

51° 13.2' N 4° 25.2' O

50° 55.8' N 6° 57' O

50° 6' N 14° 25.8' O

53° 11.8' N 7° 27' O

48° 13.2' N 16° 22.2' O

48° 7.5' N 11° 34.8' O

52° 15' N 21° 0' O

48° 19.2' N 14° 18' O

48° 52.2' N 2° 19.8' O

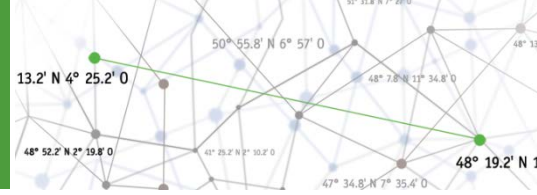
41° 25.2' N 2° 10.2' O

B Logistics,

from survival mode  
to modal shift

40° 24.4' N 3° 42.6' O

SNCB was not ready for the liberalisation of the freight market. We've been actively tackling it since 2008



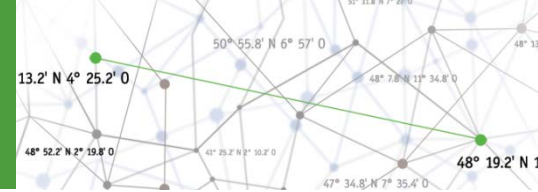
## Overleven NMBS Logistics in gevaar

GUIDO MEEUSSEN

Als de vakbonden tegen eind volgende week niet in-



We have proven that we are able to achieve great things



Financial result improves year after year  
EBITDA positive since 2013



Quality & safety improve year after year  
Quality is stable at competitive level



Customers trust us again and volumes are increasing

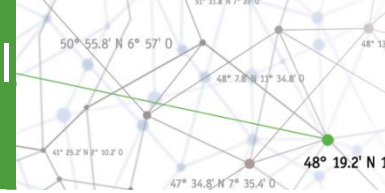


**2015**

Argos Soditic becomes major shareholder  
Financial reinforcement of 100 M EUR

We are ready to take on new challenges for the future.

By developing the best rail products and creating a top level customer service, we will speed up the modal shift



With products and services that our customers need, like the **GXN**



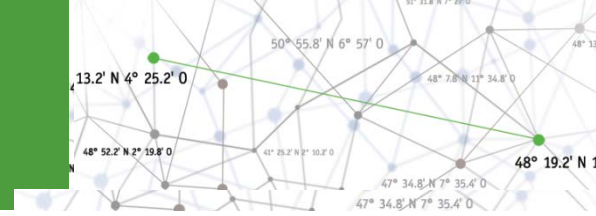
With technological innovations that boost performance and service



With a dynamic and entrepreneurial organisation



# Green Xpress Network: Fast and reliable connections between economic hubs in Europe



## Better Reliability



- Less shunting operations
- Stable transit times
- Upfront E2E transit times (ETA) for all trains
- Proposed time frames for fastest E2E

## Faster Connections



- Direct routing to important economic centers
- Improved wagon rotation
- Earliest departure of your goods in function of availability

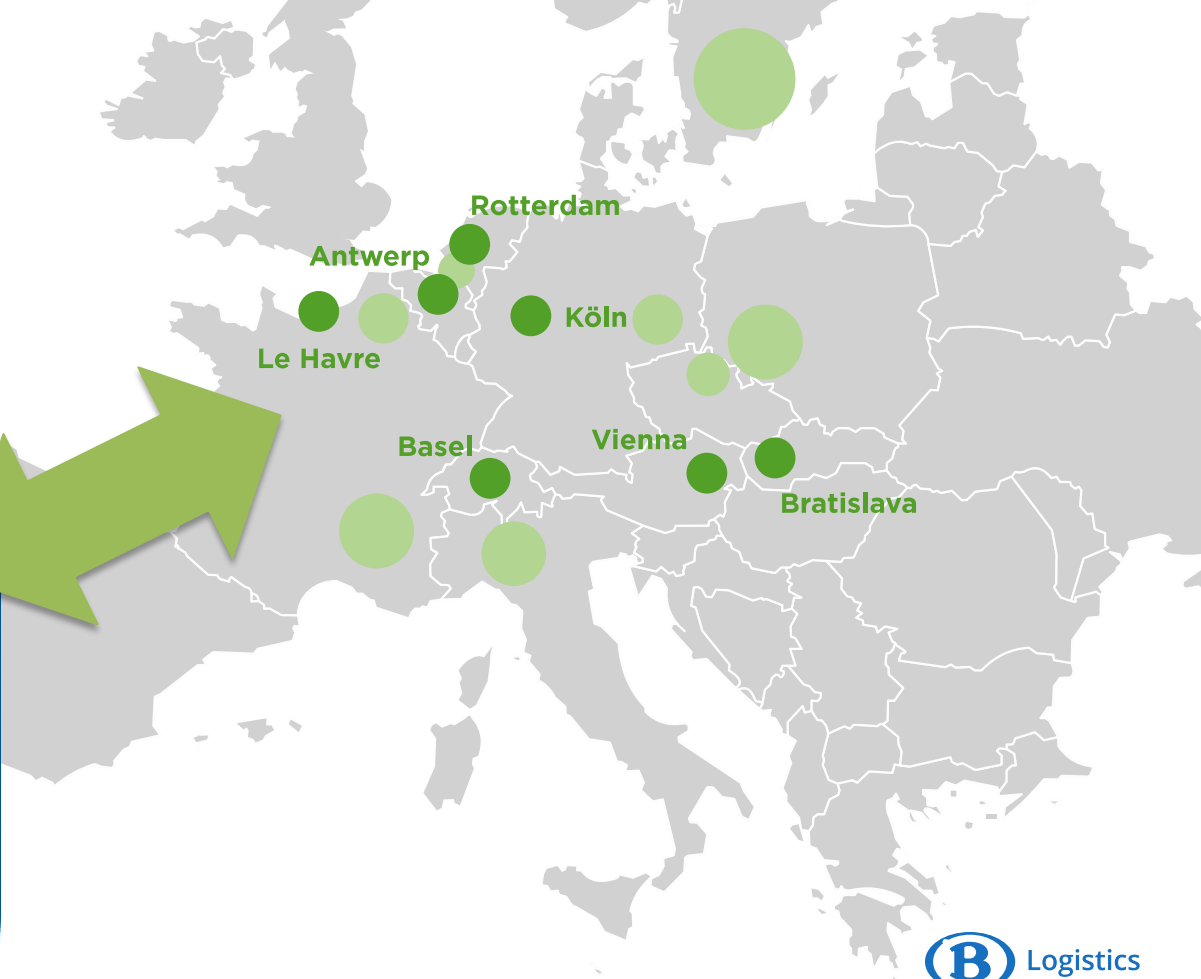
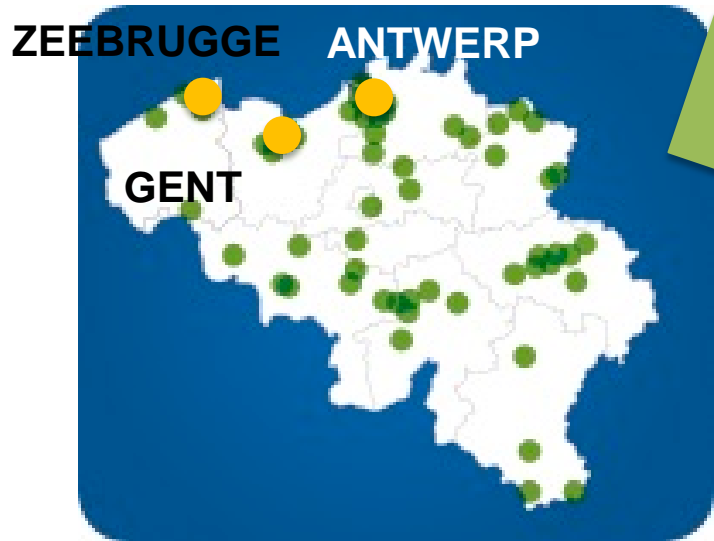
## Smarter Information



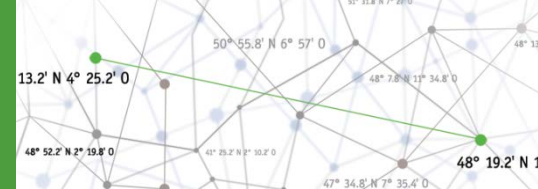
- Dedicated customer team
- Detailed tracing information via Cargoweb
- Proactive communication of deviation
- Continuous monitoring of wagons



# GXN connects Belgian economic hubs with the European hinterland



# The Swiss Xpress: Belgium - Switzerland

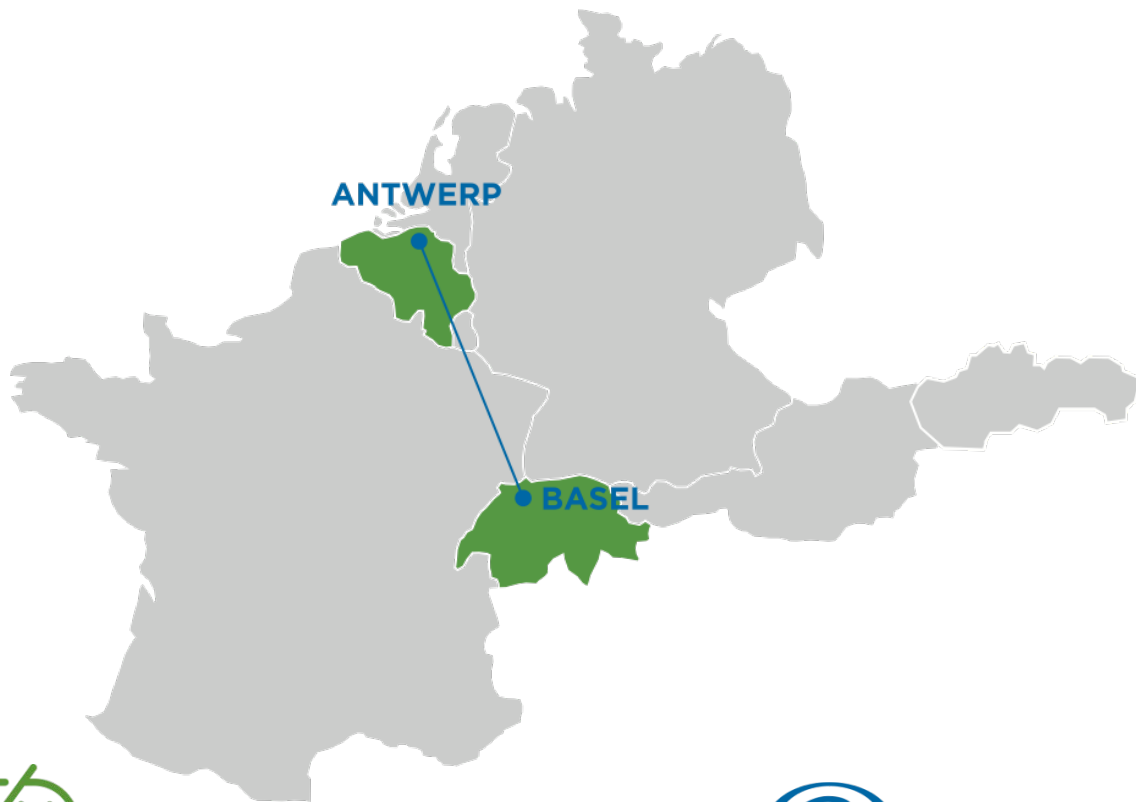


## Destination Basel

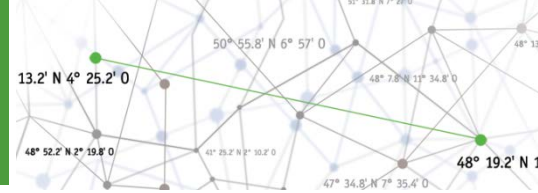
### THE SWISS XPRESS

BELGIUM - SWITZERLAND

- **DIRECT CONNECTION**  
3 RTR / WEEK (+2)
- **TRANSIT TIME**  
4.5 DAYS
- **CO-PRODUCTION**  
B LOGISTICS & SBB CARGO
- **APPLICATION**  
CONVENTIONAL AND INTERMODAL LOADS



# The Le Havre Xpress: Belgium – North of France

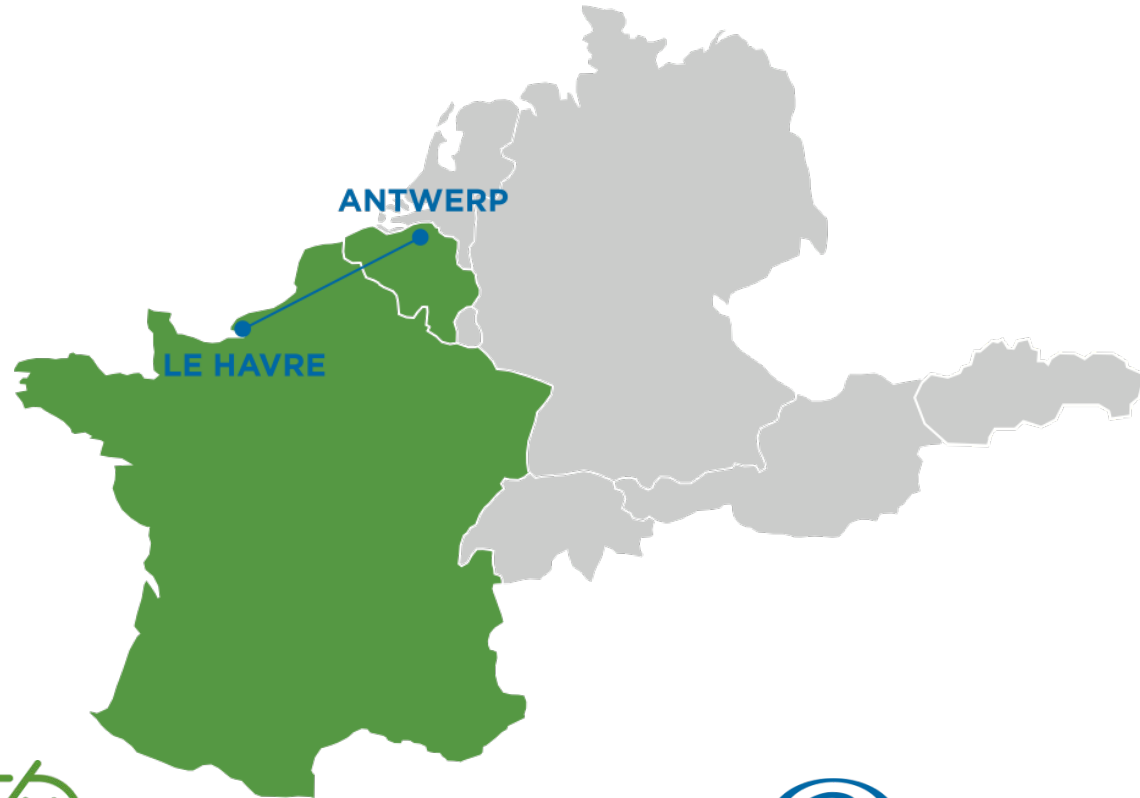


## Destination Le Havre

### THE LE HAVRE XPRESS

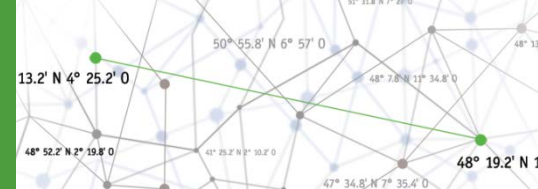
BELGIUM - FRANCE

- **DIRECT CONNECTION**  
4 RTR / WEEK (+1)
- **TRANSIT TIME**  
OVERNIGHT SERVICE
- **PRODUCTION**  
OSR FRANCE
- **APPLICATION**  
CONVENTIONAL LOADS





# The Austria Xpress: Belgium - Austria

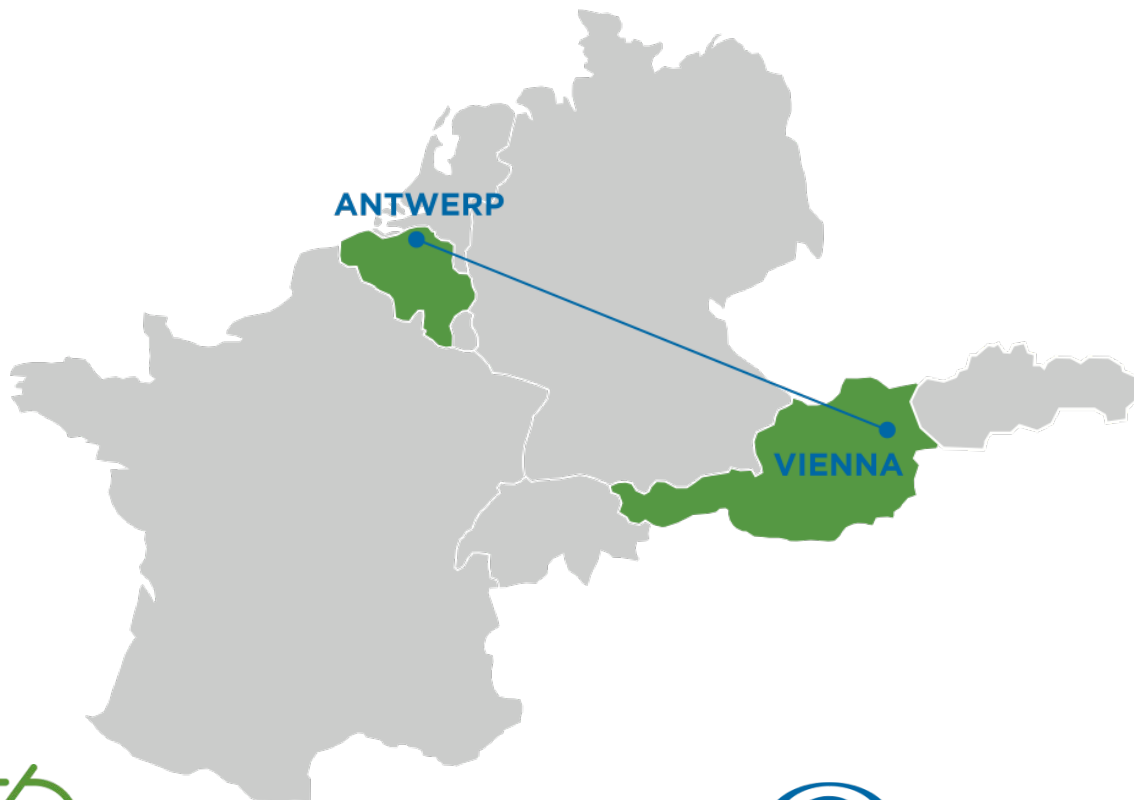


## Destination Vienna

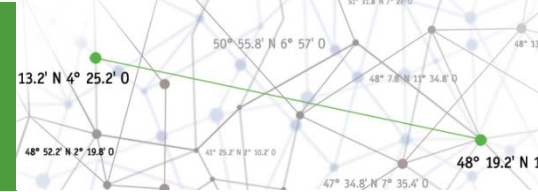
### THE AUSTRIA XPRESS

BELGIUM - AUSTRIA

- **DIRECT CONNECTION**  
3 RTR / WEEK (+2)
- **TRANSIT TIME**  
30H
- **CO-PRODUCTION**  
B LOGISTICS & TRACTION PARTNER LTE
- **APPLICATION**  
CONVENTIONAL AND INTERMODAL LOADS



# The Slovakia Xpress: Belgium - Slovakia

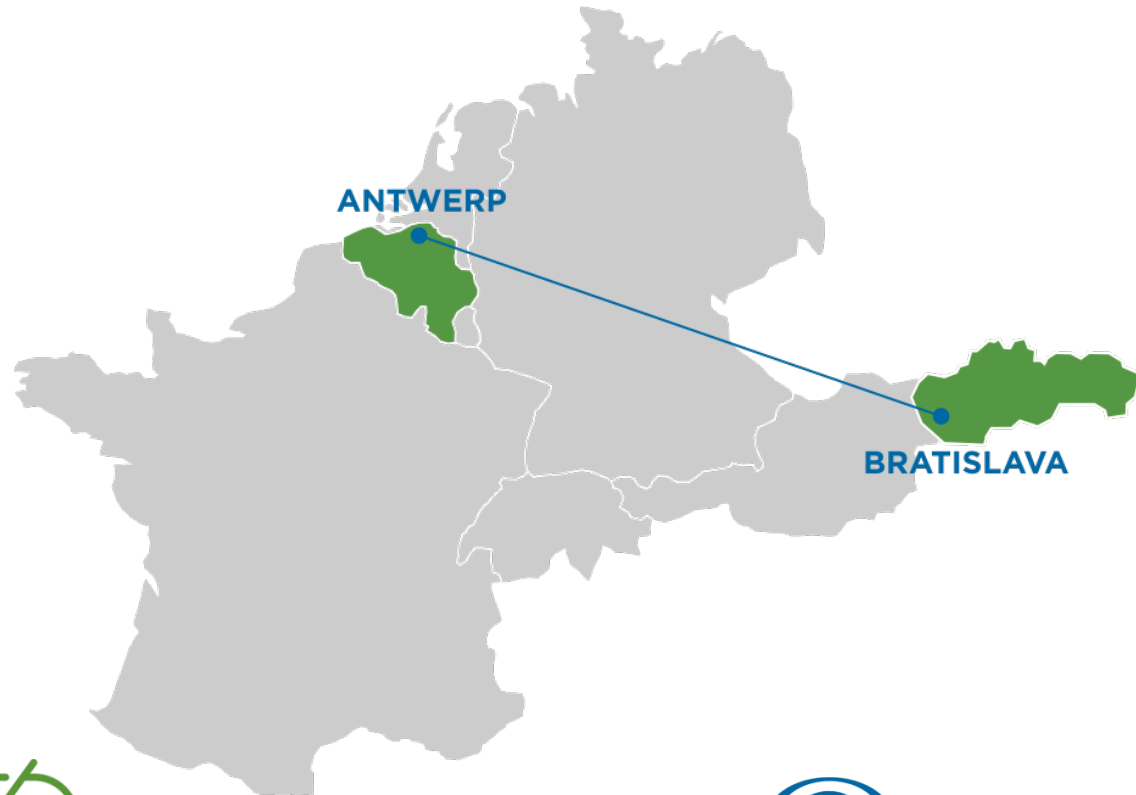


## Destination Bratislava

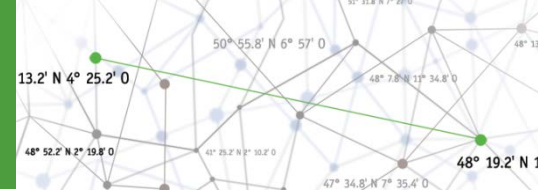
### THE SLOVAKIA XPRESS

BELGIUM - SLOVAKIA

- **DIRECT CONNECTION**  
3 RTR / WEEK (+2)
- **TRANSIT TIME**  
32H
- **CO-PRODUCTION**  
B LOGISTICS & TRACTION PARTNERS LTE AND ZSSK CARGO
- **APPLICATION**  
CONVENTIONAL LOADS



# The Xpedys Rotterdam Shuttle: Belgium - Rotterdam



## Destination Rotterdam

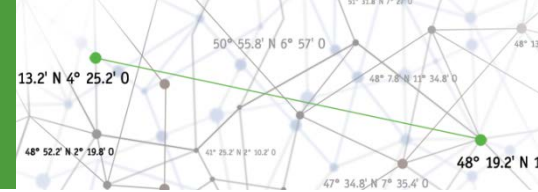
### THE ROTTERDAM SHUTTLE

BELGIUM - NETHERLANDS

- **DIRECT CONNECTION**  
5 RTR / WEEK
- **TRANSIT TIME**  
OVERNIGHT SERVICE
- **CO-PRODUCTION**  
XPEDYS AND LOCON BENELUX
- **APPLICATION**  
CONVENTIONAL AND INTERMODAL LOADS



# The Xpedys Köln Shuttle: Belgium - Rheinland



## Destination Köln

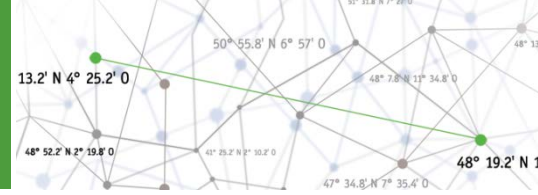
### THE KÖLN SHUTTLE

BELGIUM - GERMANY

- **DIRECT CONNECTION**  
5 RTR / WEEK
- **TRANSIT TIME**  
OVERNIGHT SERVICE
- **CO-PRODUCTION**  
LOCAL PARTNERS FOR LAST MILE
- **APPLICATION**  
CONVENTIONAL AND INTERMODAL LOADS



It is our ambition to enable the modal shift to rail



Entrepreneurial  
organisation



Innovation



Focus on customers

## MODAL SHIFT



Top level customer  
experience



Best rail products

Contribute to

- The climate
- Mobility
- Competitiveness  
of our industrial  
clients

