



***“Our future: Sustainably successful!”***

Annual Results Press Conference 2012

Deutsche Bahn AG / DB Mobility Logistics AG

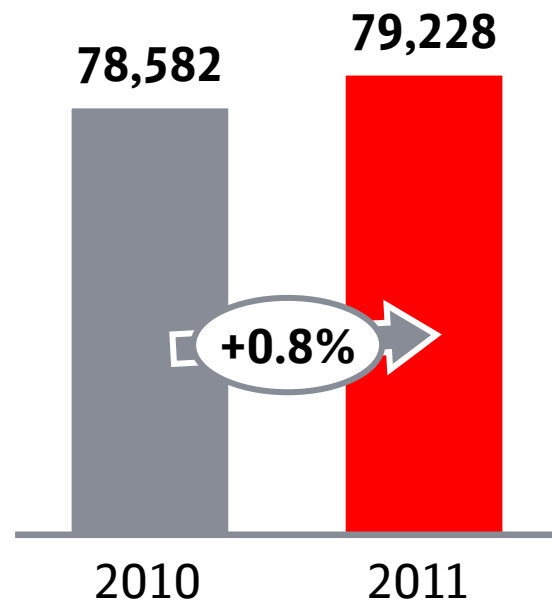
Berlin, March 29, 2012

# Rail freight transport expands – rail passenger transport stable

## Volumes sold rail DB Group in millions of passenger kilometers (Pkm)

Rail passenger transport

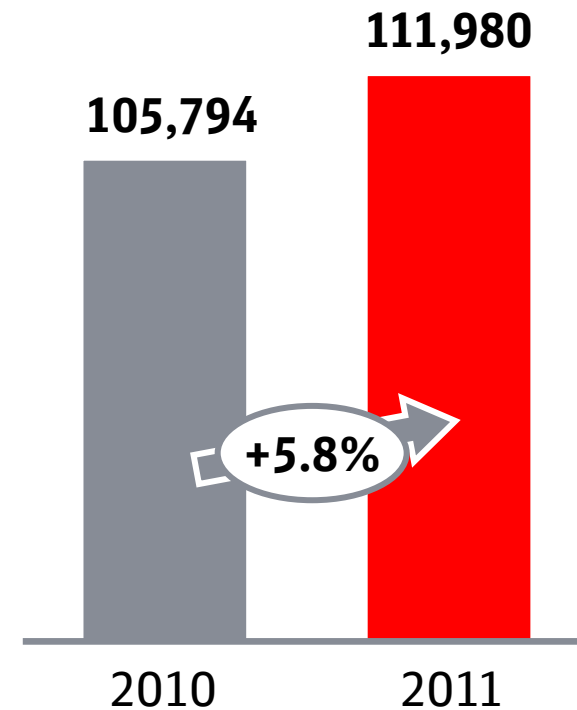
**DB** BAHN



## Volumes sold rail DB Group in millions of ton kilometers (tkm)

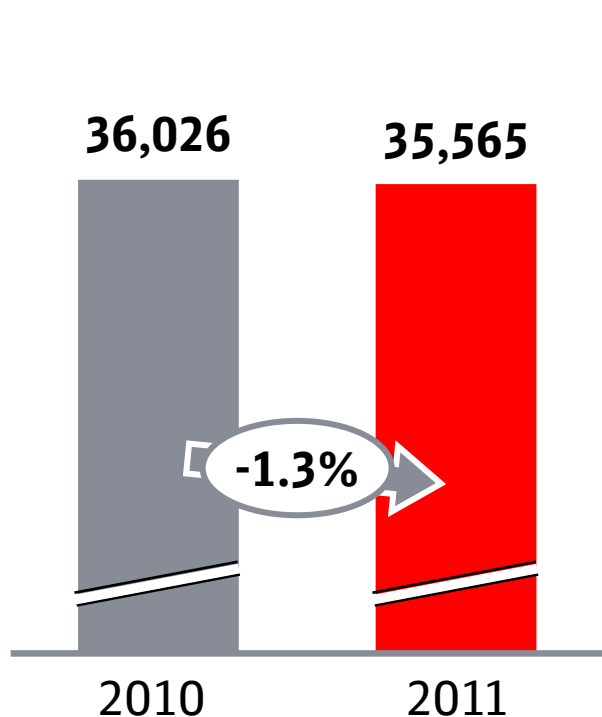
Rail freight transport

**DB** SCHENKER

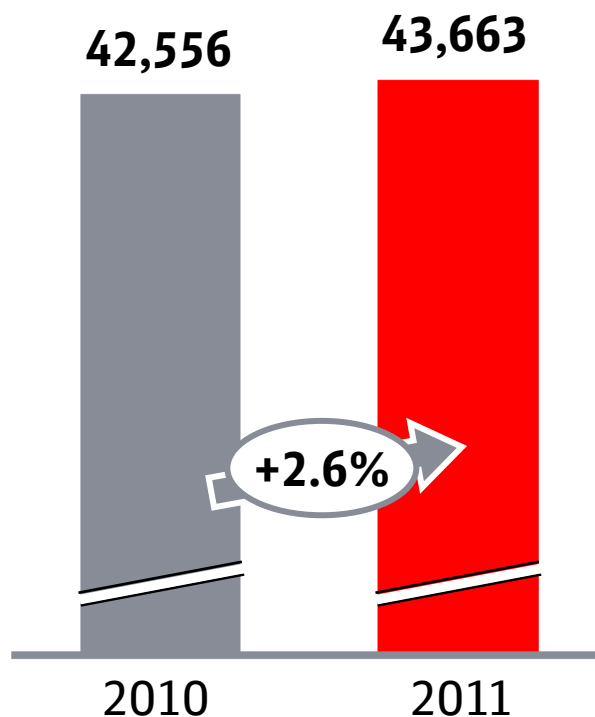


# Moderate growth in regional transport – declines noted for rail passenger long-distance, and bus transports

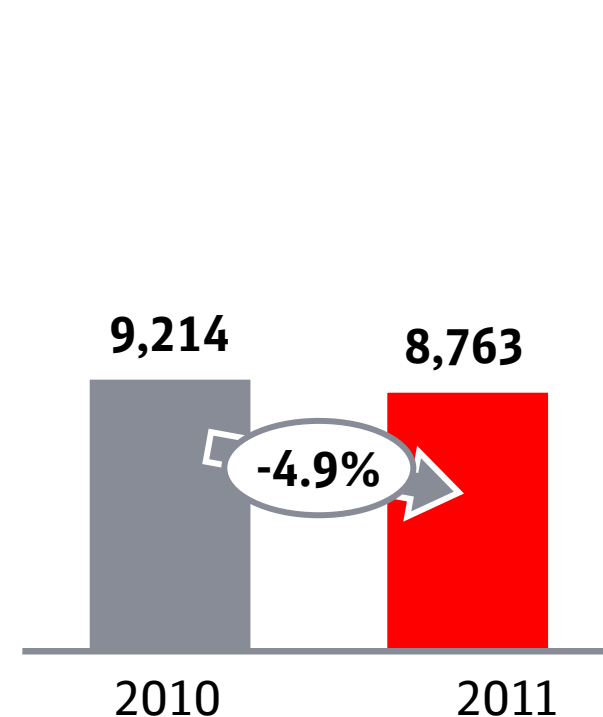
## Long-distance transport rail in millions of Pkm



## Regional/ urban transport rail in millions of Pkm<sup>1</sup>



## Bus transport in millions of Pkm<sup>1,2</sup>

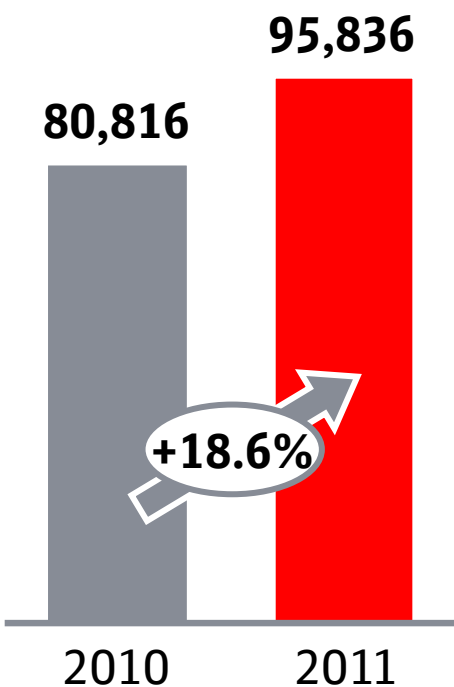


<sup>1</sup> Figures excluding Arriva

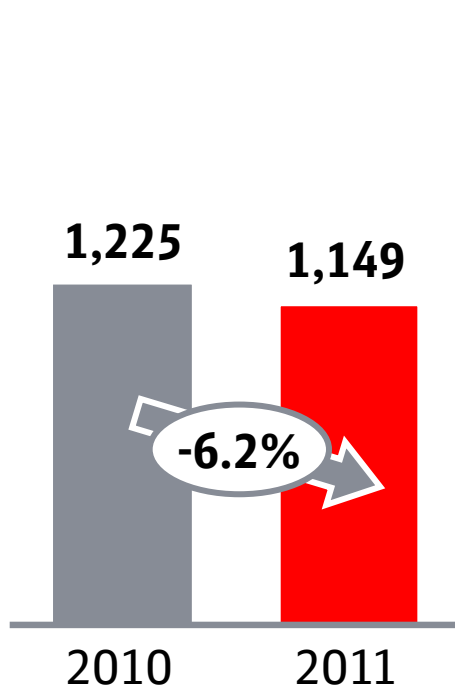
<sup>2</sup> Excluding Pan Bus for 2011, as merged with Arriva company

# Transport and Logistics primarily driven by land transport – decline solely noted for air freight

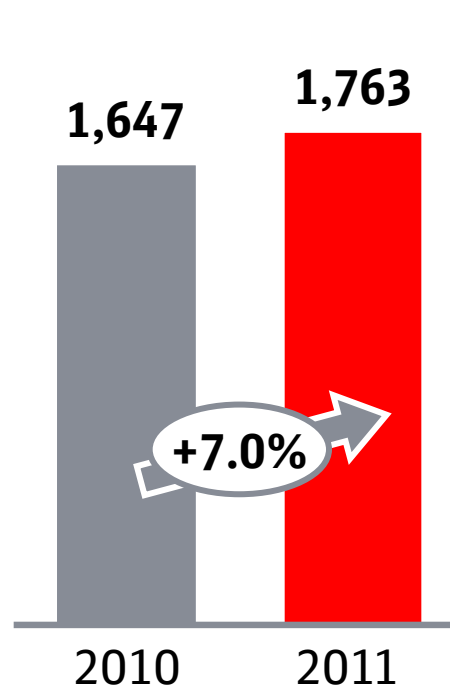
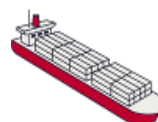
**Land transport**  
thousands of shipments



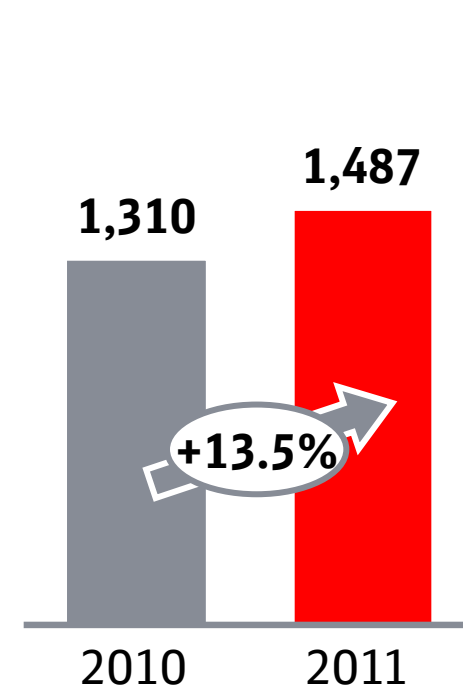
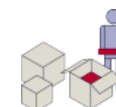
**Air freight**  
in thousand t<sup>1</sup>



**Ocean freight**  
in thousand TEU<sup>1,2</sup>



**Contract logistics**  
in € million



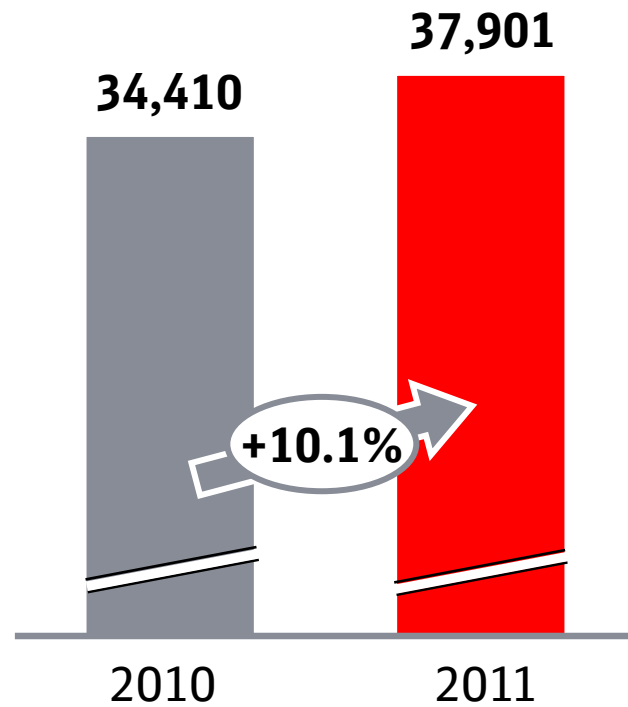
<sup>1</sup> Only exports taken into consideration to avoid counting figures twice

<sup>2</sup> TEU = Twenty-foot Equivalent Unit

# Revenues and earnings continue to grow – driven by transport and logistics, as well as Arriva

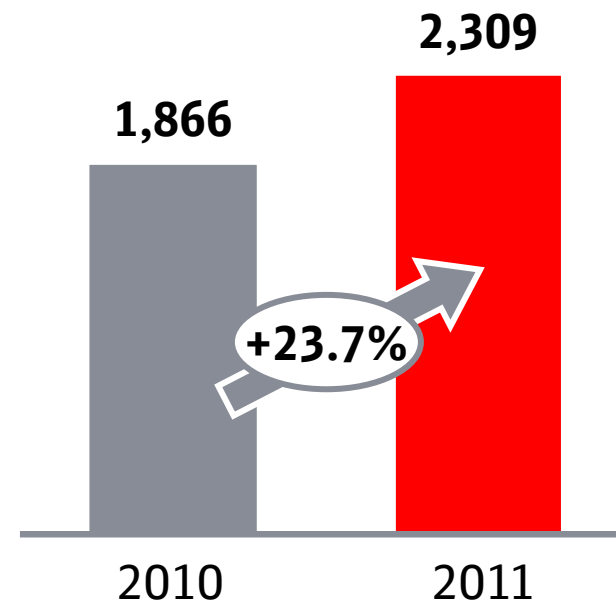
## Revenues DB Group

in € million



## EBIT DB Group

in € million



ROCE

6.0%

7.3%

# Passenger transport: We invest in customer service and quality – and we’re growing internationally

## DB Bahn 2011 examples of success

### Improved customer information and dialogue



- Transparency via **publication of monthly punctuality rates**
- Intensification of **communication** with our customers via **social media** (e.g. Facebook and Twitter)
- Improved **announcements** in **trains** and **stations**

### Investing in our fleet of vehicles



- **Modernization of ICE2 fleet** (€ 40 m in 2011) and **signing of master agreement** for up to 300 **ICx** – 130 already definitely ordered (approx. € 4 bn)
- **Order given for purchase of regional transport trains** (€ 490 m) as well as acquisition of 400 **buses** for Arriva (over € 81 m)

### Expansion of international passenger transports



- **Stockholm tender won**
- **Acquisition** of Grand Central Railway
- We operate **Malta routes** (since July 2011)

# Infrastructure: Significant improvement of offers and quality

## DB Netze 2011 examples of success

### Modernization of train stations



- Upgraded more than 2,000 stations: **improved information for travelers, weather shelters installed, and platforms are now barrier-free**
- Our **total investment: about € 850 m**

### Investments in rail network



- **Raise performance capabilities of rail network** by making investments worth € 5.1 bn
- **Upgrade 1,750 switches and more than 3,900 km of track**

### Clear vote for Stuttgart 21 Project for the future



- Plebiscite with **clear majority of 59% for Stuttgart 21**
- In the interim, **broad public acceptance (89%) of plebiscite results**

# Transport and Logistics: New markets and new products

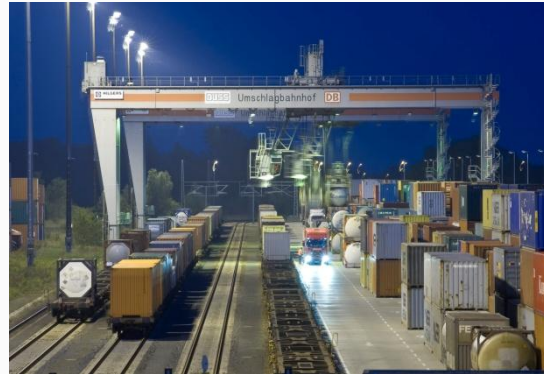
## DB Schenker 2011 examples of success

### Direct route between Breslau – London



- **First direct connection** between **London** and **Eastern Europe**
- **Starting in 2013:** plans call for **five direct freight trains** between **London** and **Breslau**

### New logistics center opened in Leipzig



- **Logistical support** for **BMW plants** in **China** and **South Africa**
- **Shipment of parts** from **Leipzig** to **Shenyang** (11,000 km) via **DB Schenker Rail Automotive** in 23 days

### Expansion of DB Schenker presence in China




- Opening of **15 new locations** in coastal regions and inland (e.g. Urumqi and Shaoxing)
- DB Schenker currently active in China with **4,600 employees** and **50 locations**





The  
**Future**  
of Deutsche Bahn

March 29, 2012

- 
- **Where are we today?**
  - **What challenges and opportunities will we encounter on our journey?**
  - **Where will we be in 2020 and how will we get there?**

# We hold leading market positions in Europe and the world



## Netze

No. **1** 

Rail infrastructure

No. **1** 

Operation of railway stations

## Bahn

No. **1** 

Local rail passenger transport

No. **2** 

Long-distance passenger rail transport

No. **2** 

Bus transport

## Schenker

No. **1** 

Rail freight transport

No. **2** 

Air freight

No. **1** 

Land transport

No. **3**

Ocean freight 

No. **6**

Contract logistics 

TODAY

# Our success is based on four factors



Entrepreneurial  
approach to business



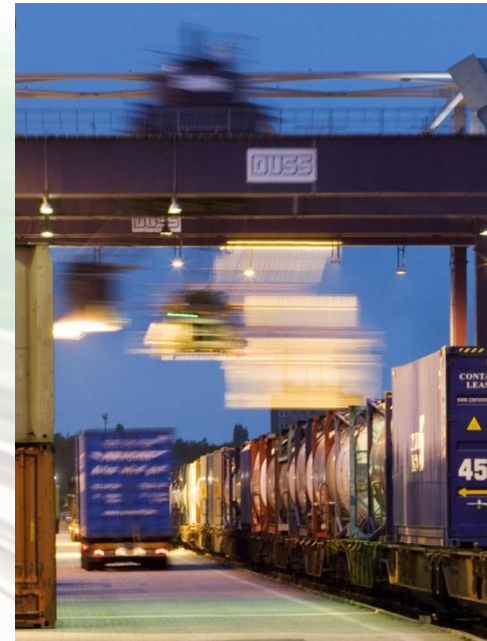
Internationally  
positioned



Integrated  
group



Cross-modal  
solutions



# The megatrends of the future



**Globalization**



**Demographic change**



**Liberalization**



**Climate change  
and  
scarcer resources**

CHALLENGES and OPPORTUNITIES

**The world is growing together, and is becoming more complex and connected**

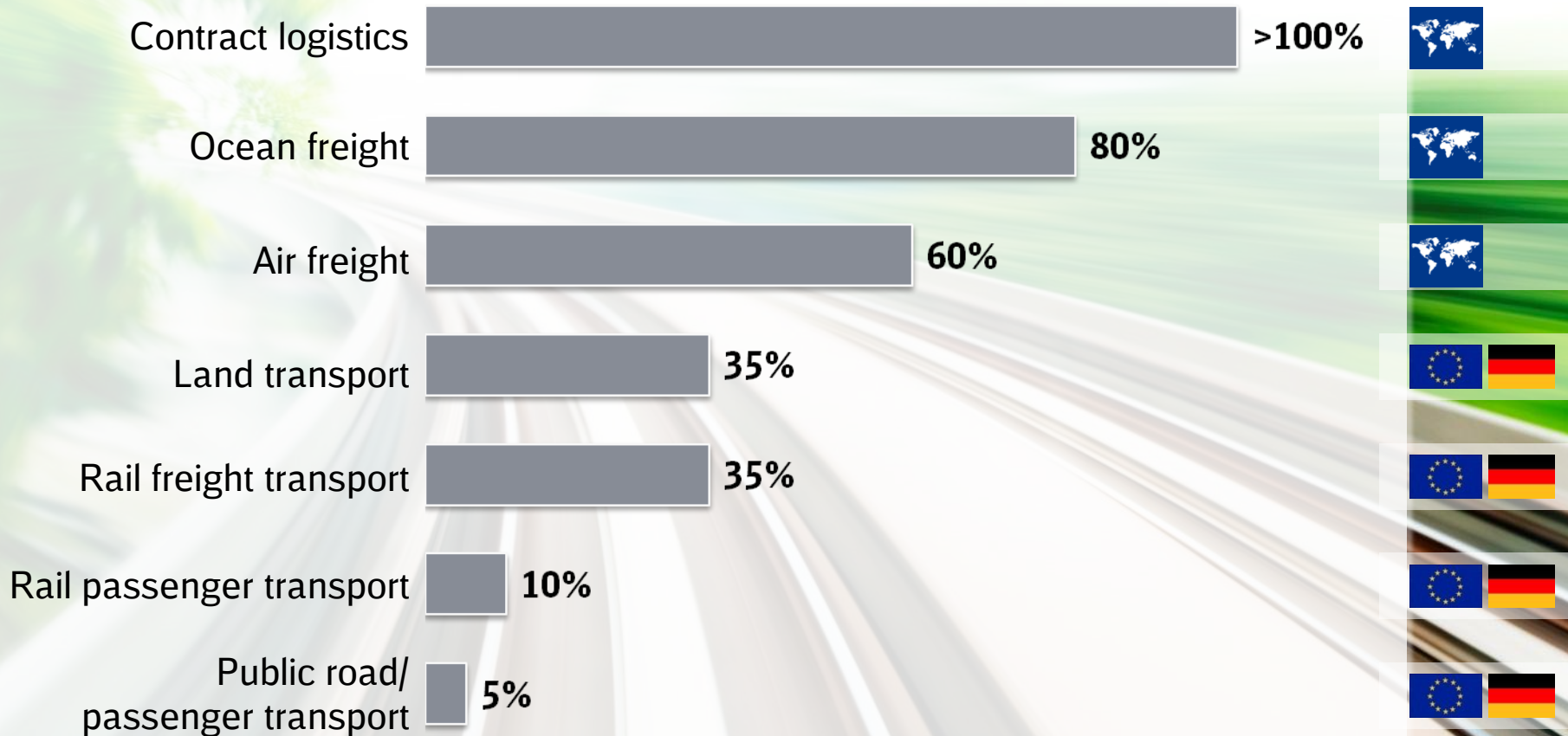


# Transport markets will expand further in the future



## Market growth 2010 – 2020

in % based on volumes (rounded figures)



Source: In-house figures as well as Protrans, BMVBS figures

# Achieve sustainable business success by bringing all three dimensions into harmony with each other



**Vision**

**We are becoming the world's leading mobility and logistics company**  
Sustainable business success and social acceptance

**Sustainability dimension**

**Profitable market leader**  
Economic

**Top employer**  
Social

**Eco-pioneer**  
Environmental



**Strategic directions**

- 1 Customer and quality
- 2 Profitable growth

- 3 Cultural change/ employee satisfaction

- 4 Resource preservation/ emissions and noise reduction



# We want to become the profitable market leader by 2020

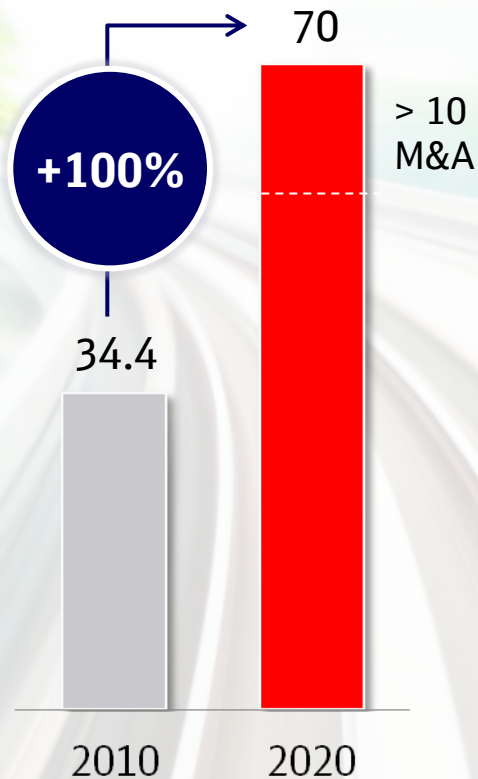


**Top 1**

As a **profitable market leader** we offer our **customers** first-class mobility and logistics solutions

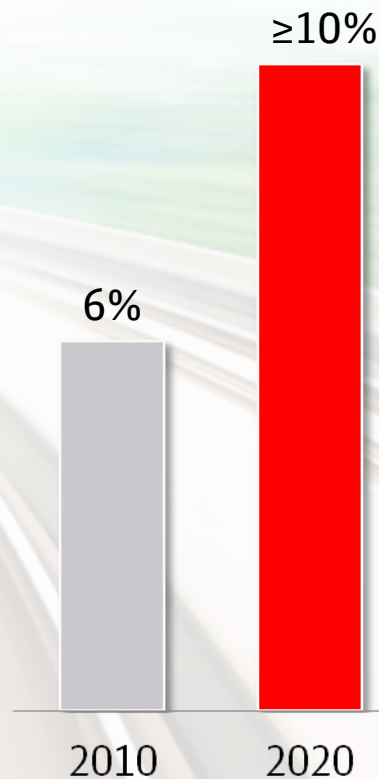
## Leading market position

revenues in € billion



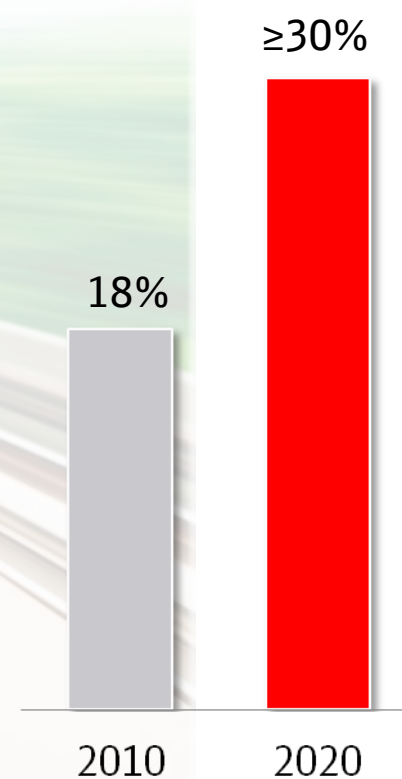
## Appropriate returns

ROCE in %



## Financial stability

Redemption coverage in %



We want to become one of the top 10 employers in Germany by 2020 – and also be a top-ranked employer in international markets



**Top 10**

Audi BMW Google  
SIEMENS Volkswagen **NEW DB** Microsoft ...

**Top 20**

BOSCH PHILIPS sense and simplicity  
Bundeswehr ProSieben Media AG  
adidas Fraunhofer

As a **top employer** we win and build loyalty with qualified **employees** who work with enthusiasm for DB and its customers

I'm a proud DB employee



# By 2020 we'll be recognized as the pioneer of environmental measures including cutting emissions of CO<sub>2</sub> and noise



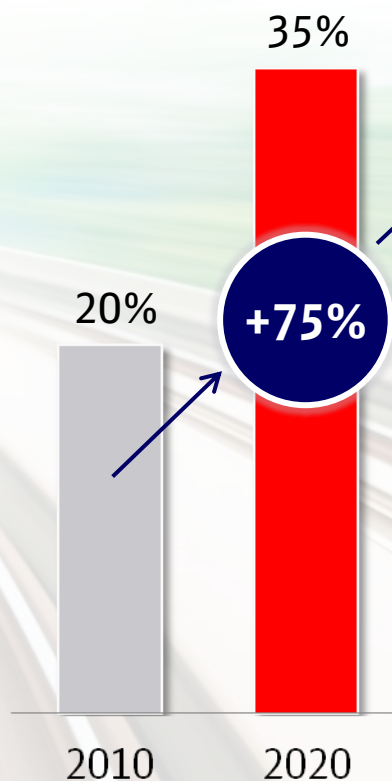
Top 1

As an **eco-pioneer** our products set standards for the efficient use of resources

### Specific CO<sub>2</sub>-emissions DB



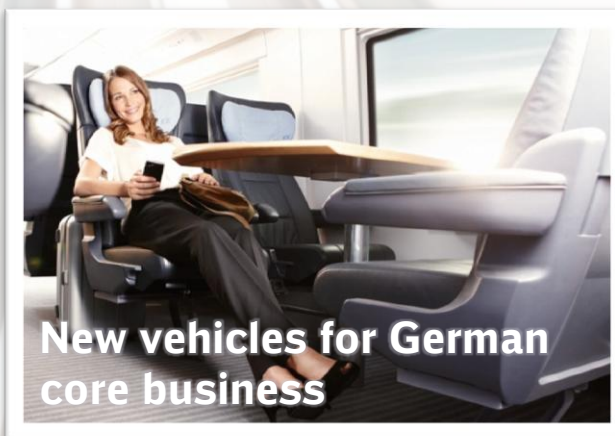
### Share of renewable energy in the DB Bahn energy mix



### Noise emissions - rail



# Our new strategic direction strengthens our core business in Germany





We are becoming the  
**world's leading**  
Mobility and  
Logistics company



For people.  
For markets.  
For tomorrow.

## Part I

- Front page** Max Lautenschläger
- Slide 6** From left: Hartmut Reiche, Siemens AG, Reinhard Drechsler
- Slide 7** From left: Bau- und Immobilienverwaltung Fäth, Bernd Honerkamp, Aldinger & Wolf
- Slide 8** From left: Georg Wagner, Uwe Winkler, Tobias Heyer

## Part II

- Slide 1** From top: Günther Bauer, Max Lautenschläger, Michael Niehaus, background: Clipdealer (#1332736)
- Slide 4** From left: Clipdealer (#393325), DB Arriva, Wolfgang Klee, Michael Neuhaus
- Slide 5** From top left: Tobias Heyer, Clipdealer (#218972), Clipdealer (#132843), Simon Kent, Clipdealer (#245691)
- Slide 6** Skyscraper: Clipdealer (#1257760), Globe: Clipdealer (#1065907)
- Slide 8** Left column from top: Bartłomiej Banaszak, Claus Weber, DB Schenker, center: Clipdealer (#70420), right: S. Müller
- Slide 12** From top clockwise: Volker Emersleben, Jo Kirchherr, Bartłomiej Banaszak, Jo Kirchherr, Heiner Müller-Elsner, Frank Kniestedt