

DB Cargo

Company presentation

October 2026 | Mainz

Our Mission

The Target 2030 is the central milestone on the way to DB Cargo's Strategy 2035

2026 — *Phase 1 profitable*

A railway that is repositioning itself

- End-to-end responsibility anchored and DB Cargo repositioned as an efficient company
- Setting the stage for a future-proof SW-network
- Customer trust stabilized
- Productivity increased and competitiveness sustainably improved
- Profitability achieved through successful transformation

By 2030 — *Phase 2 reliable*

A railway that delivers its promises

- Established as a reliable rail logistics provider in Germany and on European growth corridors
- SW-network stabilized and secured as the backbone of sustainable logistics
- Deeply integrated into our customers' value chains
- Quality and competitiveness secured and sustainable profitability achieved
- Key KPIs in 2030: 68–70 % punctuality, 10 % ROCE[1], 2.8 customer satisfaction

By 2035 — *Phase 3 leading*

A railway that makes you proud

- As Europe's leading rail logistics provider, DB Cargo is shaping the logistics of tomorrow
- Key player for the future viability of European industry with a strong network on all major corridors
- Modal shift to rail driven forward with high-performance SW[2] and modern rail system[3]
- Investment capability, competitiveness and profitable growth secured in the long term

(1) Return on Capital Employed (2) Modularization and Digital Automatic Coupling (3) Automation & Capacity Expansion Infrastructure

Our way forward: Four strategic pillars for a strong DB Cargo future



European Rail Logistics Provider

- Leading on European growth corridors
- Deep integration into our customers value creation



Future-Proof Single Wagon Network

- Industry-oriented. Focused. Flexible
- Nationwide in Germany and strong across Europe



Quality, Cost & Productivity Offensive

- Lean structures for competitiveness
- Focus on productivity and profitability



Leadership & Culture Change

- Taking end-to-end responsibility
- Drive change
- Deliver results

That is DB Cargo

We're part of the strong DB Group

Passenger transport

Moving people from A to B – in Germany and throughout Europe

- **DB Long Distance**
  Long Distance rail passenger transport[1]
- **DB Regio**
  Regional and local passenger transport in Germany



Freight and logistics

Intelligent and sustainable[2] logistics services in Europe

- **DB Cargo**
  European rail freight transport



Infrastructure

Efficient, future-proof railway infrastructure in Germany

- **DB InfraGO**
  Rail network, service facilities, stations and traffic stations
- **DB Energie**
  Traction and stationary energy



(1) In Germany and cross-border traffic (2) Emission data | Federal Environment Agency

DB Cargo in figures as of 2025

25,200 employees	**18** countries	**1,780** trains per day	**4,968** million euros in revenue
2,340 locomotives[1]	**16%** market share in Europe	**64,800** freight wagons[2]	**165** million tonnes of freight transported
Over **100** Multimodal Logistics Centers[3]	**60%** cross-border transportation	**59** million of ton-kilometers[4]	**5** million tonnes of CO_2e savings[5]

(1) Of which rented/leased: 167 (2) of which rented / leased: 10,096 (3) Own and partner-operated (4) Invoiced performance (revenue ton kilometres)
(5) Emissions data per year compared to trucks | Federal Environment Agency

We are Europe‘s No. 1 company for European freight transport

Market share in rail freight transport in Europe



Largest network



Industry expertise



Customized product solutions



Innovation



Sustainable transport sector[1]



(1) Emission data | Federal Environment Agency

A team of four makes up DB Cargo's Management Board



Bernhard Osburg

Member of the Management Board for Freight Transport of Deutsche Bahn AG and Chairman of the Management Board and CEO of DB Cargo AG



Oliver Tietze

Member of the Management Board for Finance, Controlling & Chief Restructuring Officer of DB Cargo AG



Dr. Martina Niemann

Member of the Management Board for Special Tasks of DB Cargo AG



Tanja Fuchs

Member of the Management Board for Human Resources and Labor Director of DB Cargo AG

Our six independent business units operate flexibly and efficiently, providing tailored solutions for your industry

Rail Logistics



Steel

- Steel and other metals
- Raw materials
- Scrap metal



Liquids & Bulk

- Mineral oil
- Chemicals
- Fertilizers
- Building materials
- Agriculture
- Thermal coal



Automotive

- Finished vehicles
- Vehicle components



Full Load Solutions

- Industrial & consumer goods
- Pulp & paper
- Military
- Disposal
- Timber
- Clay & tiles
- Railway construction
- Special rail
- New energies

Combined Transport



Continental

- Leading European corridor railroad in continental CT



Maritime

- Operator with focus on port-to-door

Steel: Innovative transport solutions for bulk cargo in national and European networks



Your benefits

- **Customized logistics solutions** within the European network and with shuttle services
- **Specialized freight wagon** fleet for the transport of steel/semi-finished steel products, scrap and raw materials (ore, coal, lime)
- **Multimodal transshipment** to connect rail, road and sea routes
- **Digital solutions** such as weighing sensors and GPS-based tools for optimized traffic management

30,000
freight wagons for the steel industry

53 Mio.
tons of transported steel, semi-finished steel products and raw materials p.a.

35 %
transported steel products in DB Cargo's single wagon network

Liquids & Bulk: Expertise in hazardous materials and flexible rail-based transport and logistics solutions for mineral oil, chemicals and bulk goods



Your benefits

- **Flexibility:** Individual transports in block trains and single freight wagon as well as multimodal concepts with added services
- **Safety:** Experts in hazardous goods logistics for chemicals and mineral oil
- **Specialization:** Dedicated fleet for weather-sensitive products and hazardous materials

11 Mio.
tons of hazardous materials transported for the chemical and mineral oil industry p.a.

10 Mio.
tons of bulk goods are transported by rail p.a.

2,1 Mio.
truck rides are replaced by rail transport p.a.

Automotive: Based on our European Automotive RailNet, we offer rail logistics for vehicle components and finished vehicles



Your benefits

- **Network**: Between OEMs, plants, ports and dealers
- **Door-to-door:** Rail and road services across Europe from a single source
- **Rail logistics services:** At our logistics centers and car compounds
- **Modern equipment:** Flexible use for different vehicle types and components

1.2 Mio.
transported vehicles p.a.

100,000
transported wagons with vehicle components p.a.

700,000
transported batteries p.a.

Full Load Solutions: We are the experts in full truck loads. One strong team for international, sustainable logistics solutions: Door-to-door from a single source







Your benefits

- **70 years of logistics know-how** as an independent freight forwarder
- **Profound expertise** in all modes of transport
- **Intermodal network** in Europe
- Complete solutions for the **Eurasian corridor**
- **Multimodal logistics centers** for your contract logistics
- **Special, heavy load** and **large-scale projects** from a single source

1,000
Employees
in 19 countries

450
charter trucks and 1,000
own trailers and chassis

16,000
own freight wagons in
operation

Continental combined transport: The European partner for customer-focused system solutions in continental intermodal transport



Your benefits

- **European Network**: European corridor railroad between all major economic centers in Europe
- **High level of expertise and own assets:** many years of experience in Europe and interoperable own resources
- **Customized services:** Wagon hire, local area, terminal, agency and customs services

74
Kontimodal locomotives

12,000
Kontimodal train trips per year

2,400
Kontimodal wagons

Maritime combined transport: Discover the benefits of the AlbatrosExpress network - fast, flexible and sustainable in intermodal transport



Your benefits

- **Port-to-door solutions:** Flexibility through combination of rail and road
- **AlbatrosExpress-network:** Densest network in maritime hinterland transport
- **Comprehensive services:** Depot services, customs clearance, hazardous goods transportation and more
- **Sustainable logistics solutions**: Reduced CO_2e footprint[1] and on-time delivery

25
Terminals

> 15,000
Connections

1 Mio.
TEU transported p.a.

(1) Emission data | Federal Environment Agency

Our single wagonload transport: Whether large or small volumes. With or without your own private siding. We cater to your batch sizes



Your advantages in European single wagonload transport

High-frequency rail network
thanks to daily departures and direct links to business centers

Large number of access options
Large number of access options

A variety of solutions
for both small and large consignments

Flexibility in ordering
Thanks to customized selection of time, volume and route

Large freight wagon fleet
as well as wide-ranging special equipment for all transport requirements

Simple integration
of our services into our customers' processes

Gefördert durch: Bundesministerium für Digitales und Verkehr

Partner of the Single Wagon Network powered by DB Cargo

Rail Access
Your access to the rail network

Explanatory Film
Single wagonload transport

These products complement our range



Planning and ordering
e.g. preparation of necessary accompanying documents

Providing empty wagons
e.g. customized wagon equipment or wagon retrofitting

Collection and distribution
e.g. additional handling, shunting services, weighing of freight wagons

Providing transport services
e.g. defined wagon sequence/wagon sorting, provision of wagons correctly aligned for loading

Commercial services
e.g. transports with Climate+

Supplementary transport services
e.g. first and last mile by road, reloading

International services
e.g. provision of customs clearance services

Loading and unloading
e.g. provision of loading and unloading services, transshipment at railports

Accounting and documentation
Accounting and documentation

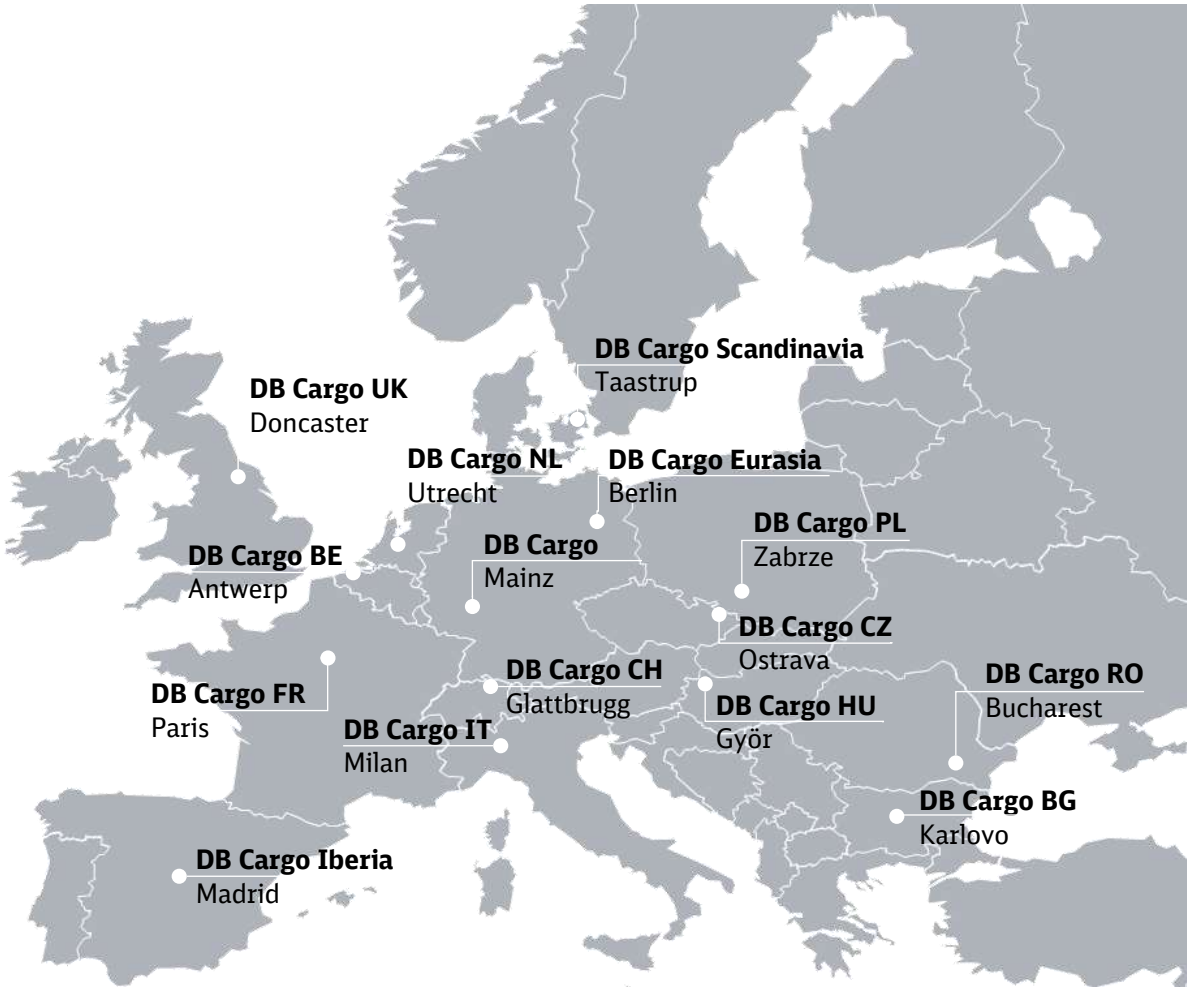
Website
Additional Services

Service catalogue
Overview of all services

We are present in many European countries to guarantee you a first-class international service

Your benefits from our global network:

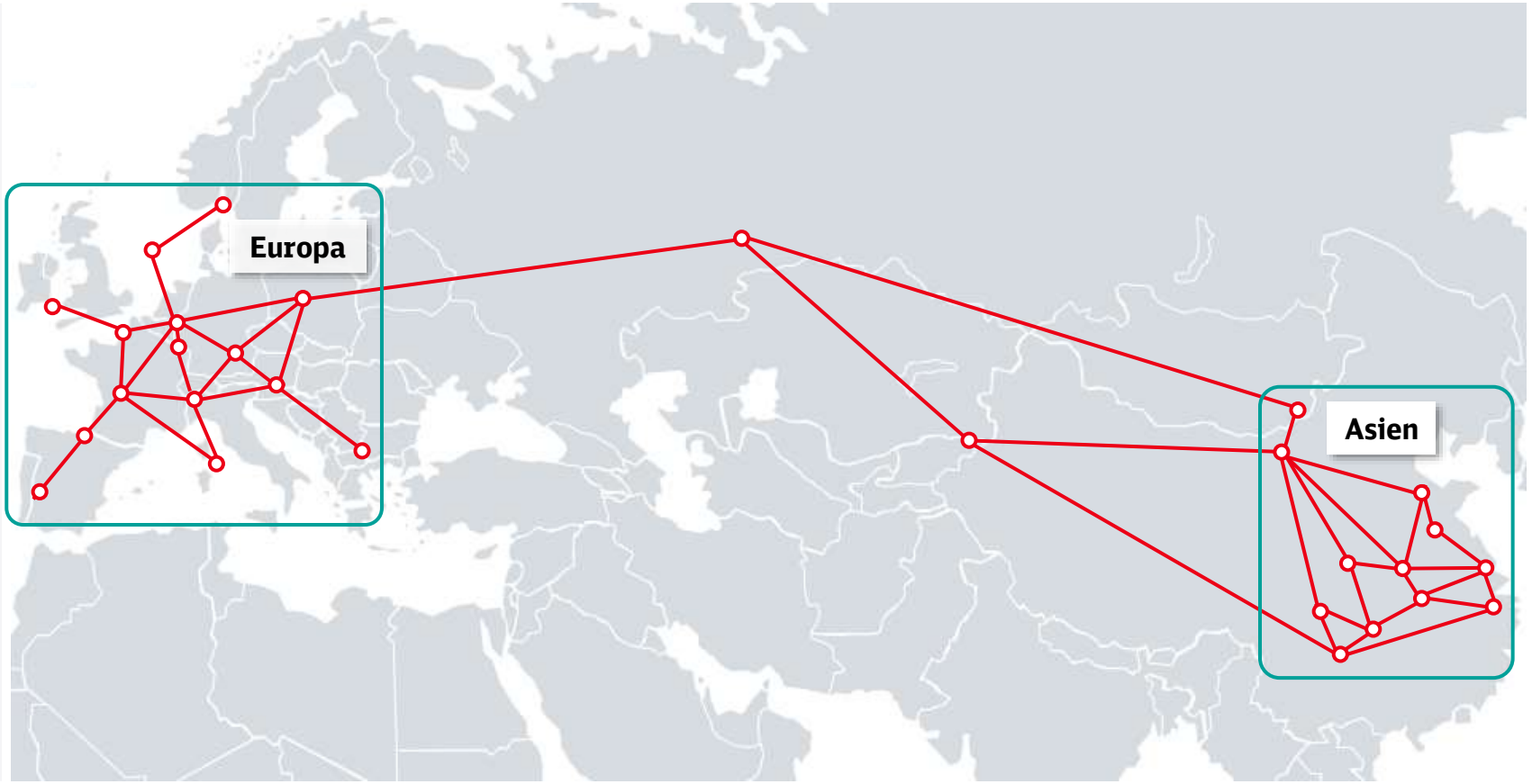
- **With our network of 16 national companies,** we offer local expertise for your global transportation needs
- Together, we are active in **18 countries** for you



We create connections: Strong networks in Europe and all the way to Asia

Your benefits with our international solutions:

- **We offer flexible transport solutions** and combine road, rail, intermodal, Eurasia and short sea as needed
- **We enable fast and reliable connections** thanks to around 4,000 customer sidings with high frequency and flexibility
- **We operate the largest fleet,** delivering exceptional transport capacities



Our shuttle service: With customer-focused services, we ensure reliable transport throughout Europe

Product	Relation	Segment
Alsace-shuttle	between Eastern France and Offenburg	WLT
Antwerp-shuttle	between Antwerp and the Ruhr region	WLT / CT
Burghausen-shuttle	between southern and northern Germany	CT
HH-Stuttgart-shuttle	between Hamburg and Stuttgart	CT
Kecskemét-shuttle	between Kornwestheim and Kecskemét	WLT / CT
Mediterranean-shuttle	between Germany and Spain	WLT
Power Railer	connection to south-east Europe	WLT / CT
Slovakia-shuttle	between Germany and Slovakia	WLT
Slowenia-shuttle	between Germany und Slowenia	WLT
Turkey-shuttle	between Schwandorf and Turkey	WLT

Your benefits with our shuttle products

- **Scheduled and reliable transport** through fixed timetables and high frequencies on international routes
- **Fast transit times** through direct connections without transshipment and optimized transport chains

WLT = Wangonload Transport CT = Combined Transport

This is innovativ

With electricity from renewable energies, electrification, diesel phase-out and heat transition, DB Group will become climate-neutral by 2040[1]

Our goal:

Climate neutrality[1] to 2040



Four levers on the way to climate neutrality[1]:

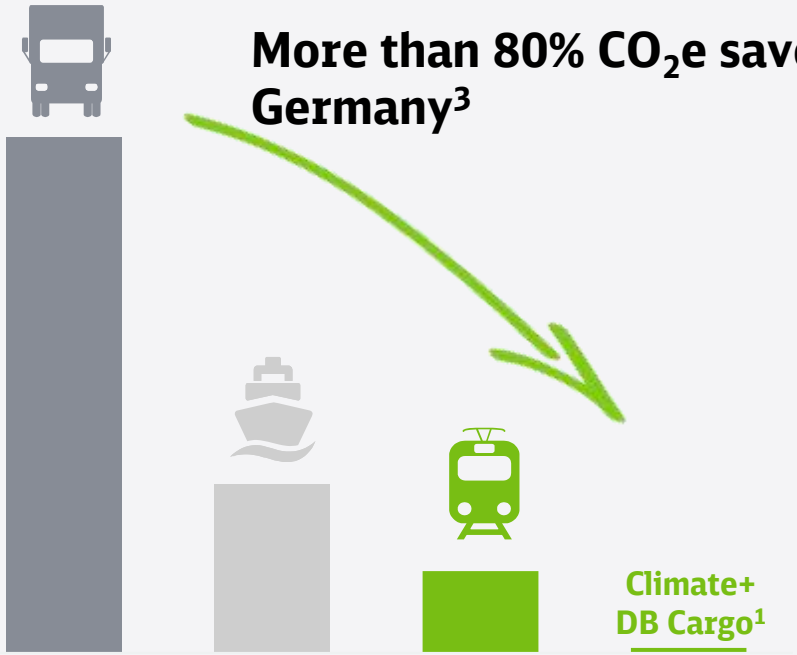
- More renewable energy
- Expansion of electrification
- Phase-out of diesel
- Start the heating transition

(1) Annual Report DB

With DB Cargo and sustainable rail into a climate-friendly future

Rail is the most sustainable[3] means of transport

Emissions in g CO_2e/tkm



DB Cargo stands for sustainable rail freight transport

5 million tonnes
of CO_2e savings per year[3]

70%
lower external costs[2]

DB Cargo

16 million
Truck journeys avoided annually[4]

52
trucks will be replaced by 1 train[4]

(1) 100% electricity from renewable energy and HVO (2) EU-Kommission: *Handbook on the External Costs of Transport* (3) Emission data | Federal Environment Agency (4) Allianz pro Schiene

With Climate+, we offer our customers a sustainable combination for avoiding CO_2e-emissions

100% electricity from renewable energies on electric routes

- Available for international rail transport on request
- TÜV-certified on the German route

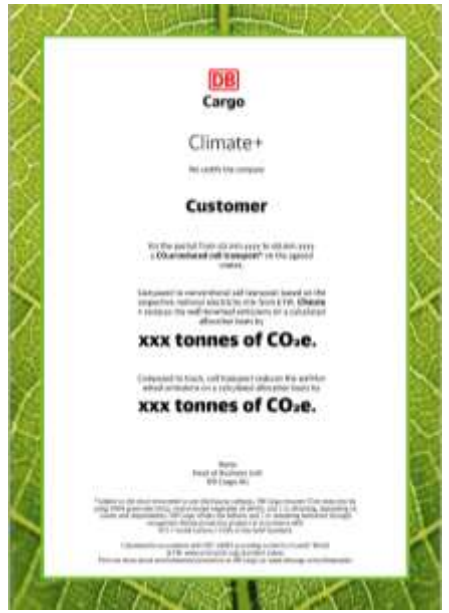
HVO on non-electric routes

- Balance sheet avoidance of around 85% CO_2e through the biofuel HVO[1] for rail transport in DE and IT

Offsetting of CO_2e-emissions

- Available worldwide and also on non-electrified routes
- First- and last mile on the road

Customers receive a certificate of the amount of CO_2e emissions avoided or compensated



(1) BMV - FAQ on HVO 100

We protect the environment and save energy with sustainable initiatives



Decarbonization of our fleet

Conversion of existing vehicles and procurement of new hybrid and dual-mode locomotives

Dual-mode locomotives

- Flexible use thanks to the combination of a diesel engine and an electric drive

Hybrid locomotives

- Powered by an internal com-bustion engine or a battery that is charged efficiently via a generator and regenerative braking



Use of HVO

DB Cargo relies on Hydrotreated Vegetable Oil (HVO) as a biofuel for rail

- Made from vegetable oils and waste materials
- Up to 85% less CO_2e emissions[1]
- No technical adaptations to locomotives required



Train drivers save energy

The LEADER driver assistance system helps our train drivers to steer the trains through different route profiles and special operating situations in the most energy-efficient way possible (*)



Alternative drive systems on the road

Customer-specific use of zero-emission drives such as electric and hydrogen trucks for long and short-haul transportation, adapted to demand and availability

(*) Co-funded by the European Union

(1) BMV - FAQ on HVO 100

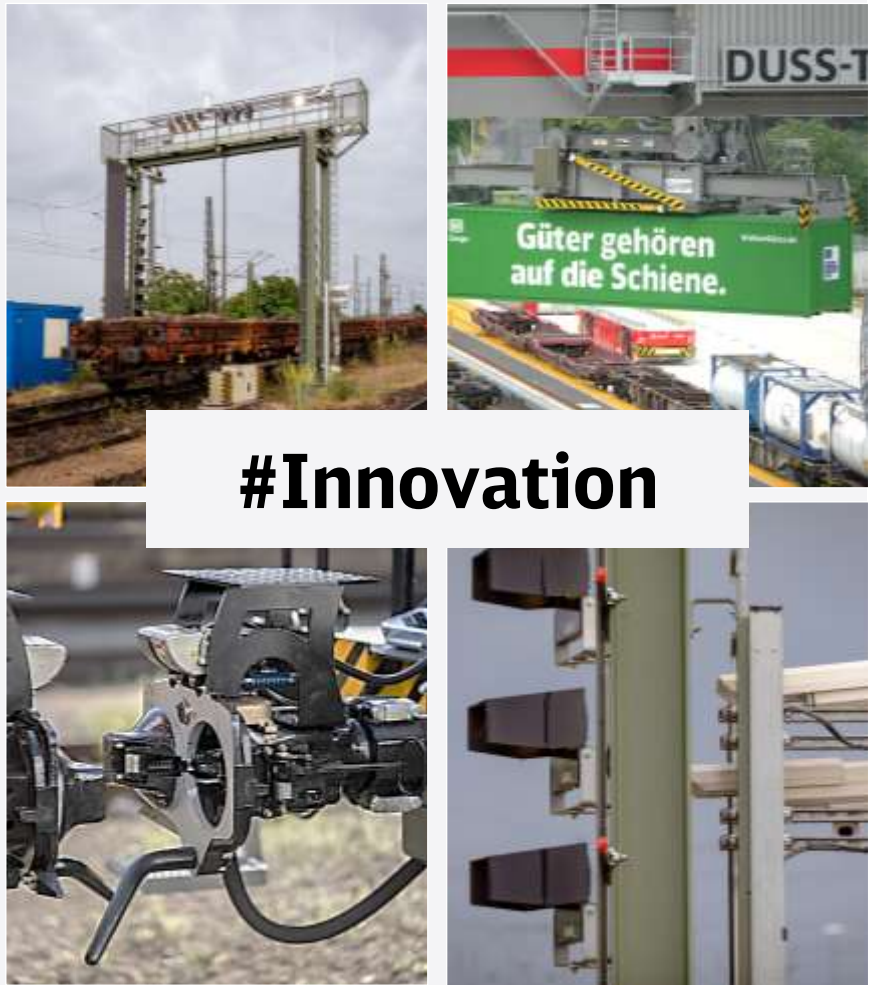
Into the digital age with DB Cargo: Our innovations in rail freight transport

Digital rail logistics with link2rail eServices
Simple control of rail logistics and the best tracking for rail transport – available online in the portal or via direct connection to the customer system

Camera-based train damage detection
Our trains pass through camera gantries that take pictures of the freight wagons – damage is detected and reported automatically without delay

Train coupling is being automated and digitized
We are working on the development and roll-out of the DAC to make the single wagon system even more attractive to our customers

We are working on making our trains smart
Thanks to sensor technology, the trains already provide information on their location and cargo, enabling them to run more efficiently.
The DAC is intended to bring further smart functions to the trains



The right link2rail eService for every customer requirement



eService	Function
Empty Wagon	Empty wagon orders including status feedback
Order	Create transport order (one- and two stage) with overviews of all orders and order codes
Track&Trace	Transparency of the current consignment status including transport history
Train Management	Triggering cancellation /orders for block trains, e.g. with the help of order templates, monitoring train programs and tracking block trains
Geofence Control	Location and standing time of freight wagons in the customer siding
Planning	Coordination of supply and demand with transparent planning and simplified supply management of shipment quantities
Invoice	View, organize and download invoices

Policies and certifications

DB Cargo is in dialog with the sector

Rail Freight Forward

Standardized, digital data exchange in rail freight transport is the basis for smooth, transparent and on-time cross-border and cross-company transport

DB Cargo is the main consortium partner and a founding member

Xrail

Seven European rail freight operators are driving seamless and attractive single wagonload services in Europe

DB Cargo is the key player due to its size and geographical location

Europe‘s Rail

The Europe's Rail joint initiative is a central central funding platform for rail innovations in Europe

DB is leading an innovation program for digitalization and automation in rail freight transport

Technischer Innovationskreis Schienengüterverkehr

Targeted cooperation on technical innovations is taking place together with the entire sector

DB Cargo is involved the Technical Innovation Circle for Rail Freight Transport (TIS)

We are setting the political course for a successful decarbonization of transport and an efficient infrastructure



Short-term measures for shifting traffic to rail

- Economic incentives to switch to combined and single wagonload transport (CT and SWT)
- Support for transshipment and relief in combined transport
- Obligation for semi-trailers to be CT-compatible
- Fair competitive conditions in the transport sector



Long-term measures to strengthen rail freight traffic

- Promoting the introduction of Digital Automatic Coupling in Europe
- Support of automatic train operation and the marshalling yard of the future
- Easy access to the rail freight network in Europe
- Continuous international train paths on interoperable infrastructure
- Upgrade and modernization of infrastructure including to accommodate 740m and 1,500m trains

DB Cargo offers certifications for transport, maintenance, quality, environmental protection & safety

DB Cargo's IMS[1] is based on various recognized standards for quality, environmental protection and safety

DB Cargo is certified to the following standards:

- ISO ISO 9001:2015 – Quality management
- ISO 14001:2015 – Environmental management
- ISO 5001: 2018 – Energy management
- ISO 27001: 2019 – Certificate of baseline IT security
- Single Certificate for the provision of rail transport services for Germany and Austria
- ECM – Maintenance sites
- EfbV – Certified waste management company
- SMS - Safety management system
- SQAS (Safety and Quality Assessment System of Cefic, chemical industry)
- In some subdivisions, we also hold certification to SCC (Safety Certificate Contractors, chemical industry)
- AEO F certification (Authorized Economic Operator Full) – simplified customs and safety/security procedures
- TÜV Süd - Certification - Accounting of renewable power

(1) Integrated management system


DB Cargo