



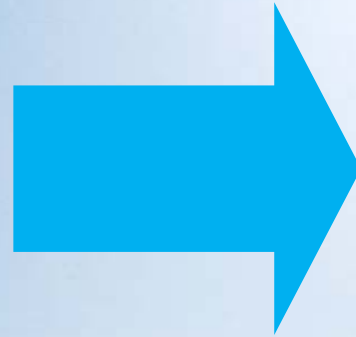
A high performing international logistics group

UIRR, May 11 2009





Traditional
National
Railway
Company



High performing
International
Logistics
Group

Questions on

Quality

Financials

Commercial activity

International presence

Logistic solutions through commercial subsidiaries

Customers asked for

- ✓ SPOC
- ✓ Operational assistance
- ✓ Quick commercial response
- ✓ Alternative multimodal solutions
- ✓ Sector knowledge
- ✓ Development of additional and improved services



We created

- ✓ Commercial subsidiary per sector
- ✓ Enlarged dedicated sales team
- ✓ Operational assistance
- ✓ Faster commercial response
- ✓ Multimodal offering of rail, barge, trucks
- ✓ A complete logistic solution with add on services, consisting of terminals, wagons, IT solutions
- ✓ Focus on new business development and service improvement

IFB, multimodal solutions with a focus on container rail transport



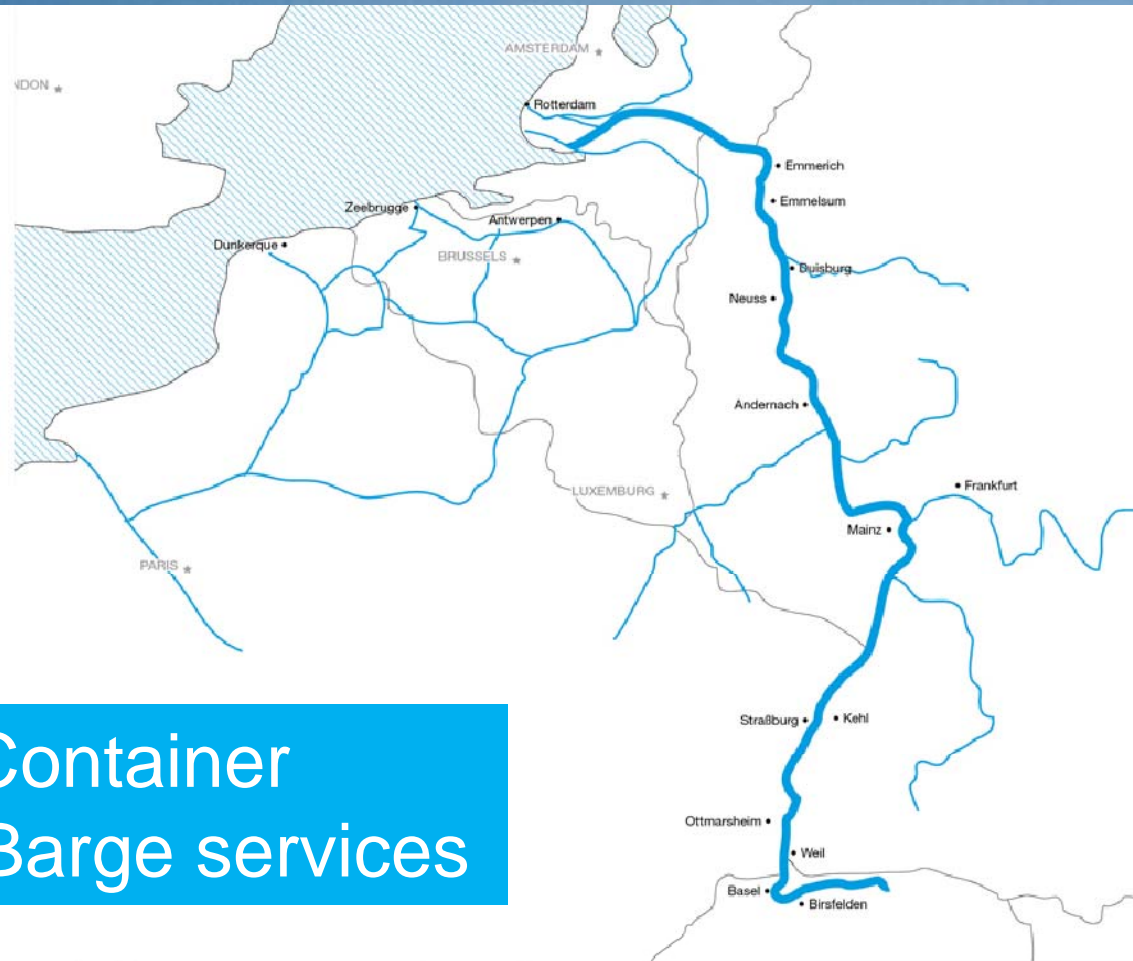
IFB, multimodal solutions with a focus on container rail transport



Rail network, integrating the TRW intermodal offering and adding on additional services

IFB, multimodal solutions with a focus on container rail transport

H&S Container
Line, Barge services



IFB, multimodal solutions with a focus on container rail transport



Terminal management

IFB, multimodal solutions with a focus on container rail transport



TRW, wagon management

BCargo, rail production company

- ✓ New role of production company
- ✓ Responsible for improvements in quality and productivity
- ✓ Link between commercial subsidiaries and international network
- ✓ Limited commercial role for international operators



Performance in quality and productivity

Quality

- Quality of service
- Quality of product
- Quality of process & systems



Productivity

Productivity projects of BCargo



Quality of service

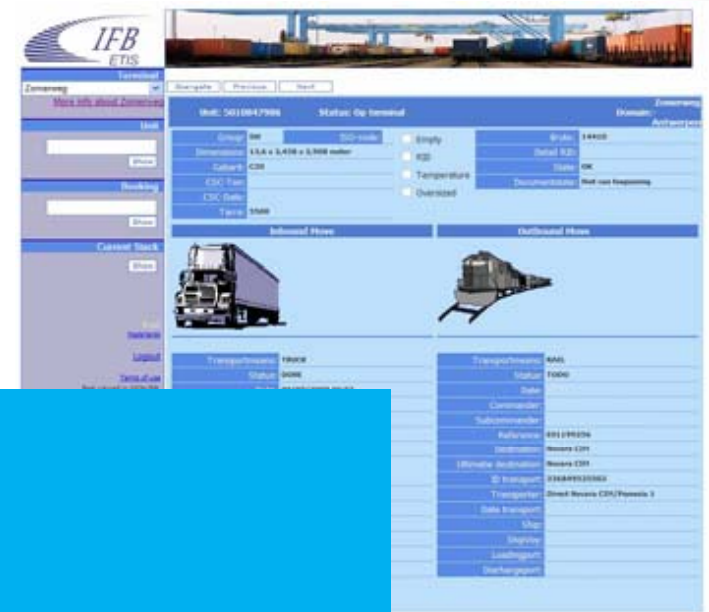
Dedicated customers teams

- Key account management – SPOC
- Logistics assistance



Customer communication systems

- Ordering system
- Tracking and tracing



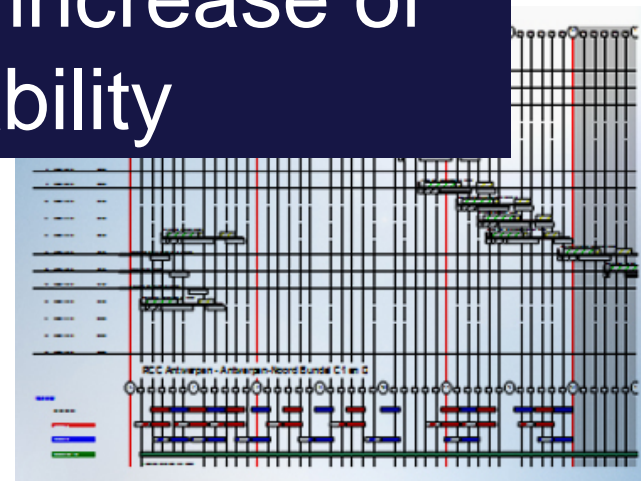
Client oriented flexible
organisation



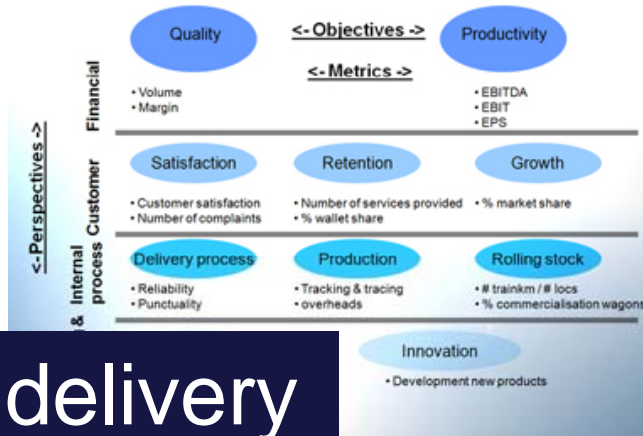
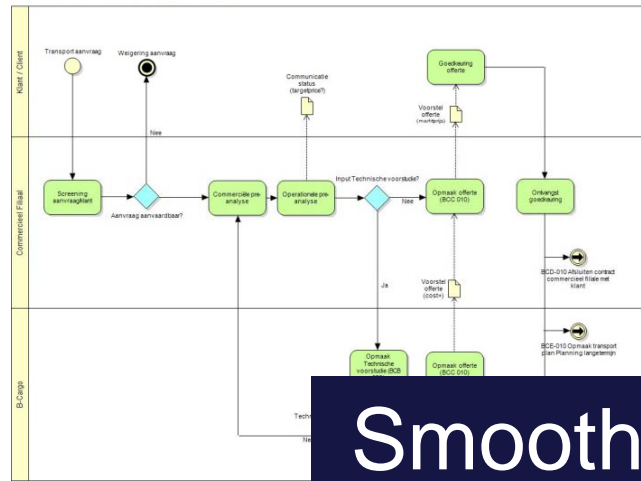
Quality of products



Significant increase of reliability



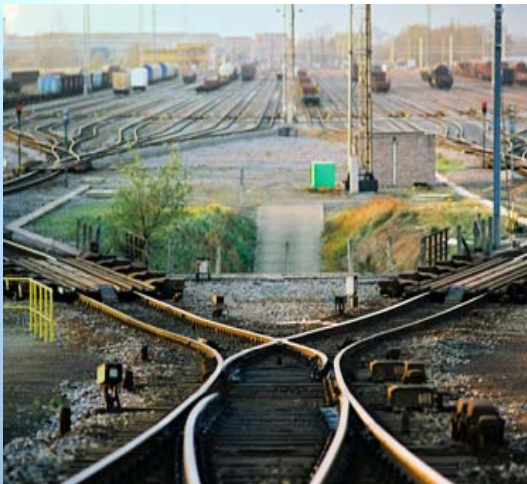
Quality of processes and systems



Smooth delivery
of product



Productivity projects to achieve profitability



International quality network with partners

Sibelit, with SNCF, CFL, SBB Cargo

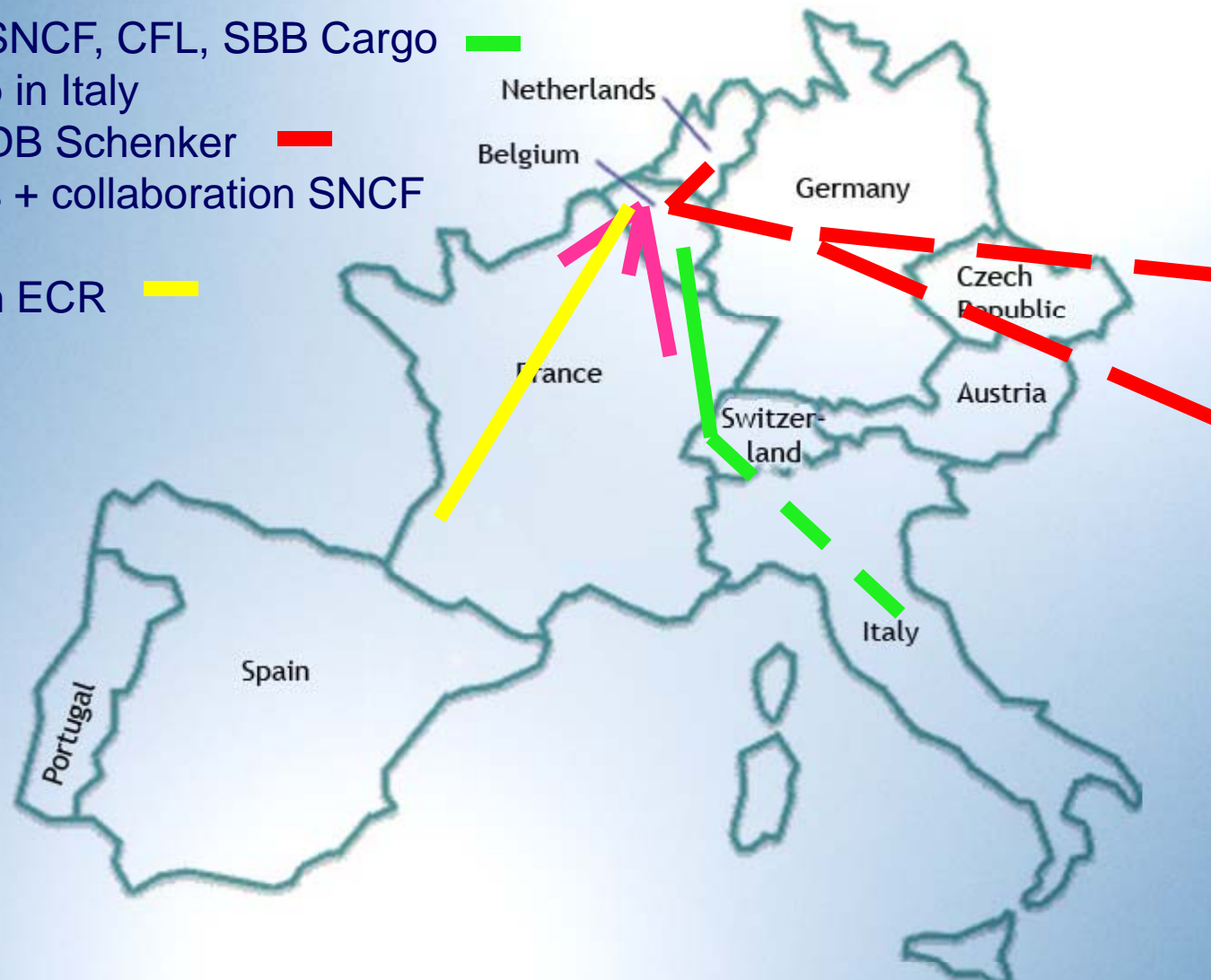
+ partnership in Italy

Partnership DB Schenker

Open access + collaboration SNCF

Fret

Collaboration ECR



Client oriented
commercial companies



BCargo,
Rail production
company



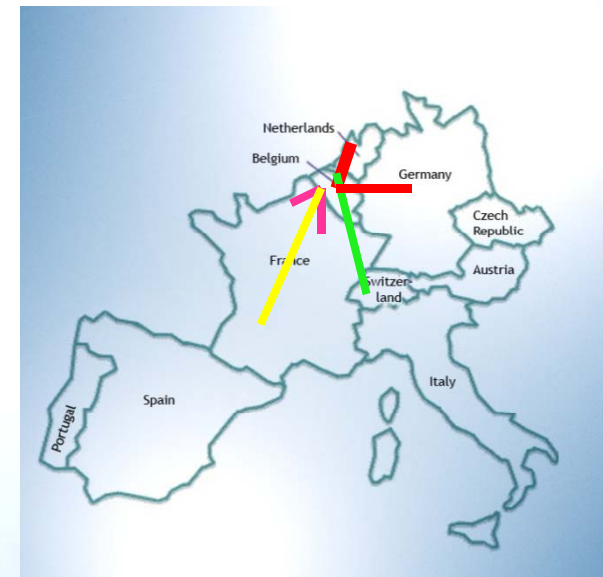
International quality
Network

Sibelit

Joint venture with DB Schenker

ECR

Open access in France



Total revenues of 800 million euro
International presence in 8 European countries





CARGO GROUP

A high performing international logistics group

