2009, the Metamorphosis of Thalys

A train at the cutting edge of design and technology
Thalys, Metamorphosis in action

“2009 will be a key year for Thalys. Continuing its bold innovations of 2008, Thalys will break new ground in 2009 and complete its metamorphosis. A quest for excellence, built on the success of the past year: remarkable commercial success, an increase in the number of customers, the successful launching of WiFi, and the icing on the cake, the “Railway Interiors” prize for the interior refurbishment of its trains that you will soon discover.

Today, the “New Thalys” is a reality. A different train right down the line, a train with a strong personality, welcoming passengers into its new comfortable, attractive world, which combines contemporary colours, high-quality materials, even better adapted spaces and an original interior design. A unique train offering a new style of cuisine, served on modern crockery, but also a train that has developed its range of on-board services, which are provided by attentive and professional personnel, wearing uniforms designed by Eva Gronbach. This wind of creativity and design will continue to blow over Thalys in 2009.

The commercial development of the metamorphosis of Thalys in the coming months is the last stage before the launch of the high-speed service to Amsterdam and Cologne towards the end of the year, and before the liberalisation of the railway market in 2010.

Modern, technological and refined, the New Thalys faces the future with serenity and without doubt is on the road to success. Because Thalys is more than just a train or link between major European centres, it is a way of life, that of a multicultural, dynamic and deeply human Europe, that is being offered to passengers.

Come along for the ride! Experience the pleasures of a different way of travelling, go beyond the boundaries of the imagination, experience the future and embrace the pleasure of a new Thalys adventure in the heart of Europe today and tomorrow.”

Olivier Poitrenaud
CEO of Thalys International
CONTENTS

2009: THE METAMORPHOSIS OF THALYS

I. Passenger care at the heart of the renovation project  p. 5
II. Interior and exterior renovation  p. 7
III. Redesigned uniforms expressing Thalys’ values  p. 12
IV. New catering services offering “healthy, simple, tasty and attractive” food  p. 15
V. New crockery to harmonize with the new design  p. 17
VI. WiFi available on all trains  p. 18
VII. The Metamorphosis of Thalys: High Speed, High Tech & High Comfort  p. 19
2009: THE METAMORPHOSIS OF THALYS

After more than ten years of activity and at the dawn of rail liberalisation, Thalys has become a European reference for travellers and is about to stretch the limits of creativity to offer more comfort, services and design to its customers. In 2008, a pivotal year, Thalys installed WiFi on board and collaborated with Eva Gronbach, a young German designer, to create new uniforms, before embarking on the reassessment of on-board services (crockery and catering). Thalys also finalized the interior and exterior renovation of its trains, which was carried out by two well-known design offices: Enthoven Associates Design Consultants (Belgium) and Avant-Première Design Graphique (France). The project has become a reality today thanks to the determination and skills of the Thalys teams and partner companies, which have been involved in the project since 2006.
I. PASSENGER CARE AT THE HEART OF THE RENOVATION PROJECT

Before developing the new design, Thalys carried out various customer surveys to determine passenger requirements, define current travel conditions on board and discover passenger expectations after renovation.

"Renovation must comprise certain technological breakthroughs and innovations to accompany an important turning-point in the life of Thalys. The aim is to innovate while remaining faithful to Thalys’ identity and values, to meet the needs of passengers while anticipating the standards of tomorrow.” Olivier Poitrenaud, CEO of Thalys International.

Renovation to meet the demands of Thalys passengers

Speed, multiculturalism, removing frontiers and customer care are the values on which Thalys aims to focus during its renovation project. Thalys wishes therefore to strengthen its identity, while taking into account passenger requirements, which have been assessed during surveys. These customer surveys have enabled us to create and coordinate work with our partners, assess options and validate choices. The customer therefore has been at the heart of the project right from the beginning of the metamorphosis.

According to surveys carried out, customers would like Thalys to be:

✓ rigorous, simple, innovative;
✓ honest, cosy, attentive;
✓ contemporary, multicultural, associated with a certain art of living;
✓ unusual, poetic, surprising.
A red colour scheme for the renovation

According to passengers, red is Thalys’ trademark. Red is modern and yet timeless, it suggests comfort, warmth and conviviality. It is also a symbol of prestige, elegance and sophistication.

Red has therefore guided the development of the interior colour range as well as the shape and choice of materials involved in the renovation of the trains.

During the day, as the light changes, different shades of red appear, highlighting the diversity of colours that are symbolic of the different countries through which the train passes. These shades also give a special atmosphere, conferring more character and personality to the new interior decor.
II. **INTERIOR AND EXTERIOR RENOVATION**

There is an atmosphere of warmth, a feeling of wellbeing, openness and freedom. The new train design has been inspired by the varied cultural influences of the passengers.

The new Thalys is

- **functional**: simplicity and innovation are the key words for renovation;
- **human**: smart, high-quality materials, warm colours and perfect ergonomics;
- **cultural**: contemporary, varied and dynamic;
- **imaginative**: new, poetic and attractive, red reflects its passion.

The harmony of the colours, a subtle mixture of red, purple and fuchsia, creates a glowing atmosphere, which is cosy, timeless and attractive, in line with our desire to create an elegant, refined art of living that symbolizes Thalys in the services it offers to its customers. The range of colours can be found in the bar, in 3 colour versions, creating 3 different atmospheres: a “Light” colour (old rose), another “Medium” (burgundy) and the third “Dark” (aubergine). These varied colours are used on 26 Thalys trains: 10 with a bar in a Medium colour, 8 in a Light colour and 8 in a Dark colour.
For the renovation of its trains, Thalys has collaborated with two well-known design offices: Enthoven Associates Design Consultants (Belgium) and Avant-Première Design Graphique (France).

Enthoven Associates and Avant-Première joined their creative forces to update the colours in different areas, creating a different ambience for Comfort 1 and 2.

These 2 design offices, particularly well known in the railway sector, were chosen in 2005 to work on the renovation of Thalys trains. After consultation, Thalys assigned the work to this Franco-Belgian duo, considered to have the ability to understand and interpret one of the key identity factors of Thalys’ service: multiculturalism.

Thalys chose Enthoven Associates and Avant-Première Design for four basic qualities: their creativity, their expertise in matters of transport, their ability to combine industrial design and interior design and finally, their knowledge of German, Belgian, French and Dutch safety standards.

**Avant-Première** is a design group, founded in 1988 by industrial designers Éric Rhinn and Luc Jozancy. Avant-Première aims to define new, bold and realistic solutions for the transport sector, closely respecting the needs of public transport networks and companies. Whether it is new rolling stock, renovation of existing stock, or new services, passengers are always the company’s prime concern, making travel areas into living areas.

Avant-Première has been involved in the renovation of the Thalys carriages: from the seats and luggage racks, to the window pillars and the roof arches.

**The multicultural team of consultants and designers at Enthoven Associates** have been assisting customers from various sectors for 31 years.

Enthoven Associates is unique:
- specialisation in the relationship between user and product;
- talent in finding the balance between rational and emotional values;
- focus on the development of concepts.

Enthoven Associates has worked on the exterior finish of the Thalys trains, bars, toilets and vestibules.

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On 6th November 2008, Thalys won the well-known **Railway Interiors international competition award** (Refurbishment of the Year). Every year, Railway Interiors awards interior design projects for passenger trains, focussing on installations, technology and decoration.
The new Thalys design can also be defined as:

- a contemporary atmosphere with **modern colours in the carriages, bar and vestibules**;
- a **more luminous atmosphere** with the use of low consumption lighting (LED) and gloss paint which reflects the light;
- **new ergonomic seats** with more leg room (5 cm more) for improved comfort;
- **new functions**: seat lights for greater passenger comfort, individual switches on seats for improved accessibility, space for mobile phones...;
- **easy access to 220V** electric sockets available in Comfort 1 and Comfort 2 (one socket per seat in all carriages);
- **WiFi access** available on all Thalys trains to all destinations;
- **new areas**: business lounge, 3 types of bar each with a different decor;
- **new**, more modern and clearer **signs**;
- **refurbished toilets**;
- more **seats accessible to wheelchairs**: 2 per train (instead of 1);
- **environment-friendly materials** (100% natural worsted velvet carpet and fabrics and recyclable cast aluminium seats).
**Thalys has also been revamped on the outside**

The outside of the trains has been redesigned by Enthoven Associates Design Consultants. There have been no radical changes and the trains have maintained Thalys’ identity, with red and grey, but a subtle range of colours, lines and logos, emphasizes the impression of fluidity and speed. The Thalys red, accentuated thanks to its lamination, is highlighted with a chrome line that runs along the entire length of the train and confirms its identity.

As the train moves at 300 kph, this chrome arrow reflects the light and slices through the air creating a marked visual effect. Other distinctive elements of the new design are on the power car, with various darker shades of red, and an imposing chrome logo, with a line running along the entire length of the train.

**A team and partnership project**

As the new design was under development, Thalys entrusted SNCF with the management of the project. The SNCF carried out technical studies, chose the suppliers and monitored their work, and carried out the renovation itself.

Within Thalys, the formation of a project group consisting of a project manager, a technical expert and a marketing expert created important synergies of expertise which have driven the success of the project, and ensured a close alignment of marketing imperatives and technical constraints. The Thalys technical group managed all the work in collaboration with the designers.

Invitations to tender for the different elements of the renovation of the trains were sent out.
Eleven partnerships were concluded, including:

- CLERPREM (Italy) for the seats;
- SAIRA (Italy) for all carriage components (roof arches, window pillars...);
- BONANSEA (Italy) for all bar components;
- STRATIFORME (France) for the toilets;
- Manufacture Royale du Parc (MRP) for the carpets;
- MONDO (Italy) for the elastomer floor coverings (bars, aisles ...)

**Renovation in phases**

The first train (first of the series) arrived at the SNCF Technicentre in Hellemmes (Lille, France) at the beginning of September 2008 and left at the beginning of 2009. Mass renovation will begin in January 2009 and one train will be renovated every 10 weeks.

During renovation, part of the trains will also receive ERTMS modification. The average immobilisation period (ERTMS modification and new design) is 10 weeks. Renovation is carried out in a special building at the Technicentre in Hellemmes, and the external lamination of the trains and the ERTMS modification of the motor coaches are carried out in specialised areas of the facility. Tests take two to three weeks before the renovated train can be put into circulation for commercial purposes.

**ERTMS (European Rail Traffic Management System):** new European interoperability signals, essential for the circulation of trains on the new Belgian and Dutch high-speed lines. This synergy rationalizes immobilisation of the materials.
III. Redesigned uniforms expressing Thalys’ values

A symbol of innovation and elegance, Thalys has chosen the German designer Eva Gronbach to create new outfits for its on-board personnel (Train Managers, Train Drivers and Train Attendants). It is a partnership that combines multiculturalism and modern living.

The Thalys collection has been designed in a contemporary, pure and sophisticated spirit, representing movement and speed, using high quality, high-tech fabrics. With an eye for detail, Eva Gronbach has also chosen accessories to match the outfits, using the image of Thalys on the buckles and buttons and the Thalys colours for the silky linings.

“The technical stretch fabrics represent the speed and innovation associated with Thalys. As for the cut, the fluid, comfortable shape evokes movement”, Eva Gronbach points out.

250 Train Managers share Thalys journeys with passengers: 35 are German, 35 Dutch, 90 Belgian and 90 French. / For on-board catering, 340 hostesses and stewards (Train Attendants) are available to serve passengers: 120 are French, 140 Belgian, 45 Dutch and 35 German / 264 Train Drivers who are driving the trains: 24 are German, 25 Dutch, 80 Belgian and 135 French.
For the outfits of the Thalys Train Managers and Train Drivers, Eva Gronbach took inspiration from the exterior colours of the train. The outfits’ main colours are charcoal grey and burgundy, while the simple shapes command respect and evoke the authority – and the humanity – of the job.

The main colours, plum-aubergine and grey, used for the new interior design of the trains have inspired the colours of the outfits for the on-board personnel and reception staff in the stations. These outfits symbolize the warmth and comfort of the interior of the train and the dynamism and friendliness of the personnel.

Eva Gronbach has created a line of modern, urban uniforms, attractive because of the quality of the details and the versatility of the different elements that make up the wardrobe of the Thalys personnel.

A fashion designer from Cologne, Eva Gronbach enjoys travelling on Thalys. After her studies in La Cambre in Brussels and at the Institut français de la Mode in Paris, the young designer produced several collections marked by her impressions of Germany and reflecting current themes. Eva Gronbach recently opened her first shop in Cologne and launched her first “Eva de Cologne” accessory collection. Today, her collections are sold in Europe, the United States and Japan.
Produced by Armor Lux and distributed by Well Dress

Production of the new uniforms has been entrusted to the French company Armor Lux, flagship brand name in the textile sector.

Founded in 1938, the French company Armor Lux produces high-quality clothing, with unique knowledge of jersey fabric. Originally hosiery producers, today Armor Lux has 10 brands, produced in all corners of the world including: Bépac Homme, top-of-the-range sweaters; Terre et Mer, a collection for women; Bermudes, technical clothing for men and women; and Armor Kids, clothing for children from 3 to 10.

For the distribution of 1,000 uniforms to the Thalys personnel, taking measurements and managing the uniforms, Thalys approached its long-term partner: Well Dress.

Created in 1985, Well Dress was asked a year later to fit out the Red Devils for the football world cup in Mexico. This partnership illustrates Well Dress’ identity: contemporary style uniforms with impeccable quality, made in innovative fabrics, ideal for frequent use. Since 2001, Thalys and Well Dress have collaborated on different projects.

Train Manager pack:
- 8 shirts / 3 pairs of trousers / 3 ties / 2 waistcoats / 2 jackets / 1 trench coat / 1 parka / 1 scarf // All items are renewed every year.

35,000 metres of fabric / 98,000 buttons / 800,000 minutes work / 1,000 people to fit out.
IV. NEW CATERING SERVICES OFFERING “HEALTHY, SIMPLE, TASTY AND ATTRACTIVE” FOOD

For Thalys, on-board services are of prime importance: they promote the brand image and help secure the loyalty of its customers, by offering added value compared to other means of transport.

A context of strong competition, with the opening of high-speed lines to Amsterdam and Cologne, provides an excellent opportunity to renovate on-board services and particularly on-board catering, whether it is served at passengers’ seats in Comfort 1 or in the Thalys bar in Comfort 2.

The new catering concept has been designed on the basis of various long-term studies and analyses of food trends, carried out in collaboration with consultants (Proâme). Thalys also asked the opinion of customers in monthly surveys carried out on the trains and also in a blog dedicated to Thalys’ catering services.

The first stage of the new on-board catering service, implemented in January 2009, focuses on the following key principles:

Healthy, Simple, Attractive & Tasty (HSAT)

- **Healthy**: “naked” food without embellishment, unnecessary addition or industrial complement, in accordance with the promise. For example, following advice from nutritionists, sauces are almost systematically offered separately, so that the customers can add them as they wish.
- **Simple**: The aim is to propose authentic, tasty dishes, without making the mistake of advertising gastronomic food under false pretences. Dishes have therefore been simplified, so that the customers, whatever their traditional culinary fare, can clearly identify all the ingredients in the dish.
- **Attractive**: The attractive appearance of the food is a priority and the crockery has been redesigned to harmonize with the new Thalys interiors (cf. infra).
- **Tasty**: Taste / Flavours / Consistency / Variety / authenticity / Love of good food; “tasty” is a required condition for every dish. Dishes are therefore composed of essential elements: meat / fish, served with vegetables.

The catering service provides: 27,100 coffees per month in the bar / 6,350 meal trays per day served in CF1 / almost 300 people required for supplies / and almost 300 people required for catering services.
In Comfort 1 The customer has a choice of breakfast (sweet or savoury) and an express breakfast will be offered to passengers who wish to use their meal tray to work, for example on their computers, without being burdened by a breakfast tray;

Lavazza coffee machines are gradually being installed, which will lead to the phasing out of instant coffee and therefore a significant improvement in the coffee served;

Launch of the “gourmet service”, better adapted to the needs of passengers, depending on the time of day:

♦ Gourmet Tonus = in the morning after breakfast – mainly sweet, similar to sweet breakfast (with dairy produce and fruit);
♦ Gourmet Aperitif = before lunch/dinner – pre-meal appetizer, tapas, olives, dried fruit, cubes of cheese…;
♦ Gourmet Gourmand = in the afternoon and evening – sweet and savoury snacks.

In Comfort 2

The new Thalys Bar menu offers a wider range of high-quality products: unusual mixed salads, substantial hot tasty dishes, a variety of breads for sandwiches, authentic, organic products, a variety of teas…

The procedure that started at the beginning of this year will end with the launch of the high-speed trains and the concept of “a good meal at the right time” with a complete reassessment of our basic catering service.

Railrest is the service provider chosen by Thalys. A real partner for Thalys, it provides services on board the trains: meals at the passenger’s seat in Comfort 1 and a bar in Comfort 2. Railrest also welcomes Comfort 1 passengers at the doors of the trains at Paris- Nord and Bruxelles-Midi and at the passenger reception desk at Bruxelles-Midi. Finally Railrest operates the Thalys Lounge at Bruxelles-Midi. Railrest is a joint venture company whose shareholders are the Cremonini Group and Rail Gourmet.

The CAVs (supply centres) are production units in charge of logistics on the ground. For Thalys, there are 4, based in Paris, Brussels, Amsterdam and Cologne. The CAV loads and unloads trains, receives and packs food, drinks and material for on-board services. The operator in Paris is Cremonini; in Brussels, Rail Gourmet, in Amsterdam, Prorest and in Cologne, the Deutsche Bahn.
**V. NEW CROCKERY TO HARMONIZE WITH THE NEW DESIGN**

Thalys attaches great importance to the aesthetic environment of the service that is offered: carefully-prepared high-quality food served in trendy new crockery, by attentive personnel, dressed in “new look & new style” uniforms, in harmony with the new interior design of the trains.

Thalys invited deSter to manufacture its new crockery.

In accordance with the same “HSAT” principle, deSter has developed a new range of crockery in a variety of combinations, with the idea of offering Thalys a unique experience, to harmonize with the new Thalys design.

The new crockery created by deSter has the following features:

- Simple and attractive crockery;
- A balance of rectangular and round shapes;
- An adaptable and interchangeable solution to personalize dishes;
- Exclusive quality with top of the range materials;
- Functionality and flexibility adapted to high speeds;
- Environment-friendly with recyclable and biodegradable materials.

World Leader in the art of entertaining and on-board services, the Dutch company deSter is constantly developing new solutions for the needs of its customers in all four corners of the world. Founded in 1973, deSter today offers the widest range of solutions for on-board services, while constantly striving to improve its reliability, competitiveness, flexibility and sense of innovation. To reach these objectives, deSter has its own team of product designers, graphic designers and engineers.
VI. WiFi available on all trains

Since November 2008, all Thalys trains in the entire network have been equipped with continuous, wireless, broadband Internet. The service implemented by Thalys is a world first and meets the strong demand of business customers, who can now use their travel time to continue their office work and of leisure travellers who now experience improved on-board services.

New technology:
- already 60,000 passengers have connected to WiFi / - 9 users out of 10 have judged this service as “good” or “very good” / - increase of Ticketless by 47% / - 8% of Ticketless users are not resident in the 4 Thalys countries.

In Comfort 1, access to the ThalysNet portal and Internet is included in the price of the ticket. In Comfort 2, access to the ThalysNet portal is free, Internet access costs €6.50 for a 60-minute session (time is calculated from the first connection and the session must be used during the same journey) & €13 for unlimited access during the journey, whatever its length.

The marketing of WiFi on board, after the launch of Thalyseo and the recent extension of the “Ticketless” service (without a paper ticket) to Navigo members, make Thalys a train with the latest technological innovations, continually striving to improve travel conditions.
VII. The metamorphosis of Thalys: High Speed, High Tech & High Comfort

The Metamorphosis of Thalys

- **January 08**: Thalyseo Ticketless for everyone
- **November 08**: New uniforms, New interior and exterior design, New crockery, New catering (phase 1)
- **January 09**: WiFi on all Thalys trains
- **December 09**: Opening of high speed lines to the Netherlands and Germany

New catering (Phase 2)
The renovation of trains by Enthoven Associates Design Consultants and Avant-Première Design Graphique is one of the key stages of a larger project undertaken by Thalys International: “The Metamorphosis of Thalys”.

The project places the traveller at the heart of the project and is structured around three basic principles:

**High Speed**

The implementation of ERTMS will enable trains to circulate on the new Belgian and Dutch high-speed lines, placing Amsterdam and Cologne at approximately 3hr15 min from Paris and approximately 1hr45 min from Brussels by the end of 2009.

**High Tech**

On-board WiFi Internet and the Ticketless service, introduced in 2008, were immediately acclaimed by customers. These services are a major improvement, they are practical and they save time. Other innovations will follow, keeping Thalys ahead of progress.

**High Comfort**

Other initiatives based on refinement and renovation are also part of the metamorphosis of Thalys:

- ✔ the introduction of a new catering service, managed by Railrest, aims to meet the new demands of business and leisure passengers;
- ✔ new crockery created by deSter harmonizes perfectly with the new interior design;
- ✔ new uniforms for the Thalys personnel, created by the designer Eva Gronbach, are part of the Thalys renovation project. They have been manufactured by Armor Lux and distributed by Well Dress.


ABOUT Thalys

To date, almost 70 million passengers have travelled between Paris, Brussels, Amsterdam and Cologne. As of end-2009, Amsterdam and Cologne will be less than 3hrs15mins away from Paris at about 1hrs45mins away from Brussels. Visit www.thalys.com for details of our offers and those of our partners and keep up to date with Thalys news.

Thalys is a product of the SNCB, SNCF, DB AG and NS.

Thalys is a member of:
- Railteam, cooperation between Europe’s leading high-speed rail operators;
- the CER (Community of European Railway and Infrastructure Companies) and the UIC (International Union of Railways).

The Thalys network serves 4 countries: France, Belgium, Germany and the Netherlands.
- France: Thalys is based in Paris, but also proposes seasonal destinations (“Thalys Sun” and “Thalys Snow”).
- Belgium: Thalys covers the entire country, because the largest Belgium towns are on its network, but also via a special “Any Belgian Station” fare, which simplifies travel for tourists and foreign visitors.
- Since spring 2006, there is also a special connection between Maastricht and Liège (with one ticket Paris / Maastricht, via Liège).
- The Netherlands: Rotterdam, La Haye, Schiphol, Amsterdam. An “Any Dutch Station” fare is currently being researched.
- Germany: Thalys serves Aix-la-Chapelle and Cologne.
Board of Directors
Chairman: M. Jadot
Administrators: F. Bernard, Ch. Dejean, R. Gayetot, J. Röder
Partners: D. Desnyder, A. Hamprecht, K. Van Miert

CEO: Olivier Poitrenaud
Deputy CEO and CFO: Ingrid Nuelant
Human Resources/Quality & Sustainable Development Director: Fabien Donnay
Corporate Development and Customer Relations Director: Wolfgang Merz
Chief Commercial Officer: Béatrice Pâques
Chief Operating Officer: Xavier Huillery

Customer profile
52% "leisure" travellers, 48% “business” travellers
44% women, 56% men
39% 35 years old or younger
79% able customers

Passenger distribution
Comfort 1: 28% - Comfort 2: 72%

Thalys press contacts:

**Interel PR & PA**
Gaétane Verwilghen & Stéphanie Deleul
☎ 02 761 66 23 – 02 761 66 44
gaetane.verwilghen@interel.be
stephanie.deleul@interel.be

**Thalys International**
Patricia Baars & Violaine Tennstedt
☎: 02 504 05 99 – 02 548 06 34
presse@thalys.com