Agenda

Our company

Our strenghts

Our services

Our strategy, Zukunft Bahn and digitalization
Through its eight business units, DB operates in every segment of the transport market.

**Passenger Transport:**
Moving people from A to B - in Germany and throughout Europe

- **DB Long Distance**
  Long distance rail passenger transport

- **DB Regio**
  Regional and local passenger transport in Germany

- **DB Arriva**
  Regional and local passenger transport in Europe

**Freight Transport and Logistics:**
Smart logistics by land, sea and air

- **DB Cargo**
  European rail freight transport

- **DB Schenker**
  Global logistics services

**Infrastructure:**
Efficient, future-oriented rail infrastructure in Germany

- **DB Netze Track**
  Rail network

- **DB Netze Stations**
  Passenger stations

- **DB Netze Energy**
  Traction power

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1 The former DB Services Business Unit has been dissolved and its responsibilities distributed across the DB divisions; 2 In Germany and cross-border transport 3 And long-distance rail transport in the UK, through CrossCountry, an Arriva subsidiary

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DB Cargo AG | Status 11/04/2019
DB holds leading market positions - in Europe and throughout the world

**Infrastructure**

1. Rail infrastructure
   - No. 1

**Freight Transport and Logistics**

1. Rail freight transport
   - No. 1

2. Ocean freight
   - No. 4

3. Air freight
   - No. 3

4. Land transport
   - No. 1

5. Contract logistics
   - No. 5

**Passenger Transport**

1. Operation of rail stations
   - No. 1

2. Regional and local rail passenger transport
   - No. 2

3. Long distance rail passenger transport
   - No. 4

4. Public road transport
   - No. 4
Long distance transport volumes continued to grow, while rail freight volumes fell

### DB rail transport volumes

<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>Infrastructure² (in millions of train-path km)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long distance</td>
<td>40.5</td>
<td>42.8</td>
<td>41.9</td>
<td>41.9</td>
</tr>
<tr>
<td>Regional rail¹</td>
<td>42.8</td>
<td>41.9</td>
<td>41.9</td>
<td>41.9</td>
</tr>
<tr>
<td>Rail freight</td>
<td>88.2</td>
<td>88.2</td>
<td>88.2</td>
<td>88.2</td>
</tr>
<tr>
<td>Infrastructure²</td>
<td>1,086</td>
<td>1,086</td>
<td>1,086</td>
<td>1,086</td>
</tr>
</tbody>
</table>

¹ Excluding DB Arriva; including Usedomer Bäderbahn
² Including Usedomer Bäderbahn

16x482
The business units of Deutsche Bahn are managed directly by the Management Board.
The European network of DB Cargo is being led functionally by the following individuals:

- **Dr. Roland Bosch**
  - Chairman (CEO)

- **Pierre Timmermans**
  - Sales & Marketing (CSO)

- **Matthias Reichel**
  - Finance & Controlling (CFO)

- **Dr. Ursula Biernert**
  - Human Ressources (CHRO)

- **Marek Staszek**
  - Production (COO)
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Our company

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Our strategy, Zukunft Bahn and digitalization
The DB Group's integrated, international structure makes it possible to develop rail operations in Germany as an complete system.
DB Cargo has a strong European network and is the number one in European rail freight transport

**Profile**

- With approx. 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.
- DB Cargo's customers are primarily key accounts.
- Target customers are:
  - In the segment of bulk logistics: Building material, fertilizer, metal and coal industry.
  - In the segment of industrial and commercial logistics: Automotive, chemical, petroleum, consumer goods, pulp and paper industries.
  - In the segment of combined transport: Operators, freight forwarders and shipowners.
- Most of DB Cargo's services are carried out using its own fleet of locomotives and freight cars.

<table>
<thead>
<tr>
<th>DB Cargo 2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>EUR 4.460 bn</td>
</tr>
<tr>
<td>EBIT</td>
<td>EUR -190 m</td>
</tr>
<tr>
<td>Employees (FTEs)</td>
<td>28,842</td>
</tr>
<tr>
<td>Metric ton km</td>
<td>88.237 bn</td>
</tr>
<tr>
<td>Freight carried</td>
<td>255.5 m t</td>
</tr>
<tr>
<td>Locos/freight cars</td>
<td>2,686 / 82,895</td>
</tr>
<tr>
<td>Ø dist. transported</td>
<td>345 km</td>
</tr>
</tbody>
</table>
DB Cargo offers its customers a comprehensive European network.
DB Cargo is clear No. 1 in European rail freight

### Leading position in Europe...

Market share 2018e, in % based on tkm

<table>
<thead>
<tr>
<th>Company</th>
<th>Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>DB Cargo</td>
<td>19</td>
</tr>
<tr>
<td>SNCF</td>
<td>8</td>
</tr>
<tr>
<td>Rail Cargo Group</td>
<td>7 1</td>
</tr>
<tr>
<td>PKP Cargo</td>
<td>7</td>
</tr>
<tr>
<td>Mercitalia Rail</td>
<td>5 1</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 2017
Source: Eurostat, companies, UIC

DB Cargo AG | Status 11/04/2019
With its services, DB Cargo forms an important backbone of the European economy

DB Cargo…

… runs around 4,000 trains daily and orbits the Earth 13 times per day

… is with its 28,842 employees in 16 country-organizations the world’s most international railway

… could use its 2,686 own locomotives and 82,895 freight wagons to build a train stretching from Berlin to Bucharest

… 50,000 new and retrofitted cars with whisper breaks by end of 2018
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

**DBrailnet Italy**

**DBrailnet France**

**DBrailnet Benelux**

**DBrailnet Scandinavia**

**DBrailnet Polska**

**DBrailnet Southeastern Europe**
DBantwerp-rhine-shuttle
Fast connections to Rhine-Ruhr/ Rhine-Neckar and to our European Network access points at once

Description

Product Characteristics
- Ten departures per week from Antwerp
- Antwerp – Rhine/Ruhr A-B (11h)
- Antwerp – Mannheim A-B (24h)
- Mainly chemical goods but open for all other commodities
- Use of strategic Westport-Hub Kijfhoek

Advantages
- Transport time reduced to 11h for the Rhine-Ruhr and to 24h for the Rhine-Neckar connection
- High transport quality through focused operational steering
- Daily frequency
- Further westport-connections via Kijfhoek
- Fast transition in Kijfhoek
- Access to most terminals in Antwerp
- Fast access to our European network
- Same day transition, e.g., to France, Switzerland, Italy and southern Germany

Outlook
- Extension of partnerships to connect remaining terminals in Antwerp
- Development of further fast shuttle-connections within Europe

Explanation:
- Economic center/hub
- Economic center/spoke
- Connected by shuttle
- Existing Network
- A-A: Transfer-time

FR  |  DE
CH  |  IT

Antwerp left bank
Kijfhoek
Wanne-Eickel
Rhine-Ruhr
Cologne
Ludwigshafen/ Mannheim
Rhine-Neckar
Agenda

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

**Core products**

- **Block train transport**
  For transporting large volumes within the European transport network

- **Single wagon transport**
  For transporting small to mid-size volumes within the European transport network

- **Container logistics**
  Combines rail transport with other modes, including first and last mile by road and terminal handling

**Additional services**

- **Door-to-door logistics services**
  Door-to-door transport and logistics solutions

- **Rail logistics**
  Intermodal logistics solutions, including Railports

- **Sidings**
  Set up and maintenance of private sidings

- **Maintenance**
  Range of operational maintenance services (loco-motives, wagons)

- **Eco Plus**
  carbon-free transport of goods
We offer the right transport concept for each customer

- Distribution and loading of finished vehicle via the car terminal Bremen
- Network solution to Spain on UIC route (Standard Gauge)
- Bundling of cargo from several locations in the Rail Hub Kornwestheim to block trains directly to the port of Barcelona

- Intermodal and conventional direct connections from the Bavarian Chemical Triangle (ChemDelta Bavaria) to German seaports, the Ruhr area and the Rhine-Neckar area
- Access to the European rail network
- Customer-oriented supply chain solutions

- Stable roundtrips by combining the transport potential of various customers in a reliable product
- Container and coil transports from Antwerp to Andernach
- Higher departure frequency and lower utilization risk

- The goods are transported overnight from Mannheim to Chiasso
- The departure frequency of 3 hours, 7 days a week, is unique in rail freight transport
- Individual Railport solutions also enable customers without a railway siding to use this service

- Direct connection between the industrial region of southern Sweden and the German Ruhr area
- Fast and reliable transports on 6 days a week for all commodities without restrictions to weight and size
- Access to hundreds of destinations in Europe
DB Cargo’s in-depth expertise in key industries is converted into solutions that meet customer needs

Industry solutions
- DB Cargo offers profound knowledge and experience in important rail-affine industries
- Solutions tailored 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
- **DBsteel-solution:** Fast and high-frequency coil transports, ideally suited to the needs of the automotive industry
- **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 2018

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Wagons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>49,000 wagons</td>
</tr>
<tr>
<td>Logistics</td>
<td>16,000 wagons</td>
</tr>
<tr>
<td>Intermodal</td>
<td>10,000 wagons</td>
</tr>
</tbody>
</table>

- With our large wagon fleet we can offer comprehensive transport solutions in Europe
- **Highly diverse fleet** with 200 wagon species (in Germany)
- Provision of **special equipment** for complex requirements (e.g. dangerous goods)
Over 250 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 offers you more free space in your own warehouse
- 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, economically and environmental-friendly transport

You can locate all multimodal logistics centers in Europe and loading sidings in Germany, Austria and Switzerland using our online tool at https://schienenzugang.dbcargo.com/deu/start
Agenda

- Our company
- Our strengths
- Our services

Our strategy, Zukunft Bahn and digitalization
Our sustainable strategy describes our path to the future

Our vision:
DB Cargo – best choice on European tracks

Top employer
Attractive employer with a shared European identity and culture

Eco-pioneer
Leading environmental position and responsible actions

Profitable quality leader
High quality for our customers in the European network and sustainable ability to invest
We follow our strategy along all dimensions of DB2020+

**Vision**

**Ambitions / Areas of action**

- Profitable quality leader - Economic -
  - High reliability and punctuality for our clients
  - Long-term partnerships with satisfied and loyal customers
  - Client-specific network solutions
  - Transparent and proactive communication

- Top employer - Social -
  - No. 1 on European rail freight market
  - Strongest and most seamless European rail network
  - Profitability and capability to invest into our network and into growth markets
  - Secure and attractive job environment for all ages
  - European identity and culture - one team
  - International career development opportunities

- Eco-pioneer - Environmental -
  - Expansion of leading ecological position through increased eco-efficiency
  - Pioneer in terms of innovation and responsibility
  - Social acceptance of rail freight growth

**Best Choice on European tracks**
Leading quality and service-provider - DB Cargo offers its superior quality and reliable services to its clients.

DB Cargo is looking for long-term partnerships with satisfied and loyal customers.

Focus on plannable and reliable transports.

Powerful IT

Transparent and proactive communication

Safety-culture

Superior quality

DB Cargo offers individual network-solutions for its customers.

Europe-wide network
Automatization and digitization boost the efficiency and productivity of DB Cargo

- **Saving costs and increasing quality through digitization**
- **Driver advisory system**
- **Permanent development of competences**
- **Declining energy consumption using innovative techniques**
- **DB Cargo pushes its transformation towards a digital rail freight company**
- **Start-stop automatic**
- **Mobile communication**
DB Cargo – becoming a top employer with a common European identity and culture

- One European team
- DB Cargo offers a multicultural working environment and challenging tasks
- DB Cargo offers international career paths and development possibilities
- Empowerment- and leadership culture
- European identity
- euroTRAIL / dual curriculum
By 2020, DB Cargo will reduce its energy consumption by 21% and be the environmental leader.

- **Eco Plus**: Leading ecological position through increased eco-efficiency.
- **DB Cargo**: Relieves the road around 90,000 trucks, strung together a snake from Hamburg to Rome.
- **The most environmentally friendly means of transport**.
- **DB Cargo ensures social acceptance in the growing rail freight sector**.
- **New technologies**.
- **Energy-efficient drive**.

Relief of road traffic
DB Cargo constantly contributes to improving the eco-friendliness of rail traffic

...how we work on eco-friendliness:

- Specific energy consumption -21% (2006-2020)
- Usage of emission-free propulsion system
- Driver training
- Modernization Rolling stock
- Energetic recovery system Braking Energy
- Driver advisory system Leader
- Modification Composite brake blocks

1 HELMS (Hybrid Electronical Mechanical Shunter)
2 LEADER: Locomotive Engineer Assist Display and Event Recorder [co-financed by EU]
Eco Solutions supports you in becoming an eco-pioneer

- **Eco Consulting**: We help you to reduce your carbon footprint.

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

- **Eco Neutral**: Compensation for remaining transport emissions by supporting certified climate protection projects.

- Transportation of 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**.
BACKUP
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
- Use of innovation potential rail

Growth prerequisites

- Increase efficiency and improve quality
- Avoid infrastructure shortages
- Ensure resource availability
- Implementation measures Masterplan rail freight

Growth potential

European rail freight

+ >1% p.a.

2017 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 NS Cargo, 3 Lokomotion (30%), 4 Logistics Services Danubius, 5 Logistics Services Hungaria, 6 DSB, 7 Rail Traction Company (4,47%), 8 Strade Ferrate Mediterraneo, 9 RAG Bahn / Hafen GmbH, 10 China United International Rail Containers (8%), 11 English, Welsh & Scottish Railway (EWS), 12 Brunner Railway Services, 13 Transfesa (77%), 14 TEL, 15 PCC Rail / PTK, 16 Nordcargo (60%)

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