



We need rail more than ever.

Speeches by

Dr. Richard Lutz, Chairman of the Management Board and CEO

Dr. Levin Holle, Member of the Management Board
for Finance and Logistics

2022 Annual Results Press Conference

Deutsche Bahn AG

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Check against delivery.



Part A - Dr. Richard Lutz

Press representatives, ladies and gentlemen,

For more than a month now, a war has been raging in Europe. The threat from the pandemic has been pushed into the background by this completely new threat, one that has shaken us to the core.

At Deutsche Bahn, our natural response to a humanitarian crisis like this is to help wherever we can with concrete action and support. In recent weeks, we launched the largest-scale relief effort in DB's history.



DB Cargo and DB Schenker set up an unprecedented "rail bridge" – an airlift by rail, if you will – in a matter of days. We are currently using the DB Cargo network to run a freight train to Ukraine every two days. Each train transports containers packed full of food, water and toiletries donated by businesses and individuals from all over Germany and its neighboring countries.

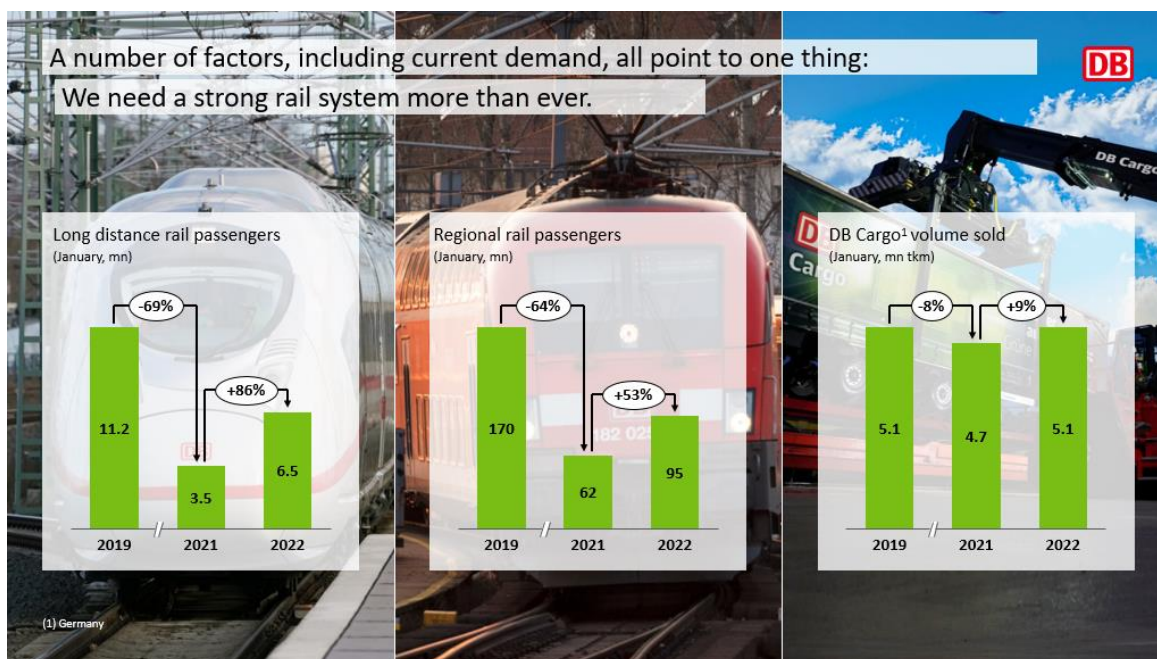
Our #helpukraine ticket has allowed well over 200,000 people from Ukraine to travel through Germany for free. Each day, we have transported thousands of refugees to safety, helping them reach their final and intermediate destinations in our EuroCitys, buses, shuttle trains and special trains.

We are also offering fast, straightforward assistance to refugees from Ukraine who are looking for options on the German labor market. We offer guidance tailored to each specific case, and training for rail-specific professions. We are also helping people find job options quickly. On a Ukrainian-language website, DB Schenker has compiled a list of logistics jobs in Germany and Ukraine's neighboring countries.

And everywhere, DB employees have joined in to help by organizing schedules, assisting refugees as they arrive, serving as interpreters and coordinating the many volunteers at our stations. Thank you so much to everyone who has been helping – to our employees, to the German transport ministry, to the state and federal police, to the traveler's aid societies at our stations and to the many private initiatives and volunteers who have been involved. Thank you for your tireless efforts and your outstanding teamwork.

Such a humanitarian crisis throws into stark relief the relative significance of everything else. And still, Levin Holle and I are here today to share the details of last year's financial performance at DB. We are, of course, also aware of the high level of uncertainty we face at the moment.

Welcome to our annual results press conference.



Ladies and gentlemen,

2021 was another turbulent year for Deutsche Bahn. Following a long period of lockdown, we were pleased to see passengers return quickly in the early summer. But flooding and strikes brought this trend to a halt. And new Covid variants caused concern and made for an uneasy fall and winter on the markets. It was another year under exceptional circumstances, and we, like so many companies, felt the impact on our bottom line. Profits improved, but we remained in the red.

Still, the most important thing we have seen is that climate-friendly mobility and logistics services are absolutely essential. We are seeing this clearly on our trains and in the demand for our services. Even though Covid infection rates are at record highs, we are gradually returning to pre-pandemic levels. A strong rail system is more important than ever. And many factors show us that we are on the right path.

Some 82 million passengers used DB's long distance trains in 2021 – that is essentially the equivalent of every German taking an ICE or IC once last year. In months where infection rates were low and there were few Covid restrictions, we returned to 2019 pre-pandemic levels for leisure travelers – and in some cases even exceeded them by about 10%.

DB Regional proved to be a pillar of stability in regional transport in Germany. Some competitors withdrew from the market, but passengers could count on DB Regional to keep service running.

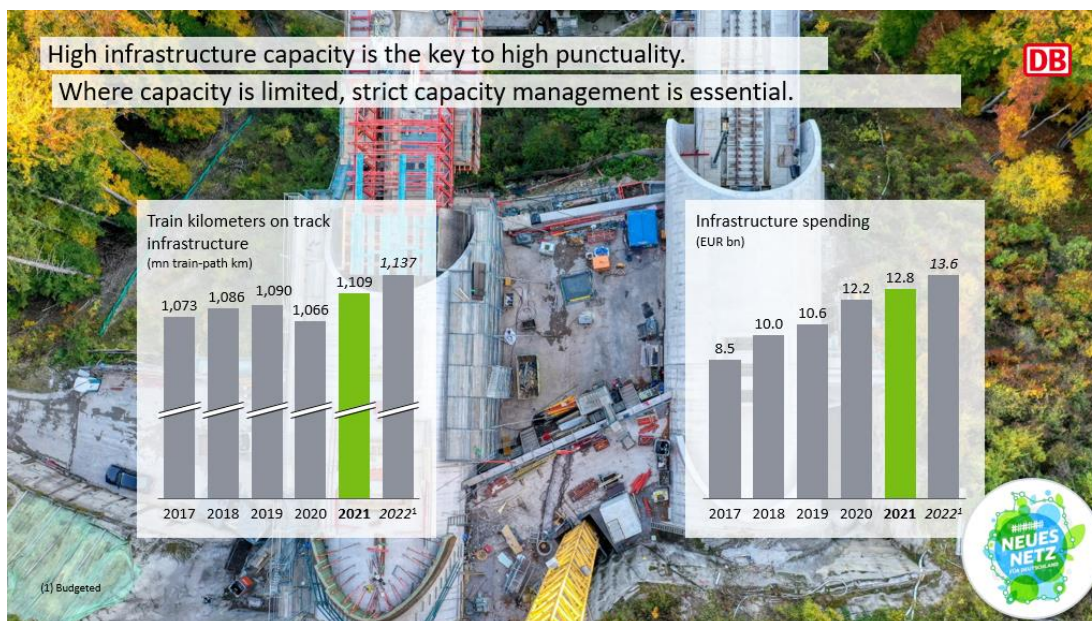
In freight transport, demand saw a noticeable increase: DB Cargo transported more goods and delivered a higher volume sold in 2021. December figures put us well above the previous two years, and full-year figures were at 2019 levels. The same was true for revenues.

We also hired more than 22,000 new people, including 5,000 new vocational trainees. DB continues to help drive job growth, even in difficult times.

Everywhere we look, we can see that people have faith in DB – in rail transport, in our mobility and logistics services and in our Strong Rail strategy. People want to travel by rail. Companies want to shift more traffic to rail. And policymakers want to continue supporting this shift.

Last year showed us that demand grew faster than our infrastructure capacity. But in order to create more capacity, we first need to do more construction. You can't have one without the other. That is why we are continuing to invest in our network at record levels. Investment is essential if we are to decarbonize the transport sector. We have to build and upgrade our infrastructure to offer more rail services – and help fight climate change.

Offering more rail service despite limited, mostly constant infrastructure capacity means that there will be growing pains – for the quality of our service and our on-time rates. We are working full speed ahead to balance construction and operations, because the current amount of construction and maintenance will need to increase many-fold.



This will remain a balancing act in the coming years. The greatest challenge will be to meet growing demand and still offer stable, high-quality operations.

And that is why, in addition to offering stable daily service, we plan to do more capacity-friendly construction, launch more small and medium-scale measures that will expand capacity quickly, and use digital intelligence to better manage rail service. Over time, construction projects from the German government's infrastructure upgrade plan, coupled with digital rail technology, will keep bringing us closer to a Germany-wide clock-face train schedule.

Ladies and gentlemen,

Shifting traffic to rail is not just about creating more infrastructure capacity; it is also about offering attractive products.



DB Cargo has many new forms of rail logistics products to offer, ranging from its Parcel Intercity trains to logistics services that bring car batteries right to the assembly line. Rail freight transport is fast, straightforward and good for the carbon footprint of every product. DB Cargo offers flexible, end-to-end services, with smart options for combining different modes of transport, a boost to single wagonload transport, and the benefits of digitalization. At the end of the day, freight belongs on trains – that is the only way to meet our climate targets.

We are also expanding and modernizing our passenger transport fleet to make it bigger, newer and more modern than ever before. These improvements will mean more comfortable travel, more convenient service, more flexibility – and more rail service in general. By the end of this year, we will have 360 ICE trains, nearly 100 more than just five years ago.

Our now well-established twice-hourly service between Berlin and Hamburg, and our Sprinter service between Berlin and Cologne, offer a taste of how things will be when we have a Germany-wide clock-face train schedule. It will mean sustainable mobility for the whole country.



This is also the stated goal of Germany's new administration. The new coalition agreement is the first to explicitly state that investments in rail should be prioritized over those in road. Policymakers want to modernize and upgrade rail service and shift traffic to rail more quickly. And those are precisely the goals of our Strong Rail strategy. In other words, society, policymakers and DB all share the same objective. I am very grateful to the German Federal Ministry for Digital and Transport for their support and collegiality.

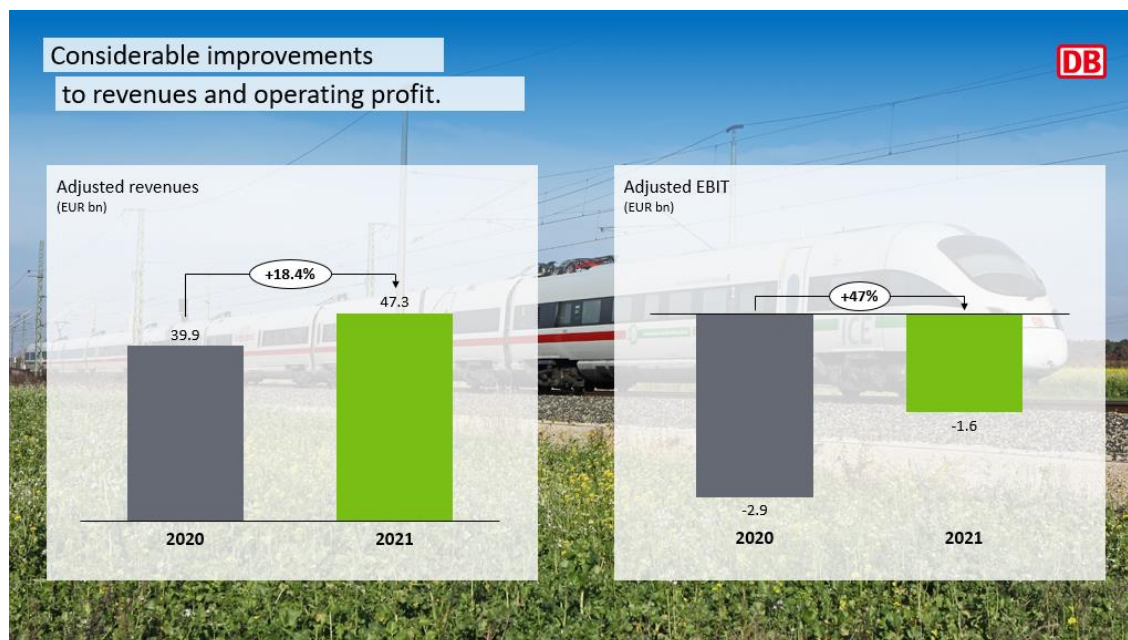
Ladies and gentlemen,

Before I hand the floor over to Levin Holle, please allow me one brief remark. Ronald Pofalla is someone who has always fostered effective teamwork with policymakers. As you may know, he has decided to leave DB at the end of April for personal reasons. I would like to take this opportunity today to thank him for everything he has done and achieved for Deutsche Bahn. It has been a pleasure working with him. And now over to you, Levin.

Part B - Dr. Levin Holle

Ladies and gentlemen,

I would also like to welcome you to today's annual results press conference – a press conference taking place in exceptional times.



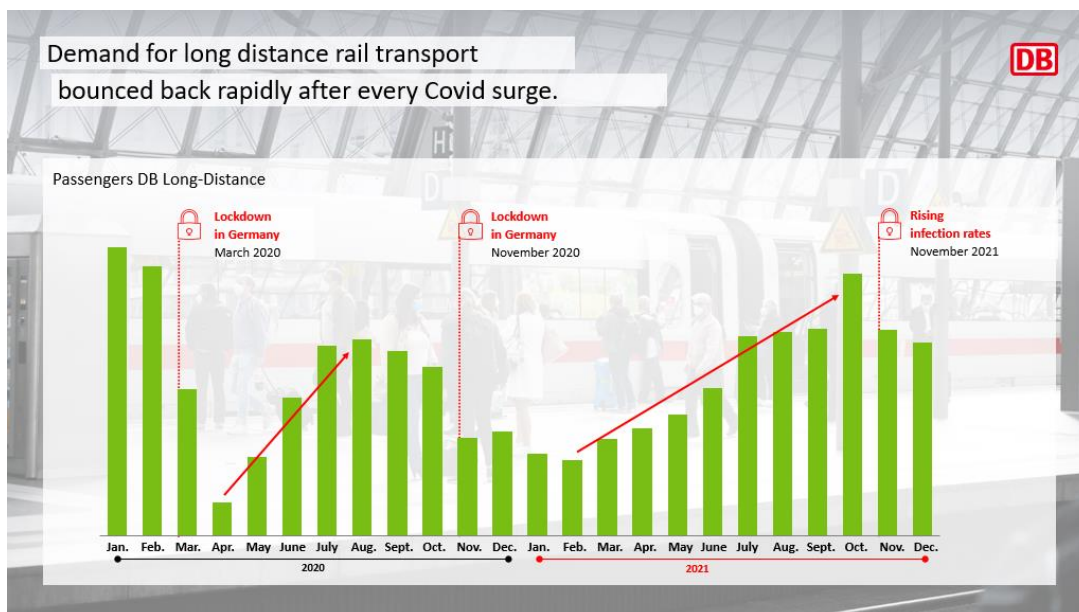
Richard Lutz mentioned before that people in Germany want to take the train again. Demand for climate-friendly mobility and high-quality logistics is high. That is reflected in our revenues. DB Group revenues rose 18.4% year on year, to EUR 47.3 billion, in 2021. That was better than in 2019, before the pandemic hit.

DB Schenker, our logistics subsidiary, played a key role in driving revenues, and I'll say more about that in a minute. Rail service in Germany and Europe also contributed to revenue growth. However, the pandemic meant that we closed out the year with an operating loss again.

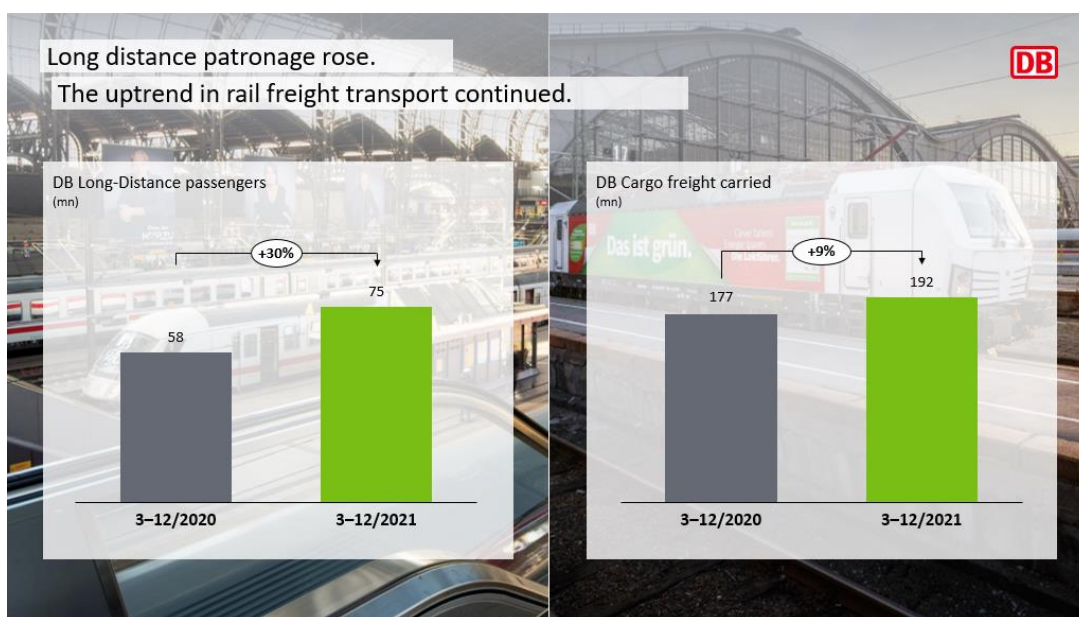
And the war in Ukraine is not just the cause of immense human suffering. It has also given rise to new uncertainty, and in particular to unease about rising energy prices and concern about where the European economy is headed. DB is in the same position here as most other companies and as each of us as individuals.

We made major improvements in 2021 compared with the first year of the pandemic. At EUR 1.6 billion, our operating loss was much lower than in 2020. Net income for the year – that is, including extraordinary items, interest and tax – improved even more significantly. It rose almost EUR 5 billion year on year, but we still posted a loss of EUR 900 million.

One important thing we have learned in the past two years is that our passengers always come back quickly after every Covid surge and every slump in demand. Our long distance passenger numbers reflect that fact. On some weekends recently, we were only 10% below pre-pandemic levels.



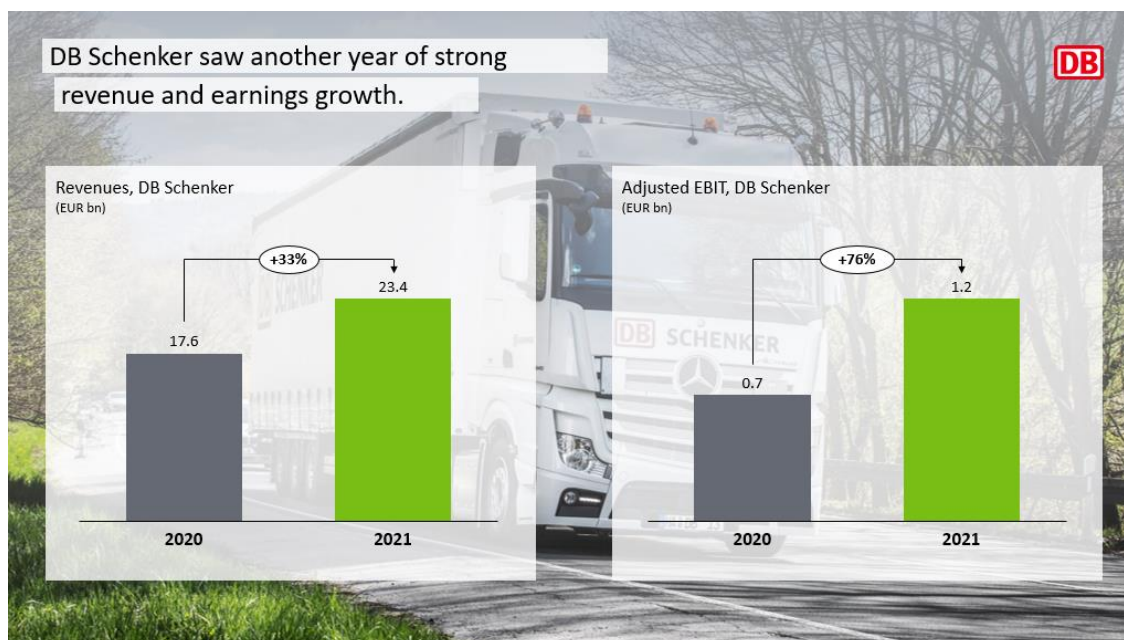
Mobility is and will remain essential if people are to participate in society, enjoy economic prosperity and find personal fulfilment. This principle will still apply when the pandemic is over. And so, despite all the current uncertainty, we are cautiously optimistic as we look ahead to the rest of 2022.



One cause for our optimism is the fact that we did not just transport more long distance passengers in 2021 than in 2020. We also transported more freight by rail. That becomes especially clear if we compare March to December 2021 directly with the same period in 2020. Both those periods were dominated by the impact of the pandemic. But in 2021, we had 30% more long distance passengers from March to December – a major increase.

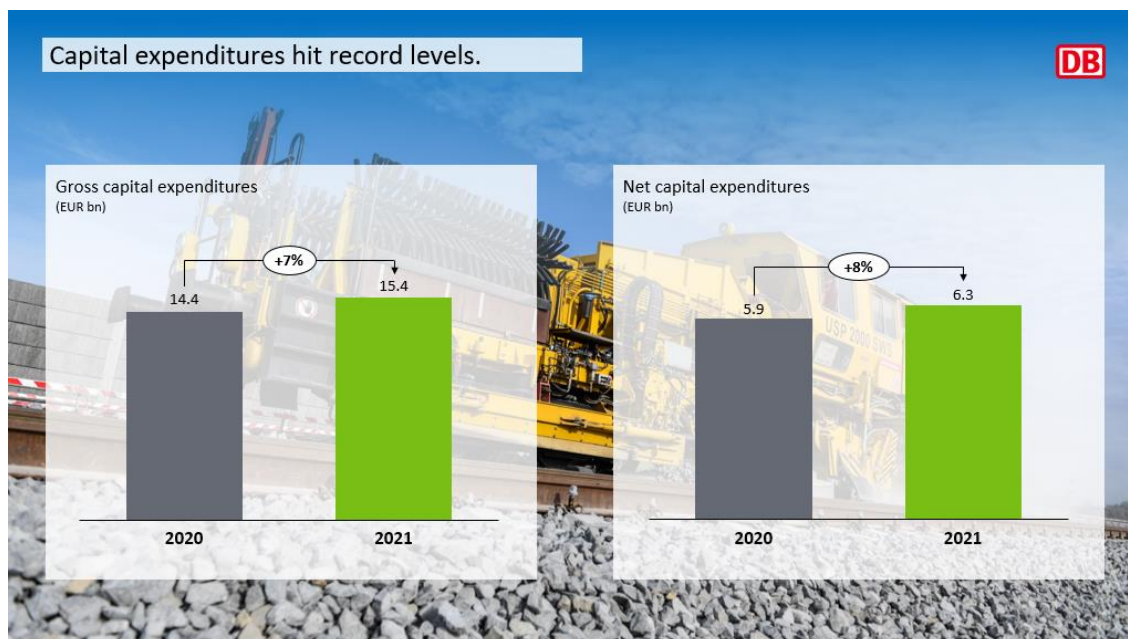
DB Cargo transported 9% more freight by rail in the same period. And rail is the climate-friendly option. So the trend is clear: more and more companies are looking for environmentally sustainable supply chains. DB Cargo managed to return to its pre-pandemic revenues despite a

number of challenges, including the pandemic, strikes and record levels of construction on the rail network.



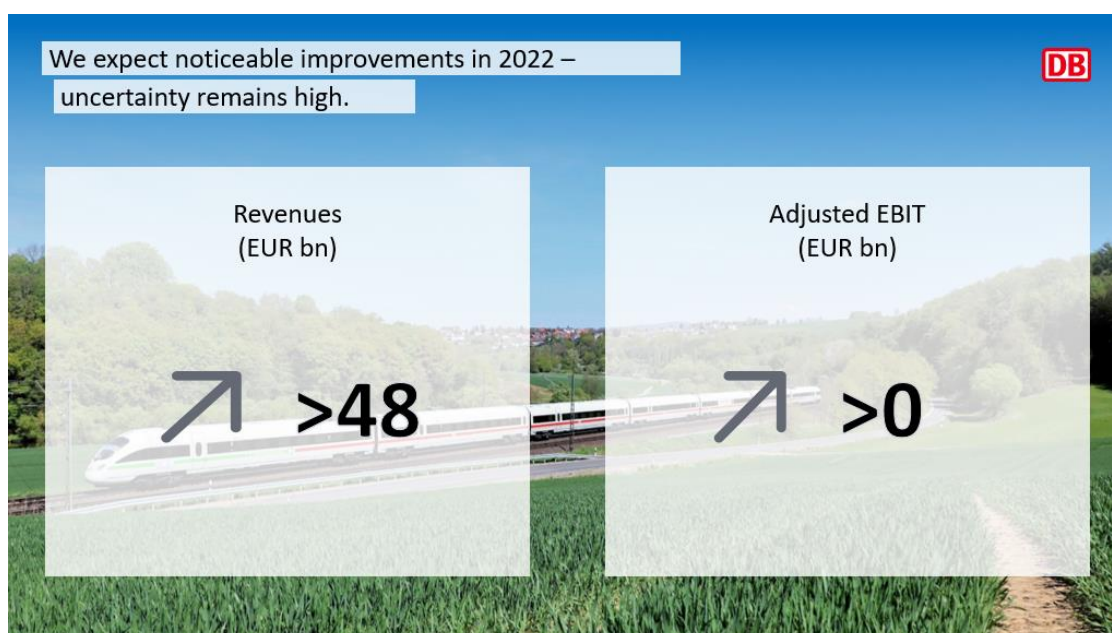
DB Schenker, our logistics subsidiary, was extremely successful once again. In uncertain times, Schenker kept its customers' supply chains stable around the globe. And that had financial benefits. Now facing its 150th anniversary as a company, Schenker has delivered excellent results: record revenues of over EUR 23 billion for 2021, record profits, and a pioneering strategy that DB Schenker will use to further improve its competitive position. It is certainly true that special circumstances in the air and ocean freight markets were part of the reason for Schenker's enormous profit increase of more than 75% to EUR 1.2 billion. But DB Schenker's management also made a number of very sound decisions in the face of great uncertainty. For example, they decided to set up their own charter network in the air freight market. They also decided to expand climate-friendly, biofuel-based transport options. And they worked tirelessly to take each of their business segments to the next level. That put DB Schenker in an excellent position for sustained growth.

As always, you will find detailed, transparent information and the facts and figures for all our business segments in our Integrated Report.



In collaboration with the German Federal Government, our shareholder, we also continued to increase our capital expenditures in 2021, despite the pandemic. Specifically, we raised gross capital expenditures by some 7% year on year, to EUR 15.4 billion, a new record. And we raised net capital expenditures by nearly 8%, to EUR 6.3 billion. Roughly 95% of gross capital expenditures was invested in rail, our core business. And it was used in particular to upgrade our infrastructure and thus build more rail capacity, offer more varied service for our customers and generate more climate-friendly growth.

We are also keeping an eye on our debt. Despite very high levels of capital expenditures, our net financial debt as of December 31, 2021 was at EUR 29.1 billion, lower than the year before. Let me be clear: we will stand by our commitment to the German government and will cover half the pandemic losses in our core business ourselves by 2024. Last year, we saved more than a billion euros on general, administrative and personnel expenses.



Now we will need to both invest and find smart ways to save if we want to run a profitable business again starting this year. And that is our goal: the DB Group is committed to generating positive adjusted EBIT this year. We expect revenues to continue to grow to more than EUR 48 billion. That is an ambitious target, but an achievable one given what we know at this point. There is of course a great deal of uncertainty associated with any type of forecast in such turbulent times.

That applies to energy prices in particular. We have effective hedges in place that will go a long way toward protecting us against the dramatic price increases we are seeing in the energy sector this year. But significant increases in inflation overall will of course also have an impact on our business – we are no different from any other company in this regard.

One thing is certain, though: the foundation of our business – high demand for our services – is there. Eco-friendly mobility will be needed in the future to connect people, move goods, and keep fighting climate change.

With that, I'd like to hand the floor back to you, Richard

Part C - Dr. Richard Lutz



Thank you, Levin.

Ladies and gentlemen,

As Levin said, we need rail transport more than ever. And we will need it in the future too. Many things have changed over the past two years – the working world, digitalization, the climate situation and people's values are just a few examples. But one thing is certain: as we

work to change all these areas, we will need rail – to get people from A to B and provide the logistics services that businesses and individuals need.

We firmly believe that people will become more mobile as the working world and our personal lives continue to change, with digitalization becoming ever more important and more flexible models emerging. People want to be mobile. And each person who chooses rail, each freight train that runs, helps fight climate change – one of the most urgent challenges we face.



Ladies and gentlemen,

Last year was the European Year of Rail, a year to celebrate solidarity on this continent, sustainable travel without borders, and the life-affirming role of rail. Europe is a wonderful place, and rail is the easiest way to explore it. This year marks 50 years since the first Interrail pass was issued. And the BahnCard is celebrating its 30th anniversary this year. For many people, rail travel is synonymous with freedom and independence.

Today, those values are in peril, as are peace and freedom in Europe. At Deutsche Bahn, we stand for a free, peaceful and democratic Europe. Helping and supporting others is in our DNA as railway people and as Europeans. Europe stands for community, for democracy, for the rule of law, and for tolerance. At Deutsche Bahn, we are committed to those values.



And we will be there: for people, for the climate, for the economy, and for Europe.

Thank you.

Photo credits



Slide 1	Deutsche Bahn AG Claus Weber	Slide 7	Deutsche Bahn AG Max Lautenschläger
Slide 2	f.l.t.r. Deutsche Bahn AG Volker Emersleben Deutsche Bahn AG Oliver Lang	Slide 8	Deutsche Bahn AG Max Lautenschläger
Slide 3	f.l.t.r. Deutsche Bahn AG Volker Emersleben Deutsche Bahn AG Pierre Adenis Deutsche Bahn AG Oliver Lang	Slide 9	f.l.t.r. Deutsche Bahn AG Oliver Lang Deutsche Bahn AG Michael Neuhaus
Slide 4	Deutsche Bahn AG Arnim Kilgus	Slide 10	Deutsche Bahn AG Michael Neuhaus
Slide 5	Deutsche Bahn AG Oliver Lang	Slide 11	Deutsche Bahn AG Max Lautenschläger
Slide 6	Deutsche Bahn AG Oliver Lang	Slide 12	Deutsche Bahn AG Wolfgang Klee
		Slide 13	Deutsche Bahn AG Oliver Lang
		Slide 14	Deutsche Bahn AG Oliver Lang
		Slide 15	Deutsche Bahn AG Oliver Lang