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# Invitation

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The President of ERFA,  
**Mr François Coart**,  
is pleased to invite you to ERFA's:

## **11<sup>th</sup> Annual Event**

**Believe in Europe and speed up the processes for  
the rail market full opening!**

- 2.00 pm – General Assembly\*
- 4.00 pm – Welcome to the seminar-debate
- 4.30 pm – Seminar-debate
- 6.30 pm – Welcome Cocktail
- 7.30 pm – Gala Dinner, Guest Speaker VP S. Kallas

*\* ERFA members only*

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**Thursday, 16<sup>th</sup> May 2013**  
Cercle Royal Gaulois  
Rue de la Loi 5, B-1000 Brussels  
[www.cerclegaulois.be](http://www.cerclegaulois.be)  
See also: [www.erfarail.eu](http://www.erfarail.eu)