



GROUPE MILLET

Au service du transport écoresponsable

At the service of eco-responsible transport

YEAR 2021-2022



TABLE OF CONTENTS

- **Presentation of Millet Group**
- **Key events**
- **The Millet Group in few figures**
- **Our expertise**
- **Our certifications**

Presentation of the Millet Group

- The world of wagons has always been a passion for the MILLET family, and this since 1898, the date of the beginning of its railway activity. Thanks to this historical heritage, teams of experts enable the different entities of the MILLET group to meet the expectations of their most demanding customers and prospects.
- We have always made it a point of honor to maintain a 100% family shareholding, which preserves us from the need for returns on investments that are restrictive for us, our partners and our customers.
- Over the last ten years, the investments made have enabled the MILLET Group to expand its activities and to become one of the few European players to offer a range of services dedicated to wagons in the rail freight sector.
- Today, the Millet Group is one of the few European players to offer a range of services dedicated to wagons in the rail freight sector:
 - ☐ Construction
 - ☐ Rental
 - ☐ Maintenance
 - ☐ Rail traction
 - ☐ Full service
- We are also committed to a policy of research and innovation by designing the latest generation of wagons, the aim of which is to optimize our customers' logistics plans.
- Accompanied by enthusiasts, we are pursuing this wonderful adventure together in order to offer our customers more efficient transport solutions that are part of an eco-responsible approach.



Key events

- 2022: Takeover of the locomotive maintenance workshop in Saint Varent.
- 2021: Obtaining GMP+ certification.
 - Deployment of geolocation of wagons.
- 2019: Obtaining ECM Locomotives certification.
 - Acquisition of the wagon construction company Titāgarh Wagons AFR which becomes Millet AFR.
 - Creation of a Railway Undertaking: Millet Rail and acquisition of the company Ouest Rail.
- 2018: Purchase of 6 G 1206 locomotives and 6 DE 18 locomotives.
- 2017: Participation in the creation of a Railway Undertaking Ouest Rail.
- 2016-1993: In 23 years the fleet grows from 1,000 to over 6,000 wagons.
- 2015: Creation of the SDH FER mobile team in Nantes/St Nazaire.
- 2014: Acquisition of SDH FER, a wagon maintenance workshop in Saint Denis de l'Hôtel, south of Orléans.
- 2013: Accreditation as an ECM wagon.
- 2009: Purchase of 12 Vossloh G1206 locomotives.
- 2007: Major investment program in wagons.
 - Creation of the first MILLET mobile team in Rouen/Le Havre.
- 2002: Creation of the logistics subsidiary RTChem in Belgium.
- 1989: Creation of MILLET SA by Philippe MILLET.
- 1981: ENTREPRISE MARCEL MILLET SA, managed by Marcel Millet, Philippe Millet's father, buys its first 90T wagon.
- 1963: Marcel Millet creates the MARCEL MILLET SA company, succeeding that of Paul Millet.
- 1898: Paul Millet buys his first wagon (wine barrel car).



The Millet Group in few figures

- Forecasted turnover 2021: 147.2 million euros of which:
 - 34 % in wagon rental
 - 26 % in wagon construction
 - 34 % in rail traction
 - 6 % in maintenance
- Employees: 460 people, 85% of whom are in production.
- Very strong European presence with more than 2/3 of the wagon fleet outside France.
- Infrastructure dedicated to wagons:
 - A wagon fleet of 7,350 units, of which more than 59% are 90T as on 31/12/2021.
 - The largest rail freight maintenance workshop in France:
 - 17 hectares including 29,000m² of covered workshops
 - a total parking capacity of 1,000 wagons
 - 18 km of track on the site
- France's last wagon construction plant:
 - 17 hectares including 76,500 m² of workshops
 - Current production capacity of over 400 new wagons per year
- 48 locomotives for rail traction north of a Bordeaux-Strasbourg axis.



Our expertise

➤ WAGON RENTAL



➤ WAGON CONSTRUCTION



➤ ECM MAINTENANCE OF WAGONS AND LOCOMOTIVES IN WORKSHOP
➤ MOBILE TEAMS



➤ FULL SERVICE



➤ RAIL TRACTION



Wagon rental



More than 20 million tons transported per year with our fleet of wagons.

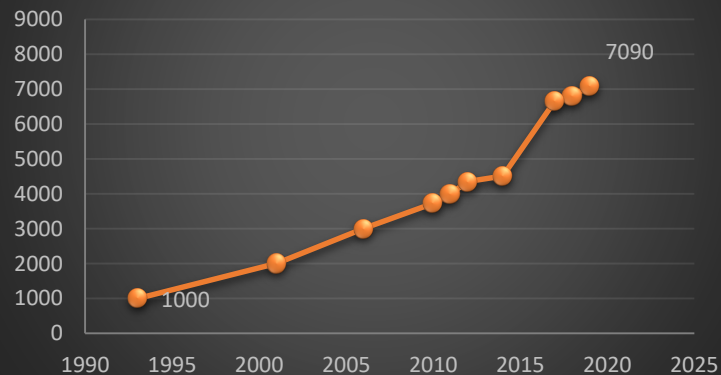
A wagon fleet of 7350 units, of which more than 59% are 90T and more than 2/3 of which circulate outside France.

Geolocation of wagons in partnership with the Swiss group SAVVY.

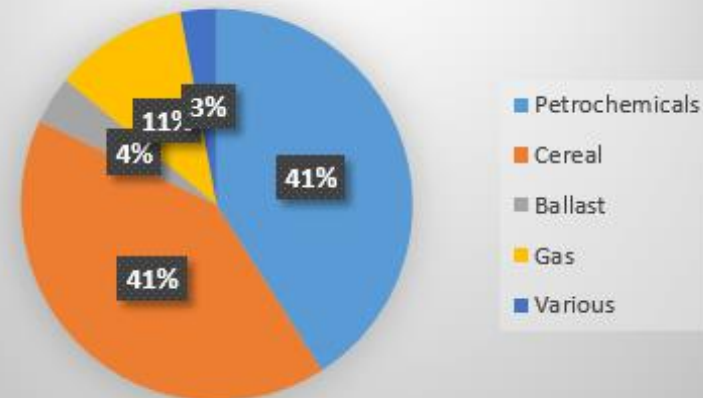
- Gas wagons
- Oil & chemical wagons
- Hopper wagons (cereals and ballast)
- Other types of wagons (plats, cement, etc.)

Forecasted turnover in 2021 : 50.2 M€.

Evolution of the wagon fleet since 1993



Rail Cars Types



Wagon rental

GAS WAGONS



Propane/Propylene:	Capacity from 95 to 125.5m ³ 80T and 90T – Tare 31T to 36T
Butane/Butadiene:	Capacity from 99 to 125m ³ 80T and 90T – Tare 26T to 28T
Chlorine:	Capacity from 47 to 52m ³ 80T and 90T – Tare 21T to 25T
Ammonia:	Capacity from 95 to 105m ³ 80T and 90T – Tare 29T to 35T



OIL WAGONS

WMO*:	Capacity from 78 to 99.5m ³ 80T and 90T – Tare 19T to 25T
BMO**:	Capacity from 62 to 78m ³ 80T and 90T – Tare 20T to 24T
Petrochemical Products:	Capacity from 10 to 96m ³ 40T, 80T and 90T – Tare 9,5T to 25T
*Tank with/without coating inside	
** Tank with heating and/or insulation	



Wagon rental

CEREAL WAGONS



Capacity of 101m³ Length 15.99m – Tare 21T – D load: 69T

Capacity of 95m³ old generation Length 15.10m – Tare 20.4T – D load: 69.6T

Capacity of 95m³ new generation Length 14.35m – Tare 20.3T – D-Last: 69.7T



AGGREGATE WAGONS 53 m³ - 90T

CHEMICAL WAGONS

Non alloyed steel tank*:	Capacity from 37 to 65m ³ 80T and 90T – Tare 19T bis 24T
Stainless steel tank**:	Capacity from 42 to 80m ³ 80T – Tare 19T bis 22.5T
*Tank with coating inside	
** Tank with heating and/or insulation	



Innovations 2022



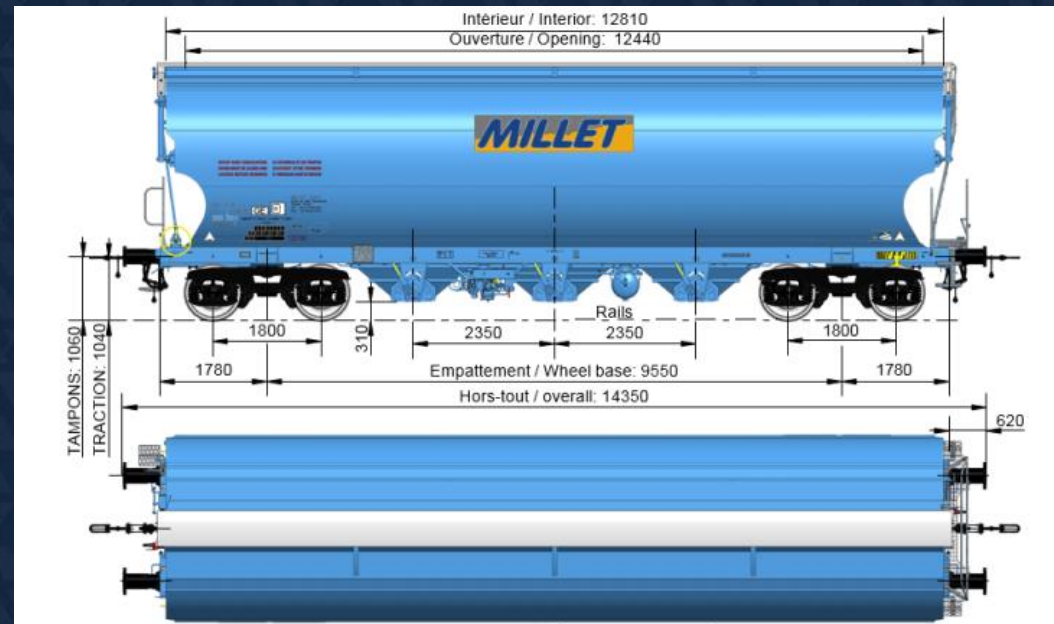
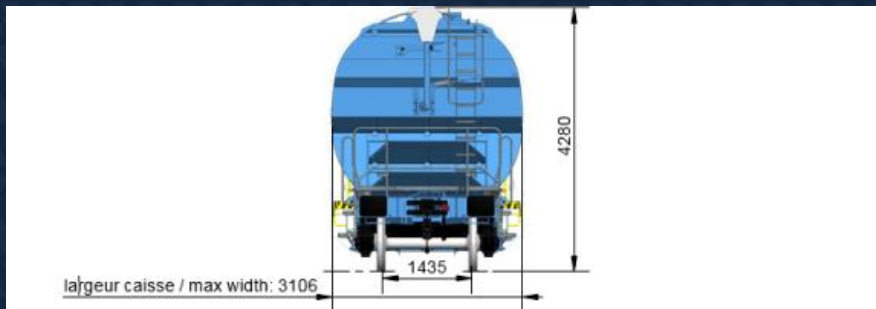
NEW CEREAL WAGONS

General characteristics:

- Total mass on rails: 90t
- Tare : $\approx 20.2t$
- D load: $\approx 69.8t$
- Total capacity: $\approx 95m^3$
- Length: 14.35 metres

Even shorter with only 14.35 metres in length

- A train of 20 wagons of 15.10m length is equivalent to 320 metres
- A train of 20 wagons of 14.35m length is equivalent to 287 metres
- One wagon is gained



Wagon construction



August 2019 the receivership of Titāgarh AFR is pronounced. Philippe MILLET decides to invest in order to save the last wagon construction factory in France. This takeover of an industrial site allows the Millet group to strengthen its range of activities by adding the construction of rail freight wagons.

The wagon manufacturing plant and the research and innovation offices are located in Douai. They develop and build the latest generation of wagons with the aim of optimising our customers' logistics plans.

Millet AFR's current production capacity is more than 400 new wagons per year (oil, cereals, aggregates, etc.).

- Millet AFR in a few figures:
 - Staff: 137 people, including 93 in wagon manufacturing, workshop maintenance and handling.
 - Forecasted turnover in 2021: €37.6M.
 - Workshop area: 76,500m²
 - 8 modular production lines
 - Technical equipment: compression bench, automatic welding machines, brake bench, CAD software



Wagon maintenance



The largest rail freight maintenance workshop in France near Orléans, covering 17 hectares with 29,000 m² of covered workshops.

Maintenance services for all types of wagons (gas, oil, chemicals, hopper wagons, etc.)

Technical equipment:

- De-gassing flare
- Workshops for reprofiling and overhauling wheelsets
- 18 km of tracks on the site
- Capacity to park up to 1000 wagons
- More than 1,000 wagons processed in 2021

SDH Fer in few figures:

- 100 employees
- Forecasted turnover in 2021: 8.1M€.



Mobile teams

With its mobile teams, the Millet group offers an on-site maintenance and repair service.

Locations of the mobile teams:

- Rouen / Le Havre
- Nantes / St Nazaire
- La Rochelle



Locomotive maintenance



With the recent takeover of the RAMFER site in Saint Varent (79), the Millet group is strengthening its service offer in the field of railway maintenance by integrating a workshop for locomotives and wagons.

Accessible on the Saumur - Les Sables-d'Olonne line, this workshop, built in 2008, will provide operating and heritage maintenance for the group's locomotives and its customers.

Five technicians have access to a 2,900 m² workshop and 2.5 kilometers of track for the storage and maintenance of locomotives and wagons. With 120 meters of track with pit, it is possible to work on 9 locomotives at the same time.

The SDH FER site in Saint Varent is also:

- ☐ Authorization for GCU interventions on wagons,
- ☐ Training and certification for safety tests (ATESS, KVB, RST, DAAT)
- ☐ Training and certification for the maintenance of MTU engines
- ☐ Rental of locomotives for maintenance
- ☐ Four 25-ton lifting columns, two 16-ton cranes, a washing area, a non-road fuel station
- ☐ Mobile teams capable of rapid intervention on sites in the Grand Ouest region.

With SDH FER Saint Varent, the Millet group becomes ECM4 for locomotives



Rail traction



The Millet group relies on its two railway companies, MILLET RAIL and OUEST RAIL, to ensure the rail traction needs of its various customers to the north of a Bordeaux-Strasbourg axis. This activity mainly concerns cereal production and aggregates.

- MILLET RAIL and OUEST RAIL in few figures:
 - Forecasted turnover in 2021: €51.2m
 - Annual tonnage transported: 3.3 million tonnes, including 2.1 MT of cereals and 1.2 MT of aggregates
 - Workforce: 190 people, including 150 operational staff
 - A fleet of locomotives rented or rented out of:
 - 29 G1206
 - 10 CL66
 - 7 DE18
 - 2 63500

The MILLET Group thus completes the range of services offered to the industry.

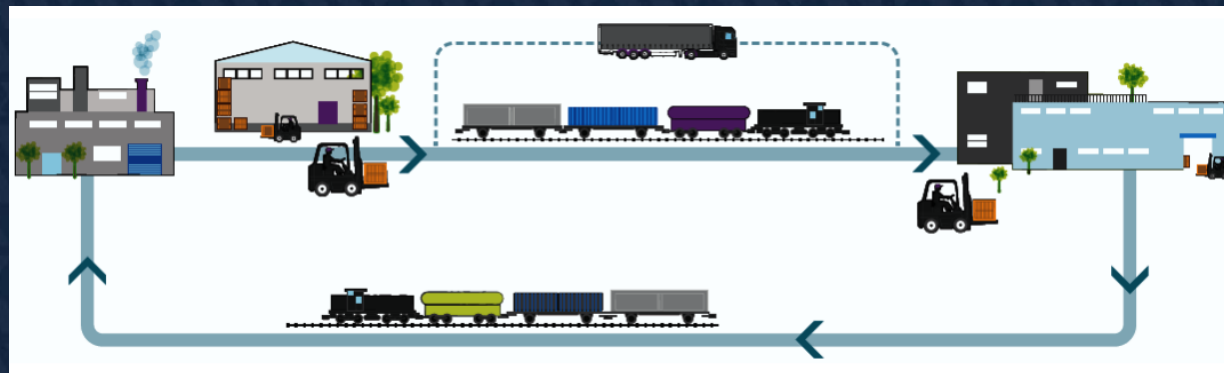


Full service logistics



Many European manufacturers are looking for solutions to entrust the design and management of their logistics flows. For more than 20 years, the Millet group has relied on its Belgian subsidiary RTCHEM and its Paris team to offer its customers a full-service transport service:

- Optimisation of rail flows to supply industrial sites in Europe
- Management of wagon fleets
- Supply of wagons
- Deployment of wagon geolocation
- Rail traction solutions coupled with provision of wagons



MILLET SAS Certifications



At the service of eco-responsible transport

BECAUSE RAIL TRANSPORT COMPARED TO ROAD TRANSPORT MEANS:



Rail consumes 6 times less energy



Rail emits 9 times less CO2



Rail causes 8 times less air pollution



Rail causes 85 times fewer casualties

