

Investor Presentation

Roadshow Spring 2020

Deutsche Bahn AG, June 2020



Key Messages of this presentation

- 1 **Climate change** and government ambition to strengthen rail are key structural determinants of DBs future.
- 2 Our new Strategy **Strong rail** reflects this by building a stronger rail system.
- 3 Significant investments are planned until 2030 – large majority of **capex will be government funded**.
- 4 In 2019, we have **delivered against our ambition** to make DB more Robust, Powerful and Modern.
- 5 In 2020, we **delivered a strong start** with record volume growth and improved production quality.
- 6 **Corona** has interrupted this trend with severe volume losses and low points in April.
- 7 As Corona does not reduce the need for a strong rail system in Germany, we take a **balanced response**.
- 8 We take bold action in areas that do not limit our longer term growth, but **maintain our capex plan**.
- 9 **German Government and DB take a joint approach** with Government support to manage crisis and growth.

Introduction and Overview

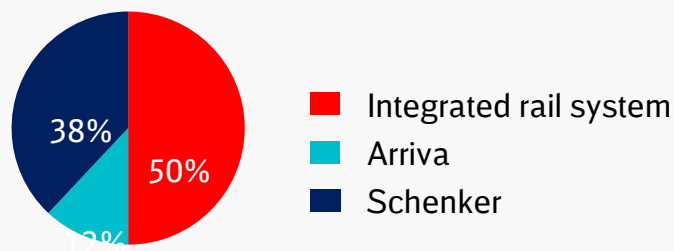
Deutsche Bahn at a glance



DB Group (2019)

- International mobility & logistics services.
- Active in >130 countries.
- Vertically integrated Group structure.
- DB AG acts as management holding company.
- Ratings: Aa1 / AA

Revenue structure (%)



External revenues (€ mn)	44,431	+0.9%
EBIT adjusted (€ mn)	1,837	-13.0%
EBITDA adjusted (€ mn)	5,436	+14.7%
Gross capex (€ mn)	13,093	+16.8%
Employees (FTE, as of Dec 31)	323,944	+1.7%

Integrated rail system

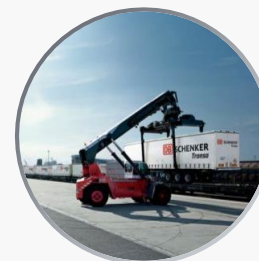


Mobility, transport, freight services and rail infrastructure in Germany

- 4,669 mn rail and bus passengers
- 12.8 mn rail and bus passengers/day

22,008	+1.8%
1,023	-21.8%
3,616	+4,5%
11,713	+10.4%
195,460	+3.1%

DB Schenker



Intelligent logistics services via land, air and the sea

- 107 mn shipments
- 1.2 mn t air freight
- 2.3 mn TEU ocean
- 8,4 mn m² WH space

17,018	+0.3%
538	+7.0%
1,082	+53.9%
662	+142%
76,153	+0.4%

DB Arriva



European-wide mobility services

- 2,214 mn rail and bus passengers
- 6.07 mn rail and bus passengers/day

5,405	-0,5%
289	-3.7%
752	+30.8%
718	+120%
52,331	-1.4%

A look back



Main events since our last European Road Show in 2019

September 2019

Climate Action
Program of Federal
Government



January 2020

Sigrid Nikutta joins the
Mgmt. Board for
Freight Transport



February 2020

New CFO:
Dr. Levin Holle



March 2020

Corona virus
starts impacting
DB Group



May 2020

European
Recovery Plan



June 2019

Introduction of
new Strong Rail
strategy



January 2020

New Service and
Financing Agreement
(LuFV III) for existing
network



March 2020

Publication
of FY 2019
results



May 2020

Agreement with Federal
Government
regarding additional
corona support

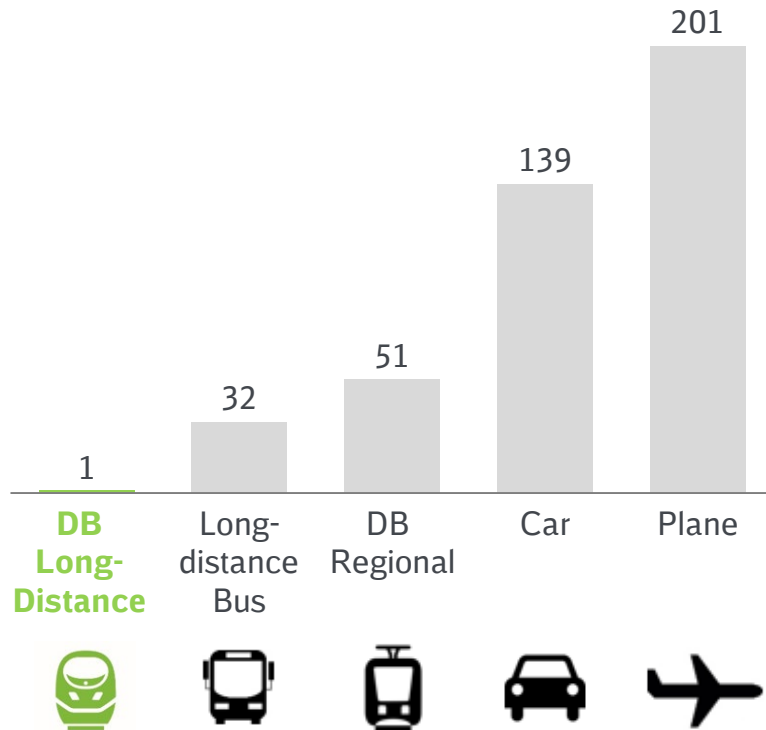


Climate change as key determinant of our direction (I)



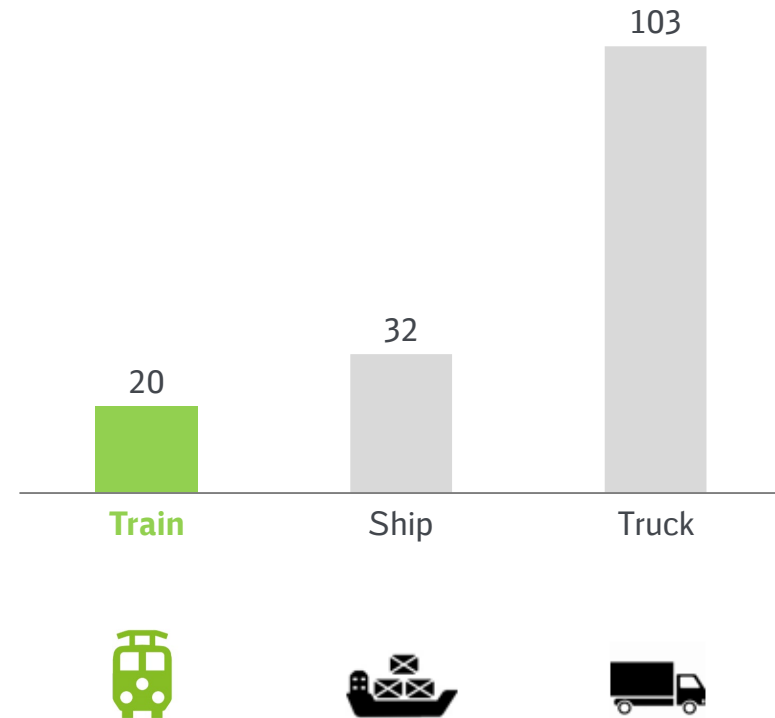
Carbon footprint a core advantage of the rail system

Passenger transport (g CO₂e/pkm)



Source: Plane, Car, Long-distance bus UBA 2018 (TREMOD 5.82; basis year 2017), rail (DB, basis year 2018)

Freight transport (g CO₂e/tkm)

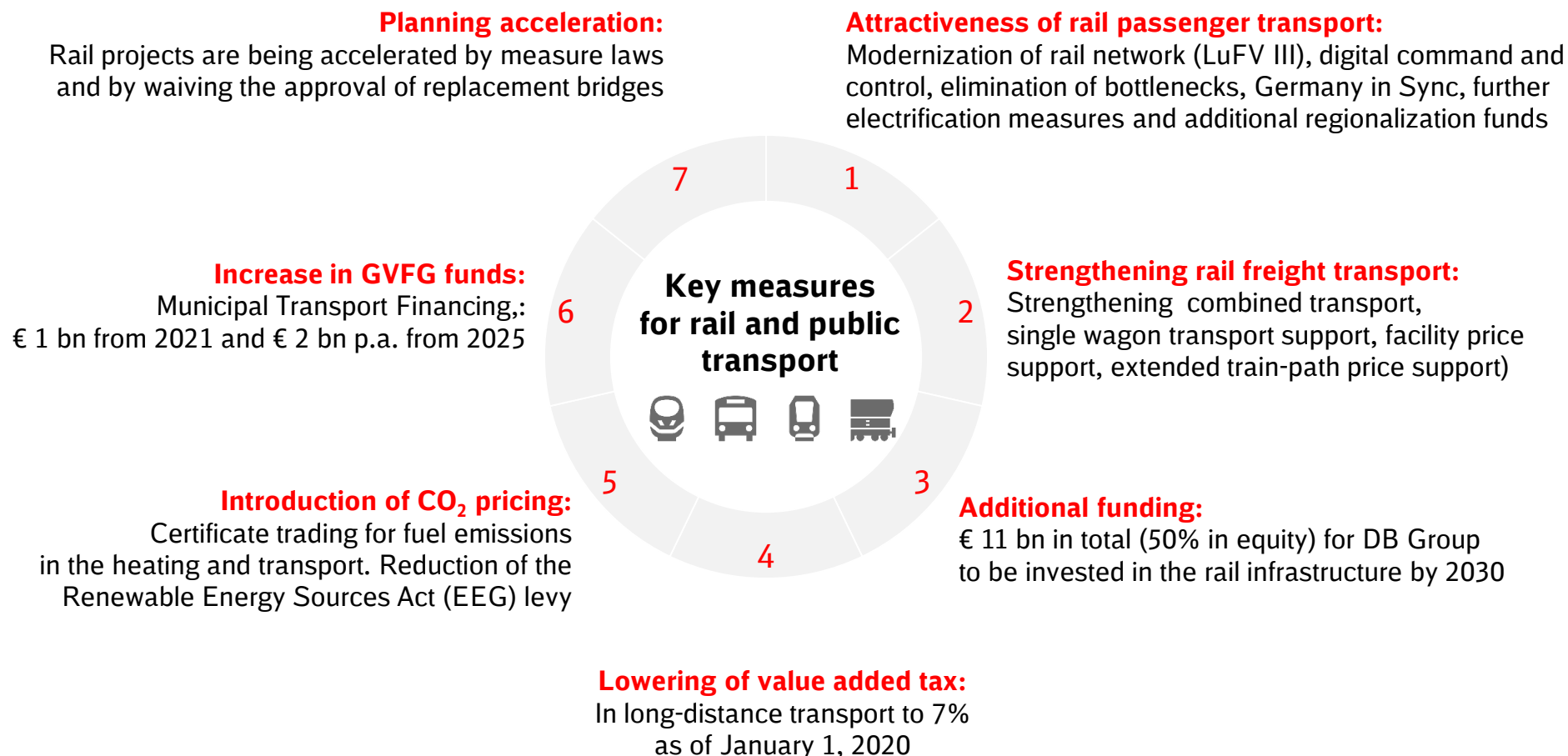


Source: UBA 2018 (TREMOD 5.82; basis year 2017), rail (DB, basis year 2018)

Climate change as key determinant of our direction (II)



Government supports rail in 7 ways to address Climate Change



Our new strategy - Strong Rail



Enable a strong rail system for Germany - clear targets defined

Our mission



It is our mission to enable a strong rail system for Germany.

This is, what we are working for and what is worth our full engagement.

It is, what DB Group is heading for and standing for, it is the focal point of our attention and for what we pool all our strengths.

10 DB targets

Traffic shift

- 260 million passengers in long-distance
- +1 billion passengers in regional
- +70% volume sold in freight transport
- +>30% capacity in infrastructure

Customers

- Customer satisfaction: SI >80/>75/>70¹⁾
- Punctuality: >85%/>95%/>77%¹⁾

Employees

- Employee satisfaction >3.8

Climate

- 100% share of renewable energies

Financials

- ROCE of ≥6.5%
- Debt coverage of ≥20%

3 sector targets

Passengers in rail transport

x2

Market share rail freight transport

25%

Share of renewable energies

100%

¹⁾ DB Long-Distance / DB Regional (rail) / DB Cargo.

Financing of our Strong Rail strategy (I)



Financing is secured, >70% funded by government



Capex 2020–30: € 178 bn (gross)/ € 48 bn (net)¹⁾

Passenger Transport

€ 19.1 bn (gross) | € 18.5 bn (net)



Long-distance transport

- Expanding by 229 new trains until 2024
- 137 ICE 4, 69 IC 2, 23 trains from Talgo

Regional transport

- Procurement of new vehicles.

Transport and Logistics

€ 13.0 bn (gross) | € 12.3 bn (net)



Freight transport

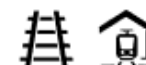
- Procurement of locomotives
- Procurement of freight cars

IT landscape

- Standardization of processes
- Automation of processes.

Infrastructure

€ 144.3 bn (gross) | € 17.3 bn (net)



Rail infrastructure

- Modernization/expansion of network
- Modern command & control technology

Stations

- Renovation of small & mid-size stations
- Modernization in individual states

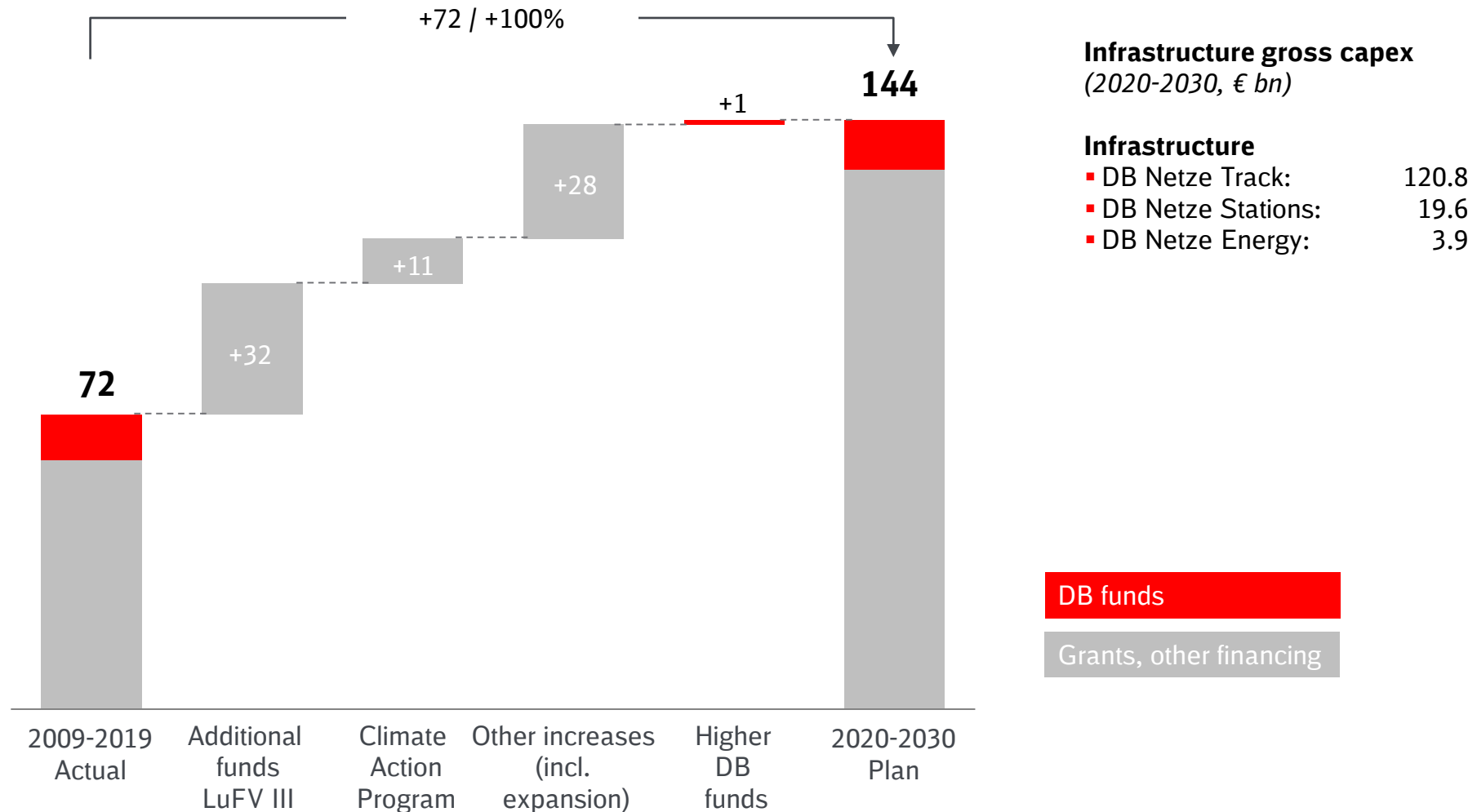
¹⁾ Difference between total capex figures and sum of three areas below: DB Arriva, internal service companies and holding.

Financing of our Strong Rail strategy (II)



Significant Government contribution to develop infrastructure

Infrastructure gross capex (€ bn)



Delivery against our Strong Rail ambition

Selected achievements from the last 9 months



Deutsche Bahn will be
more ROBUST.
More train-paths. More trains.
More employees.

✓ Long-term financing agreements to expand and refurbish the rail network

✓ Investment of € 1 bn in High-Speed trains in context of lowered VAT for long distance.

Deutsche Bahn will become
more POWERFUL.
Slim structures. Clear processes.
Joint effort.

✓ More stringent leadership for operational, technical and digital functions established

✓ Infrastructure subsidiaries (DB Netz, DB Station & Service) streamlined

Deutsche Bahn will become
more MODERN.
Faster frequencies. Stronger interlinkage. Smarter services.

✓ Introduced 30 min. cycle between Hamburg & Berlin first step of “Deutschland Takt”

✓ Integration of 39 transport associations in one app, covering >90% of the market.

2019 performance (I)



Growth intact, profitability under pressure

Key financial figures (€ mn)

	2019	2018	+/- €	Thereof IFRS 16	+/- %
Revenues adjusted	44,431	44,024	+407	–	+0.9
Revenues comparable	44,230	44,024	+206	–	+0.5
EBIT adjusted	1,837	2,111	–274	+46	–13.0
Net profit for the year	680	542	+138	–23	+25.5
<i>Dividend</i> (payment in the following year)	650	450	+200	–	+44.4
Gross capital expenditures	13,093	11,205	+1,888	+1,097	+16.8
Net capital expenditures	5,646	3,996	+1,650	+1,097	+41.3
Net financial debt as of Dec 31	24,175	19,549	+4,626	+4,487	+23.7
ROCE (%)	4.3	5.8	–	–0.4 ¹⁾	–
Order book regional transport (€ bn, as of Dec 31)	87.9	91.0	–3.1	–	–3.4

1) Percentage points.

2019 performance (II)



First-time application of IFRS 16 with significant impact on figures

DB Group implemented IFRS 16 as of January 1, 2019. This is based on the modified retrospective method, meaning that IFRS 16 is used without including or adjusting previous reporting periods

Balance sheet

- Increase in property, plant and equipment and capital employed accordingly.
- Recognition of the lease liability in the balance sheet lead to a corresponding increase in financial debt (€ +4.5 billion as of Dec 31, 2020).

Income statement

- EBITDA increased significantly driven by the omitted operating lease expenses (€ +943 mn in 2019).
- EBIT increased only slightly driven by the interest share of the lease payments (€ +46 mn in 2019).

Value management

- ROCE deteriorated slightly (-0.4 percentage points as of Dec 31, 2020) to a permanently lower level due to the disproportional increase of capital employed compared to the EBIT.
- WACC is affected simultaneously and decreased as well. New ROCE target ($\geq 6.5\%$) takes that already into account.
- Debt coverage target adjusted as well ($\geq 20\%$).

Capex

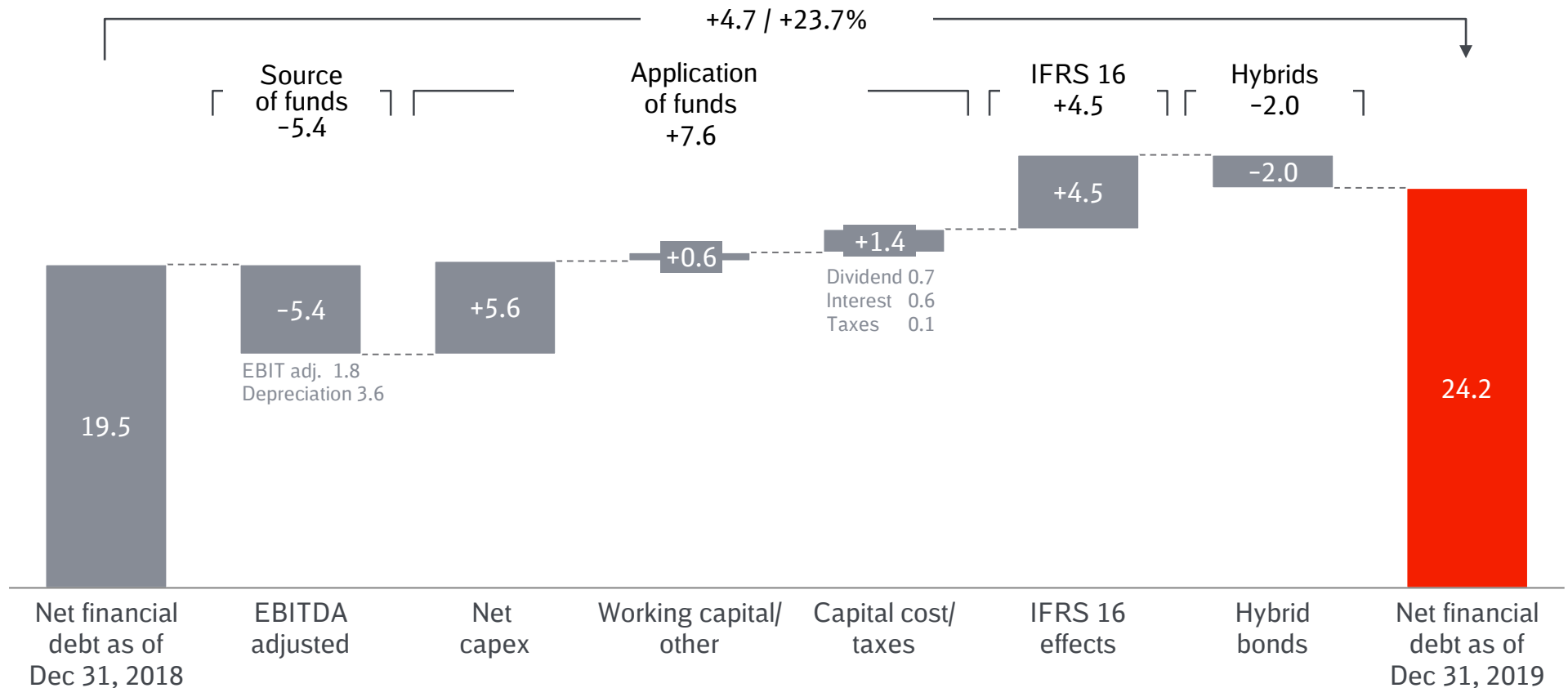
- Capex increased significantly (€ +1.1 bn in 2019).

2019 performance (III)



Net debt increased due to IFRS 16 and high level of net capex

Net financial debt (€ bn)

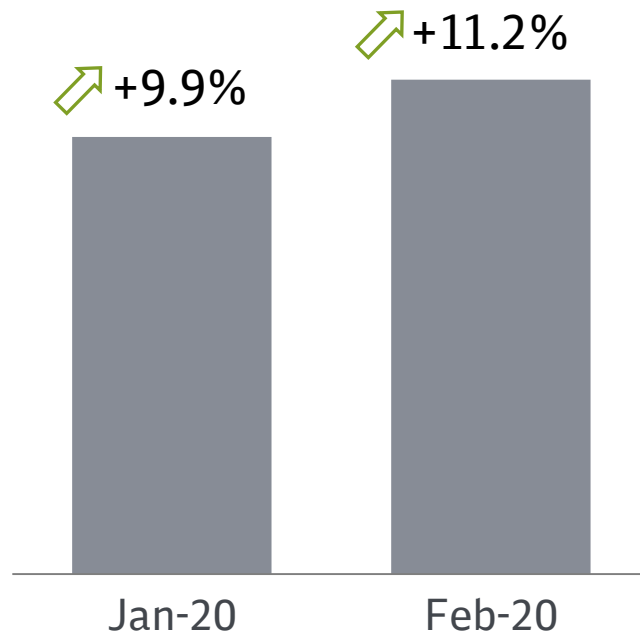


Strong start into 2020

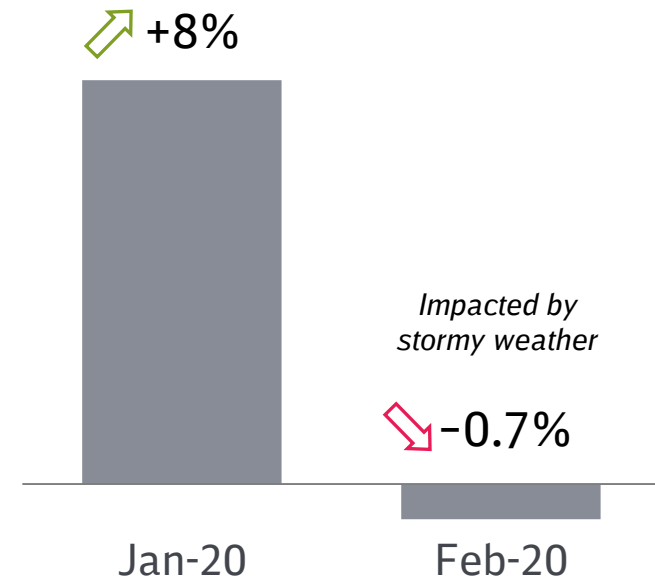


Volume growth and operational stability – esp. at DB Long-Distance

Volume sold DB Long-Distance
(respective month vs. previous year)



Punctuality DB Long-Distance
(respective month vs. previous year)



Corona implications (I)



Corona interrupted our growth - drastic impact especially in April

DB Long-Distance



DB Regional



DB Cargo



DB Netze Track



DB Arriva



Land transport



Air freight



Ocean freight



1) Track kilometers.

Corona implications (II)



Q1 far below plan – outlook for fully year 2020 not yet possible

Outlook (€ bn)

	Q1 2019	Q1 2020	2019	2020 (March forecast)
Revenues adjusted	10.9	10.4	44.4	↘
EBIT adjusted	0.2	-0.3	1.8	↘
Net profit for the year	–	–	0.7	↘
ROCE (%)	1.8	-2.5	4.3	↘
Debt coverage (%)	11.3	6.2	15.3	↘
Gross capex	2.0	2.4	13.1	>13
Net capex	1.1	1.3	5.6	>5.6
Maturities as of Mar/Dec 31	0.9	–	2.3	2.3
Bond issues (senior)	1.4	1.0	2.0	>3.9
Net financial debt as of Dec/Mar 31	25.3	25.5	24.2	↗

Balance between short-term actions and unchanged long-term plan

Need for action in the short-term

- ❗ Cash effective items have to be adjusted in line with demand
- ❗ All measures have to be revaluated regarding long-term effects
- ❗ Changes in short-term business conditions have to be considered (for instance mobility demand)
- ❗ Measures with negative effects on long-term targets have to be avoided

Long-term needs

- ✓ Assumptions of **Strong Rail strategy** are **still** fundamentally **valid** at least in their direction
- ✓ Without an expansion of rail, traffic shifts can not be realized to mitigate climate change
- ✓ This requires comprehensive capex/expenditures in infrastructure, trains and personnel
- ✓ **Climate change** will be reflected in the post corona recovery program as well
- ✓ The **German government** strongly believes in the strategy and provides **significant CAPEX support**.

Corona response (II)



Comprehensive agreement with the Federal Government

Total corona impact DB Group (2020-24)

DB countermeasures

- DB Group aims to cover 50% of impact on integrated rail system by countermeasures (€ 4.1-5.1 bn).
- Mainly opex reductions, which will become effective in the mid-term.
- Positive contribution from capex delays/postponements in the short-term, overall only minor effect from capex.

Bonds

- Additional issue of senior bonds.

Government support

- Agreement with Government reached (still subject to approval of EU).
- Federal Government believes in long term growth trajectory.
- Federal Government will compensate for 80 % of Corona impact on DB Group (after countermeasures) through equity injections, total amount not fixed yet.
- First tranche (equity injection of € 4.5 bn) planned as soon as possible.
- Review of further support needs in Q4 2020.



Joint approach of DB Group and the Federal Government

Implications on debt and Financing (I)



Redemption of hybrid bonds assumed for 2025 and 2029

Credit ratings

(as of May 31, 2020)

- Moody's: Aa1 / negative
- S&P: AA- / negative

Sustainability ratings

(as of May 31, 2020)

- ISS ESG: B- (prime status)
- MSCI: A
- CDP: A (best grade)
- EcoVadis: Silver status
- Sustainalytics: Risk assessment medium

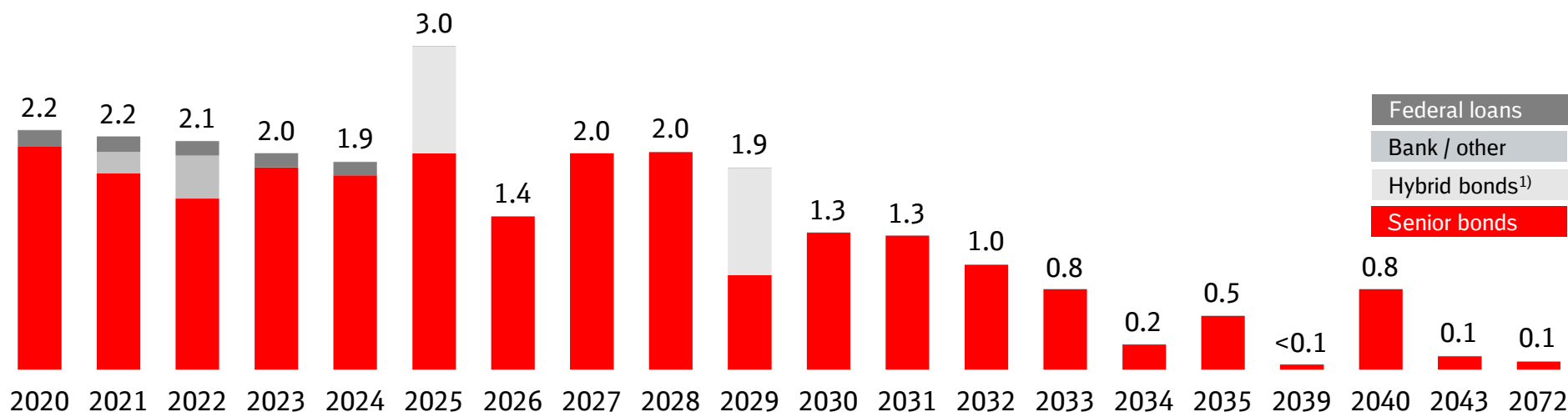
Financing programs

(as of May 31, 2020)

- European Medium Term Notes program (EMTN; € 30 bn)
- Australian Debt Issuance program (Kangaroo program; AUD 5 bn)
- Commercial Paper program (€ 3 bn)

Maturity profile financial liabilities

(€ bn; incl. swaps; excl. leasing; as of May 31, 2020)



¹⁾ First possible call year.

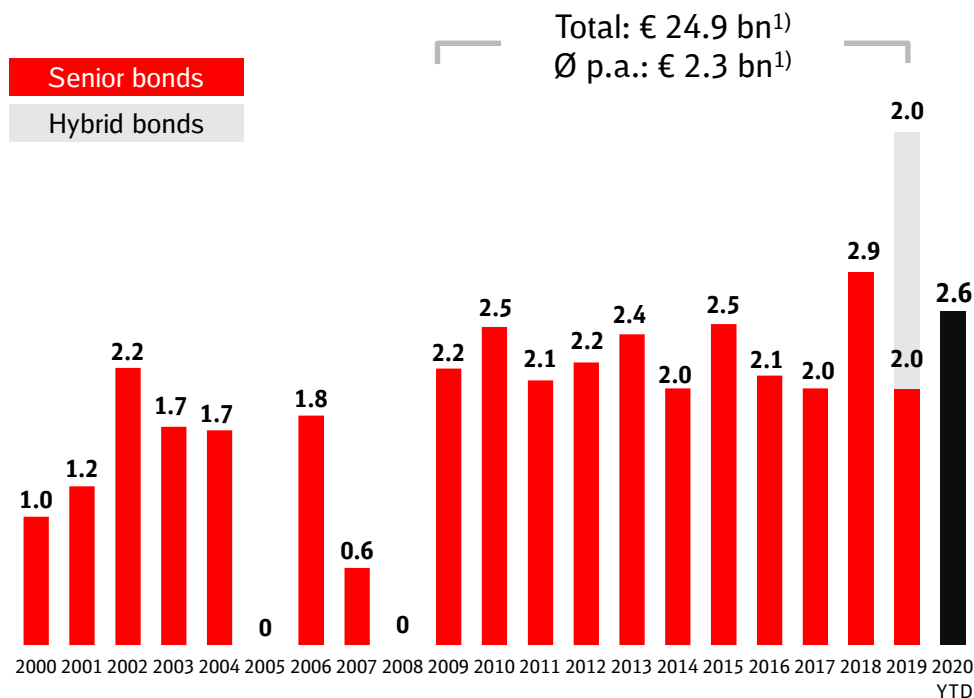
Implications on debt and Financing (II)



5 issues of € 2.6 bn so far in 2020 – further volume of > € 1.3 bn

Bond issues

(€ bn; as of May 31, 2020)



#	Issue date	Volume (€ mn)	Currency	Term (years)	Interest all in € (%)	Credit spread (%)
Bonds (Senior bonds)						
1	Jan 08.	500	EUR	15.5	0.82	0.423
2	Feb 06.	300	EUR	4.0	-0.06	0.226
3	Mar 10. ²⁾	150	EUR	12.0	0.26	0.455
4	Apr 01.	900	EUR	7.0	0.64	0.787
5	Apr 07.	750	EUR	20.0	1.43	1.170
Total		2,600		Ø 12.3 ³⁾	Ø 0.80 ³⁾	Ø 0.744 ³⁾

1) Senior bonds. 2) Private placement. 3) Volume weighted average.

Corona restart (I)



Since May on they way back to “normal” – infection protection key

Demand change
(vs. same month in 2019)

DB Long-Distance



DB Regional



DB Cargo



Measures in local, regional and long-distance transport

- 1 Mouth and nose cover.** Next to the almost nationwide requirement for local public transport, we suggest all passengers in long-distance to wear mouth and nose covers. We have obliged all employees in local transport to do the same. The respective supply is secured.
- 2 Information of travelers** by poster, web page and on board announcements, that refer to protective masks and hygiene rules.
- 3 Cleaning** of long-distance trains after every run with a focus on contact surfaces as well as additional cleaning during the journey.
- 4** Special process and equipment for **treatment of corona suspects** including special disinfection of affected cars.
- 5 Protective screens and disinfectants** at stationary installments (travel center, information at stations).

Corona restart (II)

Uncertainties regarding full-year impact of Corona remain

What we know

Q1 2020

- “Normal” development until beginning of March.
- Impact of corona virus already noticeable overall.

Q2 2020

- Low point due to corona crisis in April.
- Recovery process started in May.
- Services in passenger transport back to almost 100 % level since end of May.

What we don't know

Remainder of 2020

- Speed and duration of recovery process.
- Further development of global economy.
- Additional positive mitigating effects from various support measures for freight and passenger transport all over Europe, that are still under negotiations.
- Timing of the EU State aid approval process.



FY 2020 Outlook:
Open

Looking beyond Corona



Rail will benefit strongly from new major EU initiatives

EU recovery plan

*“The **recovery plan** turns the immense challenge we face into an opportunity, not only by supporting the recovery but also by investing in our future: the **European Green Deal** and digitalization will boost jobs and growth, the resilience of our societies and the health of our environment. (...) With **Next Generation EU** we are providing an ambitious answer.”*



European Commission
President Ursula von der Leyen



Total volume of € 750 bn. Focus a.o. on shifting traffic to rail and a powerful rail infrastructure

Multiannual Financing Framework

“Our common budget is at the heart of Europe's recovery plan. The additional firepower of **Next Generation EU** and the **reinforced multiannual financial framework** will give us the power of solidarity to support Member States and the economy. Together, Europe will arise more competitive, resilient and sovereign.”



Commissioner Johannes Hahn,
in charge of the EU budget



€ 14.5 bn for expansion of trans-European networks and € 2 bn for digitalization of transport

European Year of Rail

“There's no doubt that railway transport means huge benefits in most areas: sustainability, safety, even speed, once it's organised and engineered according to 21st century principles. (...) The **European Year of Rail** is not a random event. It comes at an appropriate time, when the EU needs this kind of collective undertaking.”



Adina Vălean,
Commissioner for Transport



The initiative will position rail at the heart of achieving the European Green Deal

A1 DB Group

A2 Strategy

A3 2019 Financial Year

A4 Sustainability

A5 Track Record

A1



Germany's fastest climate protector

Successfully developed transport networks ensure top market positions



(1) DB Group in Germany



No. 1 (>99%¹⁾)
Long-distance rail passenger transport



No. 1 (~65%²⁾)
Local rail passenger transport



No. 1 (~19%¹⁾)
Bus transport (regional)



No. 1 (~46%³⁾)
Rail freight transport

(2) DB Group in Europe



No. 2
Long-distance rail passenger transport



No. 1
Local rail passenger transport



No. 3
Bus transport



No. 1
Rail infrastructure



No. 1
Rail freight transport

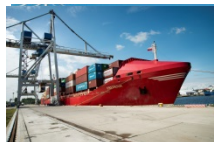


No. 1
Land transport

(3) DB Group worldwide



No. 3
Air freight



No. 4
Ocean freight



No. 5
Contract logistics/SCM

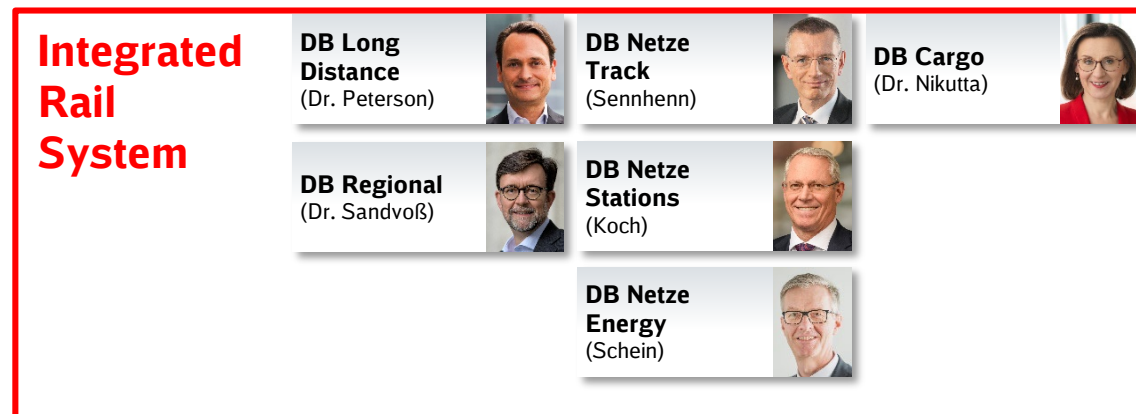
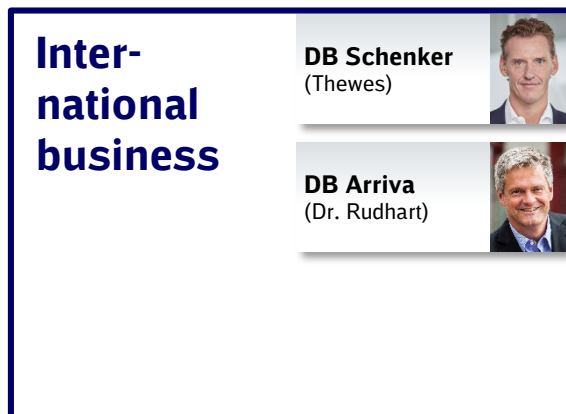
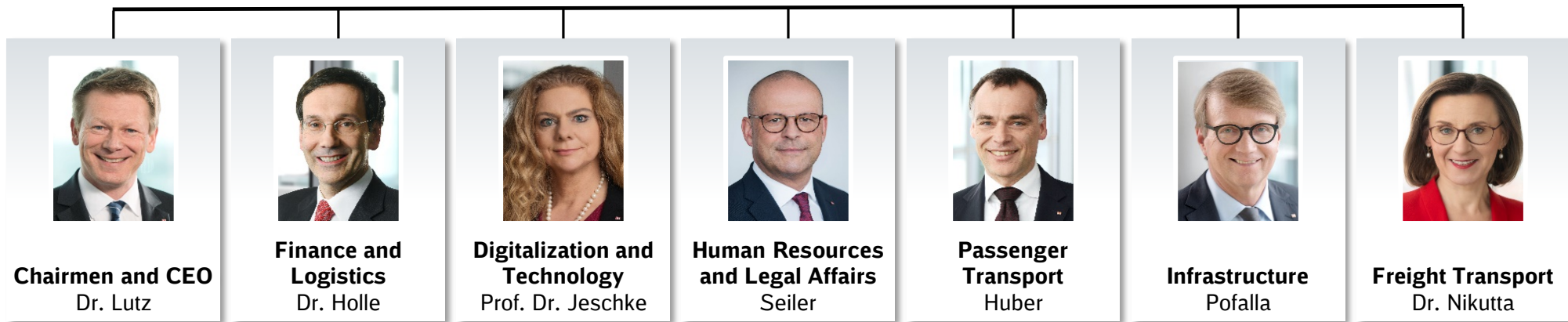
As of 2018, market positions based on revenues.

¹⁾ Based on passenger kilometers; ²⁾ Based on train kilometers; ³⁾ Based on ton kilometers; preliminary figure as of April 20, 2020.

Dr. Levin Holle new CFO since February 1, 2020 – Sigrid Nikutta responsible for freight transport since January 1, 2020



Deutsche Bahn AG



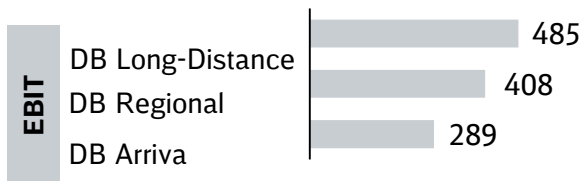
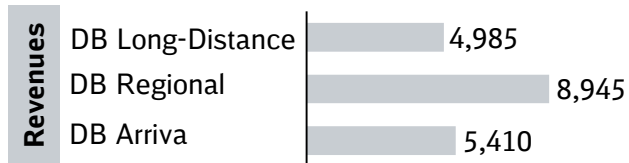
Through its eight business units, DB Group operates in every segment of the transport market

Passenger Transport



- **DB Long-Distance**
Long distance rail passenger transport¹⁾
- **DB Regional**
Regional and local passenger transport in Germany
- **DB Arriva**
Regional and local passenger transport in Europe²⁾

2019 (€ mn)

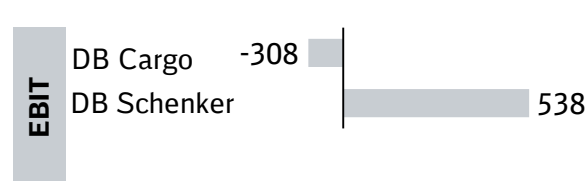
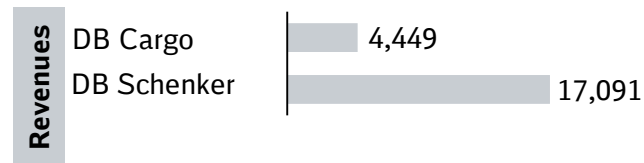


Freight Transport and Logistics



- **DB Cargo**
German and European rail freight
- **DB Schenker**

2019 (€ mn)

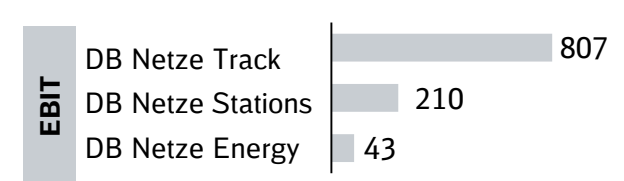
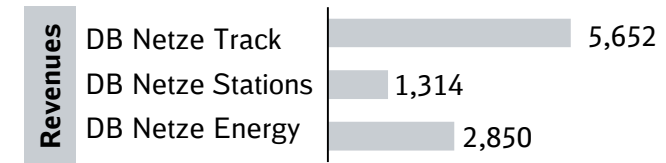


Infra-structure



- **DB Netze Track**
Rail network
- **DB Netze Stations**
Passenger stations
- **DB Netze Energy**

2019 (€ mn)



¹⁾ In Germany and cross-border transport. ²⁾ And long-distance rail transport in the UK, through CrossCountry.

DB Long-Distance runs a network of long-distance commercial rail passenger transport services centered on Germany



DB Long-Distance (2019)

Revenues	€ 4,985 mn
EBIT	€ 485 mn
Employees (FTE)	17,289
Volume sold	44,151 mn pkm
Passengers	148.6 mn
Fleet	243 ¹⁾ / 289 ²⁾
Avg. dist. traveled	291,6 km

¹⁾ Locomotives ²⁾ ICEs

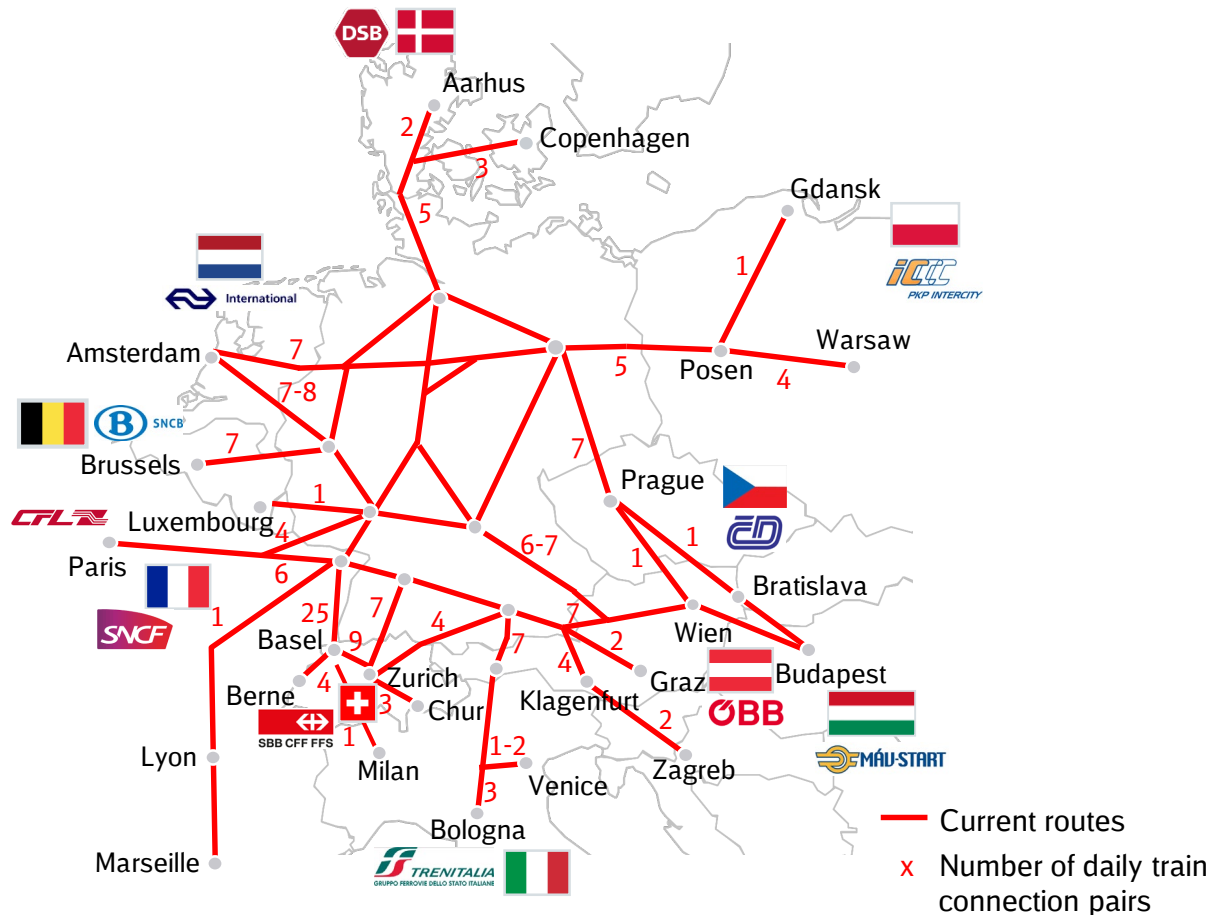
Profile

- DB Long-Distance provides fast, comfortable, convenient and eco-friendly travel within Germany and to and from its neighboring countries on a purely commercial basis.
- Daily scheduled ICE, IC and EC services are the backbone of the DB Long-Distance portfolio.
- DB Long-Distance is progressively increasing and modernizing its fleet, in particular with more and longer ICE 4 trains, IC 2 trains and ECx trains.
- Connections to the islands of Sylt and Wangerooge are also offered.
- With its high percentage of renewable traction power, new energy-efficient trains and a completely carbon-neutral ICE maintenance depot, DB Long Distance is committed to environmental sustainability. The percentage of journeys run on green power is 100%.
- The BahnCard discount card, with five million holders, is the most important customer loyalty tool at DB Long-Distance.
- Successful growth and investment strategy with more than 20 mn additional customers per year since 2015.

DB Long-Distance: Long-distance rail network connections with European neighbors



Market overview for DB Long-Distance



Significant characteristics

- Market liberalization in many countries is not yet advanced, so often only cross-border connections in cooperation with the national railways can be offered.
- DB Long-Distance links the most important neighboring cities with point-to-point connections from the German network.
- Above-average growth. In the last 10 years the international revenue has grown by more than 75%.

DB Regional offers on-time, reliable and eco-friendly regional transport service for nearly seven million passengers each day



DB Regional (2019)

Revenues	€ 8,945 mn
EBIT	€ 408 mn
Employees (FTE)	36,374
Volume sold	47,908 mn pkm
Passengers	2,507 mn ¹⁾
Fleet	4,843 ²⁾ / 11,520 ³⁾
Avg. dist. traveled	19,1 km

Profile

- DB Regional Trains is commissioned by local transport authorities to offer rail passenger transport tailored to regional and local needs and is market leader in local German public transport. Its services cover both urban transport in high-population areas and regional transport in lower-population areas.
- The 27 contracting organizations in Germany use competitive tendering to select operators for regional and local rail passenger transport service.
- These public service obligation (PSO) services are financed by concession fees and ticket sales.
- The predominant model in Germany is based on gross-cost contracts, in which ticket sales go straight to the orderer, who then compensates the operator in full for the PSO services offered.
- DB Regional Bus offers both commercial and PSO services on the regional bus market in Germany.
- There are over 400 local transport authorities responsible for public road transport, and services are increasingly being awarded in competitive tenders.

¹⁾ Including 1,940 mn rail passengers. ²⁾ Locomotives (871) and multiple units (4,077). ³⁾ Buses (including 4,969 of DB Regional's own).

DB Regional: 27 client organizations order local rail passenger transport services

Market overview for DB Regional Rail

Organizations
ordering
LRPT¹⁾
services in
Germany



- In 1996 responsibility for local rail passenger transport (LRPT) was transferred from the German government to the Federal states.
- To finance this, the Federal Government makes regionalization funds (2019: € 8.65 bn, 2020: € 8,95 bn) available to the Federal states.
- 27 client organizations order LRPT services from train operating companies on behalf of the states.
- Market volume is about 684 mn train km in 2019.
- The market in Germany is completely liberalized. With a market share of 65% in 2019 DB Regional is the backbone of the LRPT market.

¹⁾ LRPT = local rail passenger transport

DB Cargo has a strong European network and is the number one in European rail freight transport



DB Cargo (2019)

Revenues	€ 4,449 bn
EBIT	€ -308 m
Employees (FTE)	29,525
Volume sold (tkm)	88,005 bn
Freight carried	232 million t
Fleet (locos/cars)	2,680 / 82,685
Avg. transport dist.	379,3 km

Profile

- With approx. 4,200 private customer sidings in Europe, DB Cargo offers its customers access to one of the world's largest rail networks.
- DB Cargo's international network follows the major European rail freight corridors.
- DB Cargo offers European rail transport in the form of block train, single wagonload and multimodal services.
- Tailor-made transport and logistics solutions are also available as additional services that can link the rail mode with road (trucking) and ocean freight service.
- DB Cargo's customers are primarily key accounts.
- Target customers are:
 - In the segment of bulk logistics: Building material, fertilizer, metal and coal industry
 - In the segment of industrial and commercial logistics: Automotive, chemical, petroleum, consumer goods, pulp and paper industries
 - In the segment of combined transport: Operators, freight forwarders and shipowners
- Most of DB Cargo's services are carried out using its own fleet of locomotives and freight cars.

DB Cargo offers a wide range of services and industry products, supplemented with additional services

Core products



Block train transport

For transporting large volumes within the European transport network



Single Wagon Load

For transporting small to mid-size volumes within the European transport network



Combined transport

Combines rail transport with other modes, including first and last mile by road and terminal handling

Additional services



Door-to-door logistics services

Door-to-door transport and logistics solutions



Rail logistics

Intermodal logistics solutions, including Railports



Sidings

Set up and maintenance of private sidings



Maintenance

Range of operational maintenance services (locomotives, wagons)



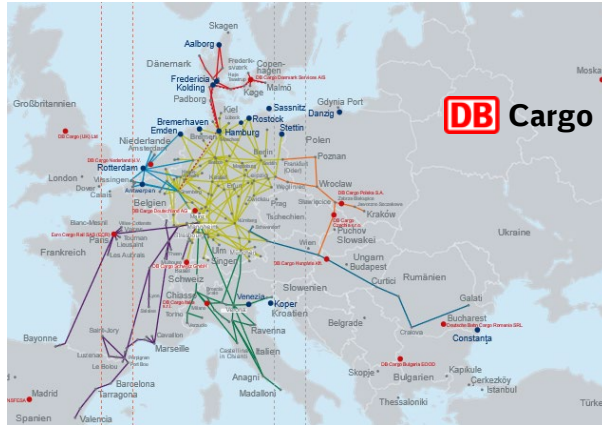
Eco Plus

Entirely carbon-free transport of goods

Three decisive factors shape the business model of DB Cargo



Our network



- International network alongside the major European rail freight corridors
- Comprehensive Europe-wide access
- Transport possible without own private siding in combination with rail ports
- High-frequency, reliable connections

Our customer



- Bulk logistics: Building material, fertilizer, metal and coal industry
- Industrial and commercial logistics: Automotive, chemical, petroleum, consumer goods, pulp and paper industries
- Combined transport: Operators, freight forwarders and shipowners

Our fleet



- With 82,685 wagons¹ and 2,680 locomotives¹, DB Cargo has the largest rail fleet in Europe and is a leader in the automation and digitization of rolling stocks
- DB Cargo will put new innovations into practice in the near future to improve its transport products
 - Intelligent main-line locomotives
 - Intelligent freight wagons
 - Use of modular freight wagons
 - Whisper brakes

DB Netze Track is Europe's number one track infrastructure provider



DB Netze Track (2019)

Revenues	€ 5,652 mn
EBIT	€ 807 mn
Employees (FTE)	48,787
Train-path km	1,089 mn
Line operated ¹⁾	33,291 km ²⁾
Switches ¹⁾	65,939
Bridges ¹⁾	25,129

Profile

- DB Netze Track is responsible for the rail network and all the infrastructure necessary for operations.
- It ensures non-discriminatory network access for all authorized rail companies, local and regional passenger transport authorities, and freight forwarders and consignors.
- DB Netze Track's seven operations centers and one network control center keep rail service in Germany running smoothly 365 days a year.
- DB Netze Track's core responsibilities also include preparing train schedules in close partnership with customers, managing operations and construction, and providing maintenance service.
- Train path products are the most important source of revenues for DB Netze Track.
- Track access charges are set in a transparent train path pricing system regulated by the Federal Network Agency.
- DB Netze Track coordinates 73,000 regular train path requests in its working timetable, and roughly 1,000,000 ad hoc requests from the freight transport sector in particular.
- Focusing new line and line upgrade projects on removing infrastructure bottlenecks and creating additional capacity for transport growth along core routes and in urban areas will be crucial for further growth.

¹⁾ Including Infra Silesia S.A. and UBB Usedomer Bäderbahn GmbH. ²⁾ Including 20,286 km powered by electricity.

DB Netze Stations is the largest operator of rail stations in Europe



DB Netze Stations (2019)

Revenues	€ 1,339 mn
EBIT	€ 220 mn
Employees (FTE)	6,216
Station stops	153 mn
Stations	5,384
Platforms	~ 9,500
Passenger info	13,100 ¹⁾

Profile

- In addition to its core business of developing and operating rail stations, DB Netze Stations also offers a variety of services at and around stations for customers and visitors ensuring that stations are pleasant places in which to spend time.
- It links diverse transport-related services and ensures that stations are pleasant places in which to spend time.
- DB Netze Stations is also one of the largest landlords for commercial real estate in Germany, with over 1 million m² of leasable space.
- Each day, its stations are served by more than 410,000 trains operated by some 100 rail companies, and used by roughly 20 million passengers and visitors.
- DB Netze Stations earns its revenues from station access charges (regulated in the station pricing system by the Federal Network Agency) and commercial property leases (not regulated).
- To ensure high quality, DB Netze Stations focuses on safety, service, and station cleanliness, with its Triple-S Centers
- Station access fees account for roughly 70% of total revenues.

¹⁾ 6,100 passenger information systems and roughly 6,700 dynamic displays.

DB Netze Energy is the utility company for DB Group and one of the largest power providers in Germany



DB Netze Energy (2019)

Revenues	€ 2,812 mn
EBIT	€ 43 mn
Employees (FTE)	1,772
Traction power ¹⁾	7,986 GWh
Stationary Power ²⁾	14,932 GWh
Diesel	410,6 mn liters
Traction power grid	7,936 km

Profile

- DB Netze Energy offers the entire range of energy products for traction as well as stationary power supply for property in Germany.
- These commodity portfolio includes traction power and diesel for rail traffic, and electricity, gas and heat for DB Group's stations and other buildings.
- DB Netze Energy also offers a broad range of electricity and natural gas products to industrial and commercial customers throughout Germany.
- Energy consulting and technical services enhance the commodities offered.
- DB Netze Energy is operator for the nationwide high-voltage traction power grid, offering non-discriminatory use to all railway companies.
- Its network charges are regulated by the German Federal Network Agency.
- DB Netze Energy furthermore operates the nationwide network of diesel refueling stations for trains.
- DB Netze Energy continually raises the share of renewables in its traction current (2018: 57.2%).

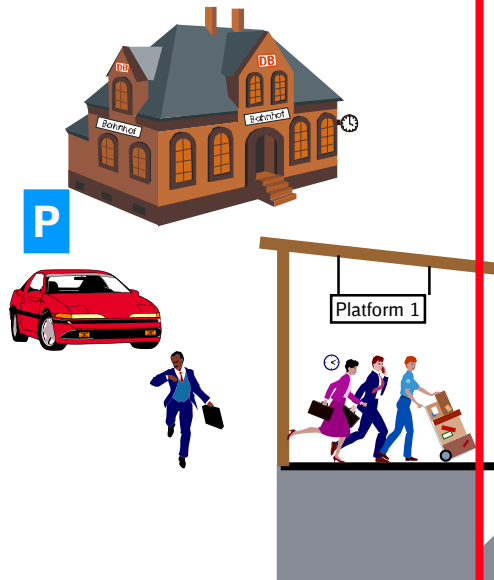
¹⁾ 16.7 Hz and DC. ²⁾ 50 Hz and 16.7 Hz.

The public rail infrastructure is clearly allocated to one of the three infrastructure business units

DB Infrastructure

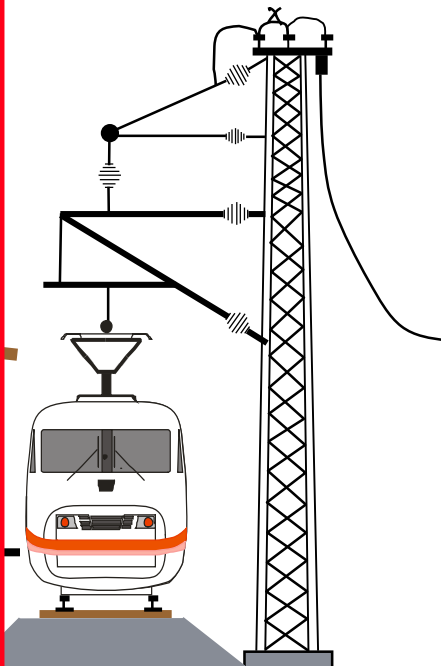
DB Netze Stations

DB Station&Service AG



DB Netze Track

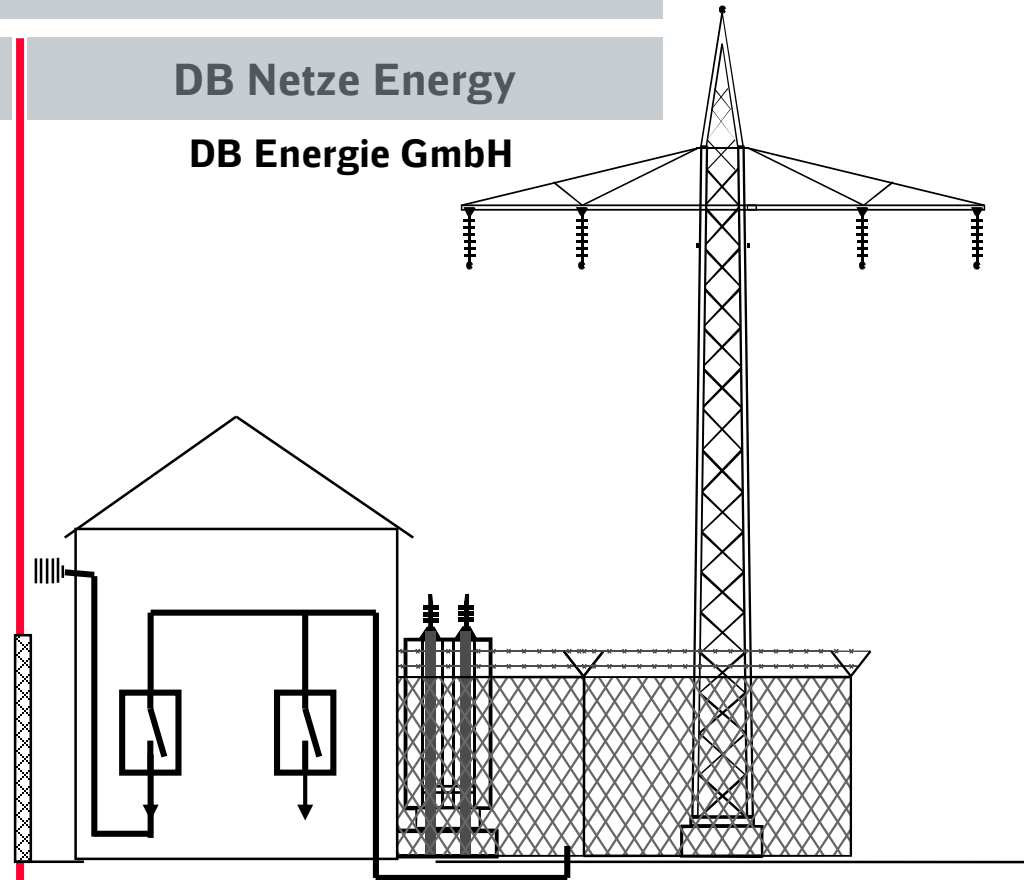
DB Netz AG



Excluding rolling stock from train operating companies (TOCs).

DB Netze Energy

DB Energie GmbH



DB Arriva - the foundation for DBs passenger services outside Germany



Profile

- DB Arriva is the foundation for DB's passenger services outside Germany (with the exception of cross border long-distance services)
- DB Arriva offers a broad range of transport services in 14 European countries with 16,390 buses and 773 trains (light and heavy rail), 4 waterbuses and 540 car-share cars
- DB Arriva is usually commissioned by regional and national authorities or other parties ordering transport services
- DB Arriva runs both commercial and PSO services, generating the majority of its revenues with the latter
- UK Trains is a leader on the UK rail passenger transport market
- UK Bus is one of the largest providers of urban and regional bus transport in the UK
- Mainland Europe operates a range of transport services in continental Europe
- DB Arriva's vision is to be the mobility partner of choice.

DB Arriva (2019)	
Revenues	€ 5,410 mn
EBIT	€ 289 mn
Employees (FTE)	52,331
Volume sold (rail)	12,617 mn pkm
Volume sold (bus)	1,065 mn bus km
Passengers	2,214 mn ¹⁾
Fleet	1,201 ²⁾ / 16,390 ³⁾

¹⁾ Including 480 mn rail passengers. ²⁾ Locomotives (18) and multiple units (1,183). ³⁾ Buses (including 15,782 of DB Arriva's own).

DB Arriva: large footprint with a presence in 14 European countries



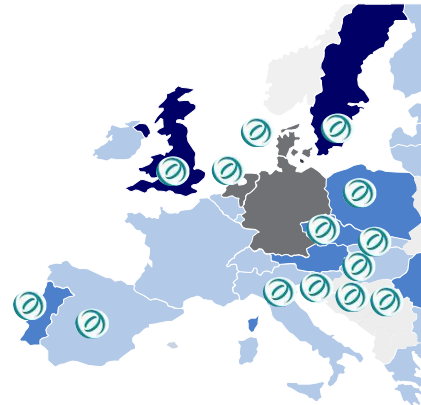
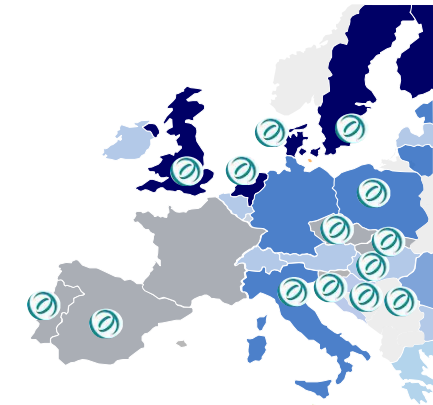
Market overview DB Arriva



Bus



Rail



Significant characteristics

- Europe sees varying degrees of liberalization
- Heterogeneous markets throughout Europe – in terms of both market liberalization and competition – complete liberalization means a redistribution of contracts
- DB Arriva is already well-established in 14 markets with 16,390 buses and 773 trains (light and heavy rail), 4 waterbuses, 540 car share cars and 350 bikes
- Thanks to its diversified portfolio, DB Arriva is well positioned for further market opening (broad geographical coverage, various modes of transport and business models)
- DB Arriva has proven its ability to generate profitable growth in the past

Arriva UK Trains is one of the leading providers with a diversified portfolio

Arriva UK Trains – facts and figures

- DB Arriva runs two rail franchises and two rail contracts that cover about 15% of the entire network

CrossCountry

- 1,903 employees
- 1,485 route miles
- 92 train sets
- 299 services every weekday

Grand Central

- 199 employees
- 474 route miles
- 10 train sets
- 18 services every weekday

Chiltern Railways

- 857 employees
- 217 route miles
- 76 train sets
- 38 stations managed
- 426 services every weekday

London Overground

- 1,474 employees
- 7 routes and 104 miles
- 107 train sets
- 74 per cent of network stations managed
- 1,593 services every weekday

- Important rail operator in UK with four rail contracts.
- Entered UK rail market in 2000
- ~15% market share of rail passenger transport
- 4,900 employees
- Fleet of 285 trains
- Managing 116 stations
- Broad portfolio of products and services: light rail, commuter transport, regional and long-distance transport
- Over a decade of experience in a highly competitive, deregulated rail transport market
- Close relationships with customers, transport associations and client bodies
- Operation and development of open access transport services through Grand Central Railway and Alliance Rail Holdings (a DB Arriva company that supports the company in bidding for more open access rail contracts)

Arriva UK Bus provides urban and regional transport services



DB Arriva UK Bus – facts and figures



Regions outside of London

- Third-largest provider of bus services in regional markets (outside London) with rural, urban and inter-urban bus services.
- Entered market in 1996.
- 9,692 employees.
- Fleet of 3,328 buses.
- On-demand transport services through ArrivaClick are part of the portfolio.
- Predominantly commercial transport services.

London Bus

- One of the market leaders, operating ~18% of bus services.
- Entered market in 1980 (privatization in 1994).
- 5,365 employees.
- Management of a fleet of 1,614 buses mainly contracted transport services.
- First company to operate Routemaster buses and first all-electric bus route.

DB Schenker offers global transport and logistics solutions

– by land, ocean and air



DB Schenker (2018)

Revenues	€ 17,091 mn
EBIT	€ 538 mn
Employees (FTE)	76,159
Shipments	107,132 mn
Air freight volume	1,186 mn t
Ocean freight volume	2,294 mn TEU ¹⁾
Warehousing space	8,4 mn m ²

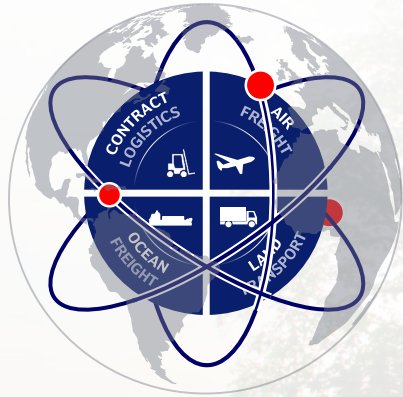
Profile

- As an integrated transport and logistics provider, DB Schenker serves both established and emerging markets, with a global network in more than 140 countries.
- DB Schenker's dense land transport network links the most important economic centers in Europe.
- DB Schenker is one of the world's leading air and ocean freight providers, offering a full range of services in this segment.
- Its contract logistics portfolio serves every stage of the value chain: suppliers, manufacturers and dealers, customers, and spare part service.
- DB Schenker has a global customer base in a wide range of industries.
- It uses a vertical market approach to develop sector-specific solutions.
- In air and ocean freight, DB Schenker serves exclusively as a freight forwarder, without its own planes or ships; in land transport, however, it relies in part on its own vehicles and swap bodies.
- Effective IT support and digital solutions play an especially important role
- .

¹⁾ Twenty-foot Equivalent Unit.

DB Schenker has a broad global customer base and an asset-light business model

Network business



- Size is key for a high supply density and for economies of scale when purchasing transport capacity
- Door-to-door solutions thanks to a global presence in more than 140 countries

Broad customer base

AEROSPACE MARINE
INDUSTRIAL PARTS
ELECTRONICS
AUTOMOTIVE
HEALTHCARE
FASHION/RETAIL
SEMICON/SOLAR
PERISHABLES
CONSUMER
CHEMICAL
OIL&GAS
BEVERAGES

- Approximately 700,000 customers with a wide range of industries
- Large anchor customers and small/medium-sized customers
- Wide range of customers/industries makes business less prone to crisis

Asset-light business model



- Own vehicles and swap bodies only in parts of land transport
- Predominately leased logistics locations
- Asset-light business model creates flexibility

DB Schenker possesses a global network for air and ocean freight solutions

Air Freight



- No. 3 worldwide
- Global presence with 700 sites worldwide
- Worldwide network with regional hubs
- Organization of "door-to-door" transports
- > 1000 dedicated charter flights p.a.
- > 1.2 mn t air freight volume (exports) 2019

Ocean Freight



- No. 4 worldwide
- Global presence with 600 sites worldwide
- Organization of "door-to-door" transport services
- 460 direct point-to-point Schenker services
- 2.3 mn TEU (exports) ocean freight volume in 2019

-
- Preferred-carrier strategy
 - Connect4: online door to door quotes, bookings, schedules and tracking
 - Paperless transport (digital transport documentation)
 - DB Schenker sky bridge (combined air and sea traffic)
 - Supply chain solutions (value added services)

DB Schenker takes advantage of market opportunities in contract logistics



Contract logistics



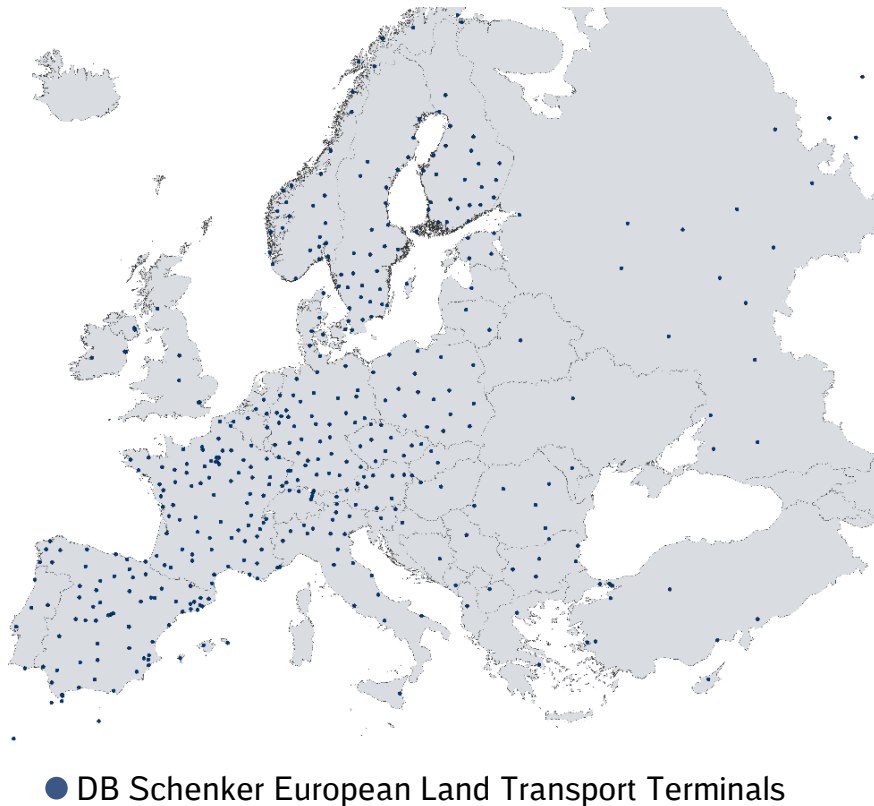
- No. 5 worldwide¹⁾
- Global presence in over 56 countries
- Around 750 locations overall
- 8.8 mn m2 warehouse space
- Products along the supply chain: procurement – warehousing – fulfillment – value-added services – aftermarket/reverse
- Focus on industry branches:
 - Automotive
 - Consumer
 - Electronics
 - Healthcare
 - Industrial

¹⁾ By revenues

No other provider links as many places in European land transport as DB Schenker



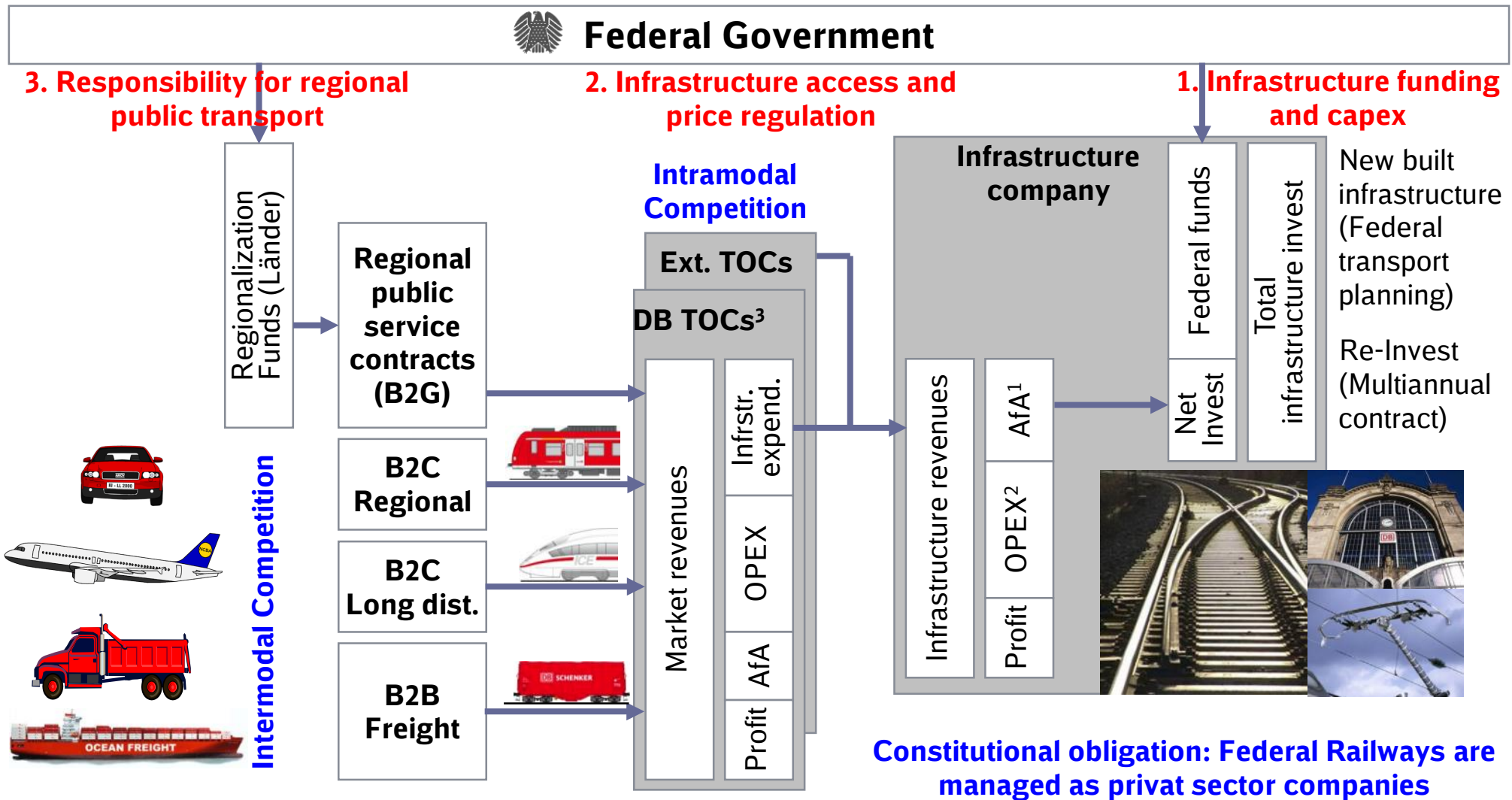
Land Transport network - Europe



Competitive advantage

- Fully integrated network with 430 own operational branches in 38 countries.
- 105 mn shipments in European Land Transport in 2019.
- Fleet of about 31,000 trucks.
- Daily departures to all European terminals.
- Approx. 40,315 scheduled services per week.
- Defined door-to-door lead times.
- Transparency through eServices, e.g., timely customer information through tracking.



Big Picture: Finance and regulation at a glance



1) Depreciation of fixed assets, 2) Operating expense, 3) Train operating companies

DB Group is active in market segments with independent commercial services and publicly mandated services



 Independent commercial services
 Publicly mandated services



Passenger Transport

Long-distance transport services

- Direct competition, above all, with cars and airplanes
- End-customer business
- Intensive level of fixed assets

Local public transport services

- Contracted services, tender competition
- Customers here are both the contracting organization¹ as well as the passenger (end-customer)
- Intensive level of fixed assets

Freight transport and logistics

Rail freight transport services

- Rail competes directly with other modes of transport
- Big customer business, clear sector focus
- Intensive level of fixed assets
- Train-path price support since 2018

Freight forward. and logistical services

- Direct competition (world-wide)
- Full service forwarder, large customer base, broad mix of industries
- Less intensive level of fixed assets

Infrastructure

Provision of infrastructure

- No competition, monopoly position in regulated markets, public-sector contracts for reliable and efficient provision of infrastructure at competitive prices
- Customer: Carriers (derived demand)
- Very intensive level of fixed assets

¹⁾ Contracting organizations can be states, state-run enterprises, transport associations, or regional bodies.

The German Constitution sets legal grounds to organize DB Group as a private sector company

Art. 87e Basic Law

(3) Federal railways shall be operated as enterprises under private law. They shall remain the property of the Federation to the extent that their activities embrace the construction, maintenance and operation of the tracks. The transfer of Federal shares in these enterprises under the second sentence of this paragraph shall be effected pursuant to a law; the Federation shall retain a majority of the shares. [...]

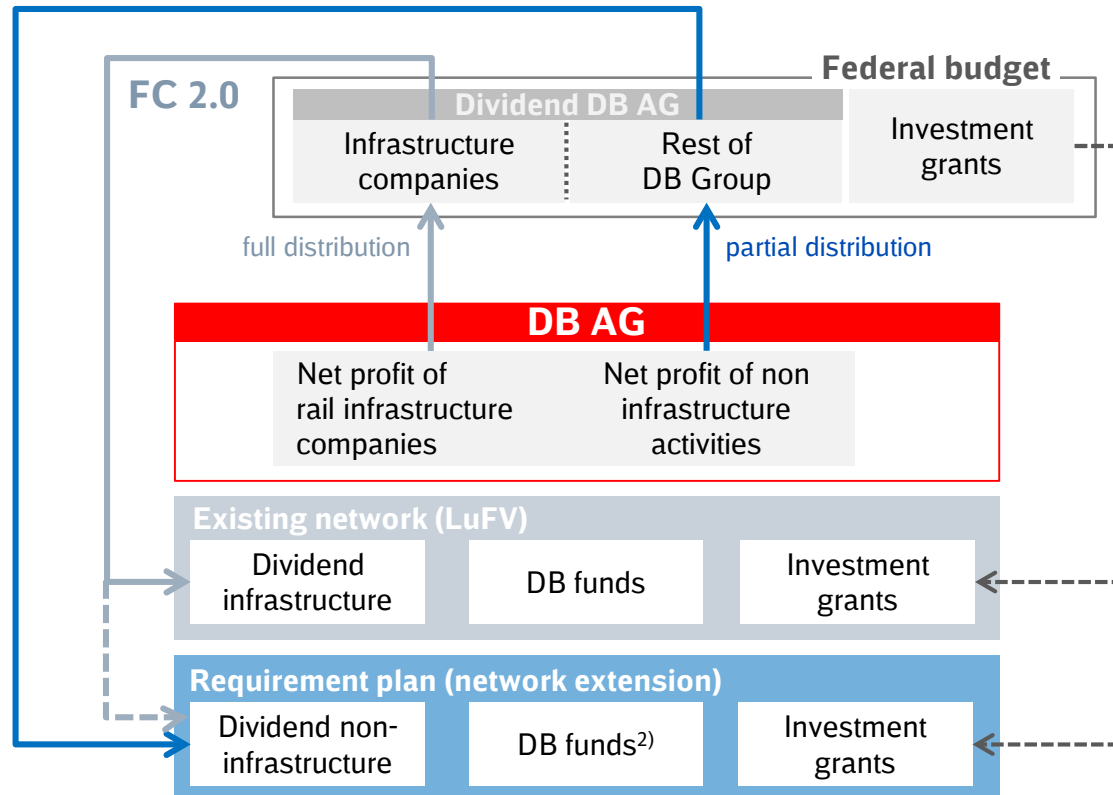
(4) The Federation shall ensure that in developing and maintaining the Federal railway system as well as in offering services over this system, other than local passenger services, due account is taken of the interests and especially the transport needs of the public. Details shall be regulated by a Federal law.

Rail infrastructure financing in Germany

- profits of rail infrastructure companies will be reinvested

Financing circle (FC)

FC 1.0¹⁾



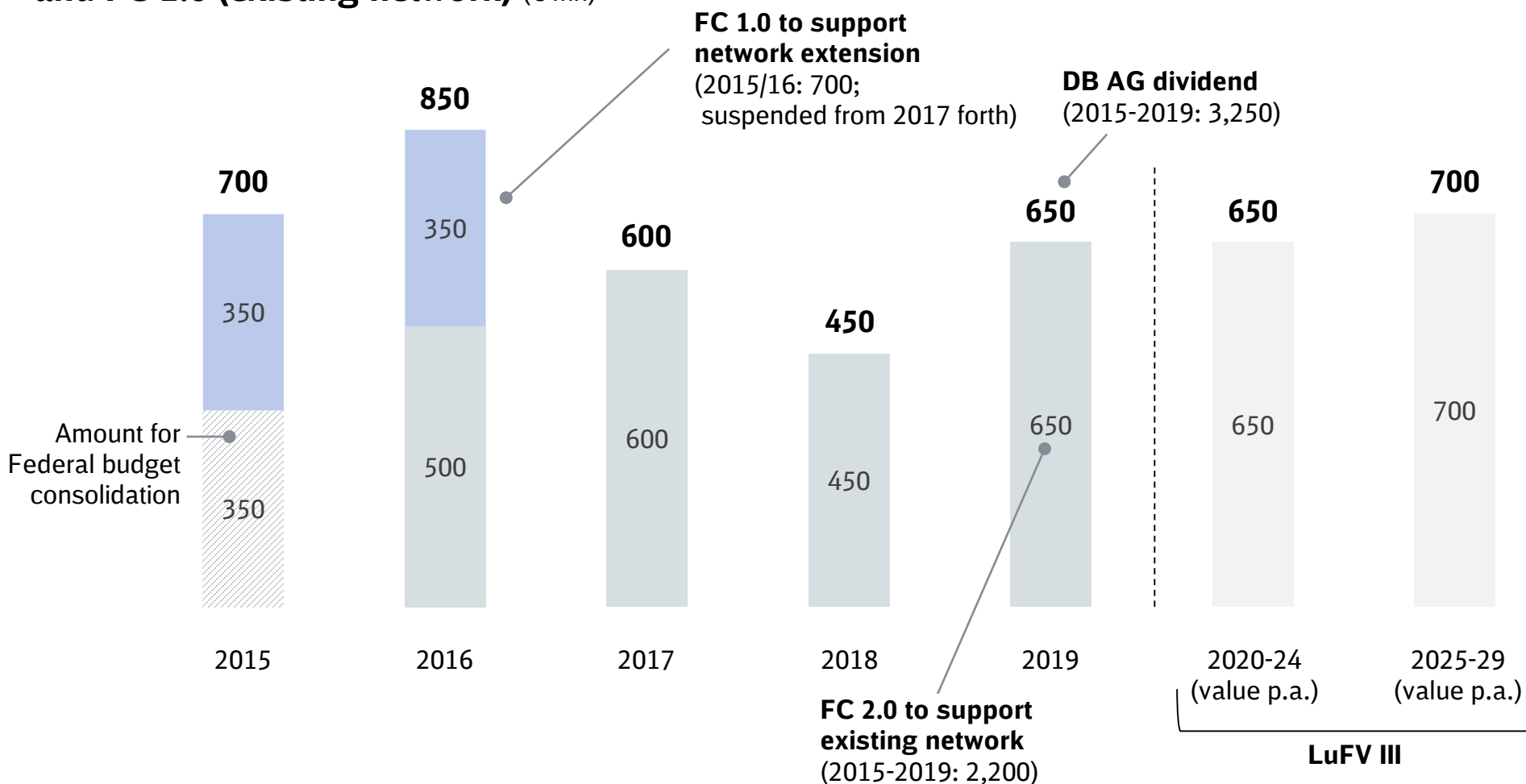
- Closed financing circle for the infrastructure, meaning that all profits of DB AG rail infrastructure companies will be reinvested in the infrastructure.
- **FC 2.0:** Net profit of the rail infrastructure companies will be fully paid out to the Federal Government as part of the dividend of DB AG in the first step and then paid back to DB Group as non-repayable investment grants for existing network capex.
- **FC 1.0:** The net profit of the non-infrastructure activities of DB Group is paid out partly as dividend to the Federal Government, and afterwards paid back as construction grants to DB Group for the network extension. The profits of the non-infrastructure activities of DB Group are thus involved in co-financing in the construction and extension. The rest is used to finance growth projects.

¹⁾ FC 1.0 is officially suspended since the LuFV III came into force. ²⁾ DB funds include capex and expenses (for instance maintenance in the existing network, project expenses in the requirement network). DB funded capex in the existing network is limited to measures, that are not suitable for grants.

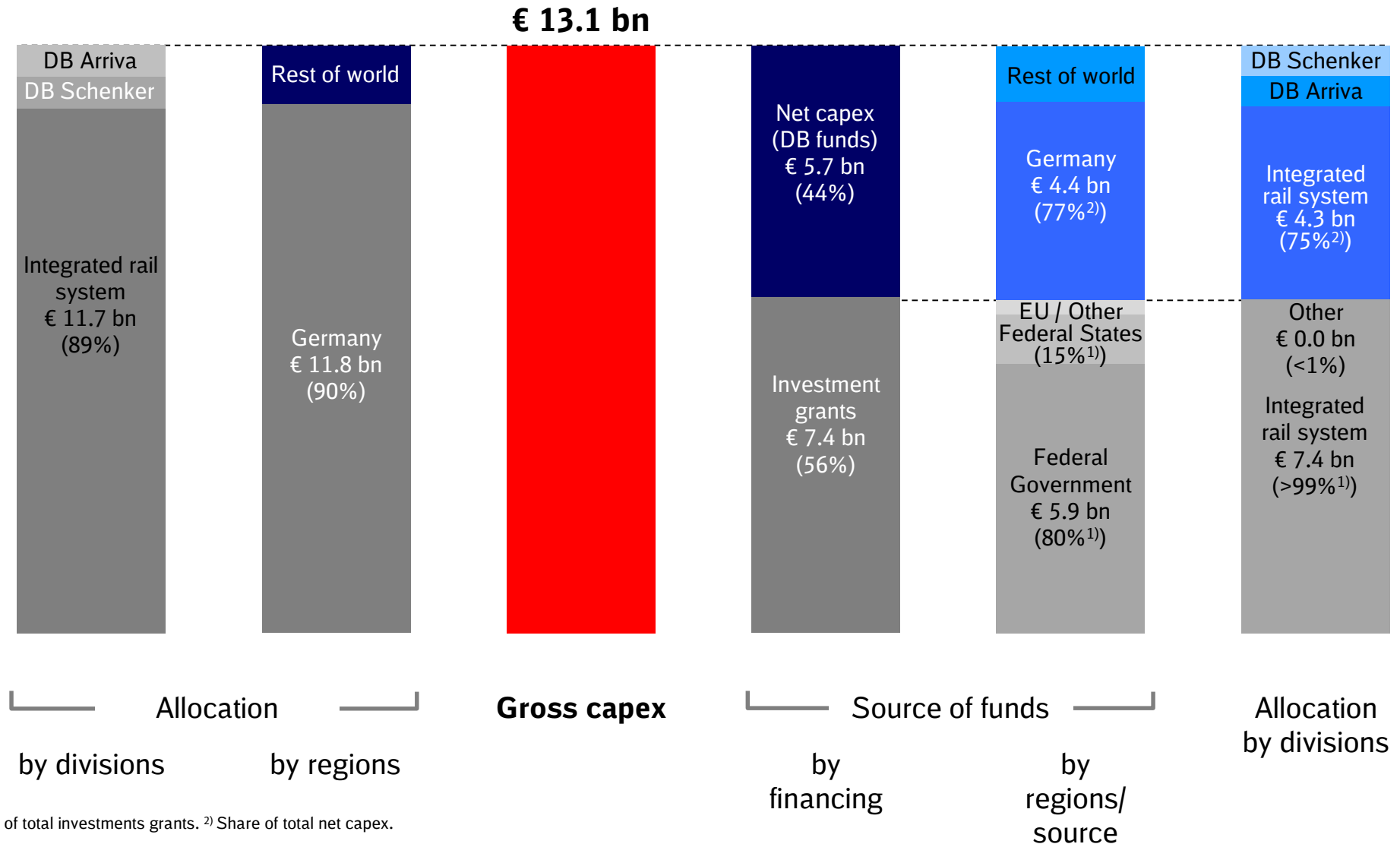
Rail infrastructure financing in Germany - DB AG dividend will be fully used for infrastructure investment grants



Split of DB AG dividends in financing circle (FC) 1.0 (network extension) and FC 2.0 (existing network) (€ mn)

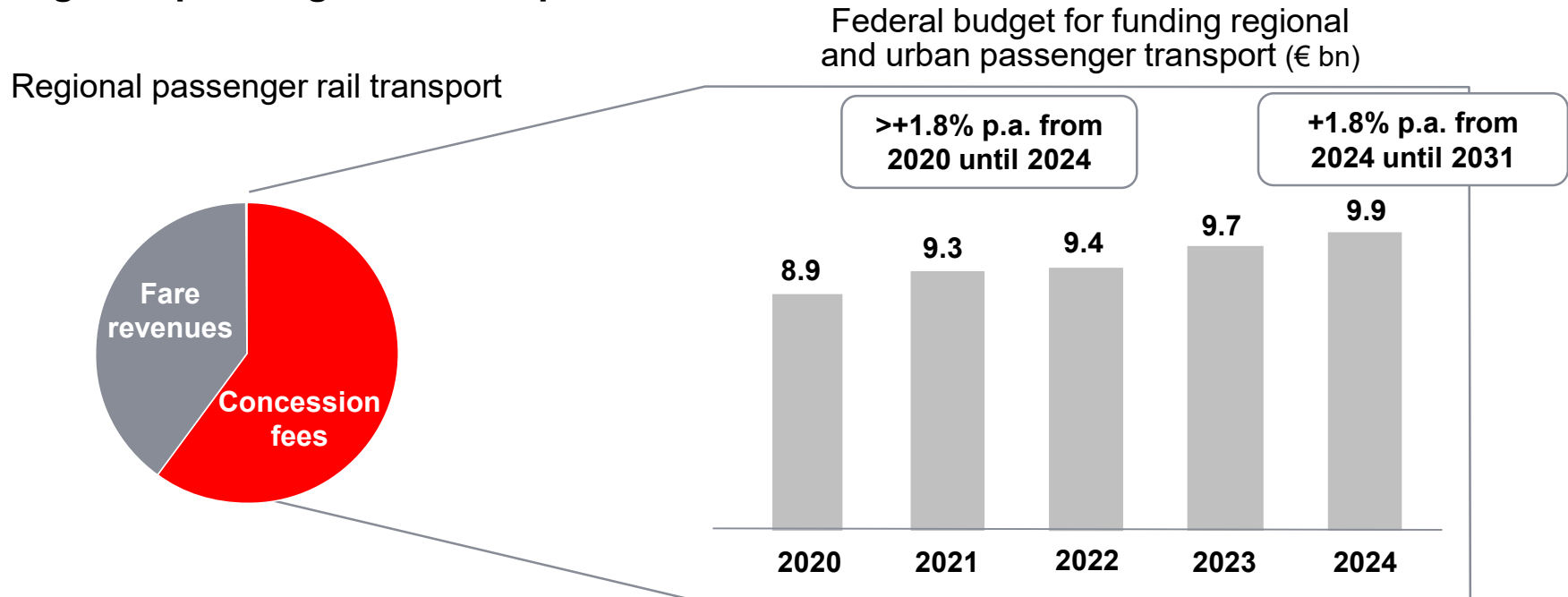


Gross capex mainly financed by investment grants, share declined due to high volume of rolling stock capex



German regional rail market is subject to service contracts and concession fees

Funding of regional passenger rail transport

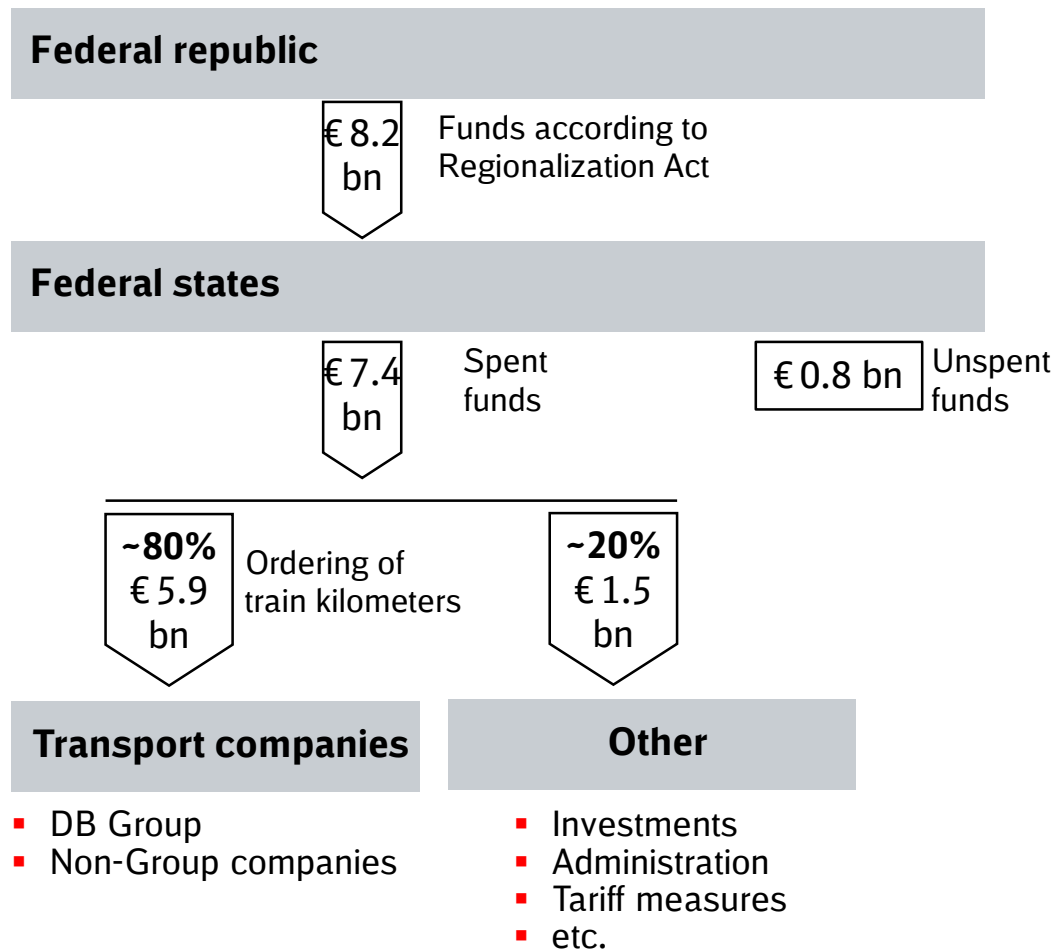


- Federal states receive annual funds to warrant regional passenger rail transport.
- Service definitions and fees are subject to contracts between regional authorities and operators.
- Contracts are tendered or negotiated competitively.

- By law, Federal states are required to use funds for regional and urban transport, these funds are predominantly used for concession fees.
- Total regionalization funds increase constantly by 1.8% p.a. 2024-2031 (11.2 bn in 2031), extraordinary increases 2020-2024 derive from Climate Action Package

Financing of regional transport services is based on a Federal law

Allocation of regionalization funds 2016¹⁾ (€ bn)



Financing of regional rail transport

- The Federal states use the regionalization funds to order services in regional rail transport from transport companies (train kilometers).
- The other part of the regionalization funds is used to:
 - Support projects (e. g. investments in rolling stock and track infrastructure)
 - Financing of the organization/administration of regional rail transport (e.g. ordering organizations)
 - Balance of losses resulting from tariff measures
- Transport companies have to finance the modernization of their rolling stocks mainly from their revenues. In most of the tender processes the operation of new rolling stock is required.
- The efficient use of the regionalization funds should be secured by competition processes (mostly tenders).

¹⁾ Based on the report by the Federal Government on the use of regionalization funds by the Federal states in 2016 published in July 2018.

A1 DB Group

A2 **Strategy**

A3 2019 Financial Year

A4 Sustainability

A5 Track Record

A2

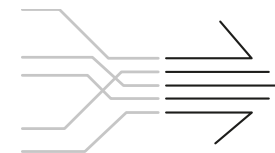


Germany's fastest climate protector

We are fully focused on our Strong Rail strategy



It is our mission to enable a strong rail system for Germany.
This is, what we are working for and what is worth our full engagement.
It is, what DB Group is heading for and standing for,
it is the focal point of our attention and for what we pool all our strengths.



That's why we set up our focus:

1 The Strong Rail strategy is the driver of our actions.

Deutsche Bahn will be only guided by our aspiration of a Strong Rail in the future: As an integrated Group, with respective capital expenditures in capacity and digitalization, interlinked with partners from the sector and other modes of transport, for long-term growth and high quality.

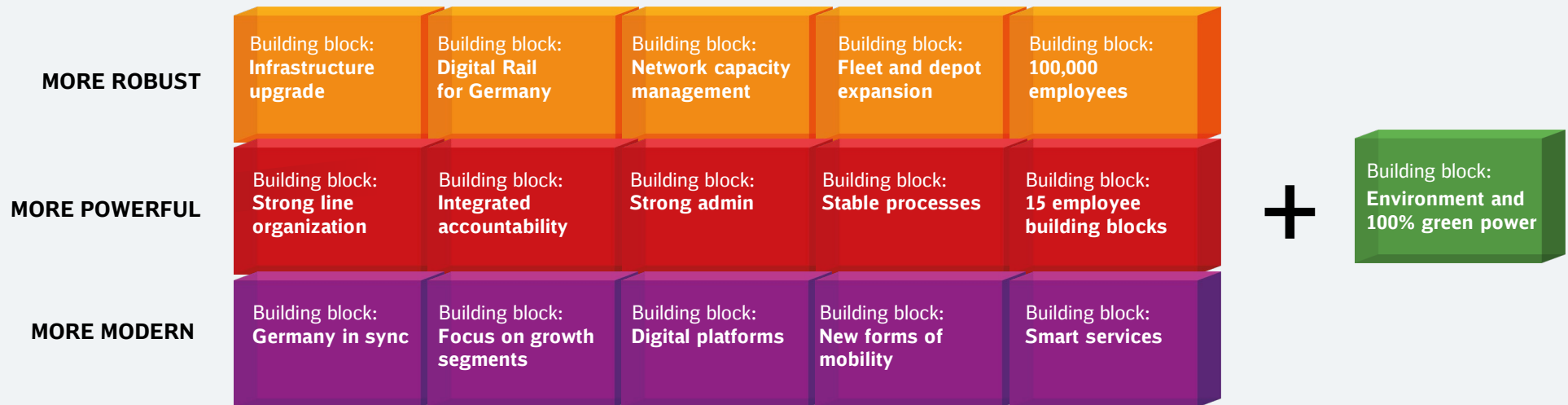
2 Europe remains our sphere of activity.

Due to the importance of the Strong Rail for Europe, Deutsche Bahn is working together with other European railways on the expansion of the European rail freight and long-distance network. DB Regional will be focused with regard to international services on transports close to borders for the time being and will size opportunities arising from the European liberalization in the future as well.

3 Subsidiaries are measured by their contribution to the Strong Rail.

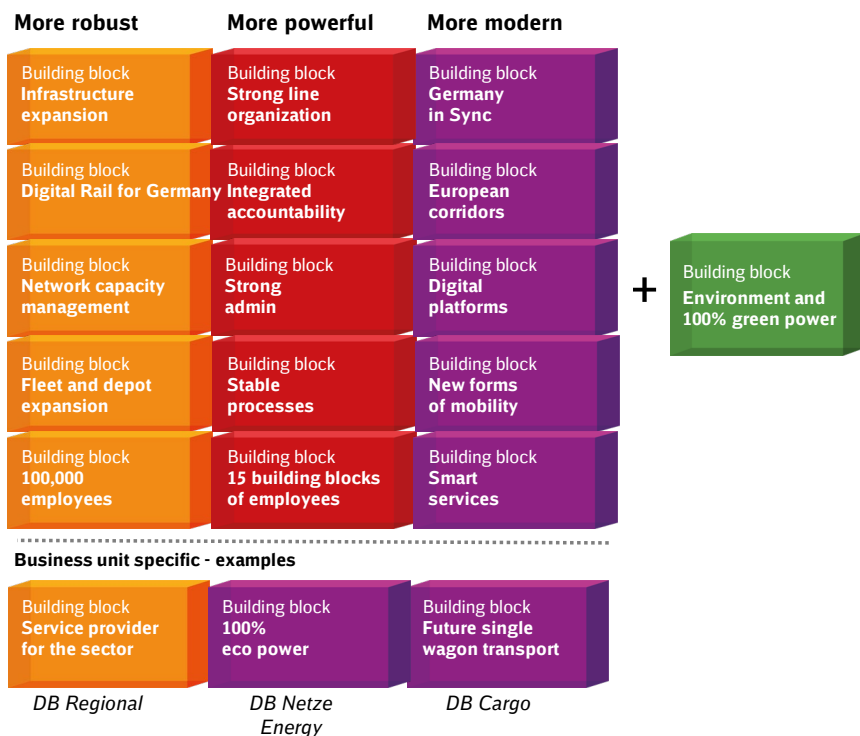
Deutsche Bahn manages its major subsidiaries with strategic importance for the Strong Rail unchanged as financial subsidiaries. Operational interventions are limited to the target of achieving synergies with the integrated rail system. Subsidiaries without strategic relevance for the Strong Rail will be evaluated and afterwards potentially sold.

This is how Deutsche Bahn lives up to its responsibility: The 15 building blocks of the strategy in an overview



The overall sector targets are the foundation of our DB targets. Building blocks are the basis for implementation and monitoring

15 + X building blocks



10 DB targets

Traffic shift

- 260 million passengers in long-distance
- +1 billion passengers in regional
- +70% volume sold in freight transport
- +>30% capacity in infrastructure

Customers

- Customer satisfaction >80 SI (long-distance), >75 SI (regional), >70 SI (DB Cargo)
- Punctuality > 85% (long-distance), >95% (regional), >77% (DB Cargo)

Employees

- Employee satisfaction >3.8

Climate

- 100% share of renewable energies

Financials

- Reasonable rate of return (ROCE of ≥6.5%)
- Financial stability (debt coverage of ≥20%)

3 sector targets

Passengers in rail transport

+100%

Market share rail freight transport

25%

Share of renewable energies

100%

Becoming more robust by implementing five key building blocks

Building block Infrastructure expansion

- Planned new and expansion projects will be realized consequently and as fast as possible.
- Additional smaller infrastructure measures improve the robustness in bottlenecks.
- As a result existing bottlenecks will be removed and capacities increased.

Building block Digital Rail for Germany

- The infrastructure will become more modern and thus strong through technological innovations.
- Digital Rail for Germany enables a further capacity increase, reduces traffic jams and creates the operational prerequisites for digital rail operations.
- Broad roll out of ETCS and digital interlockings enables a further higher traffic density and reduces malfunctions – at a stable high level of safety.

Building block Network capacity management¹⁾

- Our capacity consumption will be reduced through capacity-friendly construction.
- Time tables will be more in line with existing capacities through capacity-friendly operations. The utilization will be increased among others by harmonizing the speed profiles.
- PlanCorridor and PlanStart are first measures for a optimized utilization of existing capacities in bottlenecks.

Building block Fleet and depot expansion

- Fleet capacity will be extended by modernization of existing and capex in new vehicles.
- Maintenance capacity will be extended by expansion of our maintenance facilities.
- Maintenance efficiency will be improved by using sensors, AI-based processes und 3D printing technology.

Building block 100,000 employees

- In the next years we will be hiring at least 100,000 new employees.
- Therefore an end to end process for a dynamic demand assessment will be established, a comprehensive employer branding campaign will be conducted and the work of the future will be newly shaped.
- As a result our image as an attractive employer will be strengthened personnel bottlenecks, mainly in jobs critical for operations, will be avoided.

¹⁾ Including involvement of third parties.

Becoming more robust through more train-paths



Since the German rail reform rail transport volume increased by more than 20%. Now we are reaching our capacity limits: Roughly 5% of the network are overloaded, but roughly 70% of the volume sold in long-distance is impacted. That's why we are aiming for an increase of 350 million train-path kilometers, creating more than 30% additional capacity in the network. This will be reached through expansion, technological innovations and digitalization as well as an improved capacity management.

New construction and expansion of lines and hubs

For a mid- to long-term capacity increase of about 108 million train-path km

- **Capacity increase** with the support of politics, among others via implementation of Federal Transport Plan, smaller/middle measures and additional measures for Germany in Sync. Thus bottlenecks can be eliminated and growth enabled.
- **Extensive 740 m network and additional terminals** ease freight transport access to the rails.

Technological innovation and digitalization of the network

For a mid- to long-term capacity increase of about 100 million train-path km

- **Digital Rail for Germany** enables the technology leap of the infrastructure in the 21. century.
- **Broad roll out of ETCS and digital interlockings** reduces malfunctions and enables capacity gains of up to 20%.
- **Digital rail operations** increase capacity by up to 15% in the long-term.

Improved capacity management¹⁾

For a short to mid-term capacity increase of about 70 million train-path km

- **Capacity-friendly construction** reduces our own capacity consumption for the necessary modernization of the network.
- **Capacity-friendly operations** through a time table that is better aligned with capacity. The harmonization of speed profiles improves utilization.
- **Operating management** through PlanCorridor, PlanStart among others improved quality at major bottlenecks.

¹⁾ Including involvement of third parties.

Becoming more robust through more trains



DB Long-Distance delivers record levels of patronage, but quality and punctuality needs to be improved. One reason is that the utilization of the fleet has reached its limit and maintenance requirement has increased further. That's why it is necessary to increase fleet capacity to reach our target of about 260 million passengers p.a. At the same time the fleet at DB Regional and DB Cargo needs to be extended too.

Expansion of fleet capacity

For an increase of seat capacity by up to 100%

- **Through capital expenditures in new trains** we are expanding our fleet – in long-distance by 120 trains, in freight transport by more than 300 locomotives.
- **Longer trains and improved utilization** will increase additional capacity: In regional transport roughly 1,000 existing vehicles will be equipped with up to 12% more seats together with ordering organizations.

Expansion of maintenance capacity

For higher efficiency in our maintenance facilities

- **Through the extension of maintenance facilities** more capacity in line with the growth of our fleet will be created.
- **In long-distance** for more than 50% maintained ICE per day.
- **In regional transport** reduction of downtime during rush hours by 20%.

Digitalization and automatization of maintenance

For an additional increase of vehicle availability

- **Digital technologies:** Use of sensors, data analytic methods and digital optimization are key to reduce future maintenance work. For instance equipment of 68,000 freight cars with intelligent sensors.
- **Digital scans of trains,** intelligent diagnostic systems and AI-based automatized maintenance processes at long-distance to boost efficiency.
- **AI and IoT solutions** for a reduction of comfort malfunctions by 40% in regional transport.

Becoming more powerful by implementing five key building blocks

Building block Strong line organization

- The organization will be focused on one target system. Existing trade-offs will be solved and responsibilities sharpened.
- The effectiveness of the organization will be improved by the elimination of management levels, dissolution of redundancies and streamlining of management boards.
- Projects will be strictly focused on Strong Rail and limited in its number.

Building block Integrated accountability¹⁾

- Cross-business unit process will have one clear process owner in the future.
- This one process owner is responsible for the focus on customer value, the result and the continuous improvement of the process.
- The process owner is part of the line organization and connected with a direct reporting line to the Management Board.

Building block Strong admin¹⁾

- Strong admin in Finance and Controlling, Procurement, Human Resources and Technology and Digitalization set standards and realize economies of scale by bundling resources and competencies.
- They draw up binding quality guidelines at important interfaces, have an veto right in the case of non-conformance and a direct reporting line to the Management Board.
- They lead the respective functions at the business units with regard to their defined spectrum of responsibilities.

Building block Stable processes

- With the DB excellence system we establish a common language and a common method and tool box for process design and development.
- All 21 core processes of the integrated rail system will be optimized and standardized with this method box.

Building block 15 building blocks of employees

- DB employees will be involved in the change and shall develop and create their own building blocks.
- We are looking for 15 building blocks of employees, that mobilize DB Group and help to successful implement the 15 building blocks.
- The development will take place in employee forums and events – the Management Board is committed to implement them.

¹⁾ In compliance with regulatory framework conditions.

Becoming more powerful through a slim structure



Six business units, more than 70 legal entities and internal service providers, 9,500 organizational units: To keep a group of this size manageable, complexity needs to be reduced and the organization must be structured as clearly and simple as possible. Customer and employee focus must be restored. This is the only way to be flexible in stead of rigid, fast in stead of idle, strong and solution-focused. Mantra: We exclude everything the customer doesn't need.

Strengthening and easing of line organization

- **Elimination of trade-offs** through introduction of a common target system.
- **More effective management structures** through less management levels and dissolution of redundancies.
- **Stronger focus** through a reduction to a maximum of 100 top projects at the integrated rail system.

¹⁾ In compliance with regulatory framework conditions.

Establishment of strong integrated process owners¹⁾

- They align integrated processes with customer value.
- They are responsible for process results and integrate the targets into the objectives of the participants.
- They are part of the line organization and will be strengthened through a direct reporting line to the Management Board.

Strengthening of line organization¹⁾

- **Definition of binding standards** for processes and methods.
- **Definition of binding quality guidelines** at important interfaces.
- **Definition and management** of cross-business unit issues.
- **Realization of economies of scale** through bundling of resources and competencies.

Becoming more modern by implementing five key building blocks

Building block Germany in Sync

- Regional transport, long-distance transport, rail and bus will be aligned better across Germany.
- Hence travel time can be reduced and customer experience can be improved.
- On all major intra-German connections will be a train running twice a hour, to major European cities at least once a hour.

Building block European corridors

- In freight transport we strengthen the role of international corridors in line with Germany in Sync.
- Therefore we increase the frequency and enable seamless cross-border transport and create new services on the trans-Eurasian corridor between China and Europe.
- Regular departure times and outstanding service secure competitiveness of rail freight and help to acquire new customers in the long-term.

Building block Digital platforms

- We expand existing and establish new platforms to integrate our services and third-party services.
- Therefore we develop customized solutions for rail freight transport and passenger transport.

Building block New forms of mobility

- We supplement our core product mobility on the rails with new and innovative transport solutions.
- So we make possible seamless end to end transport and travel chains for our customers.

Building block Smart services

- Optimization of travel experience in long-distance, among others through improved travel information, for more self-determination during the journey as well as through personalized services.
- Innovative services in regional transport jointly with the sector for the customers – for instance Wi-Fi and innovative space and train concepts.
- New services in freight transport, for instance through further development supply chain solutions.

Becoming more modern through higher frequencies



It is key for customers to reach their destination simple, fast and convenient. Whether in passenger or in freight transport: Waiting time, missed connections and issues while switching the mode of transport should be reduced as much as possible. Therefore Deutsche Bahn must become faster, volume stronger, more multi-faceted and more intermodal.

In a fast frequency through Germany and Europe

- **Targeted extension of services** makes traffic on major long and mid distance connections faster and more frequently.
- **Additional direct connections and frequencies** connect until 2030 more than 30 German cities two-times per hour. The European railways expand their connections and hence together their services.
- **Additional 7 million people** and hence more than 80% of the German population have access to the long-distance network through the integration of small and mid-size cities, at least twice every hour.
- **In European rail freight transport** services will be extended on the major corridors in line with Germany in Sync and the number of daily cycle runs will be increased.

Extension of mobility services in local transport

- **Build up of a mobility portfolio** for urban and rural traffic through investments, own developments and partnerships.
- **Innovative transport services** extend urban and rural mobility: Ride pooling with cars, sharing of scooters.
- **Integration of these new services** into an even more efficient S-Bahn (metro) offering in conurbations.

Easing of the change of transport modes

- **Stations will become mobility hubs** offering a lot of different mobility services.
- **Charging infrastructure** for cars, e-scooter and pedelecs will be expanded.
- **100,000 new bicycle stands** at stations until 2022 from DB Group and Federal Government.
- **Vital centers of the city:** Eating, shopping or working – at the stations under one roof.
- **Processes in freight transport** at container terminals, railports, marshalling yards and freight transport facilities will be more efficient and faster through new technologies.

Becoming more powerful by stronger interlinking



Digitalization enables totally new ways of information and coordination regarding transport as well the integration of different modes of transport. Hence movement for everybody becomes much easier: Always knowing, where and how to come to the destination while feeling completely accompanied. Therefore services of Deutsche Bahn will be become significantly more integrated and even better available through digital platforms.

Extension of the most important mobility platform in long-distance

- **DB Navigator** will become by 2030 with a 35% increase of active user Europe's biggest mobility platform.
- **Real door to door solutions** at long- and mid-distance connections and permanent real time orientation make the DB Navigator even more appealing.

Creation of new interlinkage in local transport – jointly with the sector

- **Mobimeo** develops technologies to make every booking platform multi modal.
- **Mobimeo** develops technologies, to make every booking platform to a real navigation service for day-to-day mobility.
- **Short-term start of pilots** in nine German cities together with Mobility Inside.

Digitalization of the interface for rail freight customers

- **Link2Rail** will digitalize and integrate all booking and monitoring processes along the entire transport chain, for instance tracking and tracing.
- **The Order-2-Cash process** will be automatized, for instance ordering of empty cars, transport orders.
- **Individual sector solutions** will be further developed together with the customers.

Becoming more modern by smarter services



It is not only decisive for the customers to reach their destination. It is of equal importance, how they get there. Or in freight transport, whether and how the freight arrives at the final destination. Therefore we systematically expand our services and extend and optimize them with all new technological and digital possibilities to improve the Deutsche Bahn experience comprehensively.

Optimization of travel experience in long-distance

- **Wi-Fi and telephony.** € 30 mn expenditures to offer complimentary Wi-Fi in all long-distance trains by 2021.
- **Comfort and service at the seat.** Establishment of comfort check in as standard and consistent consideration of customer preferences in on board services.
- **New entertainment possibilities.** Access to exclusive content according to the individual customer preferences.
- **Active travel support.** Introduction real time ticketing, real time navigation and automatized accommodation processes.

Innovative services in regional transport jointly with the sector for the customers

- **Wi-Fi in regional transport.** Offering of high performance Wi-Fi and development of attractive regional customer portals.
- **Idea train.** Development of innovative space and train concepts for individual use of commuting times.
- **Line agent.** Offering of a digital partner for day-to-day mobility – push information in real time in case of interruptions, replacement traffic or alternative routes.

New services in freight transport

- **Further development of supply chain solutions** regarding reliability and lead times with additional logistical services in freight transport.
- **Full transparency in real time** regarding shipment status.
- **Door-to-door-solutions** – consistent transport chains in combined transport.

A1 DB Group

A2 Strategy

A3 2019 Financial Year

A4 Sustainability

A5 Track Record

A3

Germany's fastest climate protector



Mixed performance development of rail transport in Germany, ongoing strong gains at DB Long-Distance

Performance indicators – Integrated rail system

Long-distance

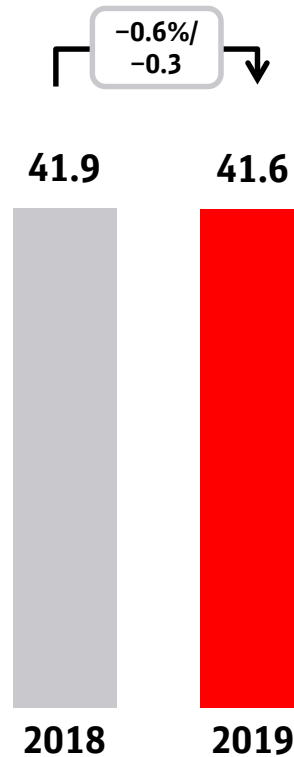
(bn pkm)



market: ↗

Regional¹⁾

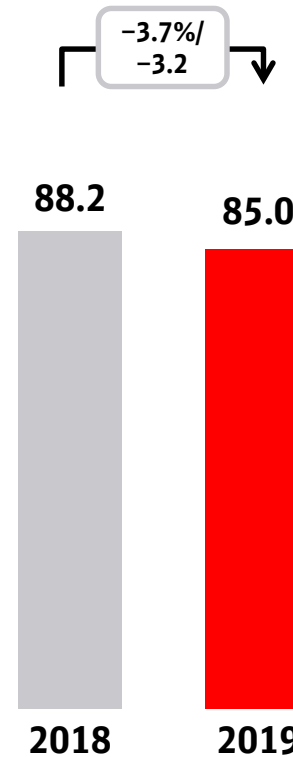
(bn pkm)



market: ↗

Rail freight

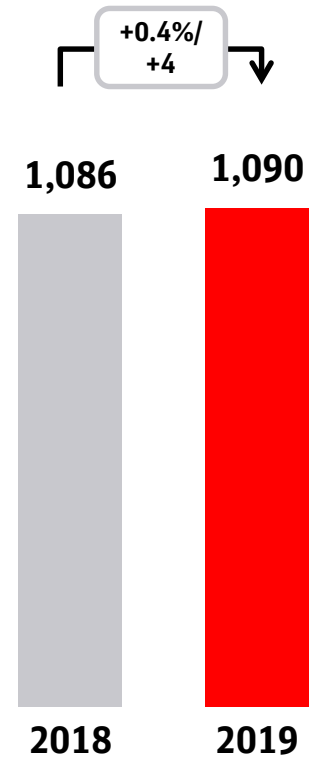
(bn tkm)



market: ↘

Infrastructure

(mn train-path km)



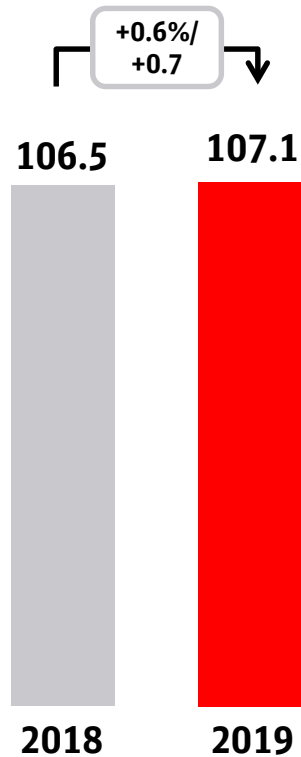
Share of non-DB customers: 33.8%

¹⁾ DB Regional and UBB Usedomer Bäderbahn GmbH.

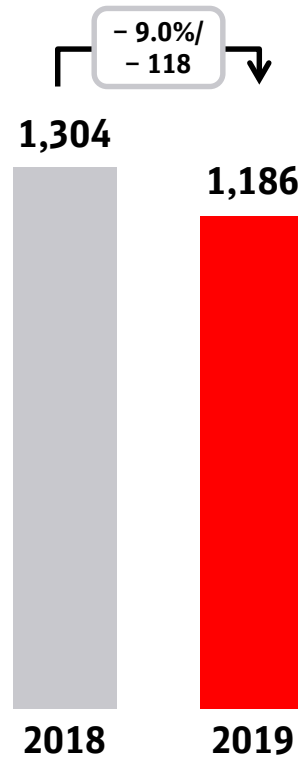
Predominantly positive performance development in the freight forwarding and logistics business

Performance indicators – DB Schenker

Land transport (mn shipments)



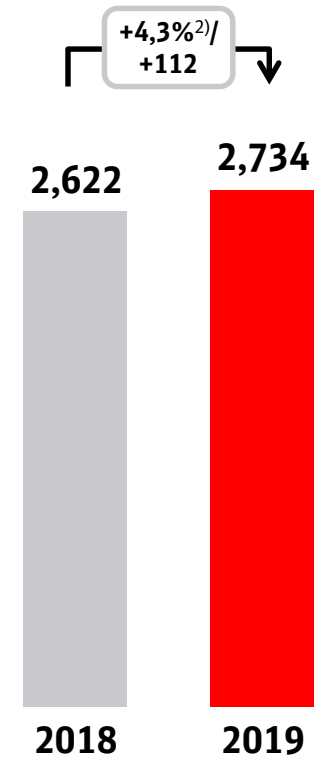
Air freight (thousand t¹⁾)



Ocean freight (thousand TEU¹)



Contract logistics (€ mn)

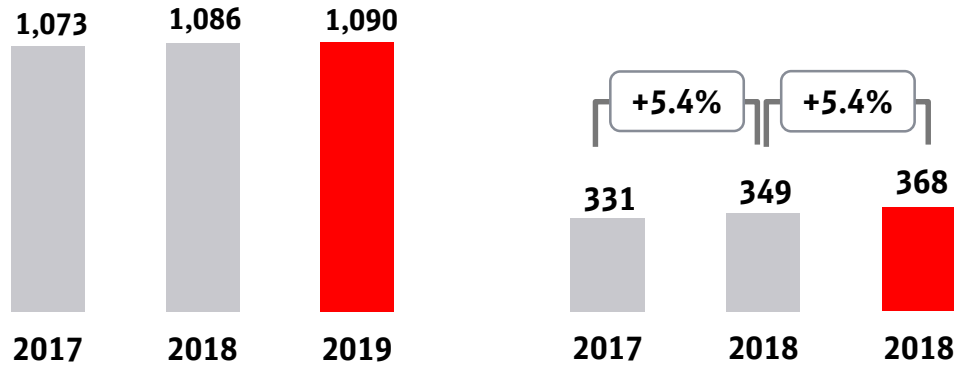


¹⁾ Exports. ²⁾ FX adjusted +2.7%.

Further intensification of non-Group infrastructure usage

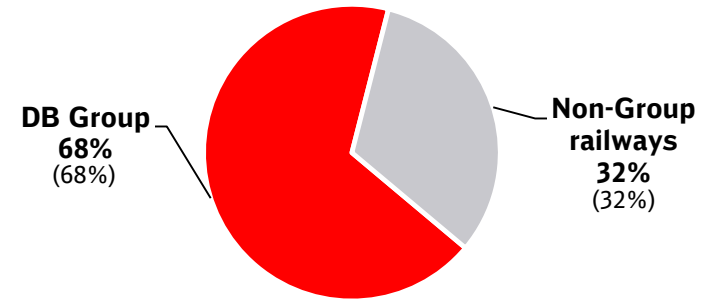


Train-path usage total/non-Group (mn train-path km)

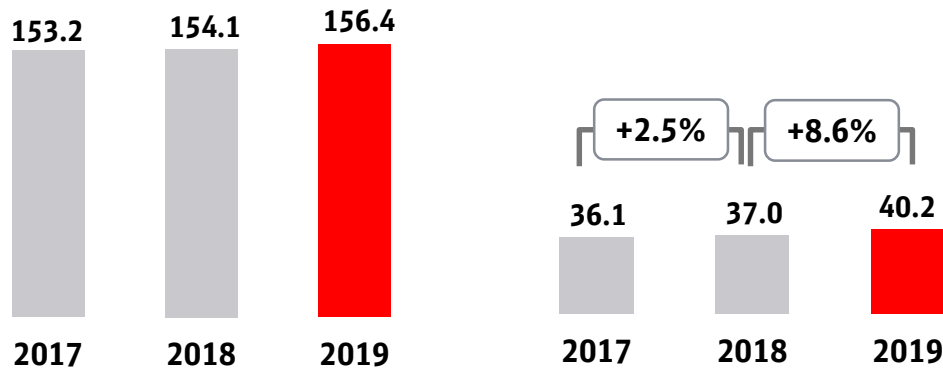


Structure of train-path usage (%)

(2018)

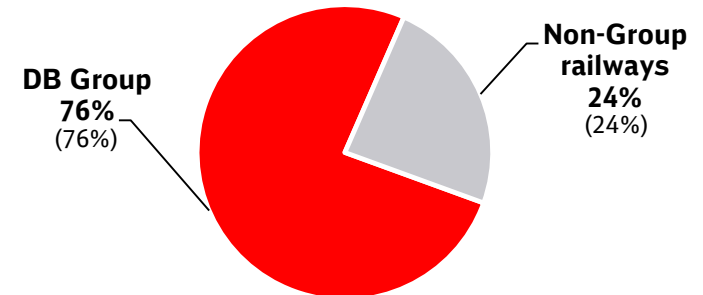


Station stops total/non-Group (mn stops)



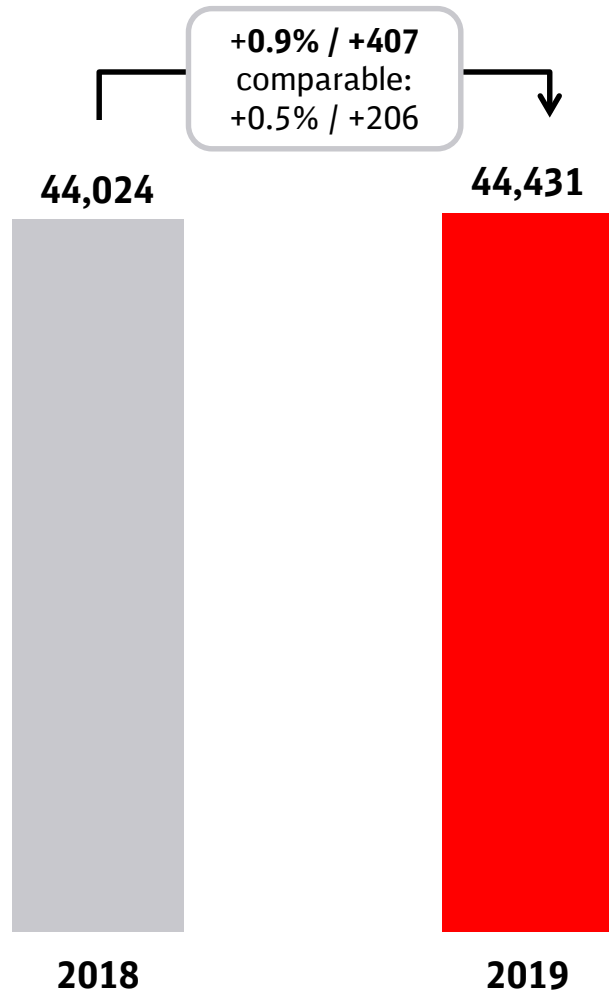
Structure of station stops (%)

(2018)



Revenue development ongoing positive, driven mainly by DB Long-Distance and DB Netze Track

Revenues (€ mn)



Key impact factors

- ⊕ Increased performance (mainly DB Long-Distance and DB Netze Track)
- ⊕ Price effects
- ⊖ Economic development
- ⊖ Portfolio changes at DB Arriva
- ⊖ Quality issues/resource shortage

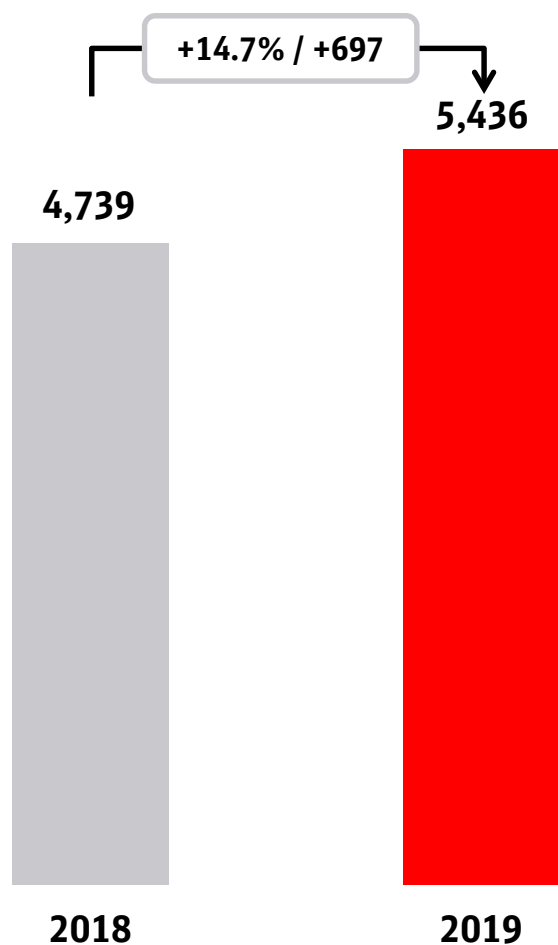
External revenues by business units (€ mn)

	2019	2018	+/- €	+/- %
DB Long-Distance	4,824	4,528	+296	+6.5
DB Regional	8,830	8,862	-32	-0.4
DB Cargo	4,188	4,177	+11	+0.3
DB Netze Track	1,687	1,559	+128	+8.2
DB Netze Stations	590	569	+21	+3.7
DB Netze Energy	1,308	1,350	-42	-3.1
Other	581	573	+8	+1.4
Integrated rail system	22,008	21,618	+390	+1.8
DB Arriva	5,405	5,433	-28	-0.5
DB Schenker	17,018	16,973	+45	+0.3
DB Group	44,431	44,024	+407	+0.9

EBITDA development driven by IFRS 16 effect



EBITDA adjusted (€ mn)



Key impact factors

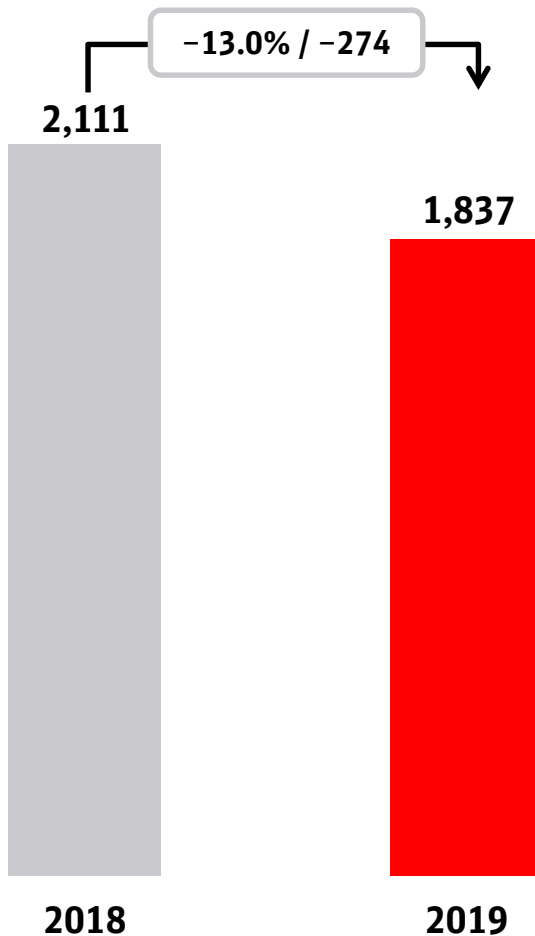
- ⊕ IFRS 16 effect
- ⊕ Revenue increase
- ⊕ Cost management
- ⊖ Quality and digitalization measures
- ⊖ Economic challenges
- ⊖ Cost increases (mainly personnel)

EBITDA adjusted by business units (€ mn)

	2019	2018	+/- €	Thereof IFRS 16	+/- %
DB Long-Distance	789	675	+114	+4	+16.9
DB Regional	1,056	1,126	-70	+9	-6.2
DB Cargo	13	54	-41	+99	-75.9
DB Netze Track	1,443	1,446	-3	+5	-0.2
DB Netze Stations	349	362	-13	+13	-3.6
DB Netze Energy	128	87	+41	+20	+47.1
Other/Consolidation IRS	-162	-289	+127	+244	-43.9
Integrated rail system	3,616	3,461	+155	+394	+4.5
DB Arriva	752	575	+177	+183	+30.8
DB Schenker	1,082	703	+379	+366	+53.9
Consolidation miscel.	-14	-	-14	-	-
DB Group	5,436	4,739	+697	+943	+14.7

Quality measures and additional cost strains impacted EBIT development

EBIT adjusted (€ mn)



Key impact factors

- ⬆ Revenue increase
- ⬆ Cost management
- ⬇ Quality and digitalization measures
- ⬇ Economic challenges
- ⬇ Cost increases (mainly personnel)

EBIT adjusted by business units (€ mn)

	2019	2018	+/- €	Thereof IFRS 16	+/- %
DB Long-Distance	485	417	+68	+1	+16.3
DB Regional	408	492	-84	+0	-17.1
DB Cargo	-308	-190	-118	+7	+62.1
DB Netze Track	807	840	-33	+0	-3.9
DB Netze Stations	210	221	-11	+1	-5.0
DB Netze Energy	43	21	+22	+2	+105
Other/Consolidation IRS	-622	-493	-129	+14	+26.2
Integrated rail system	1,023	1,308	-285	+25	-21.8
DB Arriva	289	300	-11	+10	-3.7
DB Schenker	538	503	+35	+11	+7.0
Consolidation miscel.	-13	-	-13	-	-
DB Group	1,837	2,111	-274	+46	-13.0

Higher operating expenses impacted development of profit figures

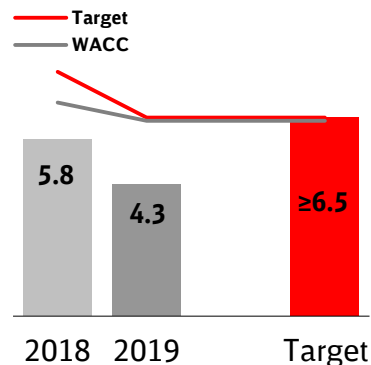
Adjusted P&L (€ mn)	2019	2018	+/- €	Thereof IFRS 16	+/- %	Key impact factors
Revenues	44,431	44,024	+407	-48	+0.9	<ul style="list-style-type: none"> Revenue growth substantially due to price and performance factors. Operating expenses increased mainly due to additional expenses, for our measures to improve quality and digitalization, additional employees and wage increases. IFRS 16 effect lowered other operating expenses and increased depreciation.
Total income	50,605	49,977	+628	-48	+1.3	
Cost of materials	-22,259	-22,254	-5	-	-	
Personnel expenses	-18,011	-17,149	-862	-	+5.0	
Other operating expenses	-4,899	-5,835	+936	+991	-16.0	
EBITDA adjusted	5,436	4,739	+697	+943	+14.7	
Depreciation	-3,599	-2,628	-971	-897	+36.9	
EBIT adjusted	1,837	2,111	-274	+46	-13.0	
Financial result	-763	-706	-57	-69	+8.1	
Extraordinary result	-393	-233	-160	-	+68.7	
Profit before taxes	681	1,172	-491	-23	-41.9	
Taxes on income	-1	-630	+629	-	-99.8	
Net profit	680	542	+138	-23	+25.5	

Clear targets for yield management and creditworthiness

ROCE (%)

$$= \frac{\text{EBIT adjusted}}{\text{Capital employed}}$$

- ROCE links requirements of controlling (success control, management instrument) with capital market requirements (derivability, acceptance).

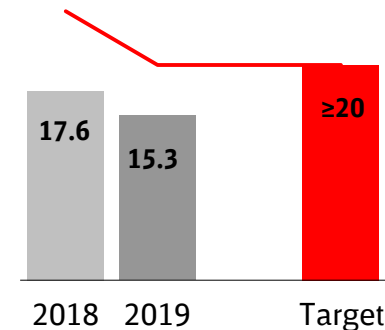


DB Group has to earn its cost of capital (WACC) in the mid-term; value generation: ROCEs > WACCs.

Debt coverage (%)

$$= \frac{\text{Operating cash flow after tax}}{\text{Adjusted net debt}}$$

- Connection of cash flow after tax and debt.
- Key figure in rating assessment process.
- Includes pension obligations.



Access to the capital markets / preservation of a broad fixed income investor base. Confirmation of credit ratings in the good investment grade area even on a stand alone basis.

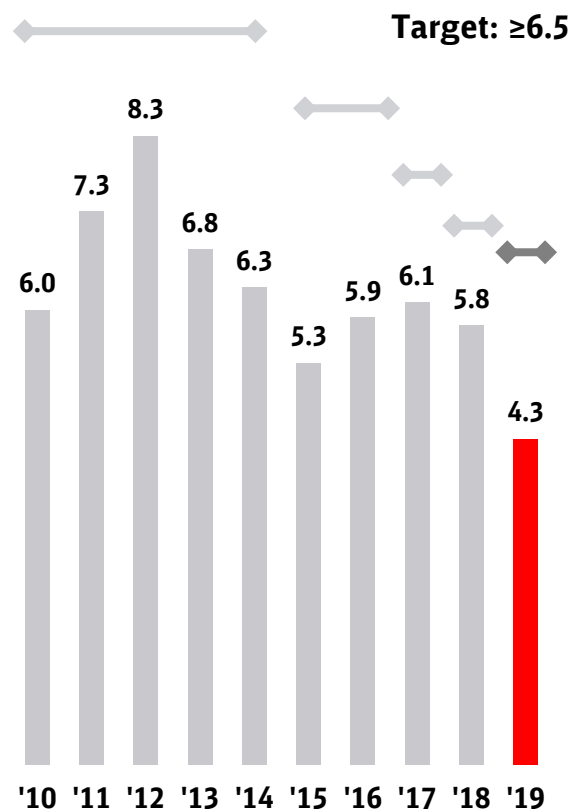
Calculation

Rationale

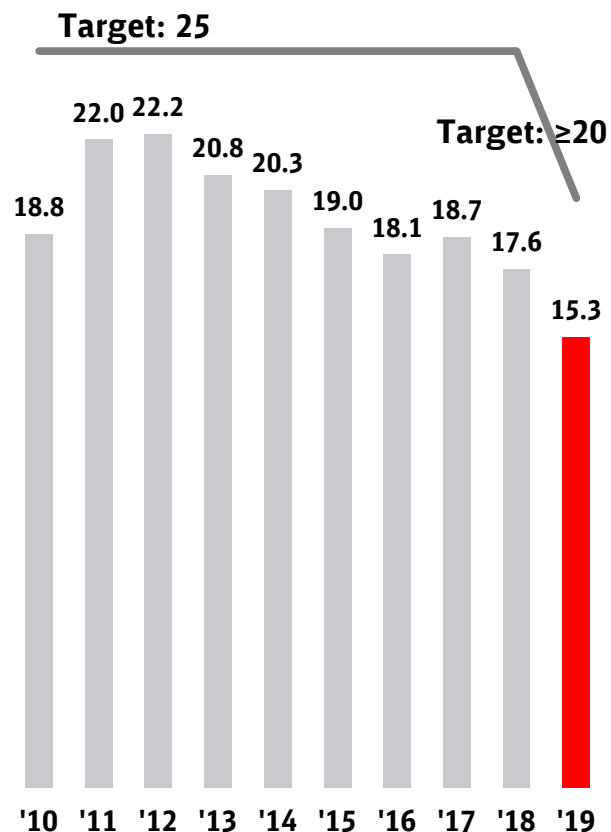
Targets

Development of key economic performance indicators driven by profit decline and IFRS 16 effects

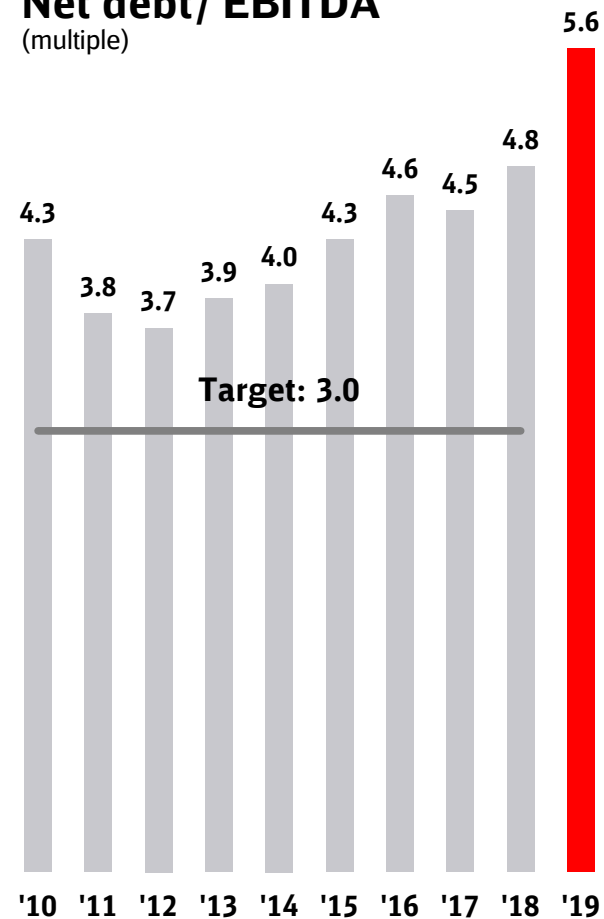
ROCE
(%)



Debt coverage
(%)

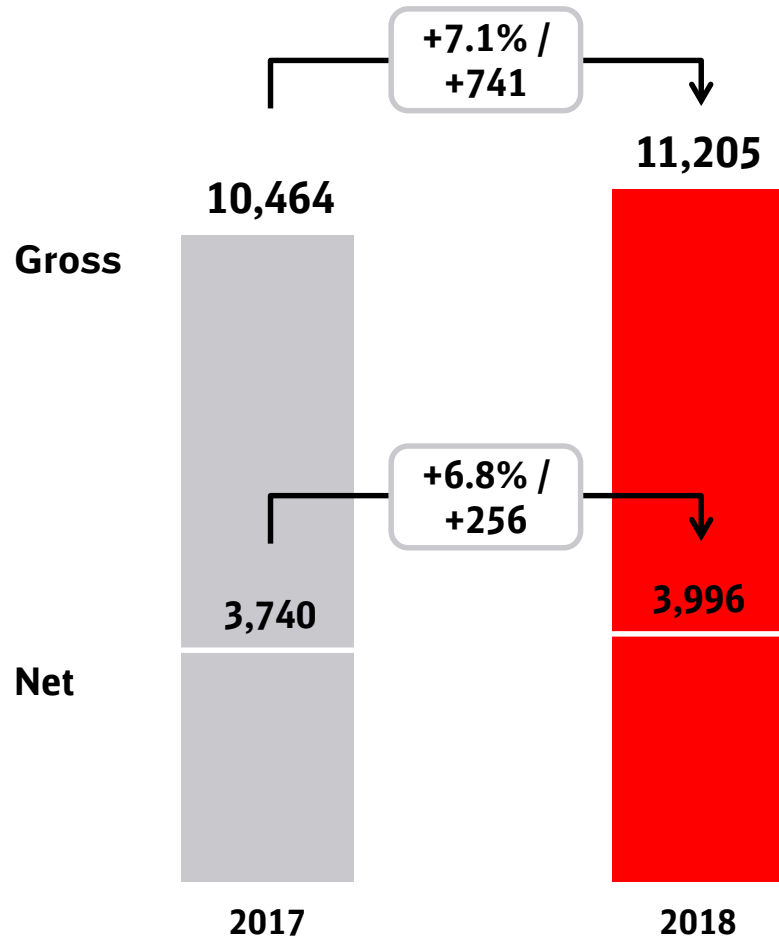


Net debt/ EBITDA
(multiple)



Capex increased by higher investments in infrastructure and rolling stock

Capital expenditures (€ mn)



Key impact factors

- ⊕ Higher rolling stock capex (especially at DB Long-Distance and DB Cargo)
- ⊕ Higher infrastructure capex

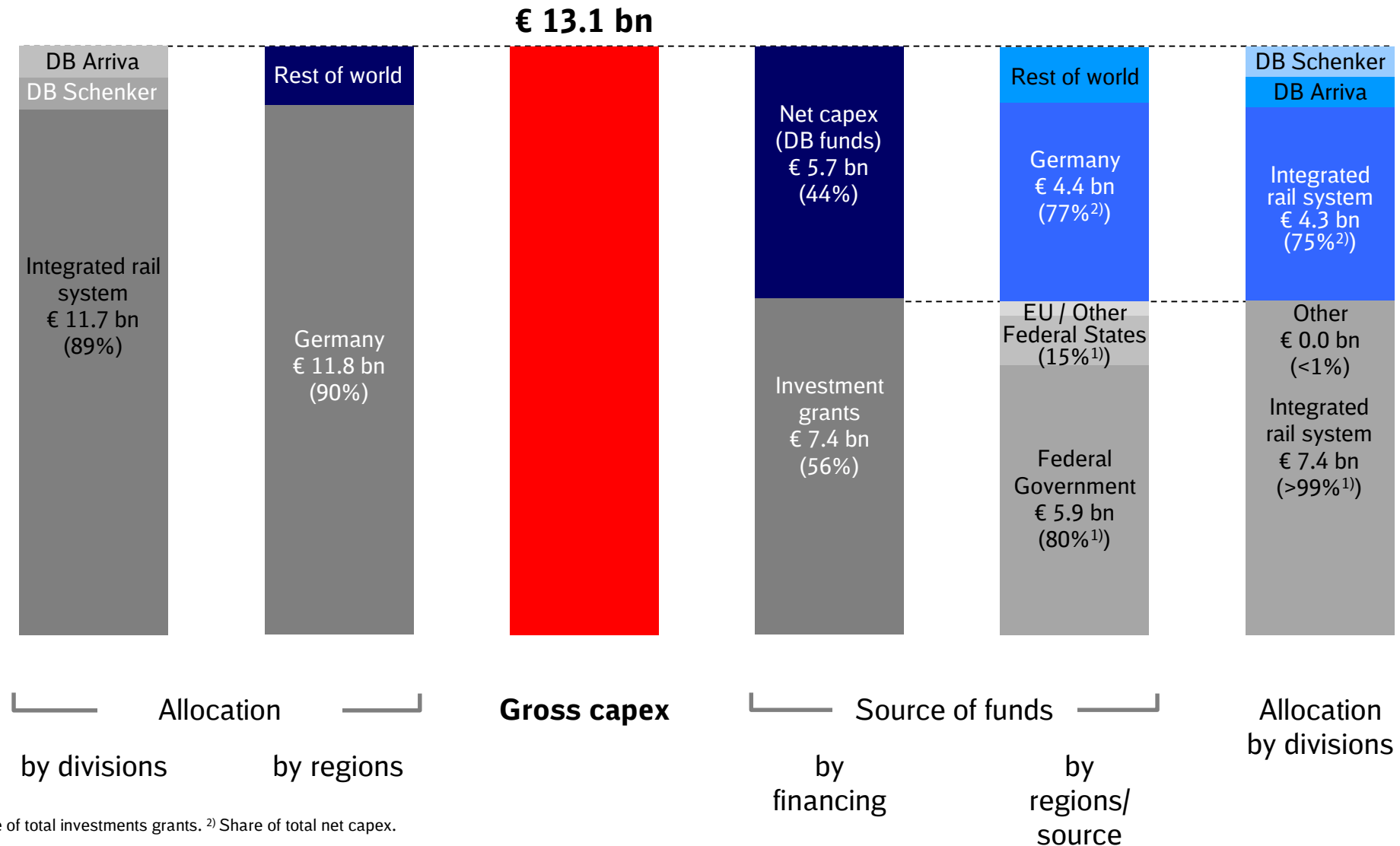
Net capex by business units (€ mn)

	2018	2017	+/- €	+/- %
DB Long-Distance	1,081	1,060	+21	+2.0
DB Regional	526	628	-102	-16.2
DB Arriva	312	372	-60	-16.1
DB Cargo	586	324	+262	+80.9
DB Schenker	273	246	+27	+11.0
DB Netze Track	564	660	-96	-14.5
DB Netze Stations	164	103	+61	+59.2
DB Netze Energy	65	53	+12	+22.6
Other / Consolidation	425	294	+131	+44.6
DB Group	3,996	3,740	+256	+6.8

Increased capex mainly at infrastructure business units as well as at DB Arriva and DB Schenker due to IFRS 16 effect

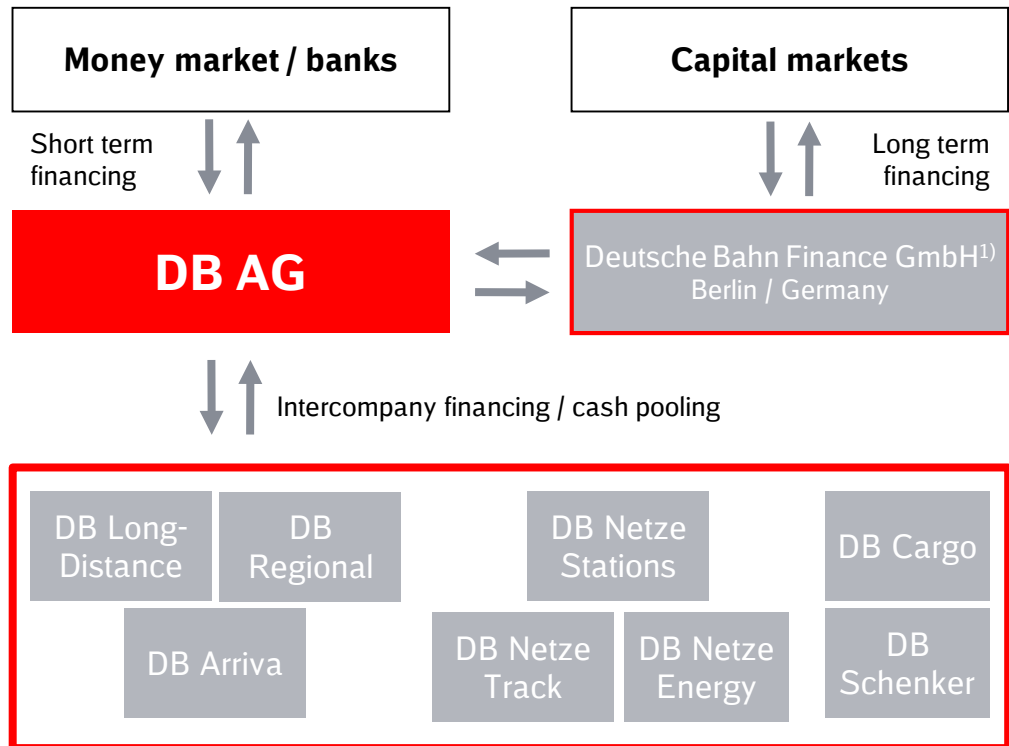
Capital expenditures (€ mn)	Gross capex					Net capex				
	2019	2018	+/- €	Thereof IFRS 16	+/- %	2019	2018	+/- €	Thereof IFRS 16	+/- %
DB Long-Distance	1,241	1,081	+160	+7	+14.8	1,241	1,081	+160	+7	+14.8
DB Regional	560	539	+21	+4	+3.9	548	526	+22	+4	+4.2
DB Cargo	570	587	-17	+137	-2.9	523	586	-63	+137	-10.8
DB Netze Track	7,441	6,901	+540	+6	-7.8	1,055	564	+491	+6	+87.1
DB Netze Stations	1,096	883	+213	+2	+24.1	262	164	+98	+2	+59.8
DB Netze Energy	193	187	+6	-7	+3.2	61	65	- 4	-7	-6.2
Other/Consolidation IRS	612	428	+184	+233	+43.0	611	425	+186	+233	+43.8
Integrated rail system	11,713	10,606	+1,107	+382	+10.4	4,301	3,411	+890	+382	+26.1
DB Arriva	718	326	+392	+338	+120	683	312	+371	+338	+119
DB Schenker	662	273	+389	+377	+142	662	273	+389	+377	+142
DB Group	13,093	11,205	+1,888	+1,097	+16.8	5,646	3,996	+1,650	+1,097	+41.3

Gross capex mainly financed by investment grants, share declined due to high volume of rolling stock capex



¹⁾ Share of total investments grants. ²⁾ Share of total net capex.

Concept of DB Group financing unchanged



- DB AG's central Treasury department manages all financing, liquidity and hedging activities.
- External Group financing procured exclusively by DB AG and DB Finance.
- Internal funding conditions at arm's length.
- Cash pooling with 297 subsidiaries in 21 countries; 2 regional cash pools.
- Two debt issuance programs, issuer DB AG / DB Finance guaranteed by DB AG:
 - Euro debt issuance program (since 2001), volume € 30 bn.
 - Kangaroo debt issuance program (since 2017), volume AUD 5.0 bn.
- Commercial paper program (since 1994), volume € 3 bn (updated 2019).

¹⁾ Since September 1, 2017. Formerly Deutsche Bahn Finance B.V., Amsterdam / the Netherlands.

Capital markets funding strategy



Strategy

- Centralized Group funding by the Group Treasury located at DB AG.
- Active management of maturity profile; max €2bn in senior bond maturities per year.
- Positioning as retail-friendly and sustainable issuer.
- Committed Back-up facilities for Commercial Paper Program of DB AG.

Instruments

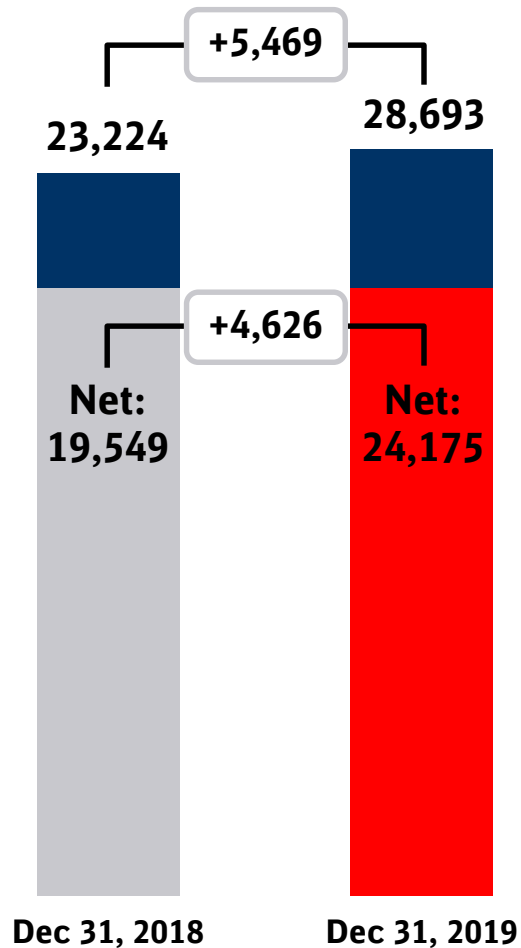
- Cash pool and internal loans for intra-Group financing.
- € 25 bn EUR-Debt Issuance Program.
- AUD 5 bn (EUR 2.8 bn) AUD-Debt Issuance Program.
- € 3 bn CP Program with a € 2bn portfolio of committed Back-up facilities.
- Global credit lines with working capital and guarantee facilities for Group companies.
- Opportunistic leasing when favorable.

Terms and conditions

- Typically German Law documentation (Kangaroo program under Australian/NSW law), each with Negative Pledge, Pari Passu, no Cross Default, no MAC, no Rating Trigger, no Ownership Clause, no Ratio Requirements (no Financial Covenants at all).
- All derivatives under German Master Agreement (DRV).

Components of financial debt as of Dec 31, 2019

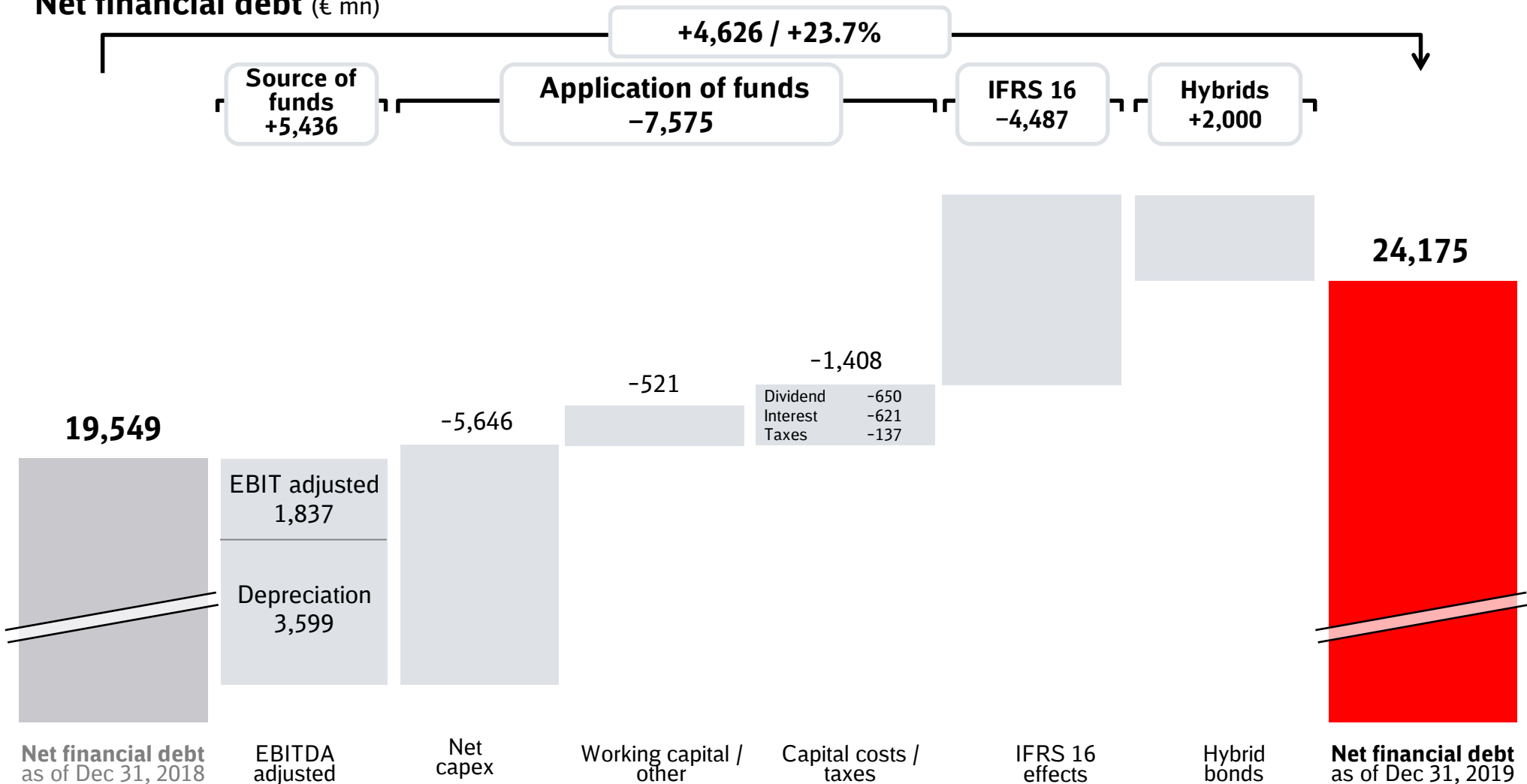
Financial debt (€ mn)



	2019	2018	+/-
Bonds	20,966	20,712	+254
+ EUROFIMA loans	200	200	-
+ Commercial paper	890	0	+890
+ Bank borrowings (incl. EIB)	626	646	-20
	22,682	21,558	+1,124
+ Finance lease (present value)	5,015	562	+4,453
+ Finance liabilities from transport concessions	77	45	-32
+ Other finance liabilities	212	228	-16
Financial debt excl. Federal loans	27,986	22,393	+5,593
+ Interest-free loans (present value)	707	851	-144
Financial debt	28,693	23,244	+5,449
- Cash and cash equivalents and receivables from financing	4,397	3,718	+679
- Effects from currency hedges	+121	-23	+144
Net financial debt	24,175	19,549	+4,626

Net financial debt increased significantly due to IFRS 16 effect and ongoing high level of net capex

Net financial debt (€ mn)



Changes in balance sheet driven by one time IFRS 16 effect on PPE and liabilities as well as addition of hybrid capital

(€ mn, as of Dec 31)

Assets

Non-current assets

Property, plant and equipment (PPE)	46,591	40,757	+5,834	+14.3
Intangible assets	3,894	3,730	+164	+4.4
Deferred tax assets	1,246	1,032	+214	+20.7

Current assets

Trade receivables	4,871	4,962	-91	-1.8
Cash and cash equivalents	3,993	3,544	+449	+12.7

Equity and liabilities

Equity

Non-current liabilities

Financial debt	23,977	20,626	+3,351	+16.2
----------------	--------	--------	--------	-------

Current liabilities

Financial debt	4,716	2,618	+2,098	+80.1
Trade liabilities	5,789	5,491	+298	+5.4

Total assets

2019	2018	+/- €	+/- %
53,213	46,646	+6,567	+14.1
12,615	11,881	+734	+6.2
14,927	13,592	+1,335	+9.8
32,820	29,104	+3,716	+12.8
18,081	15,831	+2,250	+14.2
65,828	58,527	+7,301	+12.5

Maturity structure

Assets

Non-current assets
(81%, 2018: 80%)

Current assets
(19%, 2018: 20%)

Total € 65.8 bn

Equity and liabilities

Equity
(23%, 2018: 23%)

Non-current liabilities
(50%, 2018: 50%)

Current liabilities
(27%, 2018: 27%)

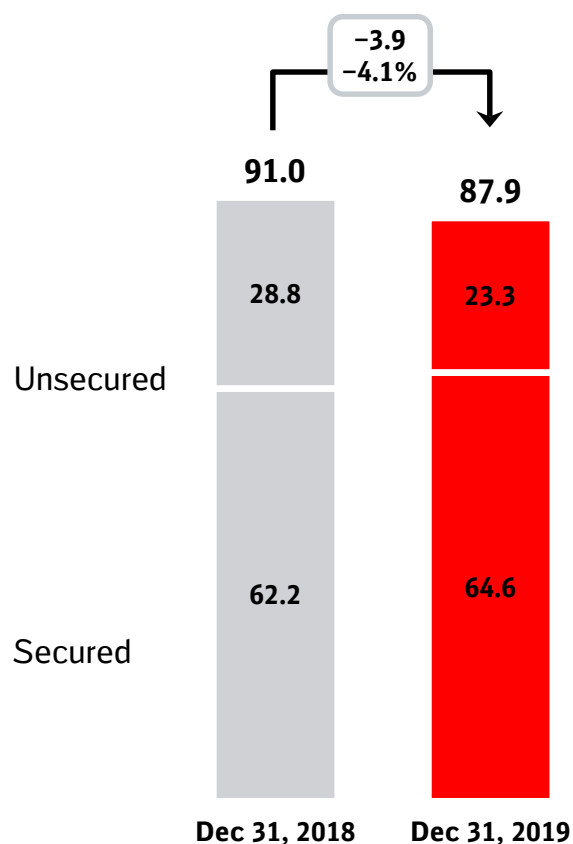
Total € 65.8 bn

Very strong order book with decrease in 2019

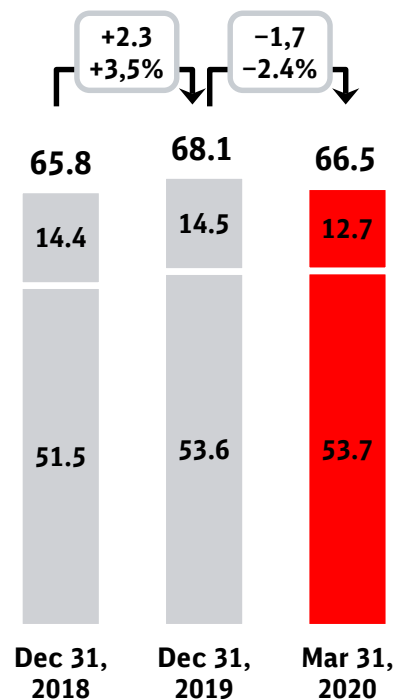


DB order book¹⁾ (€ bn)

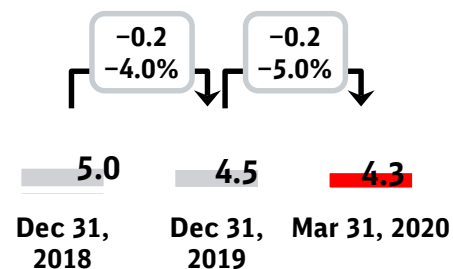
DB Group



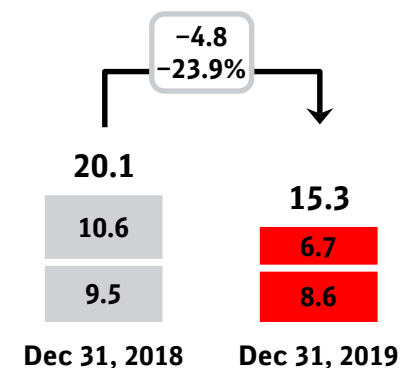
DB Regional (rail)



DB Regional (bus)



DB Arriva



¹⁾ Secured and unsecured revenues. Unsecured revenues consist mainly of fares..

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A4



Germany's fastest climate protector

DB Group enjoys good assessments in various established sustainability ratings



DB honored as “Sector Leader Transportation”

- DB Group with the best possible climate score: Total assessment „A“ makes DB Group to one of the most climate-friendly companies in the transport and logistics sector worldwide.



DB with “A” rating

- DB rated since 2013.
- DB with good position in road and rail transport industry.
- MSCI emphasized the target in carbon emission reduction.



DB with “Silver” status

- Deutsche Bahn is in the top 5% of companies assessed by EcoVadis in the Transport via railways industry.



Medium ESG risk

- DB Group achieved with a risk assessment of medium a good assessment.
- ESG risk rating category has remained stable.



DB with “Prime” status since 2010

- DB Group was rated as one of the very best in the transport & logistics/rail sector with prime status thanks to its good “B-” assessment.

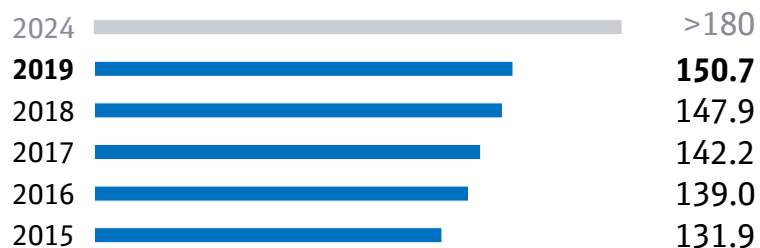
More details



Ongoing positive performance development in passenger transport and infrastructure, decline in rail freight transport

Strong Rail targets – Shift in mode of transport (rail in Germany)

Passengers long-distance transport (million)



260

Passengers (regional) (million)



2,500

Volume sold rail freight transport (million tkm)

120,000¹⁾

Train kilometers on track infrastructure (million train-path km)

1,400¹⁾

¹⁾ +70% compared to 2015.

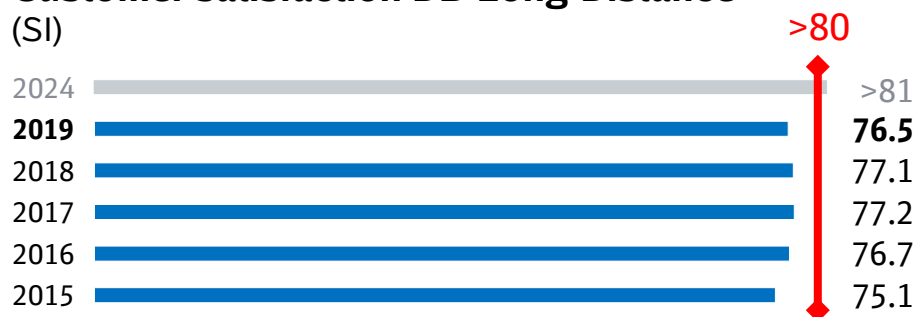
¹⁾ +>30% compared to 2015.

Mid-term target Long-term target

Mixed development of customer satisfaction, measures to improve punctuality show first results

Strong Rail targets – Customer satisfaction (SI) / Punctuality (rail in Germany)

Customer satisfaction DB Long-Distance (SI)

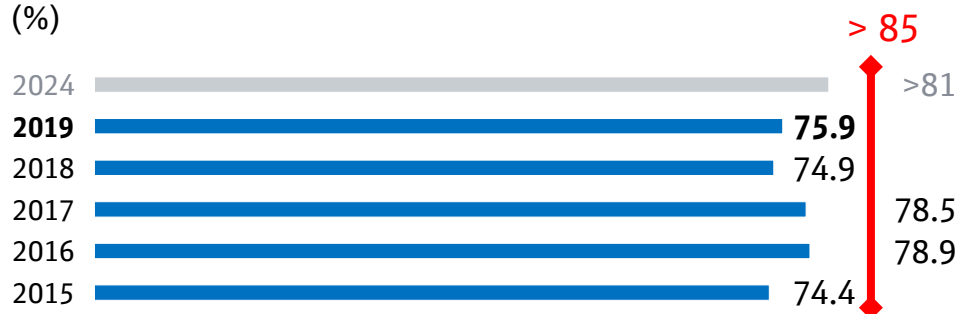


Customer satisfaction DB Cargo¹⁾ (SI)



¹⁾ Survey annually from 2017 onwards.

Punctuality DB Long-Distance (%)



Punctuality DB Cargo (%)

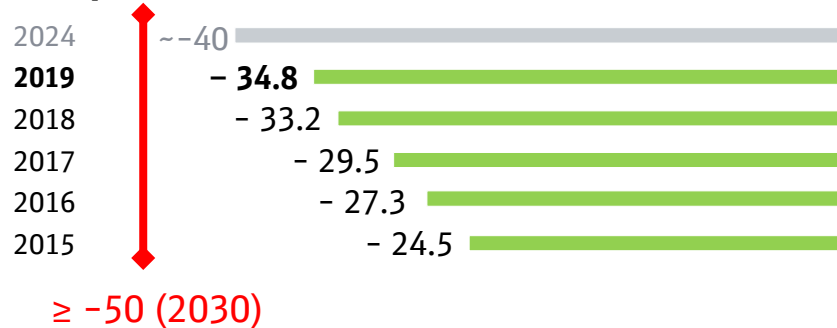


Mid-term target Long-term target

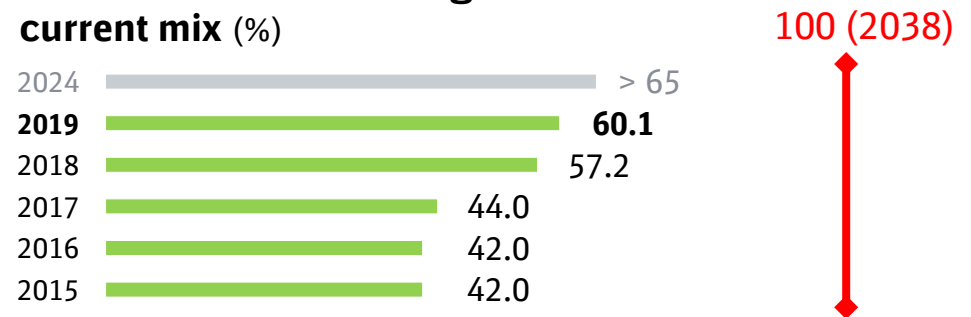
Ongoing strong development of environmental targets

Strong Rail targets – environmental (rail in Germany)

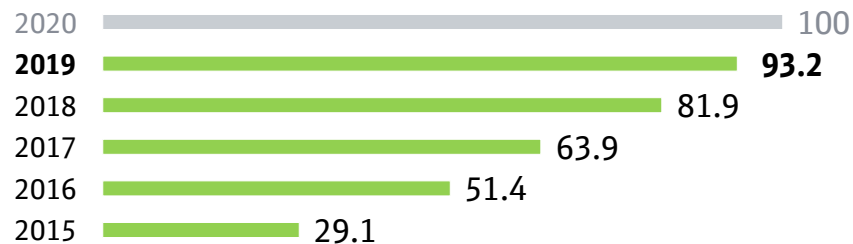
Specific greenhouse gas emissions compared to 2006 (%)



Share of renewable energies in DB traction current mix (%)



Share of quiet freight cars in the active fleet in Germany as Dec 31 (%)



Recycling rate (%)



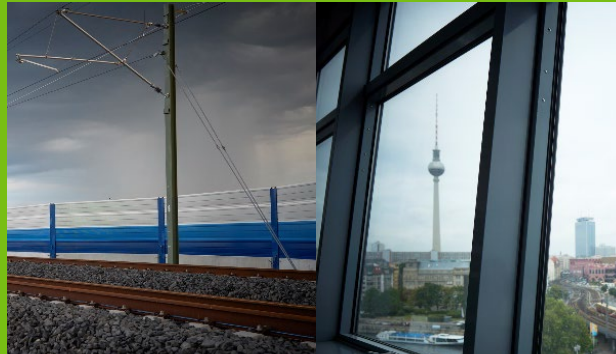
Short-/Mid-term target Long-term target

Our central approach is to “think together” about environmental and economic effects

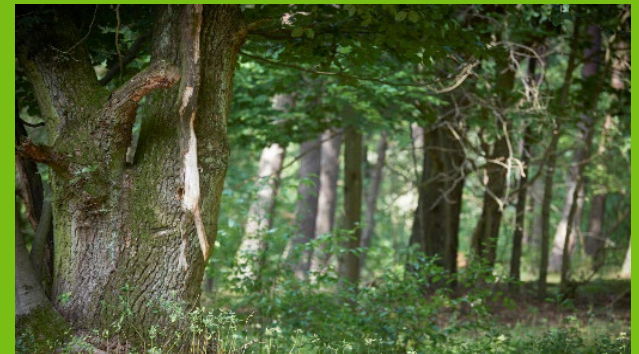
Environmental protection - our key fields of action



Climate protection



Noise reduction



Nature conservation



We are on a good way to meet our environmental top targets



Target Reduction of specific CO₂e emissions Compared to 2006

-50%

Share of renewable energies in traction current

80%

Recycling rate

95%

Cut rail noise by half compared to 2000

-10 dB(A)

-40%

2019

-34.8%

60.1%

98%



On track:

- **Noise remediated train-path and refitted freight cars**

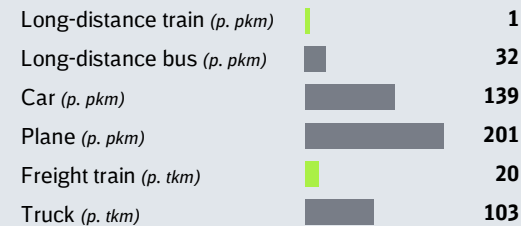
-26.6%

Das ist grün. Klima schützen. Umwelt schonen. Deutsche Bahn.

Our Strong Rail strategy is a key prerequisite for the German Government to reach its climate targets

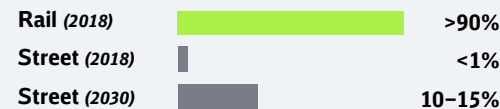
No other motorized mode of transport is as climate-friendly.

The lowest specific greenhouse gas emissions:



No other mode of transport is powered by a higher share of electricity.

The highest share of e-mobility:



No other mode of transport can reach a 100% share of eco power as fast.

The highest potential for eco power:

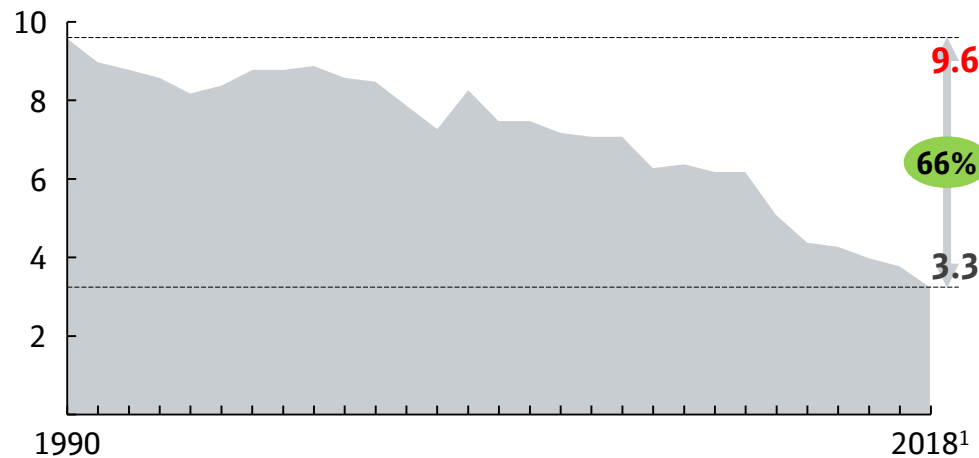


What a strong rail system means:

A reduction of total CO₂ emissions by 10.5 million tons p.a.
This is equivalent to the carbon footprint of one million people.

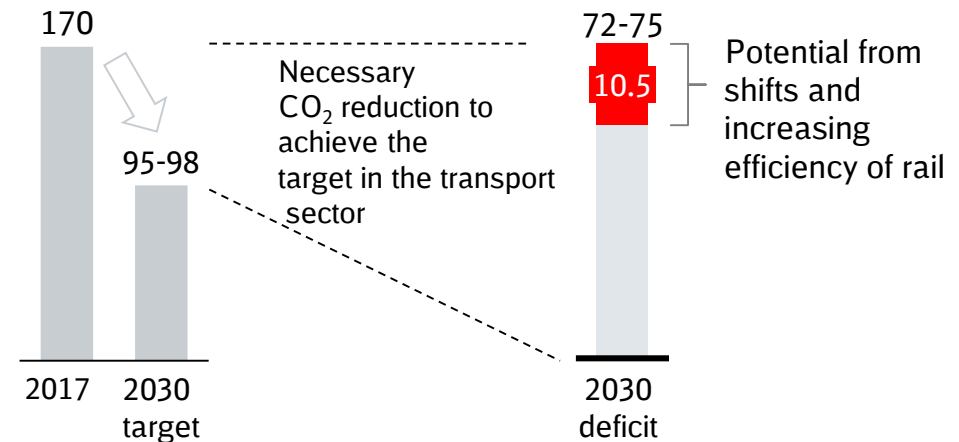
Rail as a mode of transport can make a significant contribution to achieving climate and environmental objectives

Absolute CO₂ emissions from regional transport, long-distance transport, cargo transport in Germany (mn t)



- Thanks to its energy efficiency and the increase in the share of renewable energies in the traction current mix, rail was the only mode of transport that lowered its CO₂ emissions compared to 1990.

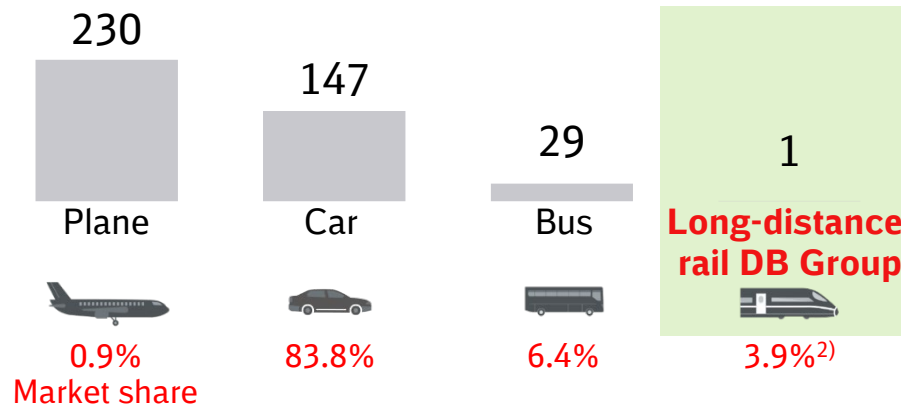
CO₂ emissions in the transport sector and potential for reduction from shifts in Germany (mn t)



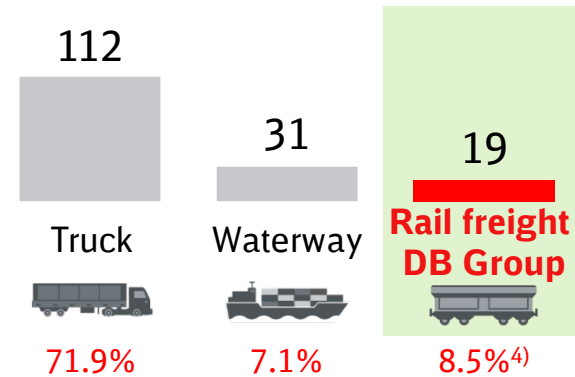
- A key lever for achieving the climate and transport targets by 2030 is the shift of traffic to the climate-friendly rail. Prerequisites for this are increasing attractiveness and creating the necessary capacity, especially in terms of the infrastructure.

Our sustainable mobility and transport solutions play a decisive role in fighting climate change

Carbon emissions passenger transport in Germany (g/pkm)



Carbon emissions freight transport in Germany (g/tkm)



Traffic shift to rail with significant contribution to reach CO₂ reduction targets in Germany

Fields of action for Germany	1990 (mn t CO ₂ e)	2014 (mn t CO ₂ e)	2030 (mn t CO ₂ e)	2030 (%; reduction compared to 1990)
Transport	163	160	95-98	-42 to -40

- Targets can only be reached with strong rail development.
- Therefore the strong governmental support lays the foundation.

We are accelerating the process of making traction current green and have set ourselves an ambitious target

DB climate target:

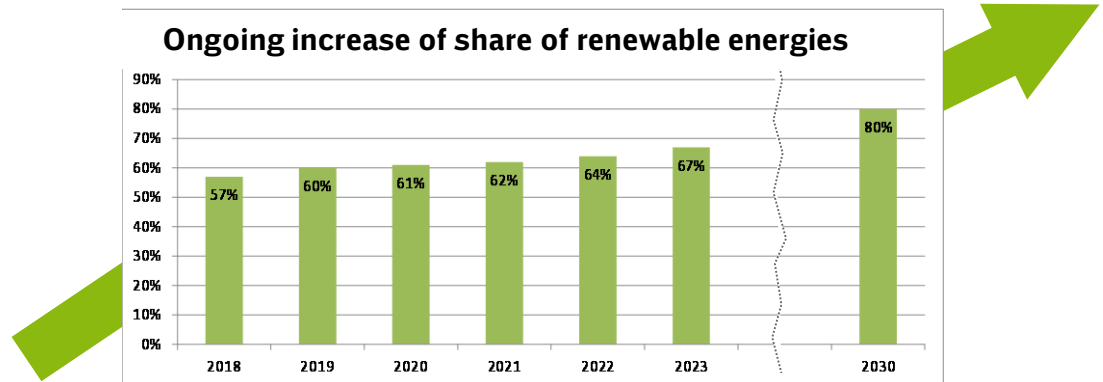
»We want to be an eco-pioneer. We set benchmarks with our products for the efficient use of available resources.«



Already today Deutsche Bahn is one of the biggest consumer of renewable energies.

Traction current 80% renewable energies until 2030.
Replacement of fossil power plants.
Making traction current green.

- By 2030 the share of renewable energies in the DB traction current mix shall be 80%.
- In 2019 the share was 60%.
- DB Long-Distance and the S-Bahn (metro) systems in Berlin and Hamburg are already operated with 100% eco power.
- To realize the runup DB Netze Energy is building up a renewable energy traction current portfolio for all DB TOCs.



- While making traction current green, we are also pushing forward with the replacement of diesel engines with alternative power technologies.

Climate protection and air quality control



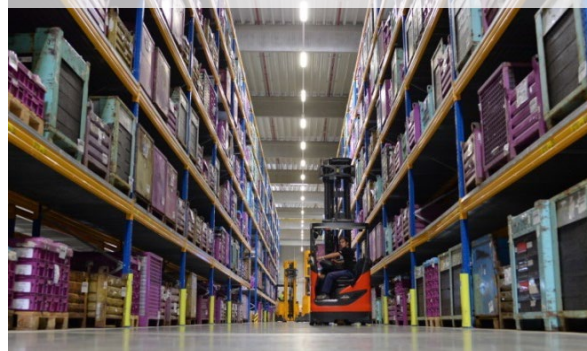
–50% greenhouse gas emissions and 80% renewable energies until 2030

2019:

- –34.8% greenhouse gas emissions
- 60.1% renewable energies in the DB traction current mix
- 100% renewable energies in DB long-distance rail transport in Germany



Climate protection



Air quality control

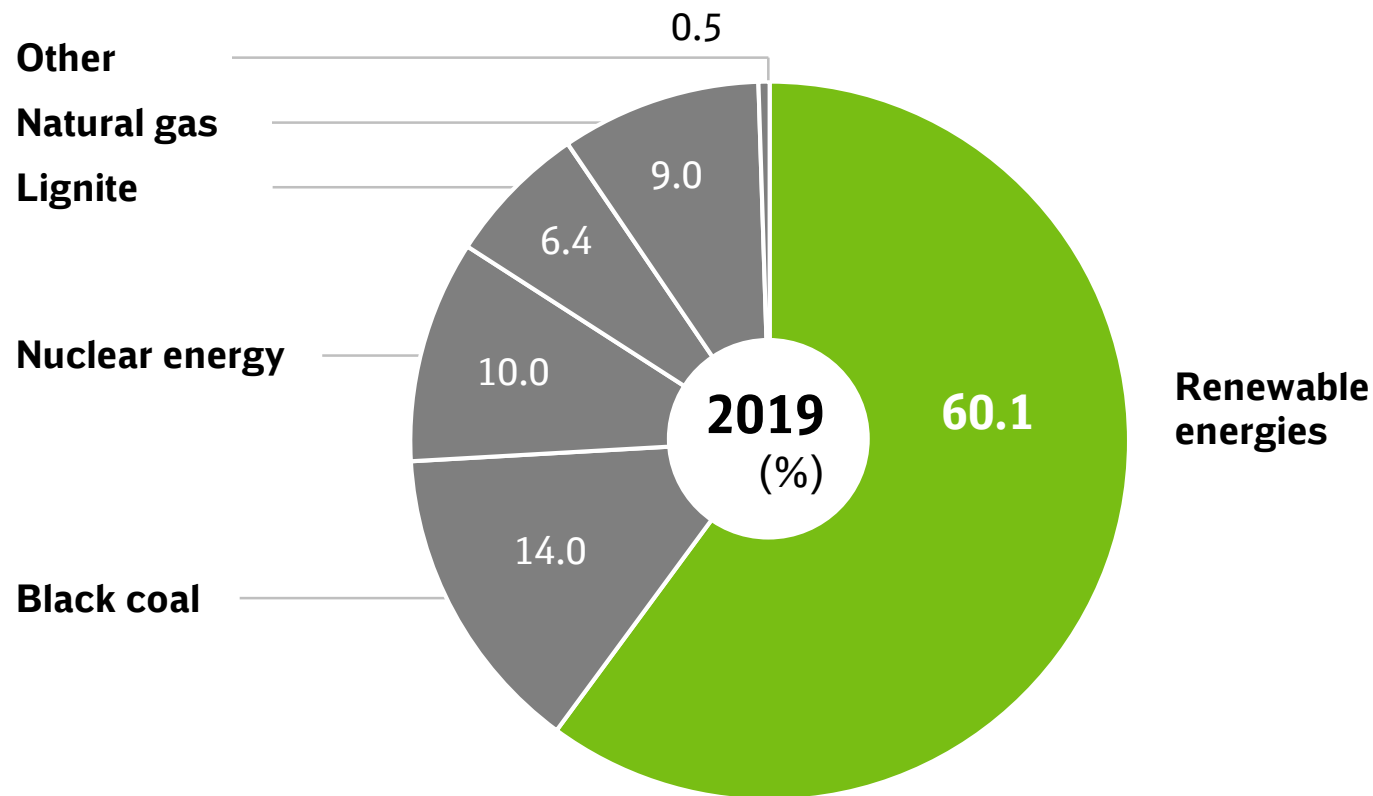


2019:

- –56.1% combustion-related particulate emissions
- Launching of a low sulfur program in ocean freight business
- Usage of hybrid busses in local transport business

Share of renewable energies in the DB traction current mix increased further in 2019


DB traction current mix by energy sources
(2019)



Since January 2019, our 15 largest stations have been powered by 100% green electricity



No. 147: Eco-Power for the largest stations in Germany

Since January 1, 2019, the 15 largest stations in Germany have been supplied with 100% **Eco-Power**  **No. 147**. These include six stations in Berlin, the main stations of Hamburg, Hanover, Düsseldorf, Cologne, Frankfurt am Main, Nuremberg and Stuttgart, and two stations in Munich. The use of renewable energies is supported by the supply of these stations. By the end of 2019, further stations were added as part of smart cities and future stations projects. In total, about 76 GWh are replaced by green electricity. This corresponds to about 23% of the annual total electricity consumed by all stations in Germany.

Good progress in noise reduction

Halving of the rail noise level until 2020

- As of Dec 31, 2019, 1,850 track kilometers are noise remediated with active and passive noise prevention measures.
- Project **I-LENA** green. **No. 54** for testing of innovative noise protection measures together with the BMVI launched



- As of Dec 31, 2019 57,644 quiet freight cars equipped with **whisper brakes** green. **No. 54**
- Research on innovative freight cars for further reduction of rolling noise

We are transforming our approach to waste management from an optimized system into a modern resource management system



Volume of waste according to type (thousand t)



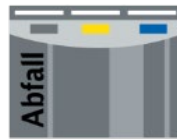
10,838

construction waste



309

scrap metal



58

municipal waste



55

other



25

paper



2

waste oil



1

electronic
scrap

Waste in total: 11,288 thousand t

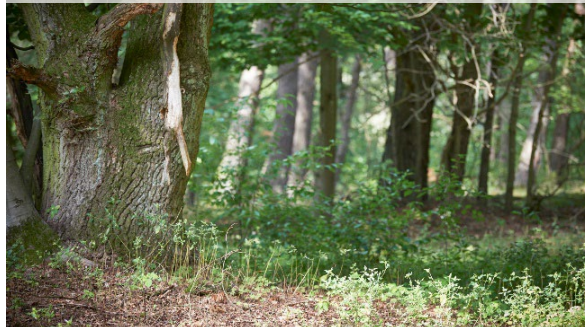
Nature conversation and resource efficiency

Secure biodiversity – ~98% recycling rate

- Recording of about 5,100 compensations projects in the system in 2019
- Protecting birds from catenary systems
- Projects for environmental vegetation maintenance along rail lines and energy supply lines



Nature conversation



Resource efficiency

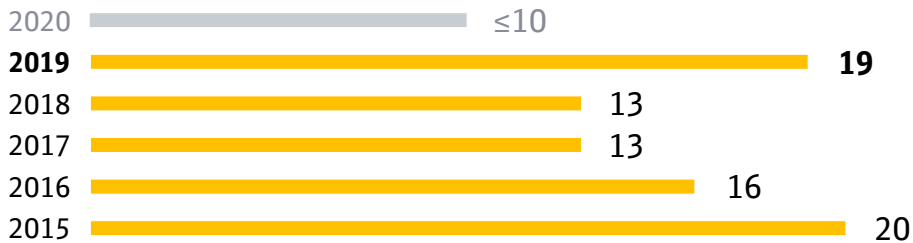


- Recycling rate of around 98% in 2019
- Recycling of **ballast** green. **No. 51,** **concrete sleepers** green. **No. 73** and track
- Extending the life cycle of our production equipment by redesigning, in particular, rolling stock

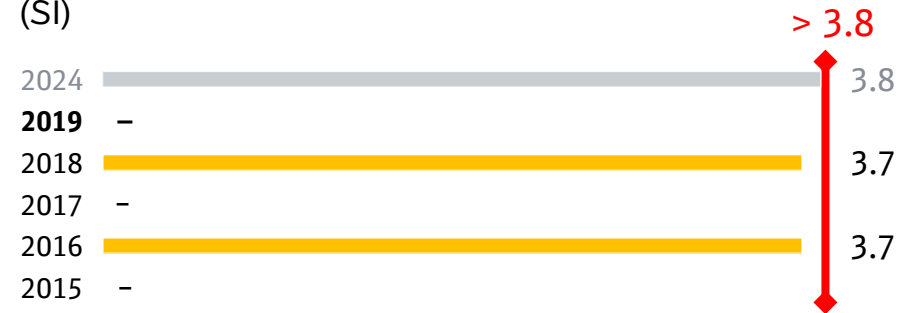
Social targets with temporarily setback – staff hiring in Germany in 2019 on record level

Strong Rail targets – social (rail in Germany)

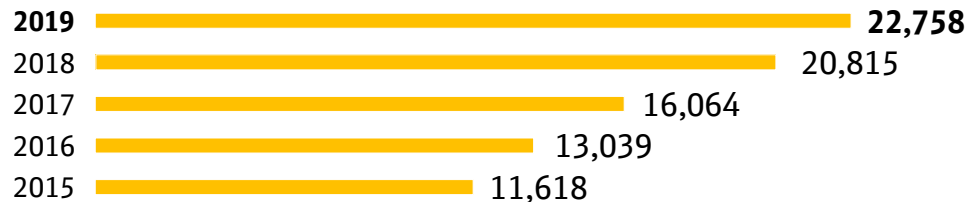
Employer attractiveness (rank in Germany)



Employee satisfaction (SI)



External new hires in Germany (excluding young professionals) (NP)

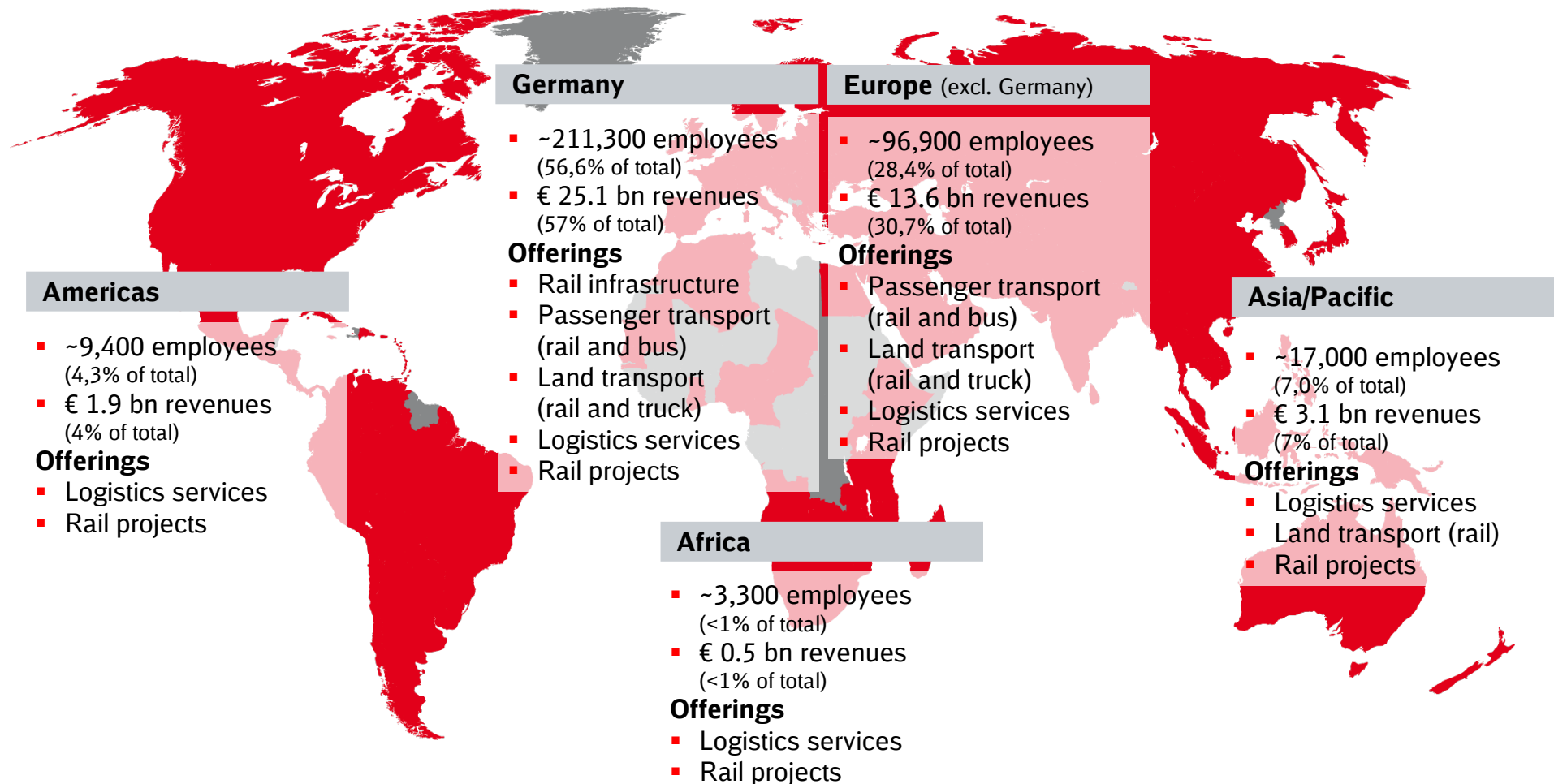


DB Group is one of the largest and most multifaceted providers of vocational training in Germany



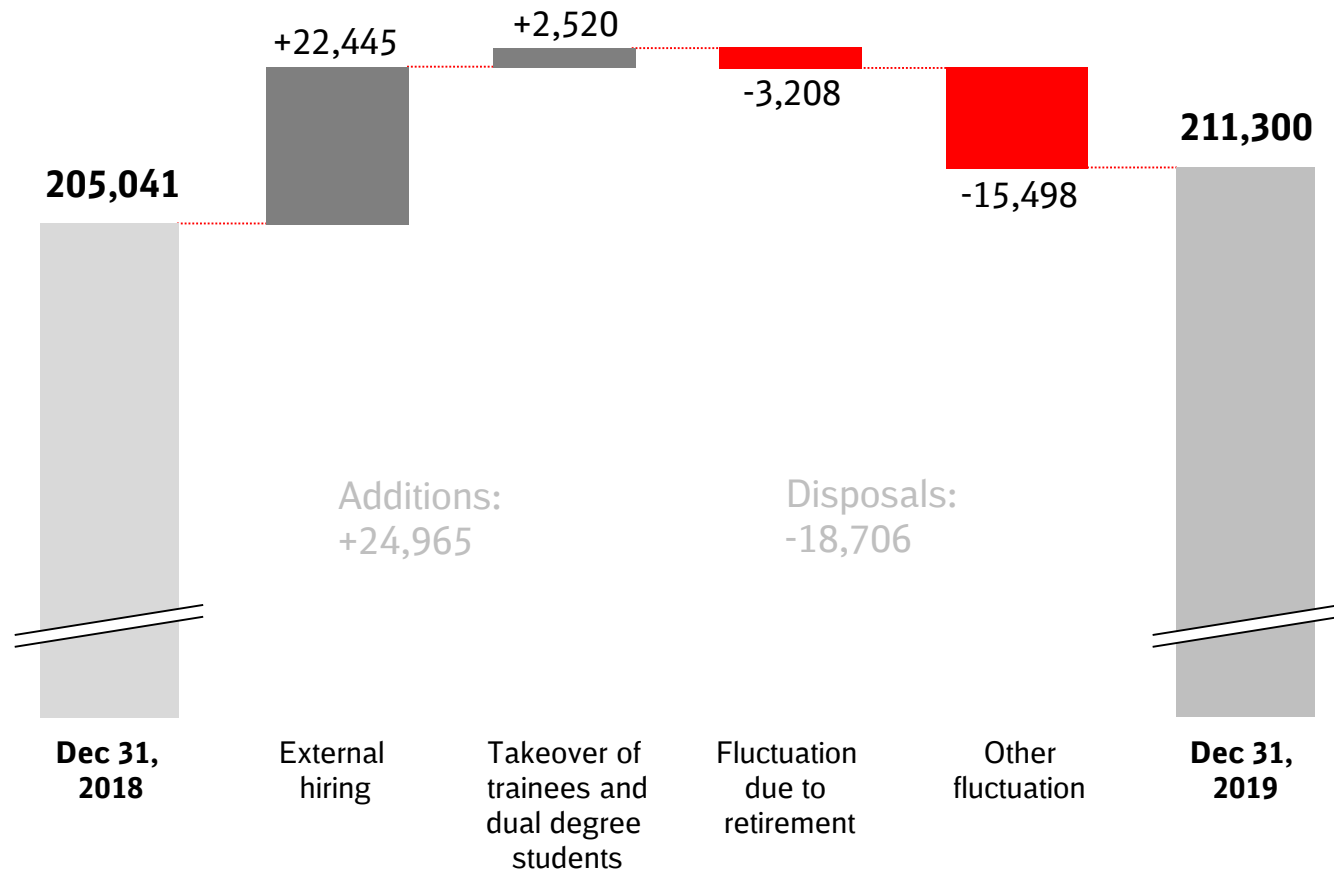
- DB Group employs over 340,000 people worldwide, including over 200,000 in the integrated rail system
- Nearly two-thirds of our employees are based in Germany.
- DB Group trains some 10,500 vocational trainees and 950 cooperative education students in more than 50 professions.
- Through its "Chance plus" program, DB Group helps some 250 interns launch their careers at DB Group every year.
- Over 94% of DB Group's vocational trainees are offered jobs upon successful completion of their training.

We are acting worldwide in more than 130 countries



We hired about 22,000 new employees in Germany in 2019 to meet staffing requirements

Employees in Germany (natural persons)



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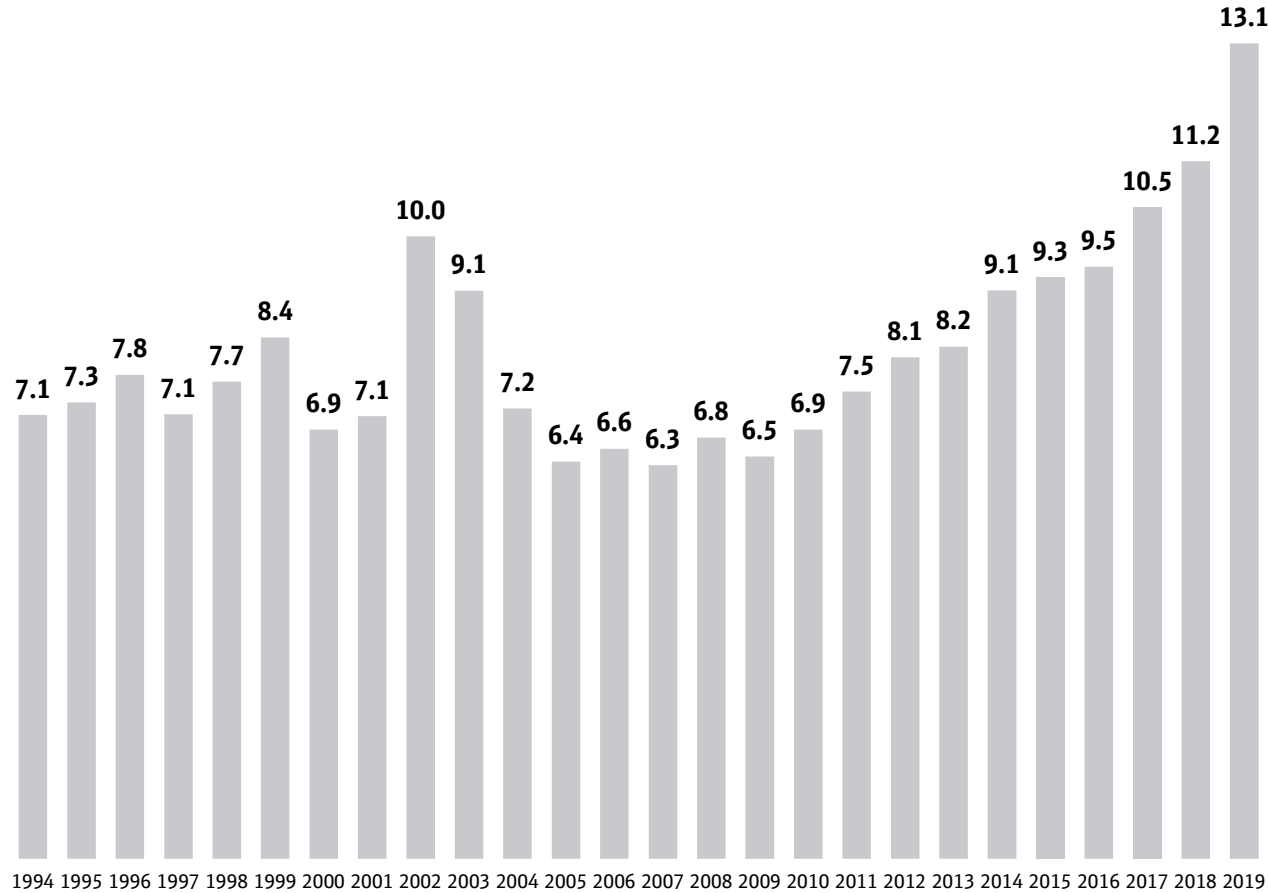
A5



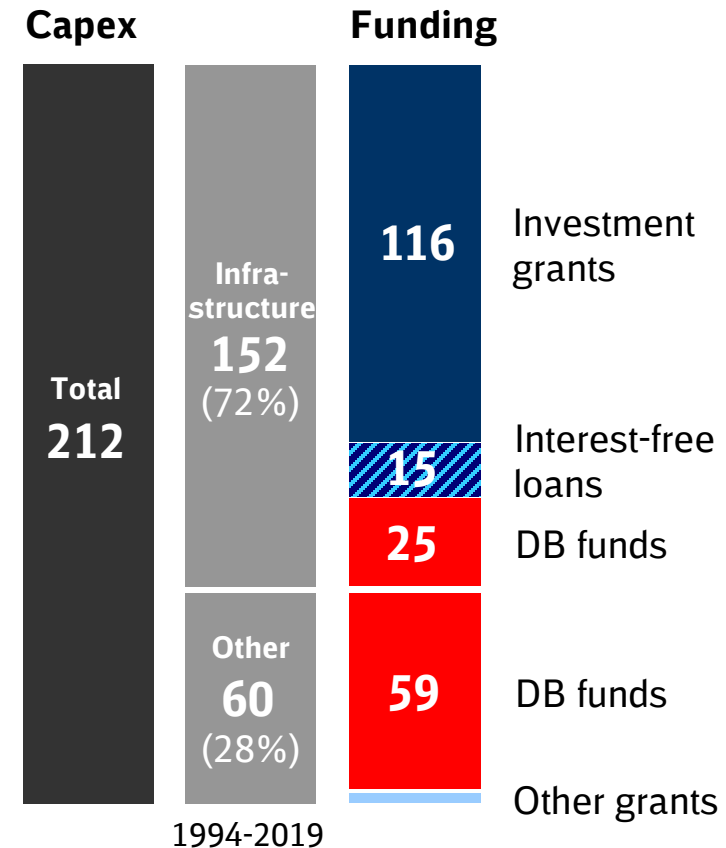
High capex level since 1994 for major overhaul of rail system



Gross capital expenditures (€ bn)



Structure and source of funds (€ bn)



Development since 2004



(€ mn)	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
Rail passenger volume sold (mn pkm)	98,402	97,707	95,854	91,651	88,636	88,407	88,746	88,433	79,228	78,582	76,772	77,812	74,792	74,788	72,554	70,260
Rail freight volume sold (mn tkm)	85,005	88,237	92,651	94,698	98,445	102,871	104,259	105,894	111,980	105,794	93,948	113,634	98,794	96,388	88,022	89,494
Revenues	44,431	44,024	42,704	40,576	40,403	39,728	39,107	39,296	37,979	34,410	29,335	33,452	31,309	30,053	25,055	23,962
Profit before taxes	681	1,172	968	706	-932	937	876	1,525	1,359	900	1,387	1,807	2,016	1,555	490	154
EBIT adjusted	1,837	2,111	2,152	1,946	1,759	2,109	2,236	2,708	2,309	1,866	1,685	2,483	2,370	2,143	1,350	1,011
EBITDA adjusted	5,436	4,739	4,930	4,797	4,778	5,110	5,139	5,601	5,141	4,651	4,402	5,206	5,113	-	-	-
Cash flow from operating activities	3,278	3,371	2,329	3,648	3,489	3,896	3,730	4,094	3,390	3,409	3,133	3,539	3,364	3,678	2,652	2,736
Total assets	65,828	58,527	56,436	56,324	56,059	55,883	52,894	52,525	51,791	52,003	47,303	48,193	48,529	48,440	47,101	47,616
Gross capex	13,093	11,205	10,464	9,510	9,344	9,129	8,224	8,053	7,501	6,891	6,462	6,765	6,320	6,584	6,381	7,238
Net capex	5,646	3,996	3,740	3,320	3,866	4,442	3,412	3,487	2,569	2,072	1,813	2,599	2,060	2,836	2,362	3,251
Ratings (Moody's/S&P)	Aa1/AA	Aa1/AA-	Aa1/AA-	Aa1/AA-	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA	Aa1/AA
Employees (as of Dec 31)	323,944	318,528	310,935	306,368	297,202	295,763	295,653	287,508	284,319	276,310	239,382	240,242	237,078	229,200	216,389	225,632

DB roadshow team



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



- Dr. Wolfgang Bohner
Head of
Finance and Treasury



- Robert Allen Strehl
Head of
Investor Relations



- Christian Große
Erdmann
Head of
Capital Market Financing

The Investor Relations team and further information available online



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(from left to right) Katharina Czogalla, Kim Julia Zander, Robert Allen Strehl, Sascha Friedrich, Larissa Wandert-Ribeiro

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