards renewing switches in the Brussels-Midi station grid or the renewal of tracks and metal bridges on line 28 (Brussels Ring West), an important axis for maintaining services to the "Audi Brussels" site.

### **AND CRUCIAL INVESTMENTS FOR FREIGHT TRANSPORT AND THE MODAL SHIFT**

Finally, these additional resources will make it possible to modernise the rail infrastructures in the ports of Antwerp (including the renewal of the marshalling yards) and Ghent. Investments will also be made in industrial connections for the benefit of customers, including Nyrstar and Disteel.





## MORE FLUID TRAFFIC IN ZWIJNDRECHT

In December, we unveiled a major project at Zwijndrecht station where, over a period of six months between autumn 2019 and autumn 2020, our teams redesigned and modernised the entire railway infrastructure. There were several objectives with these works: to improve reliability, facilitate infrastructure maintenance, improve track quality, enhance passenger comfort and safety, etc.

The first effect of this project was the end of the long waits at the level crossing at the station. In effect, during the frequent train stops at platform 1, the barriers remained closed for several minutes, testing the patience of the many road users waiting at the level crossing. The platform that was situated before the level crossing was relocated 300 m away, making road traffic more fluid.

As for the level crossing, it has been widened by 2 m so that the municipality can extend the pavement and cycle path beyond the crossing. This makes this spot safer for more vulnerable users. In addition, some of the road surface of the former level crossing was wooden and had deteriorated with time, causing considerable inconvenience to users. The new level crossing is made of concrete, which is much more comfortable, safe and easy to maintain. Our teams also renewed two other level crossings in the surrounding area.

In collaboration with the SNCB, we also built new platforms adapted to the location of the level crossing. The platforms were extended over 275 m and raised to the standard height of 76 cm. The result: enhanced comfort for passengers, who will now be able to board and alight trains more easily.





## HIGHER TRAIN SPEED

The project at Zwijndrecht station required an overhaul of the complete infrastructure - switches, sleepers, catenaries, signalling.... - to the new track configuration. This modernisation has also had a positive impact on the speed of rail traffic.

Of course, all of these works were implemented with due observance of the corona measures, and with the desire to limit the impact on traffic and nuisances for local residents as much as possible, in particular by massifying the work.



The new trends in soft mobility demonstrate that there is a real need to travel differently, efficiently and sustainably, with a minimum impact on the environment. Of course, the railways have their rightful place in this mobility undergoing full change. Infrabel wants to be an integral part of the solution to make the railways the backbone of the mobility of the future.

## A STEP TOWARDS THE PLAN GO!

Validated by the Board of Directors in December 2019, the strategic plan GO! will enable the company to remain a leading mobility player.

The plan sets out the *raison d'être* of our company, but also its values, vision, and the strategic priorities and levers on which we will focus in the coming years.

Despite the difficult corona-related context, 2020 is year zero for the transformation of our company. Infrabel has therefore started to implement this plan with a final objective, planned for 2040: "Together, let's forge a network of sustainable and citizen-oriented mobility".

## SIX PRIORITIES

The plan GO! is structured around six priorities. They are all aimed at improving service to our customers. Above all, we intend to turn our direct and indirect customers into partners. To achieve this, concrete objectives for 2024 have been set out, and a range of key projects have been identified for each priority, with the ambition of remaining a leading mobility player.





## SEVEN LEVERS

These priorities are backed up by seven priority levers to help accelerate the transformation of our company, fully embrace our mission and achieve our long-term strategic objectives.



## AMBITIOUS PROJECTS

Despite the context we experienced in 2020 and the challenges we had to face in connection with the Covid-19 crisis, it was still possible to start the implementation of the strategic plan. Some of the projects already launched have been continued, others have been initiated or studied.

In the autumn, CEO Benoît Gilson organised virtual meetings with the top management of Infrabel, on the subject of this implementation. Besides a presentation of the concrete objectives set out in the plan, and the projects considered as priorities for achieving them, these moments of exchange and sharing were an opportunity to answer questions and specify the role that each person has to play in the concrete implementation of the strategic plan.

Even if the context may lead to changes and adjustments in the management of the various projects, the plan GO! remains a guide for our long-term ambitions, so that we can continue to work towards more sustainable mobility in Belgium, while offering our customers the services they need.



## THE CHRONICLE OF AN UNPRECEDENTED CRISIS

The corona crisis has proved more than ever the vital role of the railways for the population and the economy of our country. Whatever the cost, it was imperative that trains could continue to run safely and meet the essential mobility needs of citizens.

Infrabel was able to adapt to this exceptional situation. Since the onset of the crisis, Infrabel and the SNCB worked closely with the authorities. The situation in the rail sector was therefore assessed on a day-to-day basis, so that it could be monitored in real time and provide an appropriate response to the ever-evolving needs.

But this crisis also highlighted the resilience, commitment and cohesion of our 10,000 employees. Whether at home or on the ground, everyone needed to adapt and stand shoulder to shoulder to ensure that our company continued to perform its missions. They demonstrated creativity, resilience, initiative, respect, solidarity, and even humour... We can be proud of our teams! And this year in particular, we wanted to let them know, through all possible channels.

As such, if we had to choose three words to begin this "Covid-19 special" chapter, they are addressed to those who allowed Infrabel to stay the course throughout this turbulent year: "Thank you colleagues!".



## **12 MARCH: WHEN EVERYTHING WAS TURNED UPSIDE DOWN...**

As was the case in every business throughout the land, as soon as the first Covid measures were announced by the authorities, Infrabel imposed teleworking on its employees. Given that part of our operations cannot be done at home, we put in place strict protocols and safety measures to ensure that the safety and health of our staff, as well as that of our suppliers, were safeguarded on the ground.

Among these measures, we can highlight the following:

- Very frequent communication by e-mail, post, intranet, in particular via a dedicated page, with a follow-up of questions by e-mail from March onwards.
- The distribution of practical info sheets concerning basic hygiene and the various protective equipment, with very clear instructions for use.
- Stickers and other signs displayed in buildings, so that the flow of people and hygiene rules were observed as effectively as possible in the various workplaces.
- Packs of face masks and hand gel distributed to each employee.
- Plexiglas panels installed in the signalling boxes between staff, in order to respect the social distancing rules.
- A staff reserve put in place to anticipate the problem of staff shortages due to the virus.

We also very rapidly took the initiative to set up a platform for weekly discussions with the railway companies, the SSICF (the Railway Safety and Interoperability Service) and our Regulator. This gave us a clear picture of the situation and allowed us to exchange valuable information, such as the evolution in traffic, cancelled trains, the rate of illness among staff, the strategy for suspending construction sites, etc. These meetings also made it possible to discuss the renewal of expiring driver licences and compensation for the late cancellation of trains.

## **23 MARCH: A TRAIN SERVICE OF NATIONAL INTEREST**

As of Monday 23 March, a national train service was put in place. The service provided equated to around 75% of the number of seats normally available to passengers on a normal weekday. In taking this decision, Belgium was in line with the decisions taken at European level.

Taking into account the level of absenteeism of Infrabel and SNCB staff following Covid-19, the aim of this emergency measure was twofold: firstly, to ensure continuity of rail services throughout Belgium, while guaranteeing a maximum level of health safety for people who had no other option but to travel by train.

As regards international passenger transport, the railway companies active in this field were faced with the closure of borders for non-essential journeys, and had no choice but to reduce their services to the strict minimum.

As for freight transport, there was a 15% decrease in demand, which resulted in an equivalent drop in activity.







## **27 MARCH: PRIORITY GIVEN TO ESSENTIAL WORK**

Faced with the various constraints in terms of staff and regulations, the implementation of our projects also had to be adapted. As such, we decided, from the end of March to the beginning of June, to give priority to three types of intervention: maintenance work (tracks, catenaries and signalling), urgent renewal works and, finally, intervention in the event of an incident on the network, for which our teams were ready to intervene 24 hours a day. Some non-urgent work was temporarily halted. This temporary suspension was carried out in accordance with very strict criteria, namely, leaving the premises in complete safety and allowing the worksites to restart as soon as the crisis was over. This strategy effectively allowed freight traffic to move with more fluidity and without deviations.

## **4 MAY: GRADUAL EXIT FROM THE CRISIS**

Following the first lockdown, there was a gradual exit from the crisis, in compliance with federal recommendations to guarantee the safety of our staff: adaptation of workplaces, hand gel, physical protection measures, etc.).

From 4 May on, the service in the national interest made way to an almost complete resumption of national rail traffic, thanks to close cooperation with the SNCB.

We continued to give priority to the essential construction sites for a few more weeks, with a controlled resumption of work from 8 May, followed by the implementation of all maintenance and upgrading work from 1 June.

However, some works had to be rescheduled to the end of 2020, to 2021 or 2022. For the resumption of worksites in 2020, we gave priority to three types of work: safety-related work, work which, if not carried out, might give rise to unforeseen infrastructure restrictions (temporary speed restrictions or lines being taken out of service), and finally preparatory or phased work for major projects which, if not carried out or delayed, would seriously disrupt the train planning in 2021. We also wanted to uphold our commitments as much as possible which were made for 2021 with regard to train traffic.

The month of May also saw the gradual resumption of activities, particularly in the workshops, and the end of teleworking for critical functions.

## **29 JUNE: START OF PHASE 4 OF THE RECOVERY**

From 29 June, all the main buildings were reopened. However, two conditions had to be met: compliance with hygiene and protection measures, and an occupancy rate of no more than 50%. Nevertheless, as long as teleworking remained the norm, it also remained the norm for our staff whose presence in the office was not essential.

## **17 OCTOBER: RETURN TO COMPULSORY TELEWORKING**

Following a resurgence in the number of cases and hospital admissions, we adhered to the rules imposed by the Federal Government: for all staff whose presence in the office was not necessary to carry out their work or to follow training, teleworking became the norm once again until further notice.





## **AID NECESSARY IN ORDER TO ABSORB THE LOSSES IN 2020**

On 3 November, in order to offset the losses of 2020 relating to the Covid crisis, the cabinet meeting decided to allocate financial compensation to Infrabel. This exceptional fixed-sum grant, which was nonetheless crucial for our company to continue performing its public service role for the benefit of passengers and the Belgian economy, amounted to €46.9 million for Infrabel.



# Corporate sustainability

Sustainable development has become a key issue, both for citizens, businesses and public authorities. At Infrabel, we have a formidable asset: by virtue of our very mission, we play a key role in the transition towards a more sustainable world.

Our company is of course working to bring about sustainable mobility, both for citizens and our own employees, nearly two thirds of whom already use sustainable means of transport (train, urban transport, bicycle, etc.)! But not only that, since our sustainability and corporate social responsibility (CSR) policy encompasses various areas: from energy efficiency to preserving biodiversity, sustainable procurement, the circular economy, creating a vocation for technical professions or reducing inequalities, promoting diversity and inclusion, etc.

It is a huge project! And despite the disruption we experienced in 2020, we remained focused on our societal priorities, adapting to a new, more virtual reality. This allowed us to keep in touch with our CSR community and to continue training and raising awareness about CSR.

## **OUR CLIMATE STRATEGY IN ACTION**

The year 2020 has been marked, among other things, by a major step forward in our climate strategy. On 12 October, the Belgian Alliance for Climate Action (BACA) was launched and Infrabel took the decision to be part of it. The BACA is an initiative through which Belgian companies and organisations undertake to achieving ambitious climate targets. As such, Infrabel and the other participants intend to contribute to the realisation of the Paris climate accord. By getting on board with the BACA, we are committed to having our climate objectives scientifically validated by international experts. These experts will assess the extent to which our actions contribute to the climate objectives of this accord.

Our ambition is to evolve towards a CO<sub>2</sub> neutral organisation. In the coming years, our challenges will include enhancing the energy efficiency of our installations, buildings and vehicles, developing green energy projects along our tracks and on our buildings, and reducing our consumption of fossil fuels.

## **HYBRID WORK: A POSITIVE DEVELOPMENT FOR INFRABEL**

Although the Covid crisis has been a hindrance in many ways, it has also brought a breath of fresh air. For example, it prompted us to advance the debate on teleworking, another link in the sustainable mobility chain. We can already state that our aim is to capitalise on what we learned in 2020, and to expand teleworking in the future. According to an internal survey conducted during the year, 75% of our colleagues said that teleworking was a source of satisfaction. Of course, the modalities still have to be worked out and this evolution will pose challenges, particularly in terms of support, the regulatory framework, workload and respect for the dividing line between private and professional life.

In May 2021, our new Sustainability Report 2019-2020 will provide a detailed account of all the societal challenges and projects of the past two years. It is an opportunity to learn more about our CSR policy and the Sustainable Development Goals which we support.







## 2. THE COMPANY'S POSITION AND KEY FIGURES

At the end of 2020, 9 freight operators were authorised to run on the Belgian network: Lineas, CFL Cargo, Crossrail, DB Cargo Rail Belgium, Europorte, RailTraxx, Fret SNCF, Rurtalbahn Cargo Nederland and HSL Polska.

The operator Rotterdam Rail Feeding has decided not to extend its safety certificate in 2020. The activities of DB Cargo NL are being taken over by the new railway company DBCargo Belgium.

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 12 customers in all sectors combined.

The total number of effective<sup>1</sup> train kilometres for all segments (excluding tourism<sup>2</sup> associations and notified<sup>3</sup> bodies) amounts to **92.66 million train kilometres**, a decrease of -6.96% in 2020 compared to the previous year.

For the national passenger traffic segment (excl. tourism associations and notified bodies), the number of effective train kilometres decreased (-4.14%) to **77.5 million train kilometres**. This evolution can be explained by the impact of the Covid-19 health crisis on rail traffic during 2020.

As far as international passenger traffic is concerned, the number of train kilometres has fallen very sharply (-41.35%) compared to 2019, reaching **3.31 million train kilometres** in 2020. As with national passenger traffic, this downward trend is a direct consequence of the effects of the Covid-19 crisis.

In 2020, the number of effective train kilometres in the freight traffic segment fell sharply (-9.59%) to **11.84 million train kilometres**. This decrease is primarily due to the effects of the health crisis on rail freight traffic.

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<sup>1</sup> 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.

<sup>2</sup> 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. It is possible that in the future tourism associations will be using our network again.

<sup>3</sup> A body recognised at European level by the government to carry out an assessment of the conformity or suitability for use of the interoperability constituents in order to appraise the EC verification procedure of the subsystems (TSI conformity - technical specifications for interoperability) of the rail system in the community.





The total fee amount for the use<sup>4</sup> of railway infrastructure (incl. tourism associations and notified body) amounted to €707.50 million, a decrease of 10.37%<sup>5</sup> compared to the previous year. The main reasons for the reduction of the infrastructure fee can be attributed, on the one hand, to the effects of the unprecedented health crisis we experienced in 2020 on rail traffic in the various sectors and, on the other hand, to the application of an exceptional<sup>6</sup> commercial gesture linked to Covid-19 towards railway companies by the means of adapting invoicing rules (non-invoicing of non-effective train paths).

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<sup>4</sup> This concerns the amount for the effective and non-effective “YourMoves” fee, including 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 Appeals Court judgement of 30 November 2016, Infrabel has been obliged to abolish flat-rate billing of the ‘YourShunts’ product. As a result, the company was obliged to exclusively apply the legal formula. Nevertheless, in view of the technical impossibility of applying the formula, the Management Board 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.

<sup>5</sup> The percentage decrease in the fee between 2019 and 2020 has been calculated on the basis of constant euros (€2020) in order to neutralise the effects of indexation.

<sup>6</sup> The total of the commercial gesture following the non-invoicing of non-effective train paths amounts to €6.2M for the period from 16 March to 30 September 2020 inclusive.





# Chiffres-clés



## SAFETY

109

cable thefts with impact on traffic  
(in 2019: 203)

614

acts of trespassing and 95,943 min. of accumulated delay (in 2019: 705 instances and 128,820 min.)

23

accidents at level crossings resulting in 9 fatalities (in 2019: 45 occurrences and 7 fatalities)

59

signal overruns on the main track (in 2019: 85 cases); reaching the 1<sup>st</sup> dangerous point in 21 of these 59 cases



## PUNCTUALITY

93.6%

Overall punctuality with and without neutralisation (in 2019: 90.4%)

95.7%

Overall punctuality with neutralisation (in 2019: 93.3%)

\* Neutralisation of external factors and investment works

5.1 %  
Other

38.2 %  
Third parties

26.2 %  
Infrabel

30.6 %  
SNCB



### DELAYS

38,315 minutes DELAYS FROM FOREIGN NETWORKS

95,943 minutes ACTS OF TRESPASSING

66,444 minutes PERSONS HIT BY A TRAIN

3,633 minutes CABLE THEFTS

33,185 minutes LEVEL CROSSING ACCIDENTS



## PRODUCTION

**1,539,933**

effective train paths  
(in 2019: 1,636,327)

**109,793,272.70**

train kilometres  
(in 2019: 109,478,748)

**€988.6** million

of investments made  
(in 2019: €888.0 million)

**100.5 %**

of investment made compared to the amendment,  
including all sources of financing  
(in 2019: 100.0%)



## FINANCE

REBITDA:

**€19.3** million

EBT

**-€55.1** million

Treasury:

**€439.3** million



## IN TUNE WITH SOCIETY

As of 31/12/2020

**10,116**

staff (FTEs)  
(10,379 as of 31/12/2019)



**87.7-12.3**

percentage  
of men to women  
as of 31/12/2020



**27**

local communica-  
tion initiatives (in-  
formation sessions  
to local residents,  
etc.).

**98 km**

tracks equipped  
with the new rail-  
pads to limit noise  
pollution



**3**

partnerships to give  
our IT equipment a  
second life

**13**

Digital or face-to-  
face Job Days



**4,942** MWh  
of solar electricity  
produced

**23.5** GWh  
of wind power  
produced



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

On 12 February 2021, the cabinet meeting decided to grant Infrabel €14.8 million to compensate for the losses incurred as a result of the corona crisis. This amount includes an additional <sup>7</sup>€1.3 million compensation for 2020 and €13.5 million compensation for losses in the first quarter of 2021. The federal government intends to review Infrabel's financial situation in April.

The Buizingen accident, which occurred on 15 February 2010, has forever marked the history of Belgium and the railway world. Nearly 11 years have passed since the tragedy: 9 years of investigations followed by 2 years of legal proceedings that have only just been concluded by the verdict handed down on appeal on Friday 29 January.

On 29 January 2021, Infrabel received the verdict delivered by the Court of First Instance of Brussels. While recognising criminal liability for the occurrence of the accident, the court followed the arguments developed by the company's lawyers and did not put in jeopardy Infrabel's future missions.

For Infrabel, the decision to file an appeal, after an initial verdict by the Police Court on 3 December 2019, had been a very difficult call to make. The decision was motivated by the desire to maintain safe and reliable network operations while meeting the capacity expectations of rail customers.

With the victims of the Buizingen accident in mind, Infrabel's teams will continue to work tirelessly to improve railway safety.

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<sup>7</sup> This amount has not been recognised in the 2020 annual accounts.







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

### COVID-19

One of the elements that will have the greatest impact on the 2020 financial year is of course the current Covid-19 health crisis.

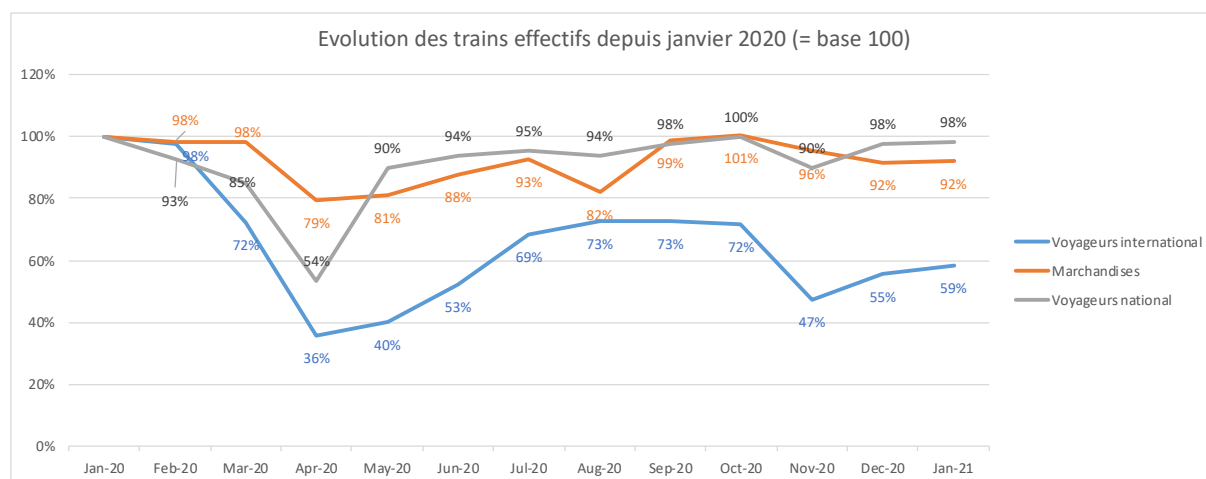
Indeed, since March 2020 and the successive measures taken by the government to limit the spread of the disease, the demand for rail transport has been sharply reduced.

Lockdown measures, the closure of various sectors of activity, restrictions on the national and international movement of people and the promotion of remote working for all professions for which this is possible are all measures that change the behaviour of rail users. Both the habits of individuals and the output of companies, including the ability of railways to provide a normal level of service, have been impacted.

Railway companies had no choice but to adapt their transport offer, reducing the number of train paths used on the network. The Service de Trains d'Intérêt National (STIN) thus came into force on 23 March 2020 for the entire national passenger service.

For their part, international rail operators have drastically reduced their offer from the first closure of national borders to limit the service to only a few trains per week. Freight operators also experienced a decline following the slowdown in industrial activity.

The following graph shows the development of the number of train paths since the beginning of 2020.



The deterioration in Infrabel's generated income was fortunately compensated by the government to the tune of €246.9 million, part of which was used, at the request of the State, to make a commercial gesture of support to the various sectors by cancelling certain elements that would normally have been invoiced to them.

As the pandemic is unfortunately still active, it is also expected to impact 2021.

Without further compensation for the impact of the crisis on Infrabel's income (loss of revenue) and its expenses (costs generated, among other things, by the social distancing measures adopted on the construction sites), Infrabel's financial health could deteriorate despite all the efforts made to contain





the company's costs. As in 2020, Infrabel will of course ensure that all the necessary maintenance and renewal work is carried out to guarantee the continuity of traffic in complete safety.

On 12 February 2021, the cabinet meeting decided to grant Infrabel €14.8 million to compensate for the losses incurred as a result of the corona crisis. This amount includes an additional 8€1.3 million compensation for 2020 and €13.5 million compensation for losses in the first quarter of 2021. The federal government intends to review Infrabel's financial situation in April.

## **EUROPEAN DEVELOPMENTS**

Similarly at the European level, the agenda was largely determined by the Covid-19 pandemic and the mitigation of its consequences for the rail sector in particular. For example, Member States have been given the possibility to temporarily grant a reduction, rebate or deferral of charges and capacity reservation rights. In addition, to address the economic and social consequences of the health crisis, the European Commission has created a Resilience & Recovery Facility (RRF), under which Member States can apply for loans and grants in preparation for a green and digital transition. By April 2021, Member States must submit their national recovery plans, which must also take account of rail projects.

Grants are expected to amount to €337.94 billion and loans to €385.86 billion for the EU as a whole and are aimed at financing investment projects that are to be carried out by 2026 at the latest. For Belgium, the total provisional allocation of subsidies has been set at €5.93 billion: €3.65 billion for the first 70% of the RRF (period 2021-2022) and €2.28 billion for the remaining 30% (to be confirmed in June 2022). In addition, our country can also make use of RRF loans for a maximum amount equal to 6.8% of its Gross National Product (2019).

For Infrabel, the possibility of benefiting from European resources in addition to the traditional allocation is all the more important as the 2021 investment and operating budgeting exercise highlighted the difficulty for the company to carry out all its missions within the available budgets, especially since an additional saving of €6.1 million on its operating expenses was requested of it in December 2020. The arbitrations carried out were particularly difficult.

The RRF therefore represents a real opportunity to reinvest in rail.

Discussions are still ongoing as to which projects will be selected and proposed by Belgium. On 1 February 2021, the share of the federal RRF budget that would be devoted to the railways was estimated at €365 million - €275 million of which for Infrabel - and would be allocated to various projects relating to the strengthening of the railways, the improvement of the Brussels-Luxembourg axis, inner-city travel in Brussels, the accessibility of stations and trains, and support for the modal shift towards rail freight. The analysis of the impact of these additional amounts in terms of covering Infrabel's needs has yet to be carried out. Indeed, although this is undeniable support for the development of new infrastructure, the question of maintaining and servicing the existing network remains.

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<sup>8</sup> This amount has not been recognised in the 2020 annual accounts.



## FOURTH RAILWAY PACKAGE

In Belgium, the technical pillar of the 4th Railway Package has been transposed into national law. Initially, the final deadline for transposition was set at 16 June 2020, but following the Covid-19 pandemic, EU Member States obtained a further postponement until 31 October 2020, a modality which Belgium also made use of. The Fourth Railway Package has thus been fully transposed into Belgian law.

On 9 December 2020, the European Commission published in a statement its strategy for sustainable and intelligent mobility, which should contribute to the Green Deal objective of reducing greenhouse gas emissions in the transport sector by 90% by 2050. The focus is on digitisation and sustainable alternatives such as rail transport. Among other things, the aim is to double high-speed rail traffic by 2030 and to double rail freight traffic by 2050.

In addition, the European Commission has proclaimed 2021 as the European Year of Rail.

2020 has also been largely dominated by policy assessments for possible revisions of EU regulations. Infrabel contributed to the consultations in connection with the Trans-European Transport Network (TEN-T) and a common position was drawn up with the FPS Mobility and Transport on the freight corridors. In 2021, we look forward to the revision of the European regulations on the TEN-T network and rail freight corridors. In addition, actions have been announced to stimulate passenger transport.

With regard to rail freight corridors (RFCs) in Belgium, the RFC North Sea - Baltic was extended on 12 October 2020 to Riga (Latvia) and Tallinn (Estonia), as provided for in Regulation 913/2010. In addition, in an implementation decree on 17 December 2020, the European Commission approved the further extension of this corridor to Medyka (Polish-Ukrainian border) on the one hand, and the ports of Zeebrugge and Ghent/Terneuzen on the other.

As a result of Brexit, Network Rail and Eurotunnel left the EEIG RFC North Sea - Mediterranean on 31 December 2020.

As part of RailNetEurope's "Timetabling and Capacity Redesign" (TTR) project, the pilot project Rotterdam - Antwerp has been extended to Amsterdam and Paris. A national-level *"TTR Implementation Manager"* has been appointed and a project structure has been set up within Infrabel.



## 5. RISKS TO WHICH THE COMPANY IS EXPOSED

The period 2017-2020 was fully covered by a business plan validated by Infrabel's Board of Directors and approved by the Government.

The preparation of the 2021 budgets, the first year not covered by this plan, has proved difficult due to the many challenges.

In terms of operational expenditure, the trade-offs made with a view to returning to financial equilibrium have led to major restrictions in terms of staff recruitment, since Infrabel will have to operate with around 400 fewer people than it would normally need to carry out all its tasks. This is all the more problematic as operational constraints are increasing (vegetation management, revision of security approval, cybersecurity, etc.).

In terms of investments, the discussions also proved delicate. Indeed, without the strong gesture made by the Government to support the Boost plan and to allocate an additional €75 million to the company, the consequences for the network could have consisted of numerous temporary speed-reduction notices due to the poor state of the infrastructure, or even the decommissioning of certain assets.

Thanks to the European Recovery and Resilience Facility, Infrabel should have additional means at its disposal to carry out infrastructure extensions. It is essential, however, that a clear view be given on the amounts of federal funding that will reportedly be allocated to the company over the next few years.

Indeed, as already raised in the previous business plan and in line with the conclusions of the audit on the state of the network carried out in 2018, the means available for maintaining the network are currently insufficient. Without an increase in the grants for this purpose, it will be impossible for Infrabel to maintain the entire network in its current size and performance in the long term.

In 2021, Infrabel will discuss its future management contract with its responsible minister. These discussions will undoubtedly make it possible to bring the commitments made by the company into line with the resources granted to it for the coming years. This contract is likely to cover the period 2023-2032. 2021 as well as 2022 will therefore be transitional years during which particular attention will have to be paid to the consequences of the arbitrations carried out so as not to jeopardise the future of the railways.

Other risks also include legal and contractual risks. In 2019, Infrabel was convicted in the first instance in the verdict relating to the accident of 15 February 2010 in Buizingen. Although it was an extremely difficult choice to make, the elements included in the ruling left Infrabel no other option than to appeal it, given that the implementation of the traffic safety improvement measures identified was likely to have a considerable impact on the role of the railways in Belgian mobility. The appeal trial took place from 17 to 19 November 2020 inclusive.

On 29 January 2021, Infrabel received the verdict delivered by the Court of First Instance of Brussels. The French-speaking Court of First Instance in Brussels, ruling on appeal, confirmed Infrabel's criminal and civil liability in the Buizingen disaster that occurred on 15 February 2010.



The decision handed down is very technical, extremely detailed and complex, but it no longer takes up the considerations of the first judge which would have resulted, among other things, in a significant limitation on the number of trains that can travel on the network. Infrabel and its experts took the time to analyse this court decision in detail, but decided that it does not seriously hinder the tasks of the infrastructure and rail traffic manager. Nevertheless, Infrabel is studying whether ad hoc measures should not be adopted in certain places, pending the generalised deployment of ETCS in 2025. This verdict therefore puts an end to the legal proceedings.

The private investor in the Diabolo project has a contractual right to terminate the public-private partnership (PPP) prematurely if the number of passengers over a 12-month period remains significantly below expectations and if several other contractual conditions are met. In 2020, we have been faced with a sharp decline in the number of travellers due to Covid-19. This is a case of force majeure and does not lead to a premature termination of the contract.

However, the number of passengers remains low, and the private investor has a contractual right to request an adjustment of the passenger surcharge if the number of passengers is lower than 85% of the initial estimates over a 6-month period (or if it is reasonably expected to be lower). If the Belgian State refused to adapt the supplement, the private investor could terminate the PPP or claim compensation from Infrabel.

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.





## 6. RESEARCH AND DEVELOPMENT

Thanks to its membership to various international organisations, Infrabel is benefitting 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 2020, Infrabel has five subsidiaries in which it holds a majority interest:

- TUC RAIL SA, operating in the field of studies and rail infrastructure works.
- The Brussels Creosoteer Centrum SA, which operates in the field of railway sleeper impregnation (51%).
- SPV Brussels Port SA.
- SPV Zwankendamme NV.
- SPV 162 SA<sup>9</sup>.

Infrabel owns various interests in:

- HR Rail SA under public law which, in accordance with the Royal Decree of 11 December 2013, is the legal employer of all members of staff.
- Greensky NV and SPS Fin CVBA, both created as part of alternative energy projects, and
- ASBL Liège-Carex, which is carrying out studies on the construction of a trimodal terminal (air, TGV 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.

Through these subsidiaries, Infrabel also inherits indirect participating interests in:

- Woodprotect Belgium NV, active in the field of creosoting and sleeper treatment, including the treatment of used sleepers.
- Rail Facilities SA, carrying out "Procurement" activities on behalf of active or retired staff members of Infrabel, SNCB and HR Rail, as well as on behalf of their family members.
- Eurocarex AISBL, which promotes the creation of high-speed rail freight transport with the connection of airport hubs in European Union countries.

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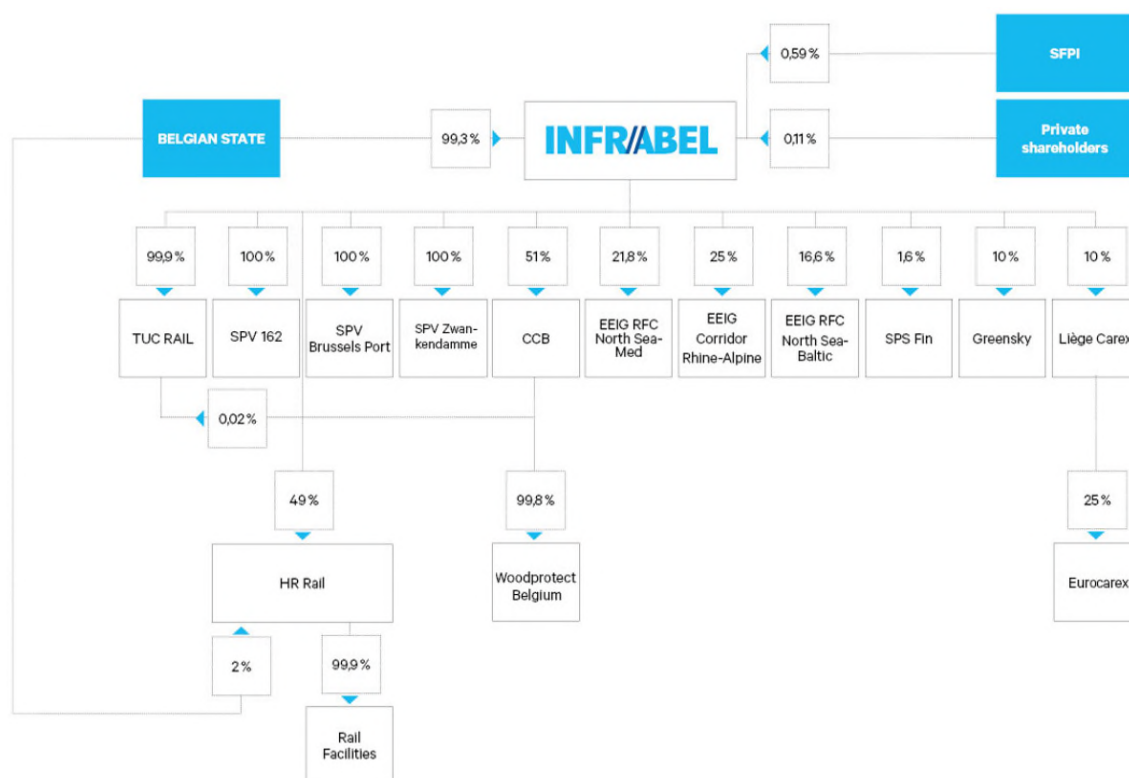
<sup>9</sup> The three SPVs are project companies created by the former SNCB-Holding as part of the pre-financing of several investment projects by the regions.



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

Company	Percentage held by Infrabel		
	Directly	Indirectly	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/NV	51.00%		51.00%
Woodprotect Belgium NV		50.94%	50.94%
The EEIG Corridor Rhine-Alpine	25.00%		25.00%
The EEIG Rail Freight Corridor North Sea - Mediterranean	21.80%		21.80%
The EEIG North Sea-Baltic Rail Freight Corridor	16.67%		16.67%
HR Rail SA/NV under public law	49.00%		49.00%
Rail Facilities SA		49.00%	49.00%
SPS FIN CVBA	1.58%		1.58%
Greensky NV	10.00%		10.00%
Liège-Carex ASBL	10.00%		10.00%
Eurocarex AISBL		2.50%	2.50%

In addition to these subsidiaries, Infrabel's activities are distributed across various operating sites.



# FINANCIAL DATA







## 1. CHANGES IN THE PRESENTATION OF THE FINANCIAL STATEMENTS AND VALUATION RULES

In 2020, there were no changes in the presentation of the financial statements or in the valuation rules that have an impact on the figures for the financial year 2020.





## 2. INCOME STATEMENT

INCOME STATEMENT (in € million)	2019	2020
<b>Operating revenues</b>	<b>1,433.60</b>	<b>1,432.76</b>
Turnover	1,088.38	1,080.08
- Infrastructure fee	781.17	707.49
- State funding	101.70	174.87
- Other	205.51	197.72
Variation in finished products, work in progress and contracts in progress	-2.85	-5.43
Produced fixed assets	336.73	347.76
Other operating revenues	11.34	10.35
<b>Operating costs</b>	<b>1,418.87</b>	<b>1,413.42</b>
Supplies and other consumables	213.89	223.91
Services and other goods	1,202.48	1,186.71
- Payroll costs	692.94	690.32
- Other	509.54	496.39
Other operating costs	2.50	2.80
<b>Recurring gross operating income (REBITDA)</b>	<b>14.73</b>	<b>19.34</b>
Non-recurring operating income	17.69	8.50
Depreciation, impairments and provisions	-686.12	-750.17
Recurring financial income	629.12	669.42
Non-recurring financial income	-2.21	-2.19
<b>EARNINGS BEFORE TAX (EBT)</b>	<b>-26.79</b>	<b>-55.10</b>



The financial year 2020 closed with a REBITDA of €19.3 million, compared to €14.7 million in 2019, an increase of €4.6 million.

This change can be explained by:

- a reduction in operating costs of around €5.5 million (-0.4%),
- partly offset by a reduction in operating income of approximately €0.9 million (-0.1%).

The €5.5 million reduction in operating costs can be explained by the following factors:

- a reduction in other purchases of services and other goods of €13.2 million, mainly due to a decrease in costs related to compensation for bodily injury and property damage as well as in traction electricity costs, and
- a reduction in payroll costs of €2.6 million,
- partly offset by an increase in the consumption of supplies and other consumables of €10.0 million, of which €1.2 million was due to the purchase of masks, hydro-alcoholic gel and Plexiglas walls following the coronavirus crisis, and
- an increase in other operating costs of €0.3 million.

The €0.9 million reduction in operating income can be explained by:

- a €73.7 million reduction in the infrastructure fee as a result of the coronavirus crisis, of which €47.1 million relates to national passenger traffic, €22.6 million to international passenger traffic and €4.5 million to freight traffic,<sup>10</sup>
- a reduction in miscellaneous turnover of €7.8 million, mainly due to the decrease in the re-invoicing of traction and distribution energy following the coronavirus crisis,
- a reduction of €4.9 million in the variation in contracts in progress, and
- a reduction in other operating income of €1 million,
- partly offset by an increase in the State funding of €73.2 million, including the additional State grant of €46.9 million linked to the coronavirus crisis and the increase in the grant provided for in the correction mechanism between the SNCB infrastructure fee for its public service mission and Infrabel's State funding of €31.9 million,<sup>11</sup>
- an increase in produced fixed assets of €11.0 million
- an increase in the change in inventories of work in progress and finished products of €2.3 million.

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<sup>10</sup> In 2020, there was also an increase of €0.5 million in the infrastructure fee linked to the notified body (homologation routes).

<sup>11</sup> The other elements included in the State funding decreased by €5.6 million.



Non-recurring operating income was €8.5 million, compared to €17.7 million in 2019. This result can be explained primarily by the decrease in non-recurring operating income, notably less gains on the sale of tangible fixed assets due to significant gains achieved on the sale of land in Namur in 2019.

Depreciation and costs of impairments and provisions amounted to €750.2 million, which is an increase of €64.0 million compared to 2019. Depreciation increased by €46.7 million. However, this increase was largely offset by a corresponding rise in the depreciation on investment grants, and therefore barely impacted the EBT. Impairment charges increased by €8.5 million, mainly following impairments on stocks. Costs linked to provisions increased by €8.9 million, mainly as a result of the increase in personnel provisions due to the fall in interest rates.

The recurring financial income is positive, amounting to €669.4 million, which is an increase of €40.3 million compared to 2019. It includes, on the one hand, recurring financial income of €785.7 million, of which €711.7 million relates to depreciation on investment grants, €39.8 million to interest grants, €33.8 million to interest received and €0.4 million to other financial income, and, on the other, recurring financial costs of €116.3 million, of which €119.6 million are charges arising from borrowing, €3.3 million are impairments on other receivables and -€6.6 million are other financial costs.

The non-recurring financial income amounted to -€2.2 million.

The financial year 2020 therefore closed with overall earnings before tax (EBT) of -€55.1 million (2019: -€26.8 million).





### 3. BALANCE SHEET

ASSETS (in € million)	2019	2020
I. Start-up costs	0.00	0.00
<b>Fixed assets</b>	<b>19,760.92</b>	<b>20,034.62</b>
II. Intangible fixed assets	1,354.84	1,359.37
III. Tangible fixed assets	18,371.34	18,636.00
IV. Financial fixed assets	34.74	39.25
<b>Current assets</b>	<b>2,635.44</b>	<b>2,897.77</b>
V. Accounts receivable after more than one year	920.59	1,105.68
VI. Stocks and contracts in progress	267.92	274.43
VII. Accounts receivable within one year	364.24	337.03
VIII. Cash investments	501.96	483.48
IX. Cash	112.67	278.17
X. Deferred charges and accrued income	468.06	418.98
<b>TOTAL ASSETS</b>	<b>22,396.36</b>	<b>22,932.39</b>
LIABILITIES	2019	2020
<b>Shareholders' equity</b>	<b>17,544.96</b>	<b>17,999.91</b>
I. Capital	770.08	770.08
II. Share premium	299.32	299.32
III. Revaluation surpluses	55.65	55.28
IV. Reserves	17.17	17.17
V. Profit/loss carried forward	-37.06	-63.85
Profit (loss) to be appropriated	-26.79	-55.10
VI. Investment grants	16,466.59	16,977.01
<b>Provisions</b>	<b>345.96</b>	<b>350.63</b>
VII. Provisions	345.96	350.63
<b>Debts</b>	<b>4,505.44</b>	<b>4,581.85</b>
VIII. Accounts payable after more than one year	2,885.69	2,738.46
IX. Accounts payable within one year	815.02	1,129.90
X. Accrued charges and deferred income	804.73	713.49
<b>TOTAL LIABILITIES</b>	<b>22,396.36</b>	<b>22,932.39</b>

Infrabel's balance sheet total on 31/12/2020 was €22,932.4 million, which is an increase of €536.0 million compared to the previous year (+2.4%).

The balance sheet structure is characterised by a substantial proportion of fixed assets (€20,034.6 million). These are mainly tangible fixed assets (€18,636.0 million), as well as intangible fixed assets (€1,359.4 million), including the operating right, and financial fixed assets (€39.3 million).







The €269.2 million increase in the tangible and intangible fixed assets is due to investments of €1,001.8 million made in 2020. This increase was partly offset by depreciation and impairments on the fixed assets and by fixed assets being decommissioned and sold for €732.6 million.

Within these tangible fixed assets, an amount of €39.6 million was recorded which was paid to TUC RAIL as an advance on investment works and drawn from the investment grants.

The rest of the assets consist of the current assets (€2,897.8 million), made up of €1,442.7 million of receivables, €761.7 million of cash investments and cash, €274.4 million of stocks and contracts in progress and €419.0 million of deferred charges and accrued income.

The €262.3 million increase in current assets is the consequence of an increase in receivables after one year of €185.1 million, in cash of €165.5 million and in stocks and contracts in progress of €6.5 million, partly offset by a decrease in deferred charges and accrued income of €49.1 million, amounts receivable within one year of €27.2 million and cash investments of €18.5 million.

Liabilities consist of shareholders' equity (€17,999.9 million), comprising €16,977.0 million of investment grants, provisions (€350.6 million) and debts (€4,581.9 million), of which €2,738.5 million is (gross) long-term debt, €1,129.9 million is short-term debt, and €713.5 million is accrued charges and deferred income.

Shareholders' equity increased by €455.0 million due to a €510.4 million rise in investment grants, partially offset by the result for the financial year of -€55.1 million and a decrease in revaluation surpluses of €0.3 million.

Provisions were up by €4.7 million, mainly following the increase in the provisions for pensions and similar obligations and for deferred leave days, partially offset by a decrease in provisions for legal disputes, tax disputes and financial instruments.

The increase in debts by €76.4 million is a consequence of the increase of €314.9 million in short-term debt partially offset by a €147.2 million decrease in long-term debt and of €91.3 million in accrued charges and deferred income. The increase in short-term debts is mainly due to the reclassification of €312.3 million more than in 2019 of long-term loans to short term loans as they fall due in 2021. The decrease in long-term debts is mainly due to the reclassification mentioned above, partially offset by a new debt with the Debt Agency for the pre-financing of the completion of the RER works in Wallonia. The decrease in accrued charges and deferred income is primarily due to a lower discounting of the receivable from the State relating to PPP Diabolo, following the substantial drop in long-term interest rates, as well as to the reduction in advance payments for the infrastructure fee following the application of a new charging formula.





## 4. GOING CONCERN

The Board of Directors notes that the balance sheet shows a loss of €119.0 million carried forward and that losses have been incurred over two consecutive financial years, but also observes that:

- This loss carried forward is almost entirely the consequence of the partial de-merger in 2014 of SNCB Holding as part of the restructuring of SNCB Group, where €126.9 million of losses carried forward were taken on. Previously, Infrabel had a positive result carried forward;
- The loss carried forward of €119.0 million should be put in the context of the total shareholders' equity of €18.0 billion;
- Infrabel has a very close relationship with the Federal Government, its 99.3% shareholder;
- Financial equilibrium is guaranteed by legislation, specifically by Article 47, §1 of the Railway Code, as appended by the Act dated 15 June 2015, which provides that the Federal Government 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.

Taking into account these factors, the Board of Directors concludes that this loss carried forward does not affect the going concern status of the company and that the application of the valuation rules on a going concern basis is consequently justified.





## 5. APPROPRIATION OF EARNINGS

### The earnings to be appropriated amount to:

Result from the financial year for appropriation	-€55,097,361.19
Result carried forward from the previous financial year	-€63,852,026.67
Earnings for appropriation	-€118,949,387.86

### The Board of Directors proposes the following appropriation of the earnings:

Carry forward to the next financial year	-€118,949,387.86
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Panasonic FZ-G1

124 - BRUXELLES M - CHARLEROI S  
124 - BRUXELLES M - CHARLEROI S

Liste des cons

Statut	Description	Type d'asset	Voie	Distance	B
	Déchets - Dépôts de déchets verts		A	193M	05
	Ouvrages d'art - Manque couvercle beton ou caillebotis		A	1.9KM	053
	Déchets - Dépôt d'immondices		A		053.6
	Piste - Pistes encombrées		A		053.600
	Piste - Pistes encombrées		A		053.600
	Drainage / fossé / gouttières - Caniveau / fossé bouché		A		053.600
	Éléments ES -		B		053.600

## 6. RISKS AND UNCERTAINTIES LINKED TO THE USE OF FINANCIAL INSTRUMENTS

Infrabel applies active risk management to control liquidity, currency, interest rate and credit risks. For this purpose, it has formulated a financial policy, approved by the Board of Directors, in which this risk management is strictly regulated. In 2019, the financial policy was adapted to the rules that apply to entities consolidated with the Belgian government, given that Infrabel has been consolidated with the Belgian government since 19 October 2018.

Forward contracts and derivatives may be used in order to manage the financial risks. Infrabel makes use of the interest rate and currency swaps as part of its hedging activities for interest rate and exchange rate risks.

Transactions that involve interest or currency exchange rates must be linked to an underlying commercial transaction.

### LIQUIDITY RISK

When debt is contracted, the expected evolution of future cash flows is taken into account, in order to balance the incoming and outgoing cash flows. Cash investments and loans must be matched as far as possible to neutralise internal risks. In addition, liquidity risk is offset by staggering debt maturities over time.

### CURRENCY RISK

Every borrowing involving a currency risk must be fully hedged. If a currency risk arises in the context of operating expenditure or investments, the maximum outstanding risk is limited to the equivalent value of €100,000 per currency where it concerns USD, GBP or CHF. For all other foreign currencies combined, the outstanding risk is limited to the equivalent value of €100,000.

### INTEREST RATE RISK

The portion of the total debt financed at variable interest rates is subject to the risk of changing interest rates. The financial policy approved by the management bodies of the company allows a level of financing at variable rates up to 40% of the total long-term debt. The current debt structure is well within the parameters of this policy. If necessary, conversions from variable rate to fixed interest rate positions are carried out by using interest rate swaps. In addition, a substantial proportion of the outstanding debt is covered by Belgian Government commitments towards Infrabel.



## CREDIT RISK

Following Infrabel's consolidation in the State accounts on 19 October 2018, all available cash must be placed in a Federal State account (account 679) with the institution designated by the Federal State (Bpost).

Other liquid assets may be invested in financial instruments issued by the Federal State. This minimises counterparty risk.

For derivatives, the credit risk from the counterparties must be spread and covered systematically by a "collateral" liquidity reserve, governed by Credit Support Annex (CSA) agreements. For agreements of this type, regular calculations are made of the net amount owed, either by Infrabel or by the counterparty, if the total amount of the derivative agreements concluded between the parties were to be cancelled at current market value, and whereby the credit risk is limited to a maximum amount depending on the credit rating of the counterparty.

In principle, Infrabel is also exposed in the normal course of its business to credit risks on trade and financial receivables. The credit risk on trade and other receivables is rather low, since the main debtors are the Belgian Government and the incumbent rail operator.







## 7. AUDITORS' ADDITIONAL ASSIGNMENTS

During the financial year 2020, one additional assignment was entrusted to the auditors, specifically the writing of a special report intended for the FSMA on compliance with the obligations arising from Regulation 648/2012, dated 4 July 2012 (the 'EMIR Obligation'), for an amount of €5,435.60.



# CORPORATE GOVERNANCE



5. The aim of this chapter is to make the Corporation's rules of operation known in the light of the principles of *Corporate Governance*.



# 1. BOARD OF DIRECTORS

## MEMBERSHIP

In 2020, the Board of Directors was composed as follows:

<b>Mr Herman DE BODE</b>	Chairman of the Board
<b>Mr Luc LALLEMAND (until 29/02/20)</b>	Chief Executive Officer
<b>Ms Ann BILLIAU (from 01/03/20 to 11/08/20)</b>	Acting Chief Executive Officer
<b>Mr Benoît GILSON (from 12/08/20)</b>	Chief Executive Officer
<b>Mr Jan CORNILLIE</b>	Director
<b>Mr Jacques ETIENNE</b>	
<b>Mr Ruben LECOK</b>	
<b>Ms Sylvianne PORTUGAELS</b>	
<b>Mr Pierre PROVOST</b>	
<b>Ms Anne BARZIN</b>	
<b>Ms Maria VAN DE WIELE<sup>12</sup></b>	
<b>Ms Karin GENOE</b>	
<b>Ms Ingrid LUYTEN<sup>13</sup></b>	
<b>Mr Laurent VRIJDAGHS</b>	
<b>Mr Karel STESENS</b>	
<b>Mr Antoine DE BORMAN</b>	

On 1 March 2020, Mr Luc LALLEMAND resigned as Chief Executive Officer of Infrabel. Following the resignation of Mr Luc LALLEMAND, the Board of Directors decided on 25 February 2020, pending the appointment of a Chief Executive Officer by Royal Decree deliberated in the Cabinet Meeting, to take precautionary measures in order to guarantee the continuity of Infrabel and to temporarily appoint Ms Ann BILLIAU as acting CEO until a Chief Executive Officer is appointed in accordance with Art. 208 § 3 of the Law dated 21 March 1991.

Following the resignation of Ms Ann BILLIAU from her mandate as Chief Executive Officer ad interim, a Royal Decree deliberated in the Council of Ministers on 9 August 2020 appointed Mr Benoît GILSON as Chief Executive Officer, with effect from 12 August 2020.

The two independent directors who meet the criteria laid down in Article 7:87 §1 of the Companies and Associations Code and, in accordance with Article 207 of the Act dated 21 March 1991 (Article 7 L. 03/08/2016), appointed by the General Meeting, are:

<b>Mr Pierre PROVOST</b>	Independent Director
<b>Ms Karin GENOE</b>	

<sup>12</sup> Ms Maria VAN DE WIELE also goes by the name of Ms Mieke OFFECIERS

<sup>13</sup> Ms Ingrid LUYTEN also goes by the name of Ms Ingrid CEUSTERS







The representatives of the regions on the Board of Directors, appointed pursuant to the Royal Decree dated 25 April 2014 on the representation of the regions on the Boards of Directors of Infrabel and SNCB and in the RER Steering Group of SNCB, are:

<b>Mr Karel STESENS</b>	Brussels region
<b>Mr Antoine DE BORMAN</b>	Walloon region
<b>Mr Herman DE BODE</b>	Flemish region

#### **Main positions held outside Infrabel by the non-executive directors in 2020**

<b>Mr Herman DE BODE</b>	President of MuHKA (Museum of Contemporary Art Antwerp)
<b>Ms Maria VAN DE WIELE</b>	Senior Partner Interelgroup SA/NV, Company Director MDL sprl
<b>Mr Laurent VRIJDAGHS</b>	Administrator-General of the Public Buildings Administration
<b>Mr Jan CORNILLIE</b>	Head of Strategy&Policy at 3E SA/NV
<b>Mr Jacques ETIENNE</b>	Retired lawyer
<b>Ms Sylvianne PORTUGAELS</b>	General Manager of CHR Citadelle hospital (Liège)
<b>Mr Ruben LECOK</b>	Chef de cabinet General Policy and Finance of the Deputy Prime Minister of Finance and Development Cooperation Consultant to Egon Zehnder Chef de cabinet to the Prime Minister
<b>Mr Pierre PROVOST</b>	Project Manager ASBL Brussels Major Events (until 11/10/20) Director of the Private Office of the Minister for Pensions and Social Integration, in charge of Disabled Persons, Poverty Alleviation and Beliris (from 12/10/20).
<b>Ms Karin GENOE</b>	Chief Executive Officer of Vias institute
<b>Ms Ingrid LUYTEN</b>	Chief Executive Officer INHU SPRL
<b>Ms Anne BARZIN</b>	Aldерwoman for Tourism Development in charge of the Citadel and Festivals (Namur)
<b>Mr Karel STESENS</b>	Retired
<b>Mr Antoine DE BORMAN</b>	Senior Advisor - Whyte Corporate Affairs

#### **APPOINTMENT OF THE DIRECTORS**

Except for the two directors who meet the criteria set in Article 7:87 §1 of the Companies and Associations Code and who were appointed by the General Meeting, His Majesty the King appoints the directors under a decree adopted by the Cabinet.

Directors are selected on the basis of the complementary nature of their skills in the fields of finance and accounting, legal affairs, knowledge of the transport sector, expertise in mobility, human resources policy and industrial relations.





The Board of Directors consists of three representatives of the regional authorities, on the understanding that:

1. one member is appointed by His Majesty the King based on the proposal of the Government of the Flemish Region;
2. one member is appointed by His Majesty the King based on the proposal of the Government of the Walloon Region; and
3. one member is appointed by His Majesty the King based on the proposal of the Government of the Brussels-Capital Region.

## CONTINUITY OF DIRECTORS' MANDATES

Eleven of the fourteen mandates on the Board of Directors expired on 14 and 22 October 2019, and 1 October 2020.

In the course of 2019, a number of mandates expired at Infrabel, including 10 out of the 14 mandates of the Board of Directors.

The vacant post of Chief Executive Officer was filled by RA (for a fixed term); this post of Chief Executive Officer automatically ended on 1 October 2020, at the first meeting of the Cabinet Meeting of the new government.

As these directors' mandates were not renewed by 14/10/2019 (7 directors appointed by the King), 22/10/2019 (2 directors appointed by the General Meeting) and 01/10/2020 (for the Chief Executive Officer), the agents were obliged to continue to exercise their mandate at the end of the term of office at the latest, in order to ensure the ongoing management of the company.

As soon as the King has appointed the directors by decree deliberated in the Cabinet Meeting, the Board of Directors will launch the selection process for the two independent directors, in order to ensure that their skills complement the profiles of the directors appointed by the King.

On 6 May 2019, the supervisory minister sent a letter to the Chairperson informing the members of the Board of Directors that they are expected to continue to exercise their mandate to ensure the continuity of the company's administration pending new appointments.

As of 31 December 2020, the situation was still unchanged.

## OPERATION

In 2020, the Board of Directors met 10 times.

The Board's powers are defined in Article 17 of the Act dated 21 March 1991:

*"§ 1. The Board of Directors is authorised to carry out all necessary or useful acts to achieve the corporate objective of the public corporation.*

*The Board of Directors oversees the management exercised by the Management Board. The Management Board reports regularly to the Board of Directors.*

*The Board, or its Chairman, without prejudice to the powers conferred to him/her by Article 18(5) of the Act of 21 March 1991, can at any time request a report from the Management Board on all or some of the Company's activities."*





*"§ 2. The Board of Directors can fully or partially delegate to the Management Board the powers referred to in § 1, with the exception of:*

- 1. Approval of the management contract, and any amendment thereto;*
- 2. Adoption of the business plan and definition of general policy;*
- 3. Supervision of the Management Board, especially with regard to performance of the management contract;*
- 4. Any other powers that are hereby reserved for the Board of Directors and, if the public enterprise has the form of a limited company under public law, by the consolidated laws on commercial companies."*

## **DELEGATION OF POWERS**

The latest version of the 'Rules on the (sub)delegation of powers and authorised signatures' was approved by the Board of Directors on 23 June 2020 and published in the Appendices to the Belgian Official Journal of 15 July 2020.

## **DECISIONS TAKEN IN WRITING**

*In extraordinary circumstances, when justified by the urgency of the matter and the interests of the company, resolutions of the Board of Directors may be adopted by the Directors' unanimous consent in writing, by their signatures affixed either to a single document or to multiple copies of the same document. The first paragraph does not apply to the approval of the annual financial statements, to the use of authorised capital or to the approval of the management contract between the Government and the company, or any amendment to that contract. (Article 28 of the Articles of Association)*

In the course of 2020, the Board used this procedure once.

## **FINANCIAL CONFLICT OF INTEREST**

In 2020, the procedure as prescribed by Article 7:96 of the of the Companies and Associations Code (if a Director has a direct or indirect financial conflict of interest regarding a decision or operation relating to the powers of the Board of Directors) was not applied.

## **DIRECTORS' CHARTER**

The 'Directors' Charter' is part of the rules of procedure of the Board of Directors.

It is applicable to all members of the Infrabel Board of Directors as well as any Director appointed by Infrabel in a company.

Under the terms of this Charter, in the exercise of their duties, Directors undertake to:

1. Act independently under all circumstances;
2. Actively protect the interests of the company;
3. Ensure the efficient operation of the Board of Directors;
4. Protect the interests of all shareholders;
5. Take into account the legitimate expectations of all of the company's partners (the community, customers, executives, employees, suppliers and creditors);







6. Ensure that the company respects its obligations and commitments, the law, regulations and codes of ethics;
7. Avoid any conflict between their direct or indirect personal interests and those of the company;
8. Avoid any improper use of information or insider trading;
9. Continually develop his or her professional competencies;
10. Adhere to the spirit of the Charter.

## **BOARD COMMITTEES**

In accordance with Articles 210 and 211 of the Act dated 21 March 1991, the Board has established two committees, the Audit Committee and the Appointments and Remuneration Committee to assist and advise the Board in the fulfilment of its duties.





## 2. AUDIT COMMITTEE

This Committee was created pursuant to Article 210 of the Act dated 21 March 1991.

### MEMBERSHIP

The Committee is composed as follows:

<b>Mr Laurent VRIJDAGHS</b>	Chairman
<b>Ms Maria VAN DE WIELE</b>	Members
<b>Mr Ruben LECOK</b>	
<b>Mr Pierre PROVOST</b>	

The Audit Committee may invite the Chief Executive Officer to attend its meetings in an advisory capacity. Government Commissioners also attend Audit Committee meetings in an advisory capacity.

The Audit Committee may likewise invite any competent person to assist it in performing the tasks assigned to it by the Board of Directors.

### OPERATION

The Audit Committee met 5 times in 2020.

### POWERS

The Audit Committee carries out the tasks entrusted to it by the Board of Directors. Moreover, its mission is to assist the Board of Directors by scrutinising financial information, specifically the annual accounts, the annual report and interim reports. The Committee also ensures the reliability and integrity of financial reports for risk management.

At least a fortnight prior to the meeting at which the Board of Directors approves the annual financial statements, the Board submits the financial statements to the Audit Committee for examination.

The Audit Committee assists the Board of Directors, specifically by carrying out the following activities:

- Examining financial information, inter alia the annual financial statements, and advising the Board of Directors on its findings;
- In conjunction with the Board of Auditors and the Head of Internal Audit I-AI, evaluating, supervising and issuing an opinion on the internal control system applied by Infrabel and on the related recommendations and findings notified by the Board of Auditors, and on the replies made by the management;
- Examining and approving the audit programme drawn up by the Head of Internal Audit I-AI;
- Examining the conclusions and main recommendations laid down in the audit reports; overseeing the follow-up of those recommendations as well as implementation by management of the action agreed with Internal Audit I-IA in response to the audit recommendations and the action taken by management in response to these recommendations;
- Appraising the procedures for identifying, assessing and managing financial, operational and other risks to which Infrabel is exposed, ensuring the reliability and integrity of financial reports regarding risk management;





- Overseeing coordination of Internal Audit's activities, any work that management has assigned to external consultants and the Board of Auditors' work;
- Approving the structure of Infrabel's Internal Audit as well as the budget for staff, staff training and equipment resources;
- Submitting to the Board of Directors a reasoned opinion on the appointment and replacement of the Head of Internal Audit at Infrabel after consulting the Appointments and Remuneration Committee; overseeing the independence and objectivity of internal and external auditors;
- Approving Infrabel's Internal Audit Charter and any subsequent revisions thereof;
- Submitting to the Board of Directors a reasoned opinion on the appointment or reappointment of Infrabel's auditors, as well as on their fees;
- Verifying and drawing up any specific matter that the Board of Directors may deem necessary.

## INDEPENDENCE AND COMPETENCE IN ACCOUNTING AND AUDITING

In accordance with Article 3:6 § 1(9) of the Companies and Associations Code, the annual report must demonstrate the independence and accounting and auditing competence of at least one member of the Audit Committee.

Ms Maria VAN DE WIELE, as a former Budget Minister, has acquired the necessary accounting expertise. She served as CEO of the Flanders Chambers of Commerce and Industry (VOKA (VEV)) and of various companies for a long time.

For many years she has also chaired another company's audit committee, where she has acquired the necessary auditing expertise.

All the members of the Audit Committee satisfy the criteria that must be met to be regarded as independent directors.







### 3. APPOINTMENTS AND REMUNERATION COMMITTEE

The Appointments and Remuneration Committee was established pursuant to Article 211 of the Act dated 21 March 1991.

#### MEMBERSHIP

The Committee is composed as follows:

<b>Mr Herman DE BODE</b>	Chairman
<b>Mr Luc LALLEMAND (ARC of 25/02/20)</b>	Members
<b>Mr Benoît GILSON (ARC of 9/12/20)</b>	
<b>Mr Jan CORNILLIE</b>	
<b>Mr Jacques ETIENNE</b>	

#### OPERATION

The Committee met twice in 2020.

#### POWERS

The Committee gives its opinion on candidates put forward by the Chief Executive Officer for appointment as members of the Management Board.

It submits proposals to the Board of Directors regarding remuneration and benefits provided to members of the Management Board and senior executives. These matters are constantly monitored by the Board of Directors (Article 211 §2 of the Act of 21 March 1991).

Furthermore, it performs the tasks entrusted to it by the Board of Directors.







## 4. MANAGEMENT BOARD

### MEMBERSHIP

The Management Board is composed as follows:

<b>Mr Luc LALLEMAND</b> (until 29/02/20)	Chief Executive Officer
<b>Ms Ann BILLIAU</b> (from 01/03/20 to 11/08/20)	Acting Chief Executive Officer
<b>Mr Benoît GILSON</b> (from 12/08/20)	Chief Executive Officer
<b>Mr Jochen BULTINCK</b>	Chief Operations Officer
<b>Ms Ann BILLIAU</b> (from 01/01/20 to 29/02/20 and from 12/08/20)	Chief Client Officer
<b>Ms Christine VANDERVEEREN</b>	Chief Financial Officer
<b>Mr Eric MERCIER</b> (from 01/03/20 to 11/08/20)	Chief Digital Officer

Following the departure of Mr Luc LALLEMAND, Ms Ann BILLIAU was appointed by the Board of Directors as acting CEO until a CEO was appointed in accordance with Article 208 § 3 of the Law dated 21 March 1991.

Following the resignation of Ms Ann BILLIAU from her mandate as acting Chief Executive Officer, Mr Benoît GILSON was appointed Chief Executive Officer, by Royal Decree deliberated in the Cabinet Meeting with effect from 12 August 2020.

The Board of Directors meeting of 25 February 2020 appointed Mr Eric MERCIER as a member of the Management Board, from 1 March 2020 until the appointment of a new Chief Executive Officer in accordance with Article 208 § 3 of the law dated March 21, 1991, on 11 August 2020.

### RULES GOVERNING THEIR APPOINTMENT AND DISMISSAL

"The Directors-General are appointed by the Board of Directors, following the recommendation of the Chief Executive Officer and after consultation with the Appointments and Remuneration Committee.

They are dismissed by the Board of Directors" (Article 208 of the Act dated 21 March 1991).

### OPERATION

The Management Board met 34 times in the course of 2020. There was 1 written procedure.

### POWERS

In accordance with Article 208 of the Act dated 21 March 1991, *"the Management Board is responsible for the day-to-day management of the company and for representing that management, and also for implementing the decisions of the Board of Directors. The members of the Management Board form a collegiate body. They may allocate tasks among themselves."*







## REPRESENTATION

In accordance with Article 208 of the Act of 21 March 1991, the company is duly represented in its actions, including any legal proceedings, by the Chief Executive Officer and the Director-General appointed for that purpose by the Board of Directors, acting jointly.

Any acts of management or acts which are binding upon the Company are jointly signed by the Chief Executive Officer and the Director-General appointed for that purpose by the Board of Directors.

This Director must have a different linguistic background from the Chief Executive Officer.

By Royal Decree deliberated upon in the Cabinet Meeting, His Majesty the King may determine any acts that require different approval than that set out in this article.

On 16 December 2019, the Board of Directors appointed, as from 1 January 2020, Mr Jochen BULTINCK as the member of the Management Board who, in accordance with Article 208 § 4 of the Law dated 21 March 1991 relating to the reform of certain public economic companies, represents Infrabel, together with the CEO, with regards to third parties and in court, and who, in this capacity, co-signs all management acts or acts that bind the company.

## DECISION-MAKING PROCEDURE

The decisions of the Management Board are prepared by the Executive Committee. This is an informal meeting attended by other Infrabel directors, as well as members of the Management Board.



## 5. SUPERVISION

### GOVERNMENT COMMISSIONERS

Government Commissioners are invited to all meetings of the Board of Directors and the Management Board and attend in an advisory capacity (Article 213 § 3 of the Act dated 21 March 1991).

The Government Commissioners also attend, in an advisory capacity, the meetings of the Audit Committee (Article 210 § 1 of the Act dated 21 March 1991).

They ensure compliance with the law, the Articles of Association and the management contract. They ensure that Infrabel's policy, particularly the policy implementing Article 13 of the Act dated 21 March 1991, does not jeopardise the implementation of its public service missions.

Each Government Commissioner reports to the Minister to whom they are responsible. The Government Commissioners report to the Budget Minister on all decisions of the Board of Directors and the Management Board that have an impact on the Government's general expenditure budget.

Each Government Commissioner may, within a period of four working days, exercise a right of recourse to the minister to whom they are responsible in order to object to any decision of the Board of Directors or the Management Board that they consider to be in breach of the law or the company's Articles of Association or the management contract, or of a nature likely to jeopardise the implementation of Infrabel's public service missions. Each Government Commissioner may, within the same period, exercise the same recourse against any decision to increase the fees payable for use of the railway infrastructure. All such decisions are suspended while the recourse procedure is underway.

The Government Commissioners at Infrabel were:

<b>Mr Maxime SEMPO</b> (until 30/12/20)	appointed by Royal Decree on 26 February 2015
<b>Mr Martin DE BRABANT</b> (until 02/12/20)	appointed by Royal Decree on 19 November 2017
<b>Mr Guy HENDRIX<sup>14</sup></b> (from 03/12/20)	appointed by Royal Decree on 25 November 2020
<b>Mr Kurt VAN RAEMDONCK<sup>15</sup></b> (from 31/12/20)	appointed by Royal Decree on 24 December 2020

### REMUNERATION

The Act of 21 March 1991 (Article 213 § 1) provides that His Majesty the King determines the remuneration of Government Commissioners. Infrabel is responsible for this remuneration. It was set by Royal Decree dated 4 July 2008.

<sup>14</sup> Mr Bernard SWARTENBROEKX has been appointed Alternate Government Commissioner (Royal Decree dated 25/11/2020, Belgian Official Gazette 03/12/2020)

<sup>15</sup> Ms Goele JANSSEN has been appointed Alternate Government Commissioner (Royal Decree dated 24/12/2020, Belgian Official Gazette 31/12/2020)



For the financial year 2020, the following remuneration was paid:

- The indexed flat-rate part from January to March (=X 1.7069) amounts to €960.13 gross/3 months, i.e. €320.04 gross/month and from April to December (=X 1.7410) amounts to €2,937.94 gross/9 months, i.e. €326.44 gross/month.
- The index-linked variable component amounts to €7,796.13 gross/year, paid pro rata for attendance at meetings of the Board of Directors.

	Fixed	Variable	TOTAL
<b>Mr Maxime SEMPO</b> Government Commissioner	<b>€3,887.55</b>	<b>€7,796.13</b> (10 meetings/10)	<b>€11,683.68</b>
<b>Mr Martin DE BRABANT</b> Government Commissioner	<b>€3,592.7</b>	<b>€7,016.52</b> (9 meetings/9)	<b>€10,609.22</b>
<b>Mr Guy HENDRIX</b> Government Commissioner	<b>€305.38</b>	<b>€779.61</b> (1 meeting/1)	<b>€1,084.99</b>
Mr Kurt VAN RAEMDONCK Government Commissioner	<b>€10.53</b>	<b>€0</b> (0 meeting/0)	<b>€10.53</b>

## BOARD OF AUDITORS

Article 25 §1 of the Act dated 21 March 1991 specifies: "The audit of the financial situation, of the annual financial statements and of the regularity, from the viewpoint of the law and the Articles of Association of the activities to be recorded in the annual financial statements, shall in each autonomous public company be delegated onto a Board of Auditors numbering four members. The members of the Board of Auditors bear the title of Auditor."

This Board shall be made up of four members, two of whom are appointed by the Court of Auditors from its own members, and the other two by the General Meeting from members of the Institute of Company Auditors.

On a proposal from the Strategic Enterprise Committee and the Board of Directors, the General Meeting of 20 May 2020 approved the one-off extension of the term of office of the Statutory Auditors KPMG & BDO, for the financial years 2020 to 2022.

Their mandate is part of the legal task of the external audit of Infrabel's statutory and consolidated financial statements.

The General Meeting of 20 May 2020 was informed of the decision of the General Meeting of the Court of Auditors of 2 October 2019 to renew the mandates of Mr Michel de FAYS and Mr Rudi MOENS, advisers to the Court of Auditors, as members of Infrabel's Board of Auditors for a period of three years. Following the retirement of Mr Michel de FAYS on 1 July 2020, the General Assembly of the Court of Auditors on 23 November 2020 appointed Mr Pierre RION to replace him.







The members of the Board of Auditors are:

<b>KPMG</b>	Represented by Mr Patrick DE SCHUTTER
<b>BDO</b>	Represented by Mr Félix FANK
<b>Mr Michel de FAYS (until 30/06/20), Mr Pierre RION (since 23/11/20) and Mr Rudi MOENS</b>	Advisers at the Court of Auditors



## 6. OFFICES HELD IN SUBSIDIARIES AND ASSOCIATED COMPANIES

Companies in which members of management bodies or employees of Infrabel have served as corporate officers (direct or indirect holdings)

As of 31 December 2020, Infrabel had 15 subsidiaries and associated companies. Infrabel employees and members of its management bodies held office in 13 of these subsidiaries.

### MEMBERS OF MANAGEMENT STRUCTURES OR EMPLOYEES OF INFRABEL SERVING AS CORPORATE

<b>Mr Luc LALLEMAND</b>	Chairman of TUC RAIL, Director of EEIG Rail Freight Corridor North Sea-Mediterranean, Director of HR Rail (until 29/02/20)
<b>Ms Ann BILLIAU</b>	Director TUC RAIL until 31/07/2020, Deputy Chairwoman RailNet Europe
<b>Mr Michaël DIERICKX</b>	Chairman EEIG Rail Freight Corridor North Sea-Mediterranean
<b>Mr Jochen BULTINCK</b>	Chief Executive Officer TUC RAIL until 01/04/2020 Deputy Chairman TUC RAIL since 10/12/2020, Chairman CCB, Chairman Woodprotect Belgium
<b>Ms Christine VANDERVEEREN</b>	Director TUC RAIL, Chairwoman SPV 162, Chairwoman SPV Zwankendamme, Chairwoman SPV Brussels Port, Director (permanent representative) Rail Facilities, Director (permanent representative) SPS Fin, Director Greensky (permanent representative)
<b>Mr Eric MERCIER</b>	Director TUC RAIL,
<b>Ms Cecilia MAES</b>	Director SPV Zwankendamme, Director SPV 162, Director SPV Brussels Port
<b>Mr Koen DE WITTE</b>	Director SPV Zwankendamme, Director SPV 162, Director SPV Brussels Port
<b>Mr Michel GEUBELLE</b>	Member of the Management Board of EEIG Corridor Rhine-Alpine, Member of the Management Board of EEIG Rail Freight Corridor North Sea-Mediterranean, Member of the Management Board of EEIG Rail Freight Corridor North Sea-Baltic, Infrabel Representative at the General Assembly of RailNet Europe
<b>Mr Benoît GILSON</b>	Chairman Tuc-Rail since 10/12/2020 Director (permanent representative) Liège Carex, Director H.R. Rail since 01/08/20
<b>Mr Jan MYS</b>	Director CCB, Director Woodprotect Belgium
<b>Mr Marc WAEYENBERGH</b>	Director CCB, Director Woodprotect Belgium.



## GOVERNANCE CHARTER FOR SUBSIDIARIES

The Governance Charter for subsidiaries is intended for Infrabel's representatives in its subsidiaries. It ensures the right of Infrabel shareholders to information about its subsidiaries, sub-subsidiaries and shareholdings.

### THE KEY POINTS OF THE CHARTER ARE:

INFRABEL HAS A RIGHT TO AUDIT THE RUNNING OF ITS SUBSIDIARIES, SUB-SUBSIDIARIES AND SHAREHOLDINGS BUT IT MAY NOT INTERFERE IN THEIR INTERNAL ORGANISATION OR THE MANAGEMENT OF THEIR AFFAIRS; THEIR INDEPENDENCE MUST BE RESPECTED AT ALL TIMES;

INFRABEL'S RIGHT OF INSPECTION REFERRED TO IN THE PREVIOUS PARAGRAPH DOES NOT GO BEYOND THE EXPLICIT TERMS OF THE COMPANIES AND ASSOCIATIONS CODE, LEGAL DOCTRINE OR CASE LAW;

GUIDELINES CONCERNING THE STATUS OF INFRABEL'S REPRESENTATIVES WHEN HOLDING OFFICE IN A SUBSIDIARY, SUB-SUBSIDIARY OR COMPANY IN WHICH INFRABEL HOLDS SHARES, HOW THEY ARE CHOSEN WITHIN INFRABEL, WHAT IDEAS THEY ARE ASKED TO CONVEY TO THE MANAGEMENT BODIES IN WHICH THEY REPRESENT INFRABEL OR EVEN HOW INFORMATION IS COMMUNICATED BETWEEN INFRABEL, ITS SUBSIDIARIES, SUB-SUBSIDIARIES OR SHAREHOLDINGS;

IF COMMITTEES HAVE BEEN SET UP IN INFRABEL'S SUBSIDIARIES, SUB-SUBSIDIARIES OR SHAREHOLDINGS IN WHICH IT HOLDS AN INTEREST, THE INFORMATION WILL BE REPORTED TO INFRABEL BY THEIR INTERMEDIARY.

INFRABEL'S REPRESENTATIVES AGREE TO COMPLY WITH THE CHARTER BY COMPLETING AND SIGNING A DECLARATION TO THIS EFFECT. THE ORIGINAL IS SENT TO THE LEGAL AFFAIRS DEPARTMENT.

Infrabel's Legal Affairs Department is the 'custodian' of the Charter in order to ensure its coherent application, uphold its principles and ensure its consistent interpretation and observance.

## REMUNERATION

All the above-mentioned mandates are unremunerated mandates for the above-mentioned natural persons.









# REMUNERATION REPORT

## 0. REMUNERATION POLICY

Remuneration policy for Directors, members of the Management Board, other members of management and the persons charged with the day-to-day running of the company, and criteria for determining the individual remuneration of Directors, members of the Management Board, other members of management and persons charged with the day-to-day running of the company

### **BOARD OF DIRECTORS**

THE PROCEDURE FOLLOWED IS IN KEEPING WITH ARTICLE 209, §2 OF THE ACT DATED 21 MARCH 1991 ON THE REFORM OF CERTAIN ECONOMIC PUBLIC ENTERPRISES:

*"The General Meeting determines the remuneration of the members of the Board of Directors based on the proposal of the Appointments and Remuneration Committee."*

### **MANAGEMENT BOARD**

THE PROCEDURE FOLLOWED IS IN KEEPING WITH ARTICLE 211, §2, 2 OF THE ACT DATED 21 MARCH 1991 ON THE REFORM OF CERTAIN ECONOMIC PUBLIC ENTERPRISES:

*"The Board of Directors, based on the proposal submitted by the Appointments and Remuneration Committee, determines the remuneration and the benefits granted to the members of the Management Board and senior executives. The Board continuously monitors these matters."*

## **REMUNERATION POLICY AS APPLIED DURING THE FINANCIAL YEAR REVIEWED IN THE ANNUAL REPORT.**

### **BOARD OF DIRECTORS**

The remuneration paid to the Chairman is composed of a fixed annual component of €27,200 and a variable component consisting of attendance fees.

These attendance fees amount to:

- €500 per Board meeting;
- €400 per Committee meeting attended.

In addition, the Chairman receives an annual fee of €2,400 covering operating expenses and enjoys free rail travel in Belgium.

The remuneration paid to other Directors (with the exception of the CEO) is composed of a fixed annual component of €13,600 and a variable component consisting of attendance fees.

These attendance fees amount to:

- €500 per Board meeting;
- €400 per meeting of the other Committees.







In addition, the Chairman receives an annual fee of €1,200 covering operating expenses.

Attendance at meetings is required to qualify for attendance fees.

## **MANAGEMENT BOARD**

As compensation for holding office, the Directors-General receive a set remuneration and a monthly fee, a holiday allowance, an annual bonus and a variable management bonus.

Remuneration is consistent with the agreements made with the supervisory body in 2014, namely €180,000 fixed remuneration and a maximum of €50,000 variable remuneration per year. These amounts are index-linked.

No decision has been taken to change the remuneration policy for the next two accounting periods.

## **CHIEF EXECUTIVE OFFICER**

In return for carrying out his duties, the CEO receives the following remuneration:

- a gross annual component of €117,000.00 (at 100%) plus a supplement of €672.99 (at 100%), payable monthly and indexed in the same way as the remuneration of the statutory staff of HR Rail. The indexed gross annual salary (index = 1.7410) is €203,697.00;
- a monthly function fee of €250, holiday pay, an annual bonus, and a variable management bonus, the basic annual amount of which is 100% of €33,800. The basic annual amount for the index-linked management bonus (index = 1.7410) is €58,845.80.

Infrabel will pay any expenses incurred by the CEO in the exercise of his duties.

Infrabel bears the cost of the insurance premiums for market-compliant liability insurance cover for the exercise of the CEO's and director's mandate.

## **RECOVERY PROVISIONS**

The contract does not contain any provisions about the right of recovery of variable remuneration from members of the Management Board in favour of the company in the event that said remuneration was granted based on incorrect financial data.

As the KPIs for determining financial remuneration do not depend on financial information in the main, it is not considered necessary to adopt such a provision.





## I. TOTAL REMUNERATION

REMUNERATION OF DIRECTORS AND OTHER BENEFITS OF NON-EXECUTIVE DIRECTORS AND EXECUTIVE MANAGERS IN THEIR CAPACITY AS MEMBERS OF THE BOARD OF DIRECTORS FOR THE FINANCIAL YEAR REVIEWED IN THE ANNUAL REPORT.

Name	Rate of Attendance at meetings of Infrabel's Board of Directors and Committees			(Gross) Remuneration of directors
	Board (10 in total)	Audit Committee (5 in total)	Appointments and Remuneration Committee (2 in total)	Board and other Committees (€)
Herman DE BODE	10		1	32,600.04
Maria VAN DE WIELE	10	5		20,599.96
Laurent VRIJDAGHS	10	4		20,199.96
Jan CORNILLIE	10		2	19,399.96
Jacques ETIENNE	10		2	19,399.96
Sylvianne PORTUGAELS	10			18,599.96
Ruben LECOK	8	5		19,599.96
Pierre PROVOST	8	5		19,599.96
Karin GENOE	9			18,099.96
Anne BARZIN	8			17,599.96
Ingrid LUYTEN	8			17,599.96
Karel STESENS	10			18,599.96
Antoine DE BORMAN	10			18,599.96

Annual remuneration and attendance fees are only paid to non-executive directors. The CEO does not receive any remuneration for his role as member of the Board of Directors.

### ASSESSMENT CRITERIA FOR PERFORMANCE-BASED REMUNERATION OF EXECUTIVE MANAGERS

Based on a proposal by the Appointments and Remuneration Committee, the Board of Directors meeting on 28 November 2017 approved the performance management principles for the CEO, the Directors-General and senior executives. Only targets and a common evaluation system have been retained, so that the variable remuneration of all members of the management is established in the same way 'as a single team'.





The targets are set every year for the following year. The variable remuneration for the CEO and Directors-General are calculated using the scores entered.

For the other members of the management, Heads of, Managers and high-level experts, the I-perform evaluation system is aligned with the method used for the members of the Management Board and also enters elements specific to the result area of each member of the management.



The evaluation will be performed objectively based on ten business indicators distributed between four strategic pillars, focusing as much as possible on the areas of Infrabel's results in which the management has had a real impact. The weighting was adjusted in 2019 with a heavier weighting for the first and second pillar, so as to grant greater importance to safety and punctuality.

The table below provides an overview of these 10 indicators with their weighting.

	Strategic pillar	ID	Result indicator	Weighting
	SAFETY FIRST	1	Tracks operated safely for the passengers and staff (ERA Fatality Risk)	15
		2	Equipping the rail network with ETCS (km)	15
		3	A safe network with a minimum number of accident precursors overseen by Infrabel (ERA Precursors to Accidents)	10
	SUB-TOTAL			40
	TRAINS ON TIME	4	Total number of minutes' delay in reports attributable to Infrabel (national and international passenger transport)	15
		5	Total number of minutes' delay in reports attributable to Infrabel (national and international freight transport)	10
		6	Total number of fully cancelled passenger trains attributable to Infrabel	5
	SUB-TOTAL			30
	A NETWORK FOR ALL OF TOMORROW'S TRAINS	7	Performance of strategic extension projects (% milestones achieved according to the planning)	15
		8	Performance of other extension projects (% milestones achieved according to the planning)	5
	SUB-TOTAL			20
	HEALTHY FINANCES	9	Compliance with the annual operating costs budget	5
		10	Compliance with the annual investment budget (excluding SPV and PSPI)	5
	SUB-TOTAL			10
TOTAL				100

The Board of Directors meeting of 14 December 2020 decided to neutralise KPI's 4.5 and 6 - for the 2020 assessment - as the exceptionally good results cannot be attributed to Infrabel but rather to the circumstances of the COVID-19 crisis.

For the 2021 assessment, the appropriateness of a possible neutralisation will depend on the future evolution of the COVID-19 crisis.





## REMUNERATION OF THE CEO FOR THE FINANCIAL YEAR COVERED BY THE ANNUAL REPORT

<b>From 1/01/2020 to 29/02/2020</b>	
<b>Name</b>	Luc LALLEMAND
<b>Status</b>	The provisions of Article 209 of the Act dated 21 March 1991 concerning the members of the Management Board (Section 6) also apply to the CEO.
<b>Fixed remuneration</b>	€41,783.33 gross fee as a self-employed person (for the period from 1 January 2020 to 29 February 2020)
<b>Variable remuneration</b>	€10,900 (for the period from 1 January 2020 to 29 February 2020)
<b>TOTAL</b>	€52,683.33 gross remuneration (for the period from 1 January 2020 to 29 February 2020)
<b>Fixed/Variable Ratio</b>	79.31% fixed and 20.69% variable
<b>Pension</b>	There is no supplementary pension plan. No group insurance is provided either.
	<p>In the event of retirement or death during or at the end of the term in office, the salary which serves as the basis for calculating the retirement pension (or survivor's pension) of the person who holds or has held the position of CEO will be determined as follows: in the month prior to retirement or the month of death in post, a salary will be allocated that takes account of the length of term, both in more junior positions and as CEO; and that consequently comprises the sum of two separate amounts:</p> <ul style="list-style-type: none"> <li>a. an amount equal to the final annual salary earned in the more junior position by the person in question at the moment of his/her retirement (or death in post), multiplied by a fraction whose denominator represents the total number of years' service and whose numerator represents the same number of years, not taking account of the services rendered as CEO;</li> <li>b. an amount equal to the final annual salary earned by the person in question in their position as CEO, multiplied by a fraction whose denominator represents the total number of years' service and whose numerator represents the number of years served as CEO.</li> </ul>
<b>Other benefits</b>	Company car for €488.56
<b>Exceptional Components</b>	None
<b>Long-term cash bonus paid to the CEO for the financial year</b>	None







<b>From 1/03/2020 to 11/08/2020</b>	
<b>Name</b>	Ann BILLIAU
<b>Status</b>	The provisions of Article 209 of the Act dated 21 March 1991 concerning the members of the Management Board (Section 6) also apply to the CEO.
<b>Fixed remuneration</b>	€118,215.57 gross fee (for the period from 1 March 2020 to 11 August 2020)
<b>Variable remuneration</b>	€29,101.72 (for the period from 1 March 2020 to 11 August 2020 and to be paid in 2021)
<b>TOTAL</b>	€147,317.29 gross remuneration (for the period from 1 March 2020 to 11 August 2020)
<b>Fixed/Variable Ratio</b>	80.25% fixed and 19.75% variable
<b>Other benefits</b>	Company car for €1,231.87
<b>Exceptional Components</b>	None
<b>Long-term cash bonus paid to the CEO for the financial year</b>	None

<b>From 12/08/2020 to 31/12/2020</b>	
<b>Name</b>	Benoît GILSON
<b>Status</b>	The provisions of Article 209 of the Act dated 21 March 1991 concerning the members of the Management Board (Section 6) also apply to the CEO.
<b>Fixed remuneration</b>	€81,942.54 gross fee (for the period from 12 August 2020 to 31 December 2020)
<b>Variable remuneration</b>	€25,197.83 (for the period from 12 August 2020 to 31 December 2020 and to be paid in 2021)
<b>TOTAL</b>	€107,140.37 gross remuneration (for the period from 12 August 2020 to 31 December 2020)
<b>Fixed/Variable Ratio</b>	76.48% fixed and 23.52% variable
<b>Pension</b>	The specific agreement provides for a group insurance that is in force as standard in the insurance regulations that apply to contractually-employed senior executives of SNCB. Employer's contribution paid in the performance year: €10,301.41 <sup>16</sup>
<b>Other benefits</b>	Company car for €1,554.02
<b>Exceptional Components</b>	None
<b>Long-term cash bonus paid to the CEO for the financial year</b>	None

On an overall basis and in relation to the financial year covered by the annual report, the remuneration is paid to the other members of the executive management.

<sup>16</sup> Theoretical calculation of the premium paid in 2020, on the basis of an estimate of the annual reference salary for 2020; this premium will be adjusted when the insurer makes a statement at the annual expiry of the contract on the basis of the final salaries for 2020.



## THE MEMBERS OF THE EXECUTIVE COMMITTEE, WITH THE EXCEPTION OF THE CEO

### Status

The members of the Management Board may be employed under a contract or statutory appointments.

Pursuant to Article 209 of the Act of 21 March 1991, the rights, including compensation, and responsibilities of the CEO and other members of the Management Board on the one hand, and Infrabel on the other, are governed by a specific agreement between the parties.

For the statutory appointees, for the duration of his/her mandate, this specific agreement envisages that the Director-General is entitled to unpaid leave, maintaining his/her rights to promotion, advancement and a pension.

In accordance with the HR rules defined by HR Rail, the members retain their grade and are assigned the position of Director-General.

For contractual members, this specific agreement provides, for the duration of his/her term of office, for the suspension of the open-ended employment contract that was in force before the appointment as a member of the Management Board.

On expiry of the term of office, the employment contract immediately comes back into force.

<b>Fixed remuneration</b>	€598,375.46 gross basic remuneration (including holiday pay)
<b>Variable remuneration</b>	€162,366.33 (for the period from 1 January 2020 to 31 December 2020 and to be paid in 2021)
<b>TOTAL</b>	€760,741.79
<b>Fixed/Variable Ratio</b>	78.66% fixed and 21.34% variable

### Pension

For statutory members:

There is no supplementary pension plan.

No group insurance is provided either.

In the event of retirement or death during or after term in office, the salary which serves as the basis for calculating the retirement pension (or survivor's pension) of the person who holds or has held the position of Director-General, will be determined as follows: in the month prior to retirement or the month of death in post, a salary will be allocated that takes account of the length of service, both in more junior positions and as Director-General; and that consequently comprises the sum of two separate amounts:

- an amount equal to the final annual salary earned in the more junior position by the person in question at the moment of his/her retirement (or death in post), multiplied by a fraction whose denominator represents the total number of years' service and whose numerator represents the same number of years, not taking account of the services rendered as Director-General;
- an amount equal to the final annual salary earned in the more junior position by the person in question at the moment of his/her retirement (or death in post), multiplied by a fraction whose denominator represents the total number of years' service and whose numerator represents the same number of years, not taking account of the services rendered as Director-General;

For the contractual members: the specific agreement provides for a group insurance that is in force as standard in the insurance regulations that apply to contractually-employed senior executives of Belgian Railways.



	Employer's contribution paid in the year of performance: €24,972.15 <sup>17</sup>
Other benefits	Company car as a benefit in kind worth €9,290.10
Exceptional Components	None
Long-term cash bonus	None

## II. SHARE-BASED PAYMENT

On an individual basis:

**Number and key characteristics of shares, stock options or any other rights to acquire shares granted to the various executive managers (including the CEO), that were exercised or that expired during the financial year.**

Nil.

## III. SEVERANCE PAYMENTS

KEY PROVISIONS OF THE CONTRACTUAL RELATIONSHIP CONCERNING SEVERANCE PAY, AGREED WITH THE CEO

### Contractual relationship with Mr Luc LALLEMAND:

*The specific agreement setting out the reciprocal rights and obligations between Infrabel and Mr Luc LALLEMAND as CEO provided for the following severance payments:*

*The CEO may terminate the agreement with Infrabel at any time by giving three months' notice.*

*Mr Luc LALLEMAND has terminated the agreement with Infrabel and left his position as CEO on 29 February 2020 without severance payments.*

### Contractual relationship with Mr Benoît GILSON:

*The specific agreement setting out the reciprocal rights and responsibilities between Infrabel and Mr Benoît GILSON as CEO contains the following provisions in relation to severance pay:*

*The agreement shall automatically come to an end at the first meeting of the Cabinet Meeting under the chairmanship of the Prime Minister succeeding the Prime Minister in office on 12 August 2020.*

*If the aforementioned Cabinet Meeting does not make a decision with regard to the mandate of CEO at Infrabel, he is obliged, by virtue of the principle of continuity of public service, and by virtue of Article 21.2 of Infrabel's Articles of Association, to remain in office until the appointment of a new CEO.*

*On the date of the appointment of a new CEO, the suspension of his employment contract will be terminated and he will resume his role within Infrabel according to the conditions set out in his employment contract.*

<sup>17</sup> Premiums paid in 2020, calculated on the basis of an estimate of the annual reference salary for 2020; they will be adjusted when the insurer makes a statement at the annual expiry of the contract on the basis of the final salaries for 2020.







*Should he decide to terminate his employment contract within 12 months of the appointment of a new CEO, the contract will be terminated upon payment of compensation in lieu of notice, taking into account the seniority acquired.*

**KEY PROVISIONS OF THE CONTRACTUAL RELATIONSHIP CONCERNING SEVERANCE PAYMENT,  
AGREED WITH THE CEO AND EACH OF THE OTHER EXECUTIVE MANAGERS.**

*The new specific agreement setting out the reciprocal rights and responsibilities between Infrabel, HR Rail and the Director-General, approved by the Board on 25 March 2014, envisages the following in relation to severance pay:*

*In the event of resignation during the mandate of Director-General or should this mandate not be renewed, he/she will be re-employed at the rank of director; from then on, he/she will be paid according to the salary conditions linked to this rank.*

*In the event of termination of the term of office before its normal expiry date as a result of dismissal by the Board of Directors, and unless deemed unfounded by the Board of Directors in view of the disciplinary rules and jurisprudence applied by HR Rail, the person concerned will retain the financial conditions associated with the position of Director-General for twelve months from the date of terminating the term and thereupon will be downgraded to the rank of director, and be paid according to the salary conditions linked to this rank.*

#### IV. USE OF RECOVERY RIGHTS

Nil.

#### V. DEVIATION FROM THE REMUNERATION POLICY

No decision regarding a deviation from the remuneration policy was taken in 2020.

#### VI. EVOLUTION OF THE COMPANY'S REMUNERATION AND PERFORMANCE

**ANNUAL VARIATION IN THE EVOLUTION OF REMUNERATION**

Total gross remuneration per year of service (in €)	2016	2017 <sup>18</sup>	2018	2019	2020
<b>Board of Directors</b>	181,851.33	263,299.56	262,355.13	268,699.37	260,499.56
<b>CEO</b>	297,428.86	302,421.64	308,236.20	314,843.33	52,683.33 147,317.29 107,140.37 307,140.99
<b>Management Board (other members)</b>	715,583.52	707,787.87	728,346.43	738,319.94	760,741.79

<sup>18</sup> On 1 January 2017 the Board of Directors was increased from 10 to 14 members.

\*At Infrabel's expense





## ANNUAL VARIATION IN THE EVOLUTION OF THE COMPANY'S PERFORMANCE

	2016	2017	2018	2019	2020
<b>Societal risk limited to travellers and staff (relative value)</b>	46.26	51.31	3.12	0	0
<b>ETCS rail network equipment (km)</b>	35	343	89.80	72.20	258.20
<b>Number of overrun traffic signals*</b>	22	18	24	9	17
<b>Minutes of delay in traveller* reports</b>	356,821	353,332	399,285	361,977	283,139
<b>Minutes of delay in freight* reports</b>	69,206	63,845	78,062	91,305	64,578
<b>Total number of fully cancelled passenger trains*</b>	629	586	682	919	734
<b>Compliance with the annual operating costs budget (k€)</b>	1,016 (-3.38%)	1,003.50 (+0.14%)	1,024.40 k€ (+1.93%)	1,045.80 k€ (+1.01%)	1040.20 k€ (+0.99%)
<b>Investments made / budget</b>	885.46 k€ (99.2%)	827.60 k€ (97.30 %)	884.80 k€ (99.05 %)	887.90 k€ (99.36%)	998.60 k€ (100.54%)

## ANNUAL VARIATION IN AVERAGE SALARY

	2016	2017	2018	2019	2020
<b>Number of FTEs</b>	10,657.36	10,052.42	9,780.85	9,623.68	9,399.84
<b>Average gross salary per employee<sup>19</sup></b>	52,253.55	53,437.19	55,082.01	56,400.84	57,498.26

The ratio between the highest remuneration of members of management and the lowest remuneration (in full-time equivalent) of employees is 1/11.49.

<sup>19</sup> All gross amounts liquidated to staff are taken into account, except for compensation in lieu of notice. As far as personnel numbers are concerned, only those with a full year's remuneration are taken into consideration.

For a year to be considered complete, the annual bonus, holiday pay, productivity and/or management bonuses must have been paid.

This excludes those recruited during the reference year and those who did not receive payments for the aforementioned items:

- The outstanding balance of the annual bonus;
- Holiday bonus;
- Management bonuses.

Non-statutory workers are also excluded from the calculation, as their holiday pay is paid by the ONVA.

For non-statutory staff the FTE values have been adjusted for months of unpaid absence due to illness.

The members of the Executive Committee are excluded from all calculations (including the calculation of the average of the 10 personnel numbers with the highest gross amounts).





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