



DB2020 – guiding us toward the future

2015 Annual Results Press Conference



Deutsche Bahn AG

DB Mobility Logistics AG

Berlin, March 19, 2015



"WE are facing the
most **RADICAL**
CHANGE since the
German Rail Reform."

DB's Sustainability Report and Annual Report published as one integrated report for the first time



Stakeholder focus



Financial and non-financial growth



Strategic orientation



Outlook



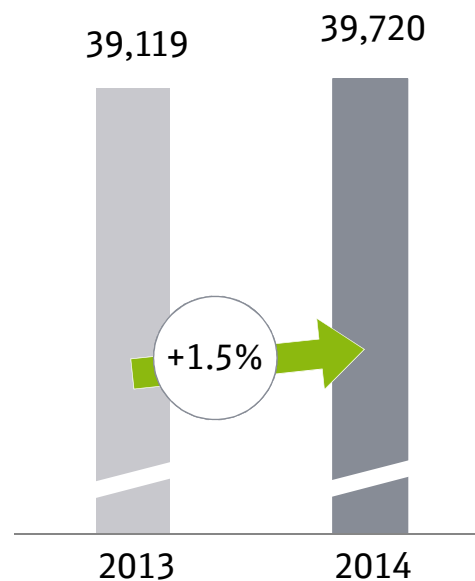
Integrated approach

DB is one of the pioneers in integrated reporting

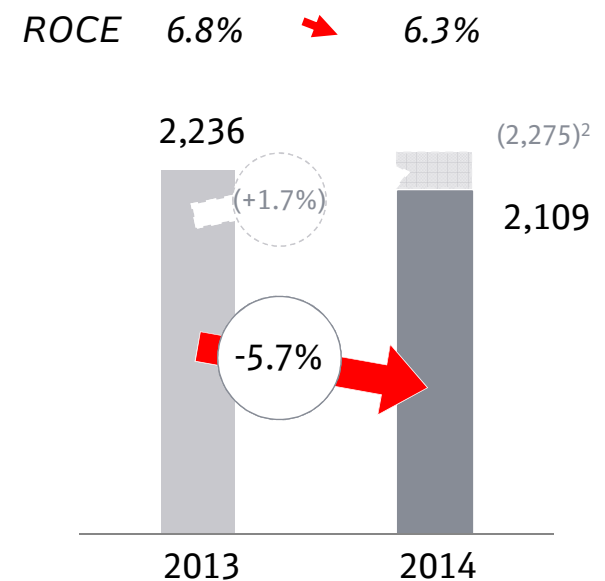
Revenues up – year-on-year earnings down, due in particular to strikes



Revenues, DB Group¹
in € m



EBIT, DB Group¹
in € m



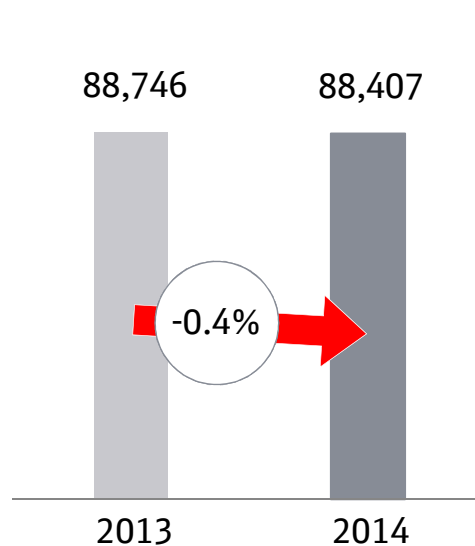
1 Revenues and EBIT adjusted for special items
2 Including strike effects totaling approximately € 166 million

Passenger numbers continued to rise in rail transport – passenger kilometers fell slightly



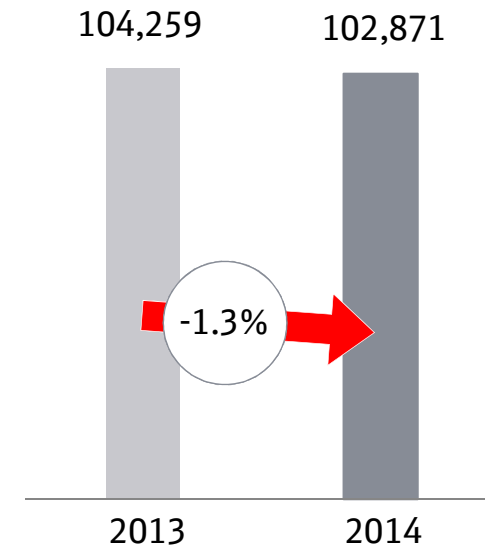
DB BAHN

Rail passenger transport
in m passenger kilometers (pkm)



DB SCHENKER

Rail freight transport
in m metric ton kilometers (tkm)



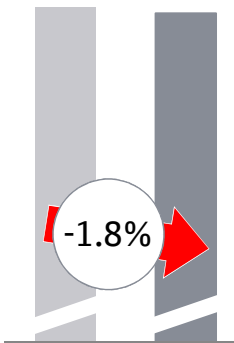
Regional rail grew, long-distance rail fell, structural decline in regional bus, strong growth in long-distance bus



DB BAHN

Long-distance passenger rail in m pkm

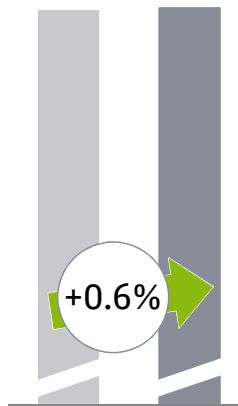
36,777 36,102



2013 2014

Regional/urban rail in m pkm

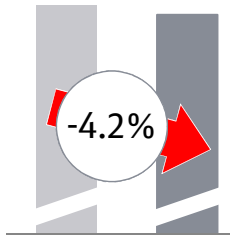
51,969 52,305



2013 2014

Regional bus in m pkm¹

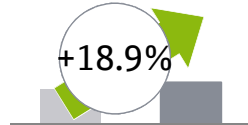
8,043 7,702



2013 2014

Long-distance bus in m pkm¹

332 395



2013 2014

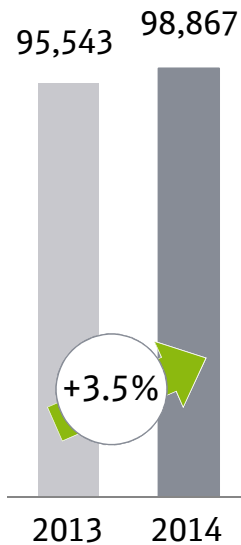
1 Excluding DB Arriva

Strong growth in logistics – especially ocean freight and contract logistics

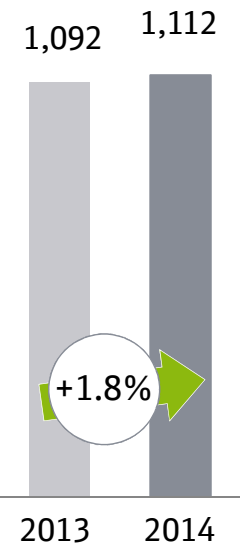


DB SCHENKER

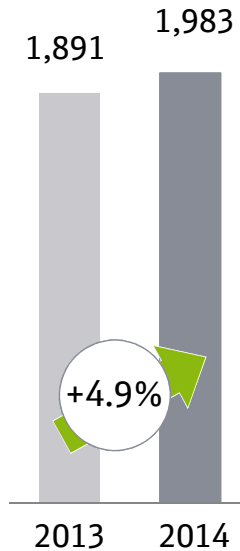
Land transport
in 1,000 consignments



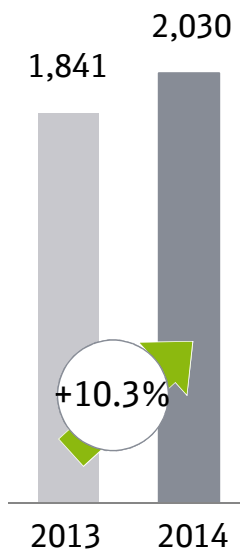
Air freight
in 1,000 metric tons¹



Ocean freight
in 1,000 TEUs^{1,2}




Contract logistics
in € m



1 Exports only, to avoid double counting
2 TEU = Twenty-foot equivalent unit

Largest modernization campaign in DB history launched – LuFV II signed on January 12, 2015



 Economic -
Profitable market leader

LuFV II (2015-2019)
€ 28 bn
in total for the existing
network (€ 11.4 bn in own
funds)

plus
€ 7 bn
budgeted for new
construction and upgrades



DB now ranked even higher as an employer – large number of new employees hired



Social -
Top employer

Rank

13

employer ranking¹

12,400

new employees

3,700


vocational trainees/
“dual” students

¹ Trendence (individual values weighted by need for new recruits)



**Eco-pioneer:
CO₂ reduction target reached six years ahead of schedule**



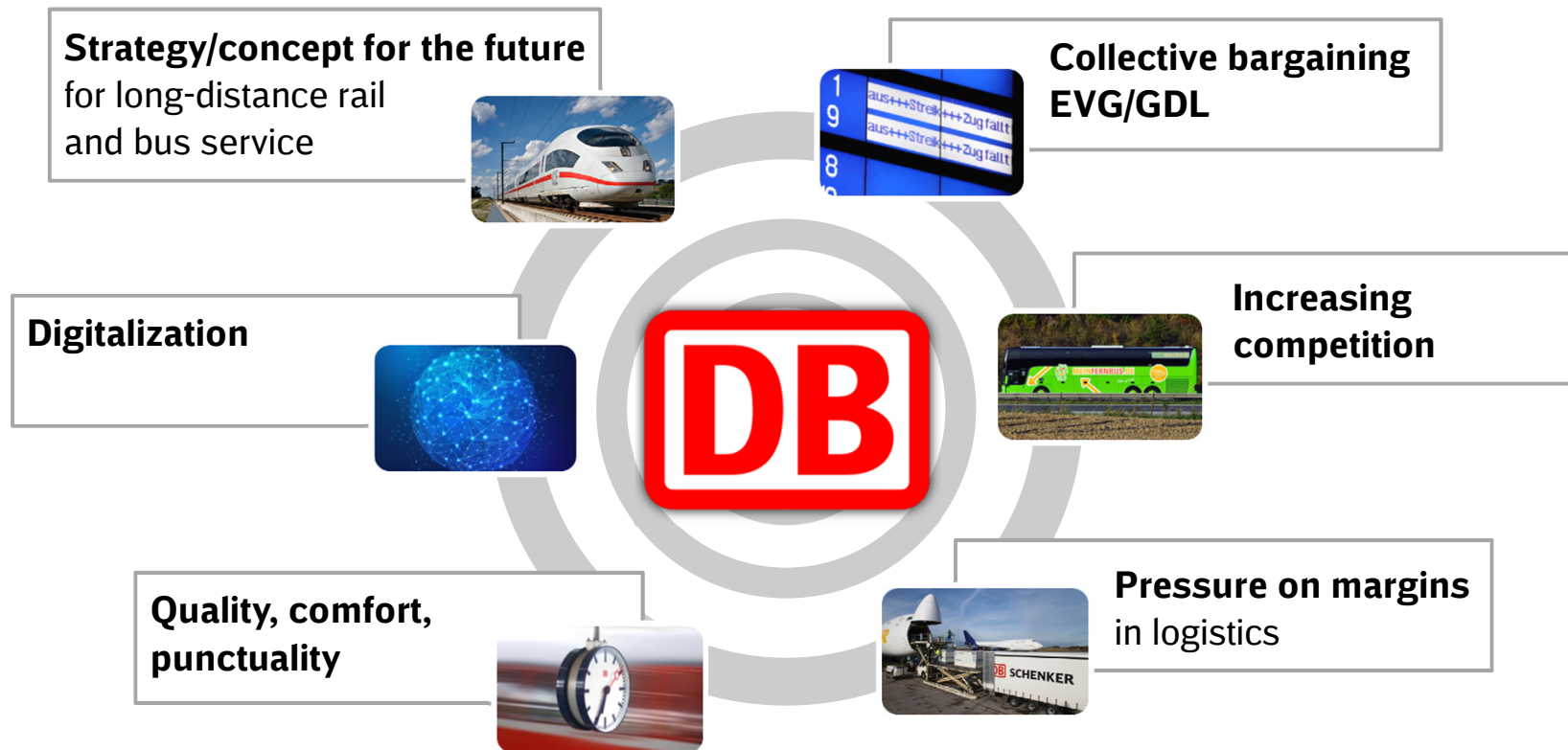
 Environmental -
Eco-pioneer

40%
renewable
energy sources

23%
CO₂ reduction



Outlook: DB is actively tackling the many challenges it faces



**DB's new long-distance bus services:
One brand, more connections, greater benefit for customers**



**Strong
brand**

**Quadrupling the
number of routes**

**Expanding cross-
border lines**

**Integrating into the
bahn.bonus program**

**Attractive
prices**



Our Long Distance campaign: Germany in sync – more green mobility for Germany



**50 million more passengers
by 2030**

**ICE core network with faster,
more frequent connections**

**Connections every two
hours to nearly all large
cities: 190 new direct IC
connections**

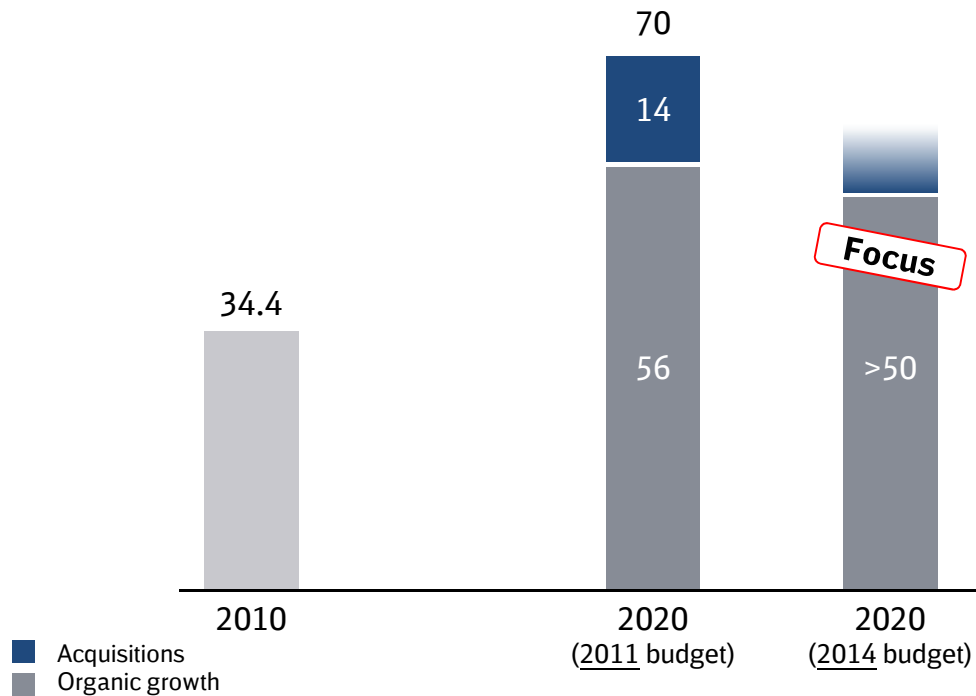
€ 12 bn in investment

**Cutting annual CO₂ emis-
sions by 1.7 m metric tons**



DB2020 will remain our guide – focus on organic growth

Revenues
in € m



Weaker market growth and more competitive pressure

Focus on organic growth for the time being

Digitalization is an opportunity for DB – many initiatives launched



DB has launched a number of initiatives:



Mobility 4.0



Logistics 4.0



Infrastructure 4.0

Production 4.0

Working Environments 4.0

IT 4.0

Examples

- New mobility products and services and networking across modes
- Digital customer interfaces and live information
- Digitalization of production processes
- Research partnerships and labs



"WE are facing the
most **RADICAL**
CHANGE since the
German Rail Reform."



**Embrace the Change =
Shape the Future**

Photo credits



Front page	Max Lautenschläger	Slide 10	Georg Wagner
Slide 2	Fotolia (#63201256)	Slide 11	From the top right clockwise: DB AG, Volker Emersleben, Ralf Braum, Axel Hartmann, Fotolia (#63201256), Max Lautenschläger
Slide 3	Max Lautenschläger	Slide 12	GettyImages (Kerstin Rüttgerodt)
Slide 4	Jet-Foto/Kranert	Slide 13	DB AG/Siemens AG, DB AG/Bombardier
Slide 5	Max Lautenschläger	Slide 15	DB Vertrieb (background), Jo Kirchherr, Ralf Braum, Hartmut Reiche
Slide 6	Michael Neuhaus	Slide 16	Fotolia (#63201256)
Slide 7	Max Lautenschläger	Slide 17	Fotolia (#63201256)
Slide 8	Frank Kniestedt		
Slide 9	Arne Lesmann		