Lineas, the biggest private rail freight operator in Europe

LINEAS

- Our mission: we decarbonize the supply chain of our customers, being a key enabler for their growing ESG objectives
- Belgium headquartered company, but truly multi-national
- Operating in Western/Central Europe with all capabilities to deliver internationally
- Very strong ties with major North Sea Ports: Antwerp, Ghent, Zeebrugge, Rotterdam, Vlissingen
- Railway undertaking with a mix of conventional (industrial) and intermodal modi
- Digitalizing the supply chain
- Approx. 1700 employees with passion for rail
- Pool of ~500 national and international drivers
- Diversified rolling asset base (240 locomotives, 6200 wagons)

The first European rail freight operator to be **privatised in 2015**

Lineas becomes private

2005-2011
- B Cargo is a freight division of the SNCB/NMBS

2011
- SNCB Logistics is created, as an independent entity, 100% owned by the SNCB/NMBS Group

2015
B Logistics

- Argos Wityu acquires a 69% stake in SNCB Logistics with management
- SNCB/NMBS keeps 31%

2017
LINEAS

- Rebranded as Lineas
- Continuous decrease of dependency on NMBS and Infrabel with limited remaining links, only remaining links are in the interest of Lineas

2019
- Argos Wityu acquires an additional 2.5% of SNCB/NMBS shares together with management

2021
- SFPI/FPIM acquires SNCB/NMBS' remaining minority (18%)
- Lineas acquires Rotterdam-based Independent Rail Partner (IRP) to strengthen presence in Dutch market and acquire extra locomotives

2022
- Transformation plan is launched
- Appointment of new Executive Chairman

2023
- Capital increase project launched
- First €20m capital increase performed by existing shareholders

2024
- €50m capital increase performed by existing shareholders
- €34m loan converted into equity
- €46.25m financing with KBC, Belfius, PMV and BIE

Lineas' core activities

Driving trains
from point A to point B for
single clients
(Closed block trains)

= Rail undertaking role

Specifics: one client, no commercial risk on filling the train, focus on asset optimization

Consolidating volumes from different clients, contracting a rail undertaker to drive train
(Open trains)

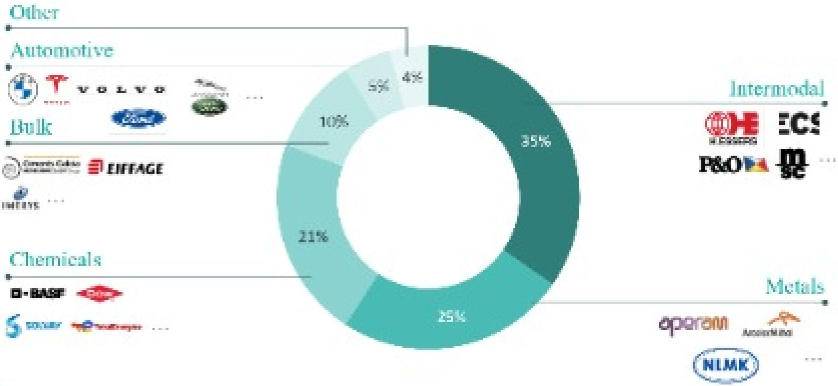
= Intermodal or Conventional Operator

Specifics: multiple clients, commercial risk on filling the train, focus on filling the train

+ includes management of the terminals (Antwerp)

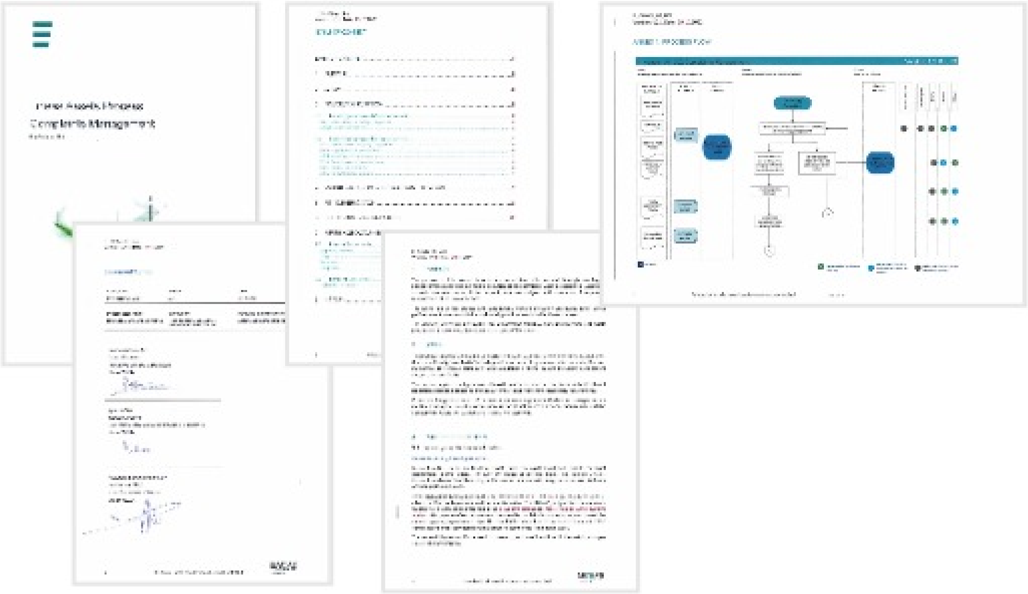
LINEAS

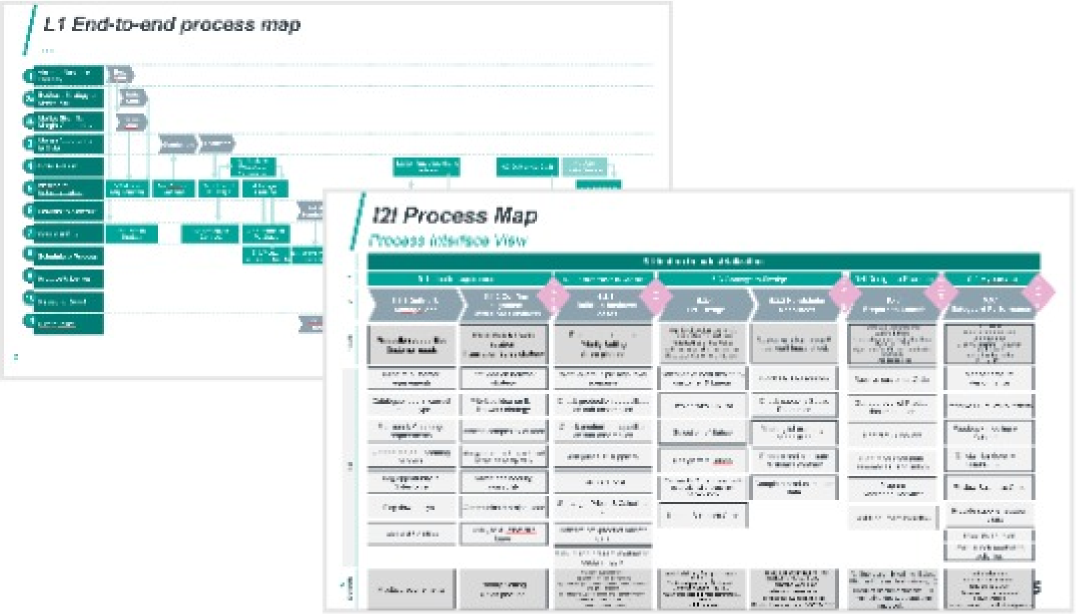
A varied and **growing customer base**



We operate in a regulated environment, so delivering proof we work safe and compliant is part of our business...

LINEAS' FIRST STEPS INTO PROCESS MANAGEMENT

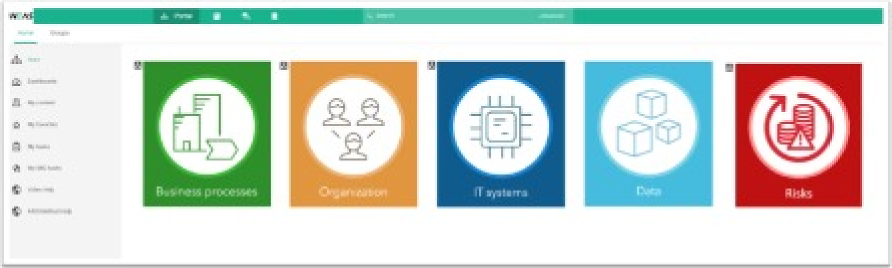



L1 End-to-end process map
I2I Process Map
Process Interface View

PROOF OF VALUE TO CONVINCE THE LINEAS EXCO TO ADOPT ARIS FOR BPM

DEMO

ARIS



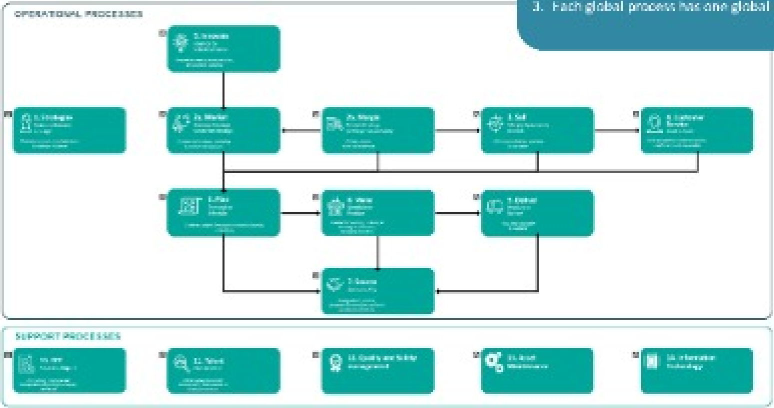
LINEAS

Lineas' process canvas

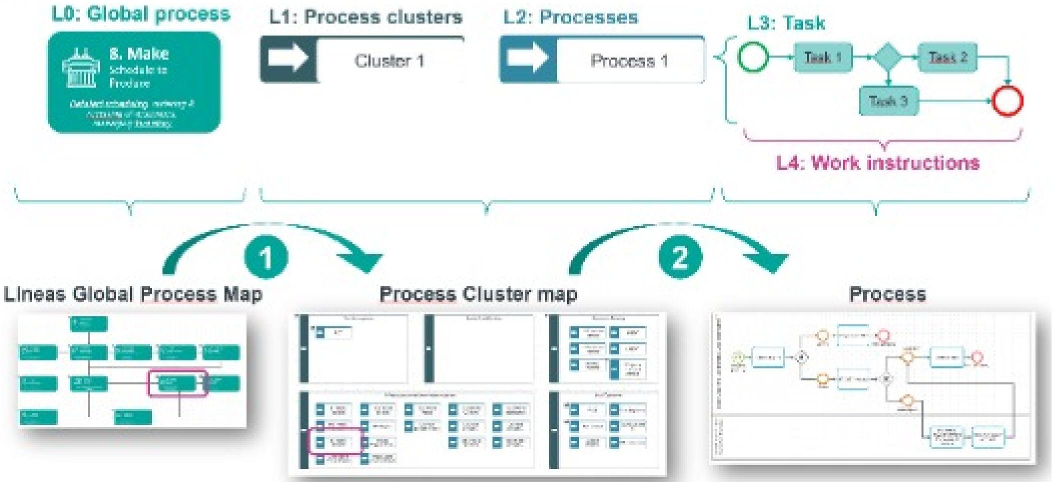
Visualization of the L0 processes

L0:

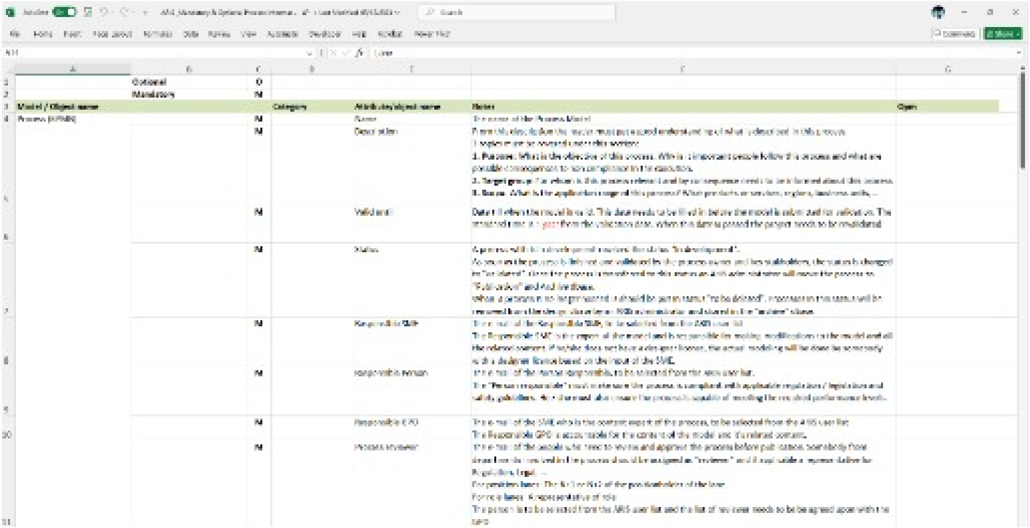
1. Each global process represents a key function/domain required in the delivery of our services.
2. Entails all L1,L2 & L3 processes
3. Each global process has one global process owner



Process breakdown from L0 to L4



Design conventions



TRAINING AND ONE ON ONE COACHING TAILORED FOR EACH POPULATION

- **Architect**
- **Designer**
- **Viewer pro's**
- **One on One Coaching for designers**

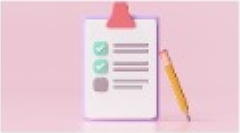
Lineas' Processes

Process Design Life Cycle

- Develop-Design

- Subject Matter Experts
- Process Owners

Review



- Key Stakeholders
- Regulation-Compliance
- Risk Experts

- Approve

- Global Process Owner
- Process Owner
- Administrators

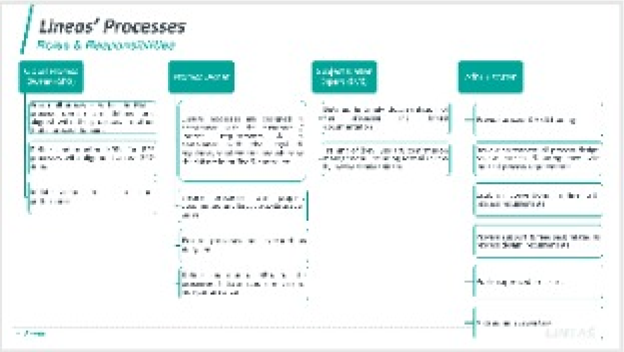
- Publish*

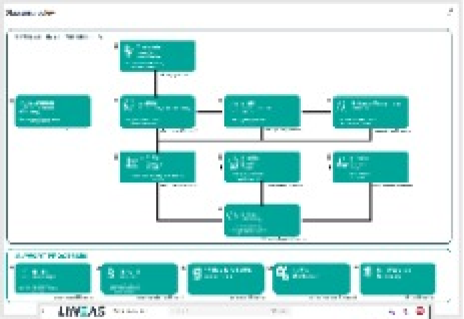
- Administrators

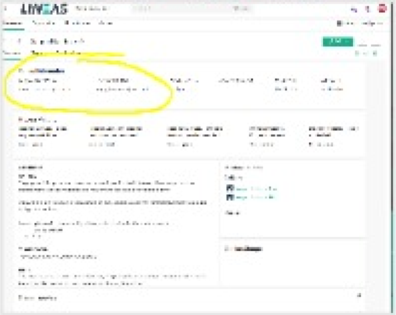
*wikiLineas

- Process Documented (templates-instructions)
- Process Risks controlled
- Process Legal requirements linked
- Process Measured
- Process Conformance Monitored

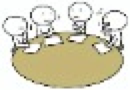
WELL DEFINED AND ASSIGNED ROLES



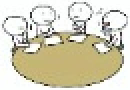




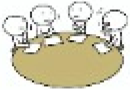
BUILDING SKILLS AND KEEPING UP THE MOMENTUM WITH A GOVERNANCE THAT INVOLVES ALL KEY STAKEHOLDERS

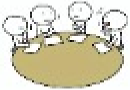


Monthly Steerco with sponsor



Monthly Process Mgt CoE with SME's



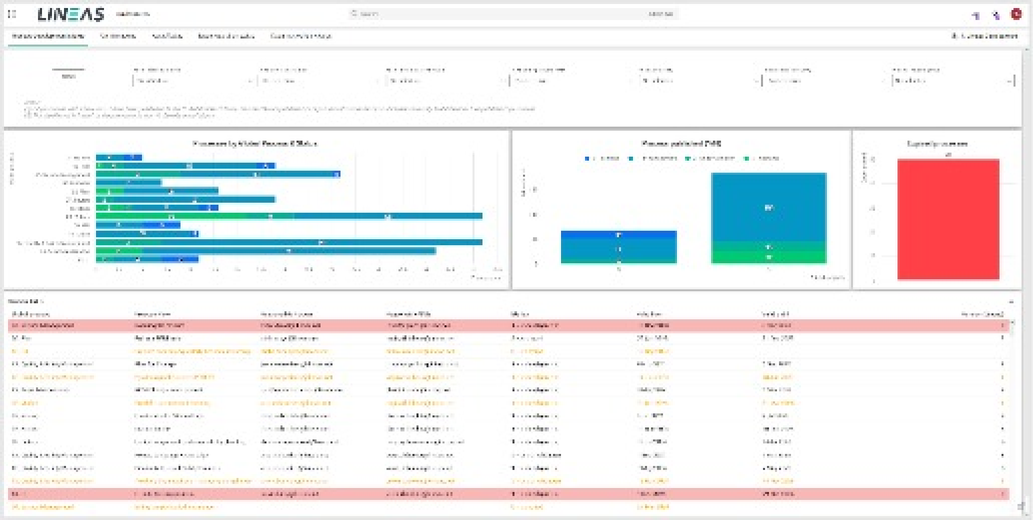


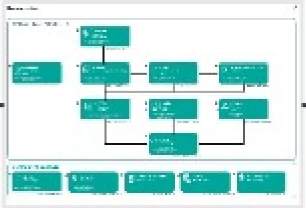
Monthly Process Review with GPO's, PO's and SME's

Quarterly Process Review with GPO's & C-level

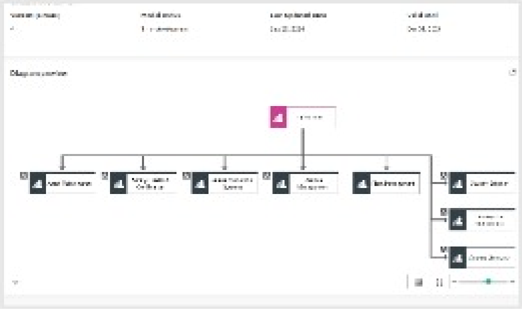
On demand coaching of SME's

KEEPING A TIGHT HANDLE ON PROCESS DEVELOPMENT AND PROCESS REVISION

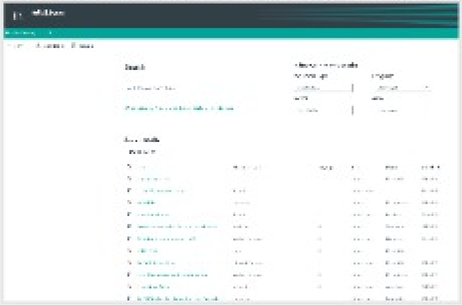


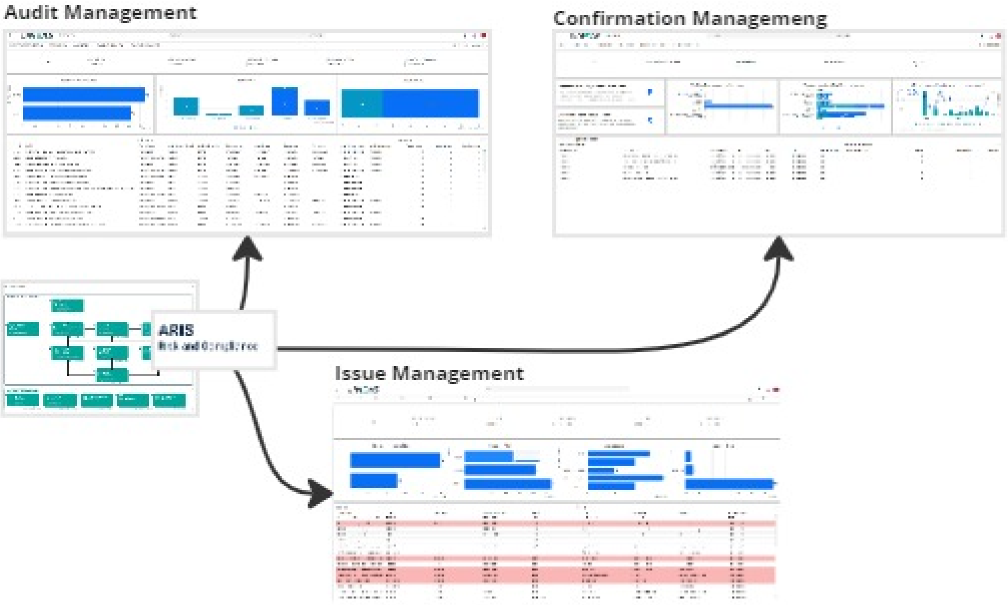


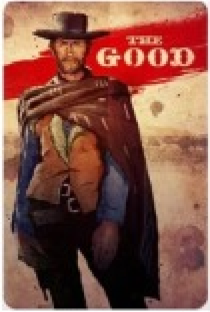
INTEGRATION WITH HR DATA



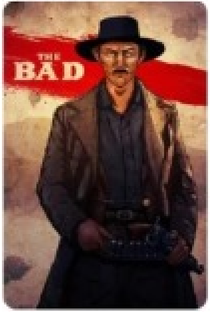
INTEGRATION WITH DOC MGT SYSTEM



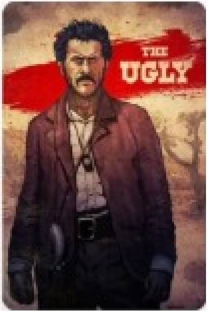

Audit Management
Confirmation Managemeng
ARIS
Risk and Compliance
Issue Management



- Happy that we "thought hard" about the process breakdown
- Great to have a central repository for all our process related information
- Engagement and adoption go hand in hand
- Functionalities can be added as you go
- The Regulators are impressed with the ARIS process documentation



- ARIS offers a lot of functionalities, but requires - a lot of - technical expertise
- The ARIS user interface is a hurdle for user adoption
- People leaving and changing responsibilities is a "B****", but hé, don't let is slip



- BPM is a journey, but also requires a continued effort to keep information current
- To keep in mind, Only the "happy few" love processes, for the rest it's a necessary evil