



## **DB2020 – guiding us toward the future**

*Leaner, faster, more efficient and more customer focused*

2015 Interim Results Press Conference



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Deutsche Bahn AG

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DB Mobility Logistics AG

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Berlin, July 28, 2015

## The restructuring of the Group will make DB leaner, faster, more efficient and more customer focused

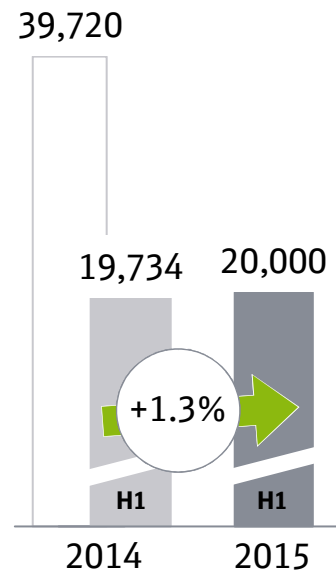


- 1** Dissolution of the two-level DB ML AG/DB AG holding structure
- 2** Reduction of the number of Group board divisions from eight to six
- 3** Reassignment of the current Technology and Environment Division
- 4** New allocation of duties within the Group Management Board
- 5** Reorganization of the service functions and internal services within the Group
- 6** Partial privatization option for DB Arriva and DB Schenker Logistics

# Strikes and the effects of storms had a major impact on earnings in the first half of the year – despite this, DB increased revenues

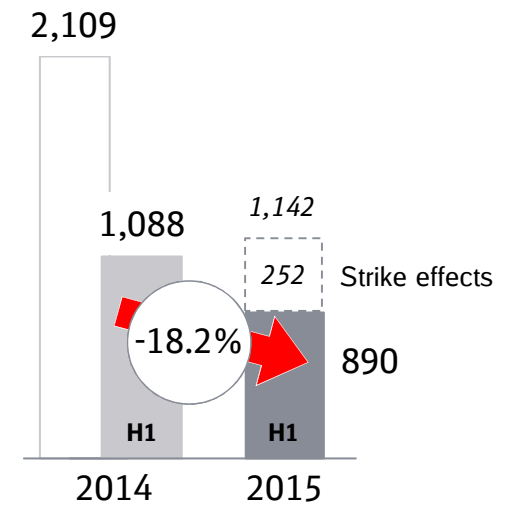


**Revenues, DB Group<sup>1</sup>**  
€ mn



**EBIT, DB Group<sup>1</sup>**  
€ mn

ROCE 6.5% → 5.1%



<sup>1</sup> Revenues and EBIT adjusted for special items

# Our objective remains to bring the economic, social and environmental dimensions into harmony



We are on track in two dimensions, but **the economic dimension** (customer and quality, profitable growth) is **unsatisfactory**.



**Profitable market leader**  
Economic dimension



**Top employer**  
Social dimension



**Eco-pioneer**  
Environmental dimension



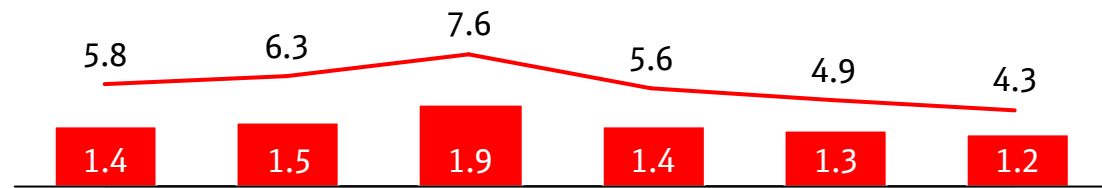
# Rail operations in Germany have seen substantial negative changes in the past few years



EBIT in € bn | ROCE in %

— ROCE ■ EBIT

Rail operations in Germany



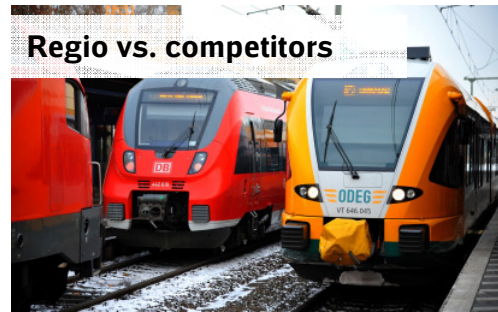
Abroad



# The development of rail operations in Germany has been impacted by growing competition and worsening market conditions



New competitors long-distance sector



Market fragmentation



Higher factor costs



Increased competitive pressure

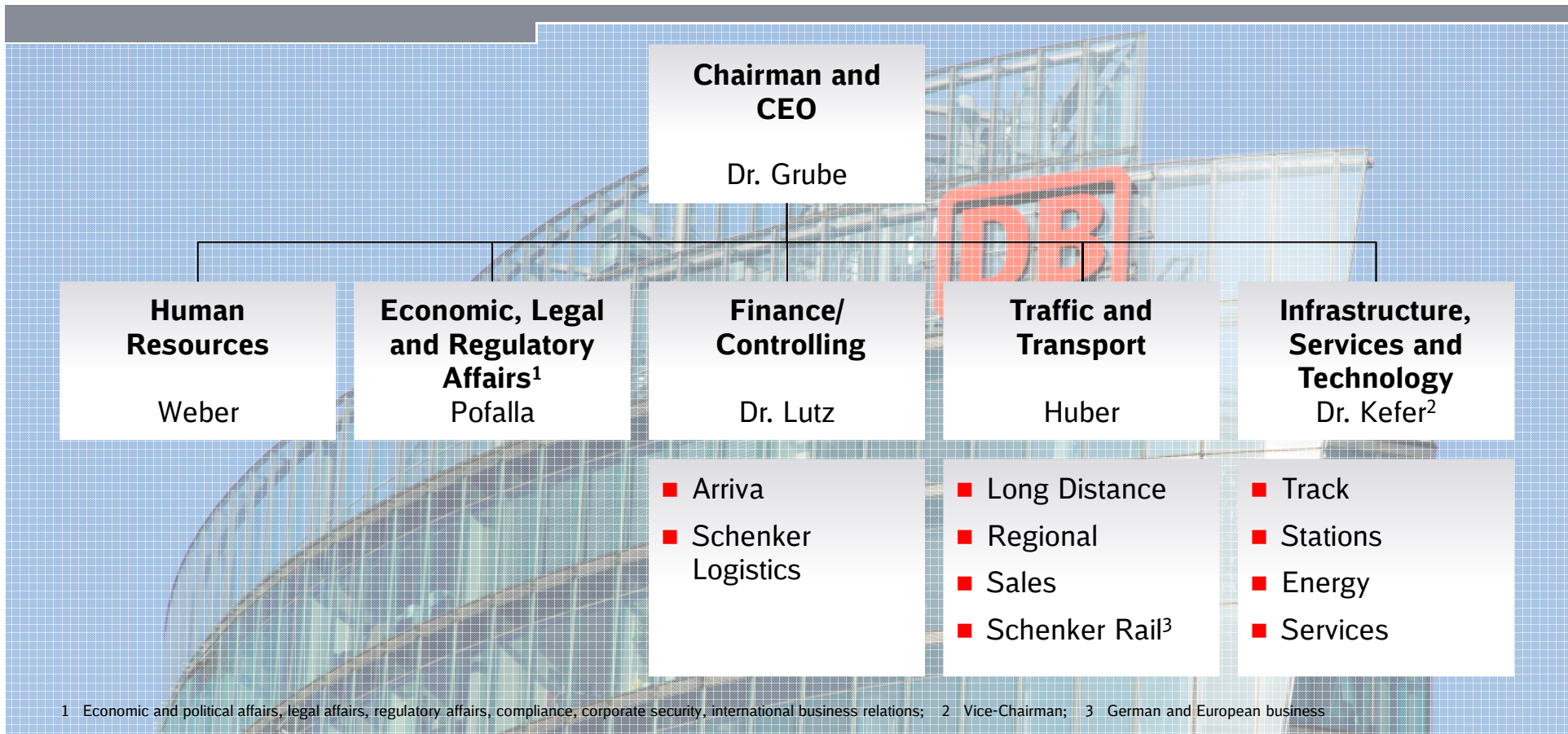


Increased construction activity



Growing regulation

# The restructuring of the Group will strengthen rail operations in Germany, our core business



1 Economic and political affairs, legal affairs, regulatory affairs, compliance, corporate security, international business relations; 2 Vice-Chairman; 3 German and European business

**Leaner, faster, more efficient and more customer focused**





## Photo credits



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Front page	Max Lautenschläger
Slide 2	Volker Emersleben
Slide 3	Jet-Foto/Kranert
Slide 4	Left column from the top: Jo Kirchherr, Claus Weber, Margit Wild; middle: ClipDealer (#70420), right: gettyimages (#108272075)
Slide 5	Max Lautenschläger, Max Lautenschläger
Slide 6	From the top left (clockwise): Volker Emersleben, Jet-Foto/Kranert, Volker Emersleben, gettyimages #71550583, Frank Kniestedt, Georg Wagner
Slide 7	Volker Emersleben
Slide 8	Jo Kirchherr