

**PRESS KIT  
2024**

# Contents

<b>1</b>	<b>MESSAGE FROM THE CEO</b>	<b>3</b>
<b>2</b>	<b>A LEADER IN LOCOMOTIVE LEASING</b>	<b>4</b>
2.1	AKIEM IN BRIEF .....	4
2.2	AKIEM'S THREE ACTIVITIES, CORNERSTONES OF ITS LEADERSHIP .....	5
2.3	PAN-EUROPEAN FOOTPRINT .....	5
2.4	AKIEM'S CUSTOMERS .....	7
2.5	AN ECOSYSTEM OF PARTNERS .....	7
2.6	AKIEM'S KEY FIGURES .....	8
<b>3</b>	<b>A EUROPEAN LEADER COMMITTED TO ENERGY TRANSITION</b>	<b>9</b>
3.1	CHALLENGING ENVIRONMENT .....	9
3.2	INVESTING MASSIVELY AND OPENING NEW ROUTES IN EUROPE .....	9
3.3	PROMOTING SUSTAINABILITY IN TRANSPORT AND MOBILITIES .....	12
<b>4</b>	<b>A LEADING ACTOR OFFERING INTEGRATED MAINTENANCE SERVICES</b>	<b>14</b>
4.1	MAINTENANCE, A KEY PILLAR IN AKIEM'S DEVELOPMENT .....	14
4.2	FULL SERVICE BY AKIEM, AN INTEGRATED SOLUTION .....	14
4.3	OSTRICOURT, AN ILLUSTRATION OF AKIEM'S AMBITIOUS VISION FOR MAINTENANCE .....	15
4.4	AKIEM, CATALYST FOR A TRUE RAIL MAINTENANCE ECOSYSTEM .....	17

# 1 MESSAGE FROM THE CEO

---

*In a fast-changing world where environmental challenges demand innovative solutions, Akiem is a proactive force at the heart of the revolution sweeping Europe's rail industry.*

*Rail transport is far more than just a form of transport, it is a real-world response to the climate crisis. At a time when preserving our planet has never been a more critical challenge, rail transport is increasingly identified as a key green solution. We are at the forefront of a movement that is seeing carbon emissions being reduced and environmentally friendly forms of freight and passenger transport becoming an everyday reality.*

*We are determined to promote rail transport in practical and effective ways that go beyond traditional borders. We construct turnkey solutions to meet the changing needs of operators in the freight and passenger transport sectors. Europe is our home and our work focuses on overcoming the barriers and restrictions that mobility faces. We are architects of a future where the train is the logical choice. Akiem does not follow, it leads, shaping the future with major investments and innovative transnational solutions that are always designed to respect the environment. I believe very strongly that we are the engine driving this transformation.*

*Akiem is the catalyst, transitioning the European rail system towards a model that is more efficient, sustainable and interconnected. We are more than just an actor in the rolling stock leasing market, we are the leader that shapes the market and shifts its frontiers. We are looking further ahead, taking decisive actions because we understand the responsibility we have towards future generations to create a thriving and long-lasting ecosystem in Europe and its regions. We are not satisfied with following trends, we create them. We do not follow a path, we lead the way!*

*Together, we are a powerful force supporting the rail industry as it embraces new horizons. We are proud of our role in the revolution sweeping the industry.*

*We will always push and exceed boundaries, acting daringly and with determination!*

## **Fabien Rochefort, Akiem CEO**

*Fabien Rochefort is a graduate engineer with a master's degree in business management. He has many years of experience in the rail transport industry and network operations. In 2008 he*

*founded Akiem, now the European leader in locomotive and train leasing. He has been president of AERRL<sup>1</sup> since 2021.*



<sup>1</sup> Association of European Rail Rolling Stock Lessors.

# 2 A LEADER IN LOCOMOTIVE LEASING

---

**Akiem plays an essential role in the development of rail services by simplifying access to locomotives used for freight and passenger train services.**

## 2.1 AKIEM IN BRIEF

Founded in 2008, Akiem quickly emerged as a major player in the European rail industry thanks to its investments, expertise and commitment to innovation and sustainability.

To help the rail industry accelerate its growth in response to the climate crisis, Akiem supports operators to develop new rail services by investing hundreds of millions of euros in France and Europe in its electric locomotives fleet and its maintenance network.

- As **European leader** in locomotive leasing with a fleet of **over 750 locomotives**, Akiem provides turnkey solutions to rail operators, manufacturers and regional passenger transport authorities. Akiem is one of the leading actors **offering operators a truly integrated service** (see page 13).
- Akiem is present in **22 European countries**, including France, Germany, Italy, Hungary, Poland, Sweden, Belgium, the Netherlands and the United Kingdom (see page 5). Akiem is a European business headquartered in France. Its majority shareholder is Caisse de Dépôt et Placement du Québec (CDPQ), a leading institutional investor known for its commitment to investing in businesses engaged in growing sustainable long-term performance.
- Akiem made history when it became **Europe's first locomotive lessor to be certified as an Entity in Charge of Maintenance (ECM)** as defined by Commission Regulation (EU) 445/2011. This certification is testimony to its focus on meeting the strictest quality standards and its determination to ensuring the safety and reliability of its rail services.
- Thanks to a policy centred on **innovation and investment**, resulting in partnerships with major locomotive manufacturers including Alstom, Siemens and Newag for the acquisition of a **new generation of locomotives** (see pages 9 to 11), Akiem helps rail operators **open new international routes** using the same locomotive, such as Dunkirk to Warsaw and Rotterdam to Milan.
- Akiem also innovates with products like **TerriTrains** (see page 12) and by **developing a true rail maintenance ecosystem** via the construction of its **railway maintenance facility** (see page 14) in Ostricourt, an area of north-eastern France targeted for reindustrialisation.

## 2.2 AKIEM'S THREE ACTIVITIES, CORNERSTONES OF ITS LEADERSHIP

**Akiem is a leading player in the rail industry, working in three key and complementary areas.**

Akiem has cemented its place as a partner of choice for all actors in the rail transport sector:

- **Locomotive Leasing:** provides vital flexibility to rail operators by supplying solutions tailored to their specific needs in terms of traction units and interoperability,
- **Maintenance and Services:** guarantees the correct operation and reliability of locomotive fleets, ensuring the safety, performance and reliability of rail operations,
- **Passenger Trains Leasing:** supports regional passenger transport authorities and rail operators to construct new services that connect regions to each other by providing financing for rolling stock.

## 2.3 PAN-EUROPEAN FOOTPRINT

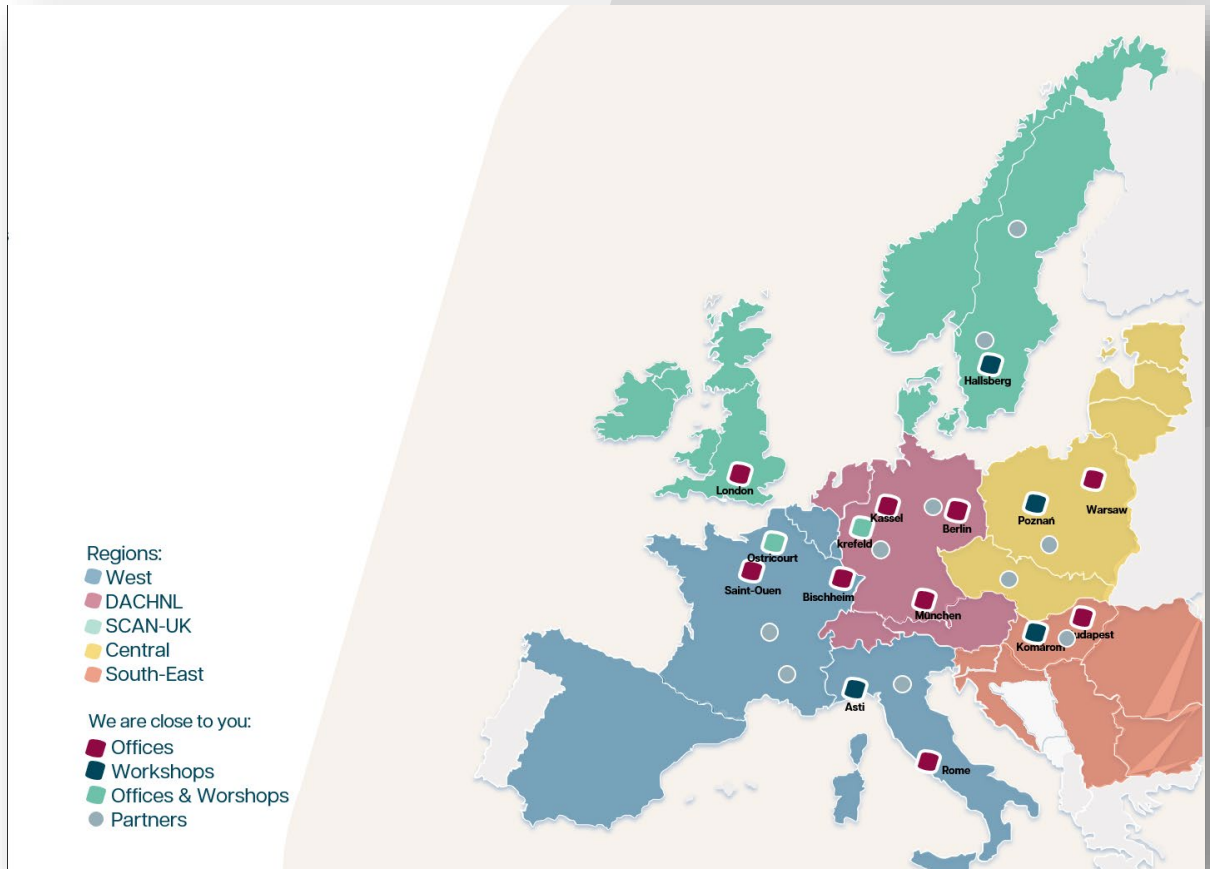
- Akiem's workforce of almost 400 experts are located in its offices in Paris, London, Krefeld, Munich, Berlin, Warsaw, Budapest, Hallsberg and Rome, and its five European maintenance sites in Germany, Sweden, France, Italy and Hungary.

Akiem provides a wide range of different skills and offers numerous career opportunities in all of the group's activities in different European countries. Akiem is home to a wealth of talents, from back-office functions to field technicians: design engineer, supply manager, locomotive type engineer, key account manager, maintenance or breakdown fitter, fleet manager, etc.

- Back-office functions => [read the testimony from our Head of Legal Affairs](#)
- Technical functions => [see the Mobile Technician description](#)
- Operational functions => [see the Maintenance Operations Manager description](#)

## Map of its sites

Akiem divides its activities into five regions and has a pan-European presence via its maintenance facilities and offices.



## 2.4 AKIEM'S CUSTOMERS

Akiem's range of services and its pan-European footprint give it the ability to deliver precisely the services its rail operator customers require, wherever they require them. Akiem's aim is clear: **maintain solid long-term relationship with its customers.** This approach demands highly detailed knowledge of each customer's specific needs, whether in terms of train formats, regions served, operating model or how their maintenance is organised.

To meet the needs of its ~100 customers in 22 countries, Akiem tailors its services to meet each customer's unique needs, whether by offering flexible lease contracts and custom maintenance services, or developing innovative solutions to boost their operational efficiency and flexibility.



## 2.5 AN ECOSYSTEM OF PARTNERS

Akiem benefits from a network of long-term strategic partners to help serve its customers and extend its range of services and rolling stock fleet:

- long-term relationships with leading financial institutions that help finance its bond and bank debt;
- industrial groups, manufacturers of rolling stock and equipment that Akiem works with to develop new services and products;
- a broad ecosystem of maintenance contractors involved in major overhauls of locomotives and their components.

## 2.6 AKIEM KEY FIGURES

- 24% market share, market leader in European locomotive leasing
- Over 750 locomotives and 46 passenger trains
- Present in over 22 European countries
- Almost 400 employees
- Almost 100 current customers, including Europe's leading operators
- 2023 revenue: €223 million
- €2 billion assets at the end of 2023
- Confirmed orders for 2024-2029: 200 locomotives worth €950 million
- Since 2022-23: 130 locomotives received, worth a total of €250 million
- Total capital expenditure on locomotives amounting to €1.2 billion



# 3 A EUROPEAN LEADER COMMITTED TO ENERGY TRANSITION

---

Akiem invests heavily to offer sustainable, new long-term corridors that will help drive the modal shift to rail across Europe.

Akiem is focused on helping to modernise the European rail freight and French intercity passenger transport sectors by supporting innovation and competition.

## 3.1 CHALLENGING ENVIRONMENT

Transport has a central role to play against a background of a challenging regulatory environment where the EU has set ambitious targets for cutting greenhouse gas emissions and achieving carbon neutrality. Transport is responsible for 30% of total greenhouse gas emissions, making rail critical to meeting these challenging objectives. There is significant potential for cutting emissions as rail transport accounts for just 0.3% of emissions, compared to road transport's 94%. According to ADEME, the French Agency for Ecological Transition, **trains emit 8 times less CO<sub>2</sub> than cars and 14 times less than aircraft per passenger-kilometre**. This points to the fact that shifting passenger and freight transport from road and air to rail is fundamental to cutting emissions of harmful pollutants.

Akiem is fully committed to this shift, helping to **ensure the interoperability of signalling and electrical power systems, including via the acquisition of new-generation locomotives that will help the European rail transport sector to transition to a more environmentally friendly model**.

## 3.2 INVESTING MASSIVELY AND OPENING NEW ROUTES IN EUROPE

In this complex regulatory environment, Akiem stands out through its central role in extending the footprint of the **European rail network**. It does so by investing in its rolling-stock fleet to guarantee interoperability across different countries' signalling and electrical power systems. Since 2020, Akiem has taken delivery of over 300 locomotives and is

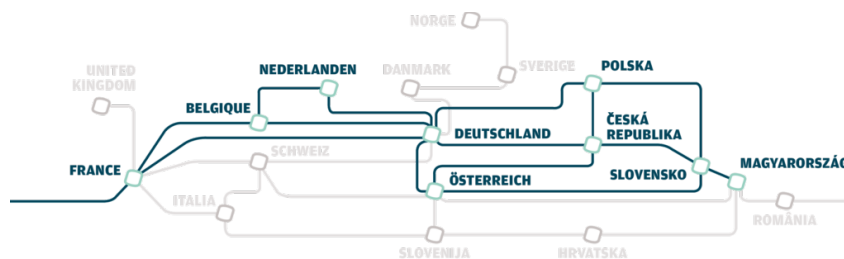
investing in 200 further new locomotives over the coming five years. Akiem's presence in the main countries of Europe, coupled with its industrial and financial capacities, offer it a considerable advantage. By investing massively in rail corridors connecting France to a dozen other European countries, Akiem is actively helping to modernize rail freight and grow the European market, bolstering the modal shift to rail and consolidating Europe's position as world leader in sustainable transport.

Akiem has recently signed partnerships with a number of French and European locomotive manufacturers to ensure the modernity of its fleet and deliver the interoperability its customers require.

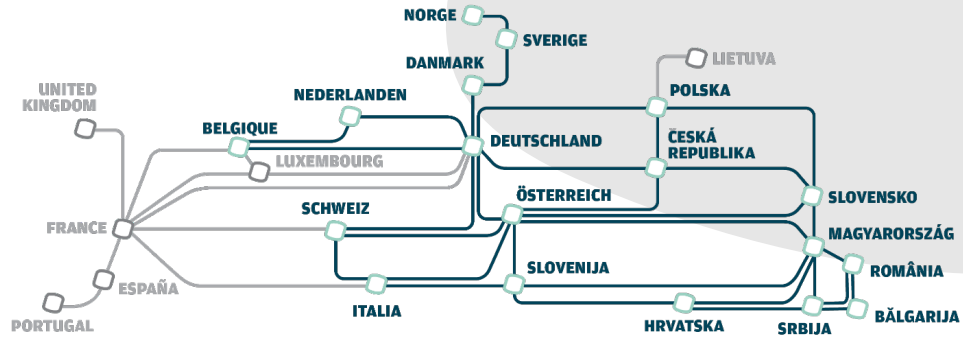
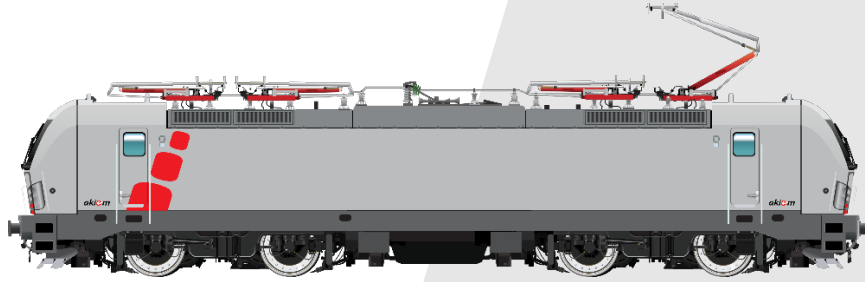
In July 2023 Akiem ordered 100 Traxx multi-system locomotives from Alstom, with a firm order for 75 units, to speed up development of its activities and **open new routes** between France and Italy, northern European ports and central Europe, crossing a total of 12 countries. These new locomotives are a response to growing market demands in the rail freight and passenger transport sectors, and will help to increase the modal shift to rail in Europe.



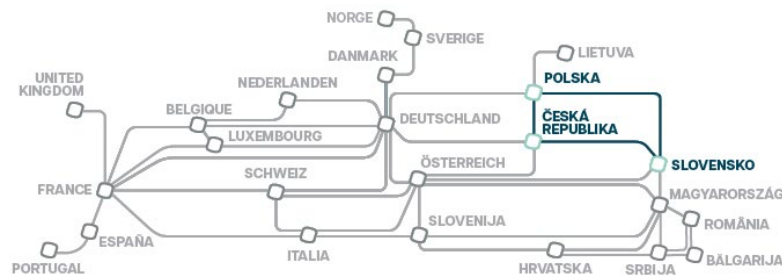
© ALSTOM SA 2023. Advanced & Creative Design | TRAXX Universal™



Akiem has also ordered 70 additional new Vectron locomotives from Siemens since 2022, bringing its total fleet of this type up to 100 units acquired since 2021. The locomotives ordered have a maximum power of 6.4 megawatts and are capable of reaching speeds of 160 or even 200 km/h. They can be operated for cross-border freight or high-speed passenger services in 11 European countries.



The acquisition in November 2023 of 30 Dragon-2 locomotives from Polish manufacturer Newag will enable Akiem's central European customers to develop new rail freight services with heavier trains travelling at higher speeds and offering the very highest standards of reliability and safety. Fitted with 0.5 MW last-mile modules that are HVO-compatible, these locomotives will accelerate the transition from diesel to greener electric traction when operating on partially electrified routes.



### 3.3 PROMOTING SUSTAINABILITY IN TRANSPORT AND MOBILITIES

By actively funnelling its investments into technologies that respect the environment, and by helping regions to improve transport services that **contribute to local and regional socio-economic development**, Akiem continues to uphold its commitment to energy transition. In addition, Akiem's activities make a significant impact locally, bolstering job creation and boosting local economies.

At a time when the European passenger transport market is opening up to competition, the positioning of Akiem's Passenger Trains Leasing activity means it can provide solutions to passenger transport authorities and rail operators, assisting them in the decision-making process surrounding their investments in rolling stock.

Akiem's mission is to offer its customers the benefits of its expertise as a lessor combined with in-depth knowledge of the railway industry. For passenger transport authorities, entrusting professionals to manage every stage in the lifecycle of its rolling stock, from acquisition all the way to recycling, has become a necessity. Lease contracts allow them to reduce the debt on their balance sheets by limiting the duration of their financial obligations to the length of the lease contract.

This was the guiding principle behind TerriTrains, a concept developed in partnership with Banque des Territoires.

**TerriTrains** is a consortium unlike any other in the French rail market, created as part of a public-private partnership between Banque des Territoires and Akiem. The new consortium offers solutions to the state, regional passenger transport authorities and rail operators for financing, acquiring and managing passenger trains fleets, targeting in particular demand for regional express trains (TER) and rail services that support regional economic development (TET).

With the creation of TerriTrains, Banque des Territoires and Akiem offer an innovative solution for financing, leasing and managing passenger rolling stock to transport authorities that, with the common good always central to their approach, require will expert partners.

"Together with Banque des Territoires, we are determined to serve local authorities and develop a public-private leasing solution that guarantees passenger transport authorities receive the best possible value for money, in a manner that is totally professional, sustainable and transparent. TerriTrains exists to act as a technical, contractual and financial facilitator, supporting public authorities in their drive to develop rail services and acting as a catalyst for a growth in passenger rail transport." - Fabien Rochefort, Akiem CEO

Akiem is positioned as a **key actor in the fight against climate change and in the promotion of sustainable rail transport and mobility.**

Akiem has rolled out a number of innovative projects designed to cut its carbon footprint within the rail industry as well as for all its in-house activities.

These initiatives include decarbonising its locomotive fleet, developing alternative powertrain solutions, gradually replacing diesel-powered locomotives with new-generation electric locomotives fitted with last-mile modules and optimising its operational processes to cut CO<sub>2</sub> emissions, with a particular focus on its maintenance activities.

# 4 A LEADING ACTOR OFFERING INTEGRATED MAINTENANCE SERVICES

---

**Akiem provides fully integrated services backed by a genuine maintenance strategy. Akiem's maintenance activity is a key pillar in its overall strategy**, offering high quality maintenance services to its customers via innovative facilities and efficient overhaul processes.

## 4.1 MAINTENANCE, A KEY PILLAR IN AKIEM'S DEVELOPMENT

In 2018 Akiem acquired MGW Service, a major independent company in the European electric and diesel locomotive maintenance market, as part of its strategy to complement leasing activities by expanding into rolling stock maintenance to extend the nature and scope of services offered to rail operators across Europe.

On the back of this acquisition, Akiem created Akiem Maintenance and Services, using MGW Service's historic site in Krefeld in Western Germany as the starting point for the development of a true pan-European network, upgrading or opening maintenance activities in Switzerland, Italy, Poland, Hungary and Sweden. Akiem continues to pursue this strategy in 2024, with major investments in Northern France in its brand-new maintenance facility in Ostricourt, and in 2026 in Germany where it will be investing to expand capacity at its Krefeld facility. With its network of partners across Europe, Akiem now offers its rail operator customers comprehensive maintenance services and turnkey solutions to ensure the availability and reliability of rolling stock and guarantee that locomotives perform with maximum safety and efficiency.

## 4.2 FULL SERVICE BY AKIEM, AN INTEGRATED SOLUTION

With its in-house workshop facilities and network of partners, Akiem is determined to ensure that locomotive fleets are reliable and dependable, offering its customers a one-stop-shop solution for providing and maintaining locomotives and ensuring that rolling stock is always available, safe and reliable.



Full Service by Akiem is a solution based on a service contract that gives our rail operator customers a single named contact person at Akiem, the service contract manager. All across Europe, our network of workshops and certified partners means we can provide maintenance support at locations close to our customers, carrying them out without delay thanks to our 24/7 support hotline. Rail operators benefit from efficient rolling stock, backed by all-inclusive preventive and corrective maintenance services, with Akiem always on-hand in the event of an incident or accident, allowing them concentrate on their core business: transporting freight and passengers.

### 4.3 OSTRICOURT, AN ILLUSTRATION OF AKIEM'S AMBITIOUS VISION FOR MAINTENANCE

Akiem is well known for its involvement in large-scale projects such as its new maintenance facility unveiled in Ostricourt in North-East France in May 2024, a showcase project reflecting Akiem's constant determination to deliver best-in-class maintenance services. The new workshop represents a step change in rail rolling stock maintenance, offering rail operators open access to state-of-the-art facilities. In offering flexible access to high-quality maintenance services, **Akiem is further strengthening its position as preferred partner to rail industry actors** by helping them to improve the reliability and performance of their rolling stock fleets.

Akiem enjoys a distinct competitive advantage as the only lessor in France to offer a truly integrated service. With installations that include an underfloor wheel profiling lathe, the workshop is able to accommodate eight locomotives simultaneously for overhauls or routine maintenance. Covering over 60,000 m<sup>2</sup>, the new site is far more than just a workshop. It is the launch pad for Akiem's strategy to develop industrial and innovation partnerships, providing training and upskilling across the entire Western European region.

The new Ostricourt workshop will double the site's maintenance capacity, with the number of locomotives undergoing Full-Service maintenance rising from 63 to 120 by 2026-2027. With its own in-house workshops and maintenance system, Akiem is able to carry out maintenance of its fleet in France under optimum conditions, reducing its reliance on third parties.

The purpose of the workshop is also to shift heavy locomotive maintenance in-house. Akiem Maintenance & Services France will carry out a mid-life operation (MLO) heavy maintenance programme on over 150 Alstom Prima BB27000 and BB37000 locomotives, extending their service lives by 10 years by controlling the obsolescence risks. Every locomotive is completely overhauled, with over 60 major components removed and revised by our suppliers, as well as modernisation tasks that includes switching to a more environmentally friendly air-conditioning gas and fitting USB outlets and LED lighting.

Scheduled to continue until 2029, the MLO programme will ensure Akiem continues to meet its customers' expectations by offering overhauled locomotives that provide similar levels of availability, reliability and safety as new units, but at lower cost. Remarkable for its scale and the innovation it brings to the French market, this project is a true catalyst for France's rail sector and for opening up the country's rolling-stock maintenance market to competition.

■ Watch the video to find out more about the MLO programme => <https://youtu.be/9MkWia3JL6Q>

After first contacting local politicians in 2019, the new facility was delivered in less than 18 months at a cost of €21.6 million. Akiem's new maintenance centre is equipped with 10 workstations that allow it to carry out routine Full Service maintenance activities as well as major overhauls and underfloor wheel reprofiling. Its entry into service in May 2024 involves hiring around thirty new colleagues, increasing the site's total workforce to 70 and helping revitalise and reindustrialise a region with strong historic links to the rail industry.



*Photo credits: ACHphoto*



## 4.4 AKIEM, CATALYST FOR A TRUE RAIL MAINTENANCE ECOSYSTEM

Akiem aims to offer ever more efficient services for all types of rolling stock at competitive prices aligned with European averages. It is determined to develop a **new, high quality maintenance ecosystem** centred on customer satisfaction and innovative services to ensure it always delivers outstanding **quality and safety** with a **high deliverability rate** and enhanced **operational availability**.

- To support its ambitions, Akiem is developing an ecosystem of independent actors via its Maintenance and Services division. These are often small and medium-size businesses with strong local roots that allow Akiem to offer flexible and adaptable maintenance solutions in France and Europe.
- Just like its strategy for developing across Europe, Akiem continues to pursue partnerships with specialist third-party integrators and maintainers in France such as SNCF, Alstom and Ramfer to ensure it can offer a wide range of solutions and nationwide coverage at locations close to where its customers operate.



Eurosquare 1  
151-161, boulevard Victor Hugo  
CS 60001 – FR-93452 Saint-Ouen Cedex, France  
[www.akiem.com](http://www.akiem.com)

**Media contacts**

Agence Calyptus  
Céline Bruggeman / Imane Zakari  
[akiem@calyptus.net](mailto:akiem@calyptus.net)

