Agenda

Our company

Our strengths

Our Services

Our strategy
With its eight business units DB is active in all segments of the transport market.

Passenger Transport:
Domestic and European-wide mobility services

- **DB Long Distance**
  Long-distance rail pass. transport

- **DB Regional**
  Regional/urban pass. transport (GER)

- **DB Arriva**
  Regional/urban pass. transport (EU)

Transportation and Logistics:
Intelligent logistics services via land, air and the sea

- **DB Cargo**
  European rail freight transport

- **DB Schenker**
  Global logistics services

Infrastructure:
Efficient and future-oriented rail infrastructure in Germany

- **DB Netze Track**
  Rail network

- **DB Netze Stations**
  Traffic stations

- **DB Netze Energy**
  Traction current

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1 The former business unit DB Services has been dissolved and its activities assigned to different divisions;
2 Within Germany as well as cross border traffic;
3 In UK with Arriva-affiliate “CrossCountry” also long-distance passenger transport

Source: Deutsche Bahn AG
We hold leading market positions in Europe and the world.

**Transportation and Logistics**

- **No. 1** Rail freight transport
- **No. 3** Air freight
- **No. 5** Contract logistics
- **No. 1** Rail infrastructure
- **No. 2** Land transport
- **No. 5** Ocean freight
- **No. 1** Operation of railway stations

**Personenverkehr**

- **No. 1** Local rail passenger transport
- **No. 2** Bus transport
- **No. 2** Long-distance passenger rail transport

**Infrastruktur**

- **No. 1** Rail infrastructure

Source: Deutsche Bahn AG
Rise in long-distance service, drop in freight transport

### Rail performance, year to date June 2016

<table>
<thead>
<tr>
<th></th>
<th>Long distance (in billions of pkm)</th>
<th>Regional rail¹ (in billions of pkm)</th>
<th>Rail freight (in billions of tkm)</th>
<th>Infrastructure (in millions of train-path km)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year prior</td>
<td>17.0</td>
<td>20.8</td>
<td>48.9</td>
<td>518</td>
</tr>
<tr>
<td>2016 actual</td>
<td>18.8</td>
<td>20.1</td>
<td>47.8</td>
<td>531</td>
</tr>
<tr>
<td>Change</td>
<td>+10.5%</td>
<td>-3.3%</td>
<td>-2.2%</td>
<td>+2.6%</td>
</tr>
</tbody>
</table>

¹ Excluding DB Arriva; including Usedomer Bäderbahn

Source: Deutsche Bahn AG
The European network of DB Cargo is being led functionally

Characteristics:
- The Management Board has been trimmed from eight to five board divisions and has a clear functional orientation.
- All divisions are responsible for the entire DB Cargo network across Europe.
- All national companies are additionally assigned to a board division.

Laura Boutrup
Champion (CEO)

Michael Anslinger
Production (COO)

Raimund Stüer
Sales & Marketing (CSO)

Ursula Biernert
Human Ressources (CHRO)

Matthias Reichel
Finance & Controlling (CFO)

Jürgen Wilder
Chairman (CEO)
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Our strategy
DB Cargo is part of a strong Group

**European network**
- 16 country-organizations in Europe
- 60% of transport services are pan-European

**Environmental friendliness**
- CO₂ reduced by 18,300\(^1\) metric tons each day

**Multimodal logistics solutions**
- 4,200 private sidings and terminals provide access to one of the world's largest rail networks

**Fleet capacity**
- Largest fleet of locomotives and wagons in Europe
  - 87,264 wagons\(^1\)
  - 2,869 locomotives\(^1\)

**Certified quality**
- Plus a number of additional certificates:
  - ISO 9001: Quality management
  - ISO 14001: Environmental management

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\(^1\) Compared with alternative transport by truck
2 DB AG 2015 Integrated Report Facts & Figures
8 DB Cargo AG | Version: 15/03/2017
DB Cargo has a strong European network and is the number one in European rail freight transport.

**Profile**

- With some **4,200 private customer sidings in Europe**, DB Cargo offers its customers access to one of the world's largest rail networks.
- DB Cargo's **international network** follows the major European rail freight corridors.
- DB Cargo offers European rail transport in the form of **block train, single wagonload** and **multimodal services**.
- **Tailor-made transport and logistics solutions** are also available as additional services that can link the rail mode with road (trucking) and ocean freight service.
- The **key industries** served by DB Cargo are metals and coal, chemicals, automotive, building materials, industrial and consumer goods, and intermodal transport.
- DB Cargo's customers are primarily **key accounts**.
- Most of DB Cargo's services are carried out using its **own fleet** of locomotives and freight cars.

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**DB Cargo in 2015**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>EUR 4,767 m</td>
</tr>
<tr>
<td>EBIT</td>
<td>EUR -183 m</td>
</tr>
<tr>
<td>Employees (FTE)</td>
<td>30,303</td>
</tr>
<tr>
<td>Metric ton km</td>
<td>98,445 m tkm</td>
</tr>
<tr>
<td>Freight carried</td>
<td>300 m t</td>
</tr>
<tr>
<td>Fleet</td>
<td>2,869 / 87,264</td>
</tr>
<tr>
<td>Avg. dist. transported</td>
<td>313 km</td>
</tr>
</tbody>
</table>

---

1 Integrated reporting DB AG Facts and Figures 2015
9 DB Cargo AG | Version: 15/03/2017
DB Cargo offers its customers a comprehensive European network.

DB Cargo
Your personal performance:
Over 30,000 employees in 16 country-organizations in Europe are at your service.

DB Cargo UK
Doncaster

DB Cargo Nederland
Utrecht

COBRA
Brussels

ECR France
Paris

DB Cargo Schweiz
Glattbrugg

DB Cargo DE
Mainz

DB Cargo DE
Frankfurt

RBH Logistics
Gladbeck

MEG
Schkopau

DB Cargo Scandinavia
Tåstrup

DB Cargo Polska
Zabrze

DB Cargo Russija
Moscow

DB Cargo Czechia
Ostrava

DB Cargo Hungary
Győr

DB Cargo Romania
Bucharest

DB Cargo Italia
Milan

DB Cargo Bulgaria
Pirdop

Transfesa
Madrid

Etihad Rail DB
Abu Dhabi

1 European Headquarter

DB Cargo AG | Version: 15/03/2017
DB Cargo is clear No. 1 in European rail freight

Leading position in Europe…
Market share 2015e, in % based on tkm\(^1\)

<table>
<thead>
<tr>
<th>Company</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>DB Cargo</td>
<td>23</td>
</tr>
<tr>
<td>SNCF</td>
<td>8</td>
</tr>
<tr>
<td>Rail Cargo Group</td>
<td>7</td>
</tr>
<tr>
<td>PKP Cargo</td>
<td>7</td>
</tr>
<tr>
<td>Trenitalia</td>
<td>5(^2)</td>
</tr>
</tbody>
</table>

… based on substantial strengths

- **European Network**
  - Strongest international network
- **Industry expertise**
  - In-depth industry know-how
- **Rail logistics solutions**
  - Products tuned to customer needs
- **Fleet capacity**
  - Largest fleet of locos and wagons in Europe
- **People**
  - Experienced, engaged employees
- **Eco-efficiency**
  - Rail as “greenest” transport mode
- **Safety**
  - High safety performance in operations
- **Financial stability**
  - Under strong DB brand

1 Partly based on estimation, incl. subsidiaries
2 data 2014

DB Cargo AG | Version: 15/03/2017
With its services, DB Cargo forms an important backbone of the European economy

DB Cargo...

... runs 4,500 trains daily and orbits the Earth 13 times per day

... is with its 30,303 employees in 16 country-organizations the world’s most international railway

... could use its 2,869 own locomotives and 87,264 freight wagons to build a train stretching from Berlin to Bucharest

... 28,565 new and retrofitted cars with whisper breaks by end 2015
DB Cargo provides single wagon solutions throughout the whole of Europe.
DB Cargo's European products are part of a strong international network.

DBrailnet offers single wagon solutions throughout Europe:
- Connects over 33 economic centers
- Connects over 1,500 freight terminals
- 25% market share in Europe

- DBrailnet Italy
- DBrailnet France
- DBrailnet Benelux
- DBrailnet Scandinavia
- DBrailnet Polska
- DBrailnet Southeastern Europe
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Our strengths

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Our strategy
DB Cargo offers a wide range of services and industry products, supplemented with additional services.

### Core products

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Block train transport</strong></td>
<td>For transporting large volumes within the European transport network</td>
</tr>
<tr>
<td><strong>Single wagon transport</strong></td>
<td>For transporting small to mid-size volumes within the European transport network</td>
</tr>
<tr>
<td><strong>Container logistics</strong></td>
<td>Combines rail transport with other modes, including first and last mile by road and terminal handling</td>
</tr>
</tbody>
</table>

### Additional services

<table>
<thead>
<tr>
<th>Service</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Door-to-door logistics services</td>
<td>Door-to-door transport and logistics solutions</td>
</tr>
<tr>
<td>Rail logistics</td>
<td>Intermodal logistics solutions, including Railports</td>
</tr>
<tr>
<td>Sidings</td>
<td>Set up and maintenance of private sidings</td>
</tr>
<tr>
<td>Maintenance</td>
<td>Range of operational maintenance services (locomotives, wagons)</td>
</tr>
<tr>
<td>Eco Plus</td>
<td>Entirely carbon-free transport of goods</td>
</tr>
</tbody>
</table>
DB Cargo offers expertise in key industries

**Daimler RailNet**
- Delivers to European plants by rail and road
- **Intermodal deliveries to plants** and innovative transshipment technologies in four countries in Europe
- Cargo consolidated and sorted in a **hub-and-spoke system** for flexibility and frequent departures

**KombiTerminal Burghausen**
- **First anniversary in January 2016:** established to optimize the transport network for Europe's chemical industry
- Connects the **ChemDelta Bavaria** to German seaports to facilitate global transport
- Customer-focused **supply chain solutions**

**Coffee transport for international food manufacturers**
- Transport services with a total annual volume of some **120,000 metric tons** of green coffee from Bremen to Berlin since 1993
- The international food manufacturer was the first customer to use **EcoPlus.**

**Customized solution for Frankenbach**
- Transport rerouted through Venlo in early 2015 in preparation for construction on the Betuwe Line
- High-quality connection with a **90% on-time rate**
- **End-to-end deployment** of traction units and train drivers

**Award for aluminum transport for Novelis**
- DB Cargo UK honored at the **National RAIL Awards** in London
- **Shifts** transport from ship to rail
- Aluminum bars from the UK to Germany, aluminum coils from Germany to the UK
DB Cargo’s in-depth expertise in key industries translates into solutions that meet customer needs.

Industry solutions
- DB Cargo offers profound knowledge and experience in key rail industries
- Solutions adapted to specific industry needs ensure that quality, reliability and safety standards are met on all types of transports

Examples
- **DBchem-solution**: Safe, fast and reliable solutions for time-sensitive chemical and dangerous goods transports in Europe
- **Automotive RailNet**: European-wide railway network with customized solutions for vehicle parts and complete vehicle transports in high frequencies
- **DBpaper-solution**: Specific and reliable service package for the pulp and paper industry linking its most important production sites
The customers of DB Cargo benefit from a highly diverse wagon fleet

Wagon fleet DB Cargo
Number of wagons 2015

- Metals & Coal
  32,700

- Building Materials, Industrials & Consumer Goods
  21,400

- Automotive
  7,500

- Chemicals, Oil & Fertilizers
  5,300

- Intermodal
  9,500

- With our large wagon fleet we can offer broad transport solutions in Europe
- Highly diverse fleet with 318 wagon species (in Germany)
- Provision of special equipment for complex requirements (e.g. dangerous goods)
Over 100 multimodal logistics centers: your door to Europe-wide logistics services

Our logistics services for you:
- Organization of collection and delivery by truck
- Transshipment
- Open-air and warehouse storage, freeing up more of your warehouse capacity
- Order picking, delivery on call, regional just-in-time/just-in-sequence transport, consignment tracking

Your advantages:
- No private siding needed for combined rail/road transport
- All aspects organized by us
- Wide range of goods (including small volumes, e.g. palletized goods)
- Fast, economical and environmentally friendly transport

You can locate all multimodal logistics centers in Europe and loading sidings in Germany, Austria and Switzerland using our online tool at www.dbcargo.com/multimodal-schienenzugang
Eco Solutions help you become an **eco-pioneer**

- **Eco Consulting**
  - We help you reduce your carbon footprint

- **DBeco Plus**
  - **100% renewable energy**

- **Eco Neutral**
  - Compensate for remaining transport emissions by supporting certified climate protection projects

- **Transport your freight**
  - **100% CO₂-free** by rail

- **100% renewable energy** from local sources, primarily hydropower plants

- **The method is**
  - TÜV SÜD certified

- **New power plant bonus**
  - 10% of DB’s revenues from EcoPlus are used to promote **innovative power plants for renewable energy**
  - Example: Berlin Südkreuz, a rail station of the future

- **Available in**
  - Germany and Austria

Available in **Germany and Austria**
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Our company

Our strengths

Our Services

Our strategy
Our vision is to be
the Best Choice on European Tracks
Our ambition: strengthening our focus on quality and carrying out necessary processes of change

Our customers benefit from first-class, environmentally-friendly mobility and logistics solutions, driven by dedicated employees and digital expertise.

We drive progress and shape the future.

Profitable quality leader

Top employer

Eco-pioneer

Culture of quality
Operational excellence and customer focus

Digital expertise
Innovative solutions in our core and new businesses

High performance
Shared responsibility and strong performance
Zukunft Bahn: Working together for better quality, more customer focus and greater success

DB Cargo's objectives
- 95% compliance with our service commitment to customers
- Competitive cost structures
- Growth ~ 1 percentage point above European rail freight transport market level
- Leading rail freight transport company in Europe
- Quality network
- Competitive
- Innovative transport concepts
- Profitability and ROI in line with the market

Components

Improving quality
Improving stability of operations
Optimizing regional service

Increasing productivity & efficiency
End-to-end responsibility for transport services, more flexible working conditions for train drivers, optimizing the operational structure

Growth
Increasing network utilization, winning back market shares and establishing professional yield management, strengthening the European network
Automation and digitalization boost our efficiency and productivity

- Intelligent rolling stock increases productivity
- “TechLOK” as the basis for:
  - science-based operation and
  - condition-based maintenance
- Higher quality and greater reliability
- Introduction into the fleet has already begun

TechLOK

- Driver assistance systems help teach our drivers energy-efficient driving
- In pilot tests, energy use was cut up to 10%
- Overall effect roughly 5% to 7%
- Preparations for implementation under way

Driver assistance

- Locomotives retrofitted with automatic start-stop to reduce energy consumption and their environmental impact
- Introduction in progress: 306 switching locomotives in Germany, 90 main-line locomotives in the UK
- Saves 4,500 metric tons CO₂ and reduces emissions by 10%

Automatic start-stop

- 4,600 train drivers, team leaders and trainers at DB Cargo in Germany have been given tablets since mid-2014
- Europe-wide introduction started - improves quality in cross-border transport
- 7 metric tons of paper saved, contributing to climate and environmental protection

Mobile communication
Our sustainable strategy describes our path to the future.

Profitable quality leader
High quality for our customers in the European network and sustainable ability to invest.

Top employer
Attractive employer with a shared European identity and culture.

Eco-pioneer
Leading environmental position and responsible actions.

Our vision:
DB Cargo - best choice on European tracks.
European rail freight is a growth market

Market opportunities rail freight Europe

Growing Combined Transport business

Demand for logistics services

Rising need for resource efficiency

Growth prerequisites

Increase efficiency and improve quality

Avoid infrastructure shortages

Ensure resource availability

Provide suitable regulatory framework

+ 1-2 % p.a.

Growth potential European rail freight

2015 2030
DB Cargo has strongly internationalized its business during the last years

Subsidiaries / Shareholdings of DB Cargo

1 Selection of companies, most are fully DB Cargo owned, if other – mentioned in brackets in the footnote 2 DB Cargo Nederland 3 Lokomotion (30%) 4 DB Cargo Romania 5 DB Cargo Hungaria 6 DB Cargo Scandinavia (51%) 7 Rail Traction Company (4,47%) 8 DB Cargo Italia 9 RBH Logistics 10 China United International Rail Containers (8%) 11 DB Cargo UK 12 DB Cargo Schweiz 13 Transfesa (77%) 14 TEL (DB 40%) 15 DB Cargo Polska 16 DB Cargo Italia (60%) 17 COBRA (51%) 18 Etihad Rail DB (49%)