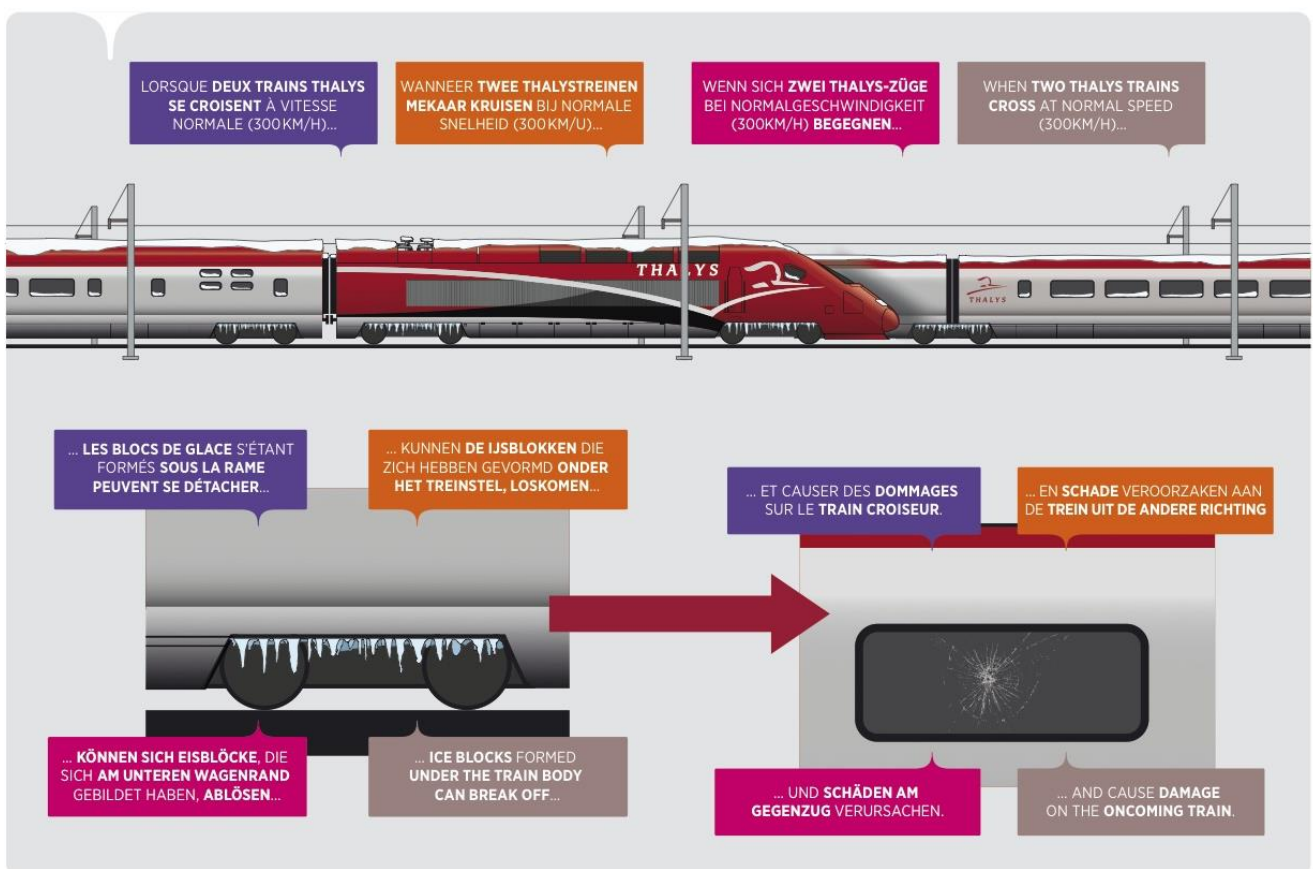


EXTREME WINTER CONDITIONS PLAN

We are implementing a set of measures to limit insofar as possible the inconveniences caused by bad winter weather. The latter may indeed affect the state of our trains and cause disruptions on the network as a result. Our goal is to maintain as many trains in service as possible to make sure you can travel. Maintenance operations have therefore been increased.

Given winter weather conditions, our trains require increased maintenance. In the event of very heavy weather, we may also have to limit train speeds to 260 km/h to ensure the reliability of our trains over time. In fact, at normal speed (300 km/h), the blocks of ice that form under the wagons and on the roof of the trains can fly off and damage trains traveling in the opposite direction as well as infrastructures. People standing on station platforms may also be injured by ice falling from through trains.



This phenomenon is comparable to the impact of a stone hitting a car. For safety reasons, damaged trains are automatically taken to a maintenance workshop where the damaged part is replaced. For example, replacing a side bay window takes four hours on average.

The reduced speeds increase travel time. For example, Paris-Brussels increases from 1h22 to 2h30 and Amsterdam-Paris increases from 3h16 to 5h00.

These longer travel times also have a direct impact on the transport plan. Under these conditions it is no longer possible to operate the same number of round trips between our various destinations. However, despite these possible inconveniences, the measures will enable us to avoid more frequent and extended downtime periods and to maintain a maximum number of trains in circulation.

In addition:

- **Implementation of an alternative transport plan for those days when there is heavy snowfall on the tracks**
- **Implementation of agreements with the infrastructure managers on how best to manage these situations**
- **Increased maintenance to avoid train deterioration**
 - o Reinforcement of fragile parts (pantographs, etc.)
 - o Heaters for couplers (at the front of the locomotives to connect trains)
 - o Installation of snow guards behind the locomotive ventilation grilles
 - o Spraying of an Anti-Icing Gel to prevent the formation of ice blocks under the trains
 - o Increased inventory of the most fragile parts.

Greater customer support

- An expanded crisis management system with two staff on-call at all times
- Increased numbers of staff at Paris-Nord and Brussels-Midi stations to welcome, inform and support customers