

**ELÇİN KARADOĞAN KARAKUŞ**

PRDM - 30090045

*SUTE-24 STRATEGIC COMMUNICATION*

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17.06.2024

Media  
University



# Strategie Communication: Deutsche Bahn

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# A brief history

DB Group is a leading provider in the mobility and logistics sector. Its integrated rail system includes passenger transport activities in Germany, rail freight transport activities, operating service units, and rail infrastructure companies (RIC) in Germany.

Deutsche Bahn AG (DB AG) is the parent company of DB Group. It has been a stock corporation under German law since it was founded in 1994. The Federal Government is the sole owner of DB AG.

DB was founded after the merger between the Deutsche Bundesbahn and the East German Deutsche Reichsbahn in 1994 after the unification of Germany. DB Group, with its head office in Berlin, employs over 290000 people.

DB's primary concern is the shift from road traffic to **climate**-friendly rail. To this end, it relies on integrated operation of transport and railway infrastructure, the economically and environmentally intelligent linkage of all **modes of transport**, as well as cooperation in German and European networks. DB operates Europe's longest rail network and are also one of the largest energy suppliers in Germany.



DEUTSCHE BAHN

# MISSION

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**Our goal is a sustainable shift  
in the mode of transport**

With our Strong Rail strategy, we are pursuing the goal of bringing more traffic to rail – for the climate, for the people, for the economy and for Europe.

## ■ FOR THE CLIMATE

No other motorized transport today is as climate-friendly as the rail system. No other mass transport can achieve a 100% share of renewable energies as quickly – by 2038, we will have converted our traction current in Germany to 100% ecopower.

## ■ FOR PEOPLE

A strong rail system for people means a doubling of passenger numbers in rail passenger transport and thus five million fewer car journeys and 14,000 fewer air journeys in Germany per day.

## ■ FOR THE ECONOMY

Strong Rail for the economy means: growth in the modal share of rail freight transport from 18% in the early 2020s to 25%. This corresponds to about 13 million fewer truck journeys per year on German roads.

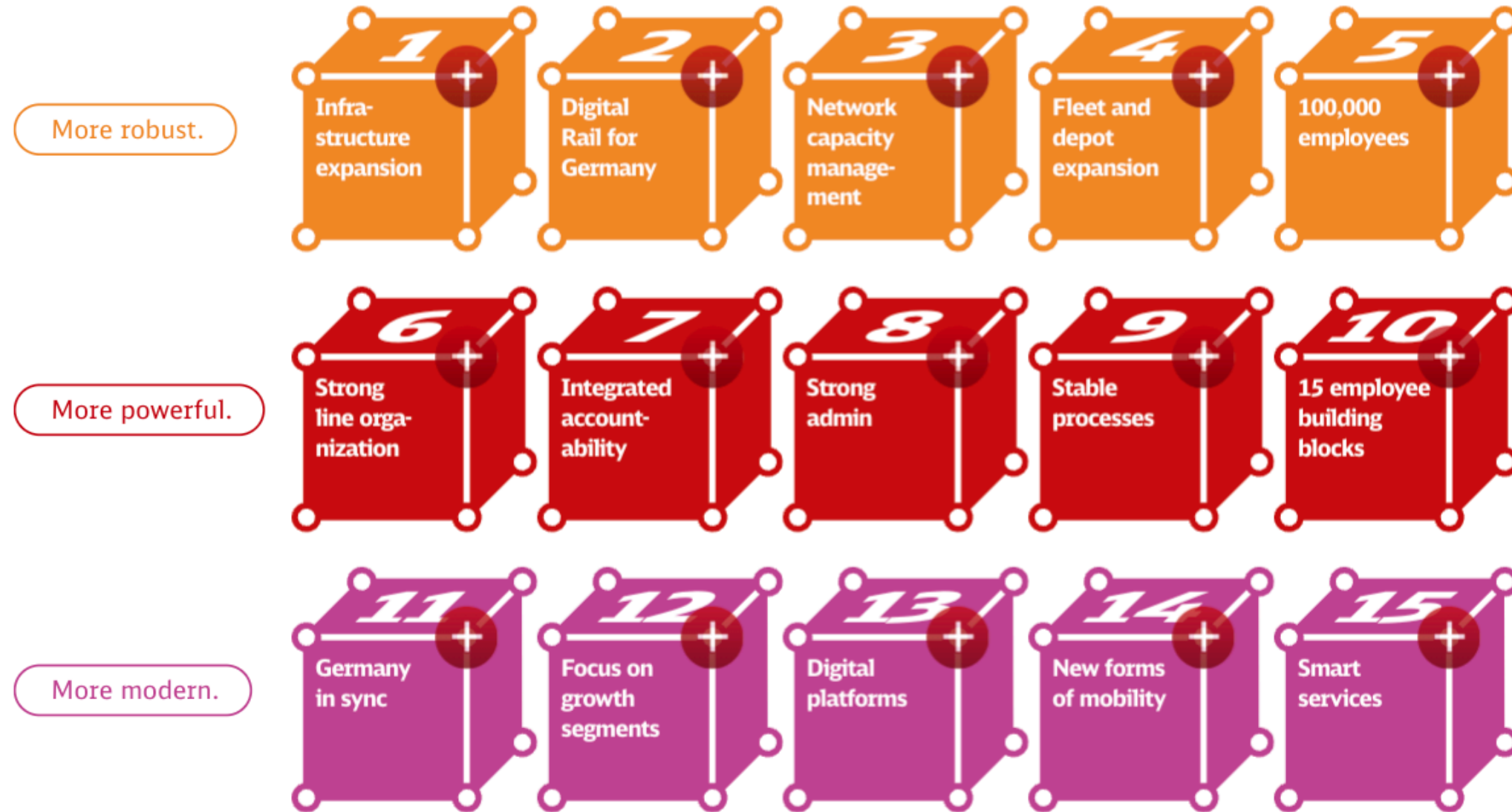
## ■ FOR EUROPE

Strong Rail is the necessary link between East and West, and North and South. It is not only an important instrument for cultural understanding between the individual countries, it is also a decisive factor for the joint achievement of the set goals.

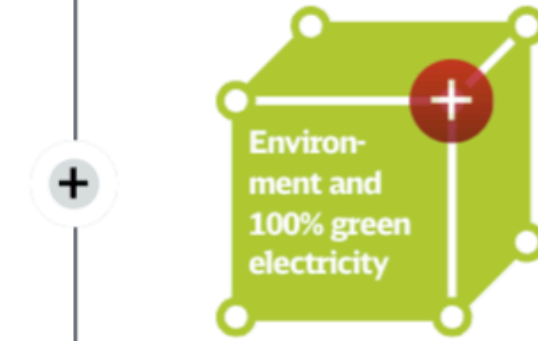


## The building blocks of the Strong Rail strategy

15 strategy building blocks to organize the modal shift

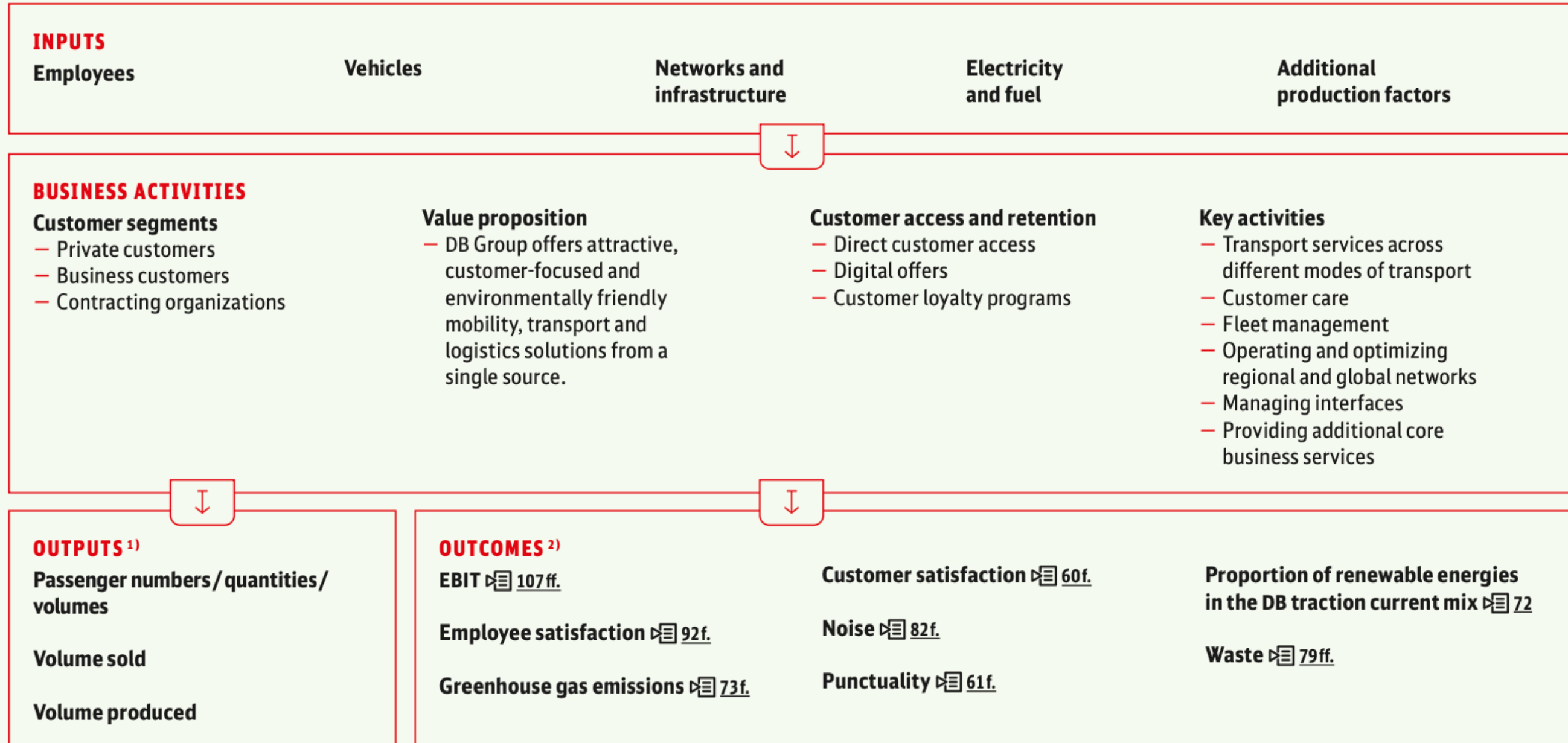


Building block of the Green Transformation





## DB Group business model



<sup>1)</sup> Key products and services.

<sup>2)</sup> Internal and external consequences and results from business activities and outputs along the entire value-added chain.

# SOCIAL VALUE COMPASS: 4 ATTITUDES

“With around 300,000 employees worldwide, billions of passengers and a wide array of business partners, Deutsche Bahn plays a major role in society. As a pillar of society, we have a responsibility to bear and are measured by our actions.”

## WE STRENGTHEN COMMUNITY

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At Deutsche Bahn, we shape the lives and work of many people. It is important for us to strengthen the sense of community between us all and set a good example.

## WE SUPPORT SOCIAL ENGAGEMENT

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As a large company at the heart of society, we encounter many social concerns. We feel obligated to give back to society in a variety of ways.

## WE PROMOTE DIVERSITY

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Our society is diverse. That is why we promote diversity as an integral part of our corporate culture, both internally and externally.

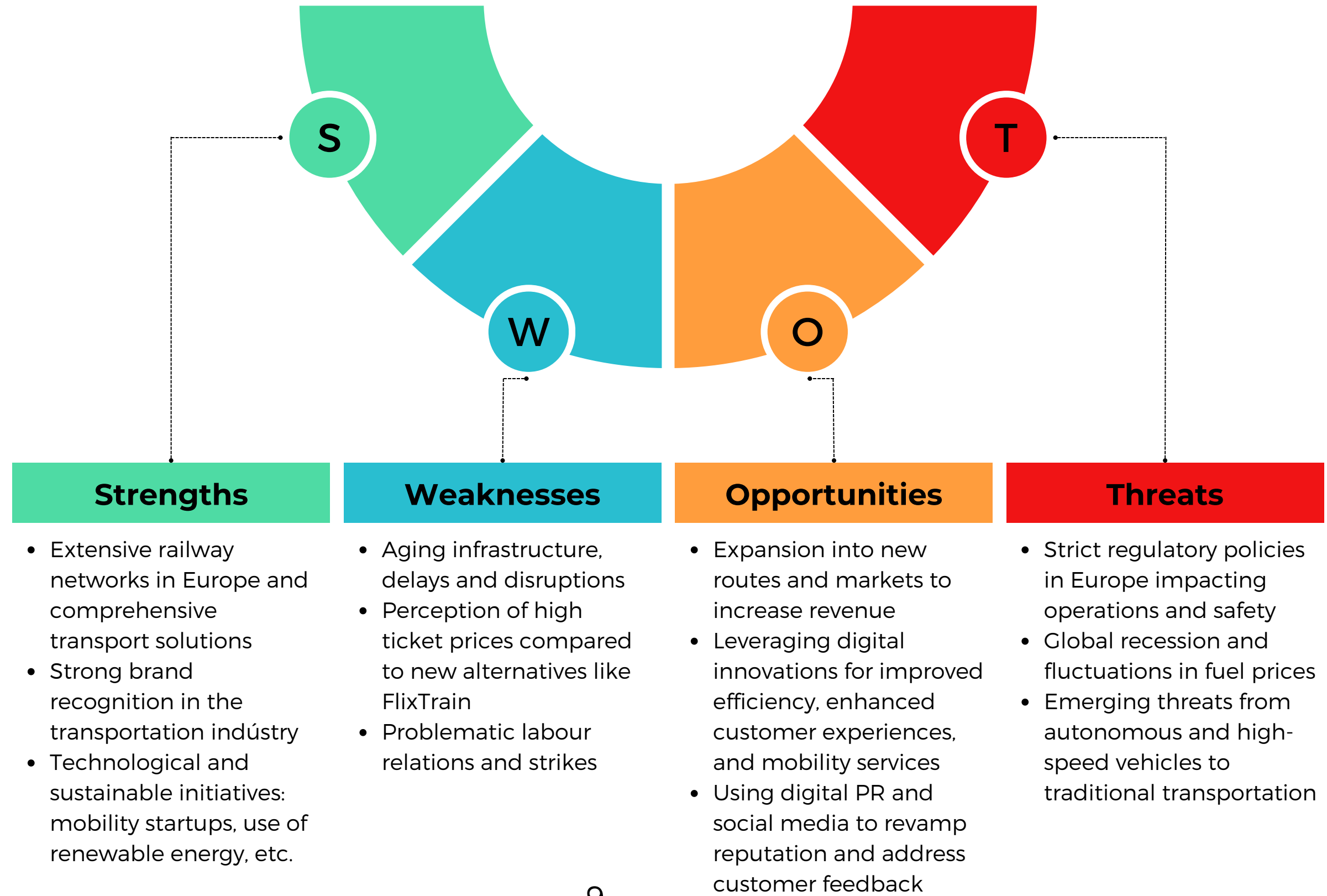
## WE TAKE RESPONSIBILITY FOR OUR HISTORY

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We believe it is important to preserve the memory of the past, while looking forward for the sake of future generations.



# DEUTSCHE BAHN



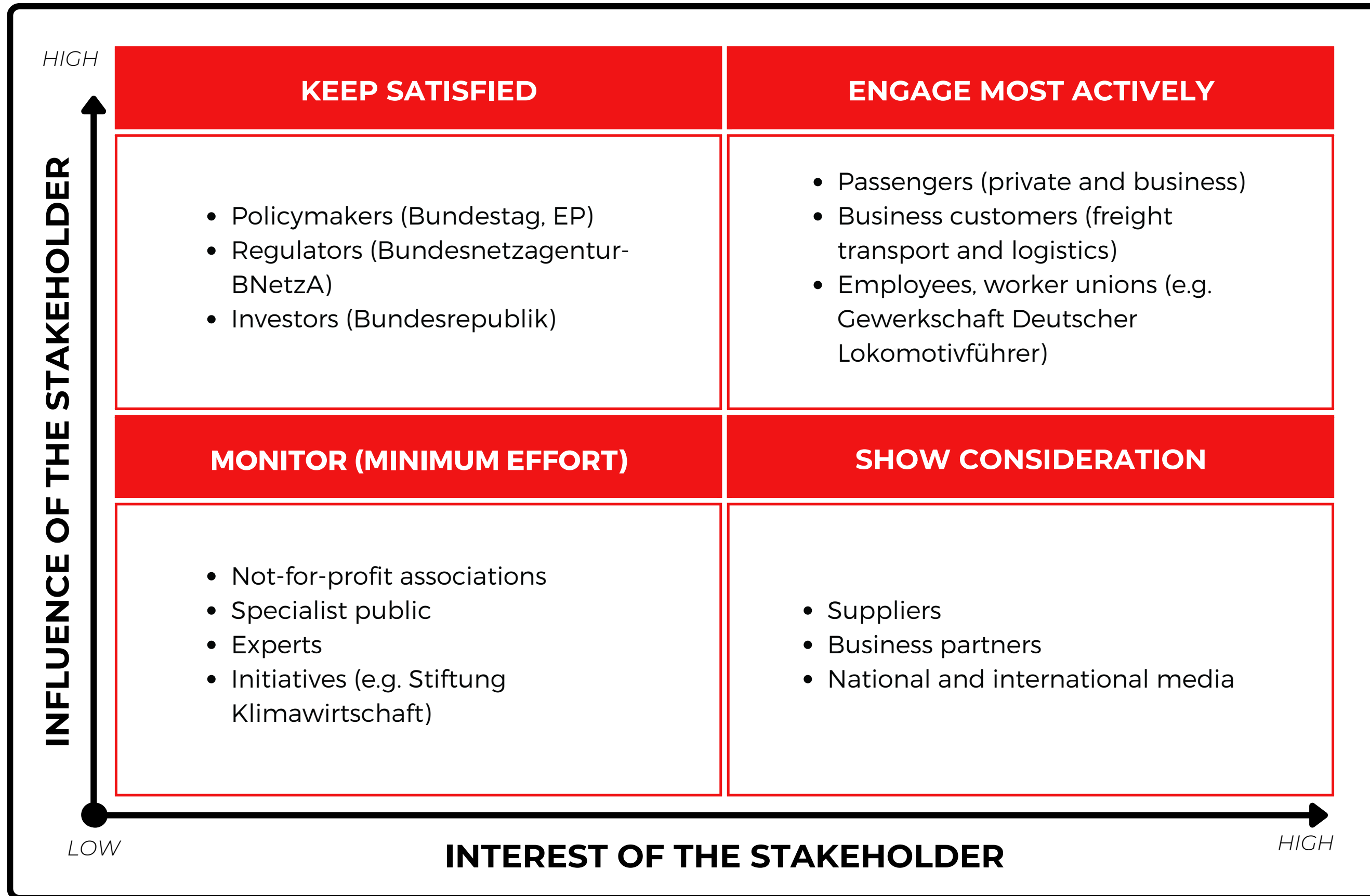


# A leading provider in the mobility and logistics sector

Passenger transport	
<p><b>2</b> No. 2 in European passenger transport <sup>1)</sup> / based on revenues</p> <ol style="list-style-type: none"> <li>Société Nationale des Chemins de fer Français (SNCF)</li> <li><b>DB Group</b></li> <li>Transdev</li> <li>RATP</li> <li>First Group</li> </ol>	<p><b>1</b> No. 1 in regional rail passenger transport in Germany / based on train kilometers</p> <ol style="list-style-type: none"> <li><b>DB Group</b></li> <li>Transdev</li> <li>Ferrovie dello Stato (FS)</li> <li>NS</li> <li>BeNex</li> </ol>

Freight transport and logistics	
<p><b>1</b> No. 1 in European rail freight transport / based on tkm</p> <ol style="list-style-type: none"> <li><b>DB Cargo</b></li> <li>Rail Logistics Europe <sup>2)</sup></li> <li>Rail Cargo Group</li> <li>PKP Cargo</li> <li>Mercitalia Rail</li> </ol>	<p><b>1</b> No. 1 in European land transport / based on revenues</p> <ol style="list-style-type: none"> <li><b>DB Schenker</b></li> <li>Dachser</li> <li>DSV</li> <li>DHL</li> <li>Kuehne + Nagel</li> </ol>
<p><b>4</b> No. 4 in worldwide air freight / based on t</p> <ol style="list-style-type: none"> <li>Kuehne + Nagel</li> <li>DHL</li> <li>DSV</li> <li><b>DB Schenker</b></li> <li>UPS</li> </ol>	<p><b>5</b> No. 5 in worldwide ocean freight / based on TEU</p> <ol style="list-style-type: none"> <li>Kuehne + Nagel</li> <li>Sinotrans</li> <li>DHL</li> <li>DSV</li> <li><b>DB Schenker</b></li> </ol>
<p><b>5</b> No. 5 in worldwide contract logistics / based on revenues</p> <ol style="list-style-type: none"> <li>DHL</li> <li>Kuehne + Nagel</li> <li>Expeditors</li> <li>DSV</li> <li><b>DB Schenker</b></li> </ol>	<p><sup>1)</sup> Only rail and road traffic companies; in some cases including revenues outside Europe.  <sup>2)</sup> Formerly Fret SNCF.                      Information on competitors is based on annual reports and disclosures from the German Federal Association of Regional Rail Transport (BSN). Market positions relate to the calendar year 2022.</p>

# STAKEHOLDER ANALYSIS MATRIX



# STAKEHOLDER DIALOG



## Overview of the stakeholder dialog

stakeholders	2023 topics	The most important dialog and communication formats
Passengers (private and business)	<ul style="list-style-type: none"> <li>- Introduction of the <u>Germany-Ticket</u>  47</li> <li>- Punctuality and connection reliability</li> <li>- Timetable, frequency and service improvements</li> <li>- Sustainability/reduction of CO<sub>2</sub> emissions</li> <li>- Further development and digitalization of ticket offers</li> <li>- New service offers / product improvements</li> <li>- New rail replacement services and construction communication</li> <li>- Expansion of offers and on-demand transport services</li> <li>- Innovative vehicle concepts</li> <li>- Vehicle modernization / City Ideas Train (Ideenzug City)</li> </ul>	<ul style="list-style-type: none"> <li>- Passenger Advisory Board</li> <li>- Online dialog platforms / social networks</li> <li>- Customer dialog (telephone, personal, AI-based / customer surveys)</li> <li>- Virtual and / or hybrid dialog formats and product conferences</li> <li>- Digital road shows / product presentations</li> <li>- Newsletter</li> <li>- Ideas workshop "Trains of the future"</li> <li>- Market research / interviews</li> <li>- Future of local transport as a dialog format</li> <li>- Product conferences and presentations</li> </ul>
Business customers (freight transport and logistics)	<ul style="list-style-type: none"> <li>- Development to become a European rail logistics provider</li> <li>- Sustainability activities and goals / green logistics</li> <li>- Operational capacity and production management</li> <li>- Initiative for further development of production</li> <li>- Punctuality and reliability</li> <li>- Digitalization / automation</li> <li>- Innovative freight cars</li> <li>- Alternative truck drives (hydrogen and electrical)</li> </ul>	<ul style="list-style-type: none"> <li>- Direct customer exchange (including trade fairs, conferences and digital formats)</li> <li>- Own dialog and customer events</li> <li>- Customer workshops</li> <li>- Annual customer satisfaction survey</li> <li>- link2rail digital customer platform (e-services for customers incl. feedback)</li> <li>- Social networks</li> <li>- Webinars</li> <li>- Video formats, presentations, podcasts</li> </ul>
Polymakers/regulators	<ul style="list-style-type: none"> <li>- Contribution to sustainability / climate protection</li> <li>- Infrastructure development and financing</li> <li>- High-performance corridors</li> <li>- Stations of the future</li> <li>- Infrastructure division focusing on the common good</li> <li>- Germany in sync</li> <li>- Germany-Ticket</li> <li>- Strengthening rail freight transport</li> <li>- Energy price brakes, taxes and levies on energy</li> <li>- Acceleration of construction projects</li> <li>- Digitalization</li> </ul>	<ul style="list-style-type: none"> <li>- Parliamentary evenings</li> <li>- Participation in discussion rounds and expert presentations</li> <li>- Participation in the formats of the German Federal Government and the European Commission</li> <li>- Participation in expert hearings in the German Parliament</li> <li>- Events of the European Umbrella Railway Association and the Railway Forum of the European Parliament</li> <li>- Own events (e.g. competition symposium, presentation of the competition report in Brussels)</li> </ul>
Employees	<ul style="list-style-type: none"> <li>- Shortage of skilled labor</li> <li>- Tense operational situation</li> <li>- Collective bargaining</li> <li>- Implementation of common good-oriented infrastructure</li> <li>- Increase in the proportion of women in leadership</li> <li>- International conflicts and crises</li> </ul>	<ul style="list-style-type: none"> <li>- Employee strategic building blocks within the framework of Strong Rail</li> <li>- Culture barometer survey in the Integrated Rail System in Germany</li> <li>- Developing "team agreements for the new normal"</li> <li>- Events and networks on the topic of health, new work and diversity</li> <li>- Voluntary social commitments, for example "DB tackles"</li> <li>- Social intranet, internal knowledge platform and newsletter for all employees</li> </ul>
Investors	<ul style="list-style-type: none"> <li>- Impact of the war in Ukraine / inflation</li> <li>- Dividend policy / Covid-19 support measures</li> <li>- Indebtedness / profitability</li> <li>- Competitive situation / regulatory environment</li> <li>- ESG performance</li> </ul>	<ul style="list-style-type: none"> <li>- Roadshows</li> <li>- E-mail contacts</li> <li>- Direct contacts / one-on-ones</li> <li>- Investor relations Web site, newsletters, presentations</li> </ul>

# Hallmarks of DB's Strategic Brand Communication

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TRANSPARENT



RESPONSIBLE



SINCERE

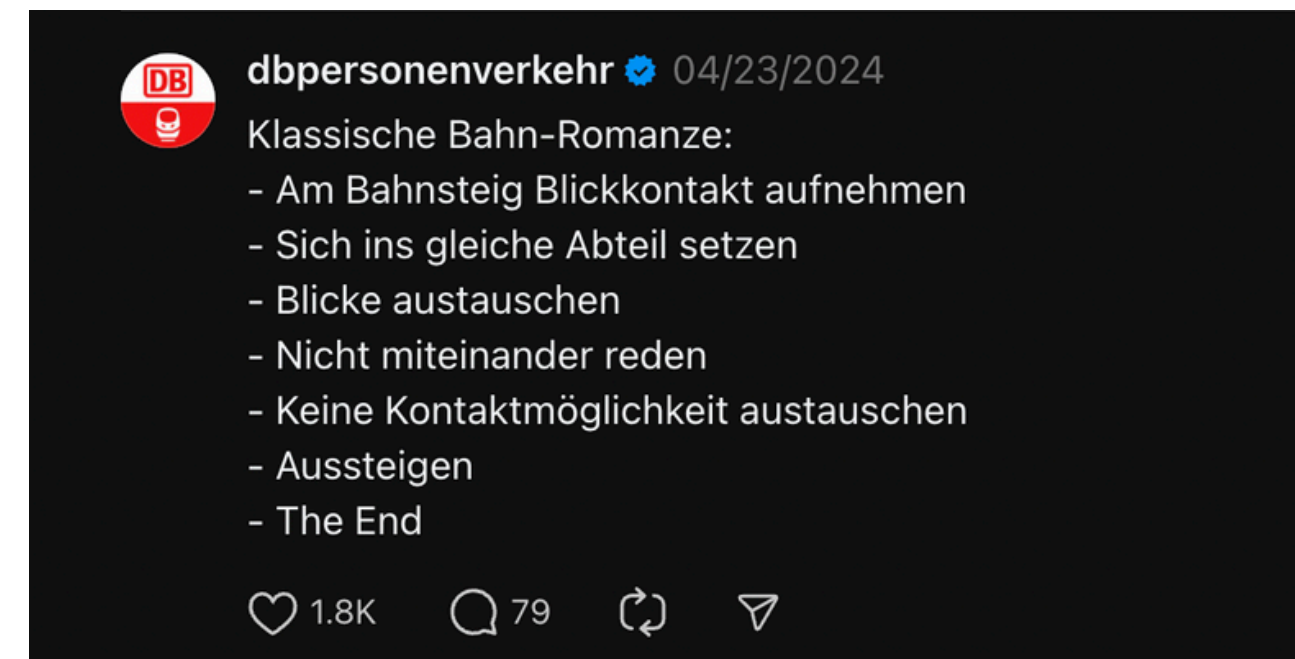
# Deutsche Bahn's Social Media Mix



**X**  
Deutsche Bahn  
Verkehrsmeldungen



**INSTAGRAM**  
Deutsche Bahn



**THREADS**  
Deutsche Bahn  
Personenverkehr

# Lo-Fi Content Marketing

## on TikTok



**deutschebahn** ✓

**DB**

53    275.6K    8.5M  
Following    Followers    Likes

Choo Choo 🚂

Impressum & Datenschutzhinweis:

Du weißt, du hast es geschafft, wenn dich n Millionen € € € Fahrzeug abholt 🙌

Dir S-Bahn



Hoffe, euch rutscht der Ärmel beim Händewaschen runter

München-Pasing

DB

75.4K

TikTok @deutschebahn

1297

12.9K

Tok Watch more Watch now

@deutschebahn ✓

Dieser Song geht an alle... die gerade warten. #MemeCut #catmeme ...See more

🎵 Originalton - Deutsche Bahn

# Humourous and Interactive Posts for Engagement

on Facebook



Unsere Favoriten: Alman Maus und Baba Bahn. Was habt ihr so zu bieten?



Gefällt mir Kommentieren Kopieren Teilen

469

Philipp Barrenschee  
Ehrenlose Lok

2w Like Reply

Natascha Palm  
Mausige Kiste 🤔🤔

2w Like Reply

Mike Aschenbrand  
Cringe Maus

3w Like Reply

View 1 reply

Georg Fischer  
Krasse Fahrt

2w Like Reply



Gefällt 9.317 Mal  
deutschebahn Kein Ausstieg in Fahrtrichtung rechts.  
#Sylt  
Alle 210 Kommentare ansehen  
24. Mai

# Meme Marketing

## “KEIN AUSSTIEG IN FAHRTRICHTUNG RECHTS”

Deutsche Bahn’s social media team observes the current news and trends and translates them into memes.

# CEO Branding

## on LinkedIn


A GRASSROOTS RAIL  
EXECUTIVE


EMPHASIS ON CLIMATE  
PROTECTION

CARING FOR THE GREATER  
EUROPE

LESSONS LEARNED:  
DIVERSITY AND TOLERANCE



**Dr. Richard Lutz**  · 3rd  
Vorsitzender des Vorstands bei Deutsche Bahn

 Deutsche Bahn

 Technische Universität  
Kaiserslautern

 Top Voice

Berlin, Berlin, Germany · [Contact info](#)

52,422 followers

 Following

 More

### About

Meine Überzeugung: Wir brauchen eine starke Schiene! Denn je mehr Menschen Bahn fahren, je mehr Güter auf der Schiene transportiert werden, desto besser für das Klima. Als Vorstandsvorsitzender der Deutschen Bahn treibe ich gemeinsam mit dem Team DB die Umsetzung unserer konzernweiten Strategie der „Starken Schiene“ voran: Wir sanieren mit Hochdruck das Schienennetz, wir erneuern und modernisieren unsere Fahrzeuge, wir rekrutieren und qualifizieren. Kurzum: Wir machen die Schiene fit für weiteres Wachstum und ebnen der Verkehrswende den Weg. Für das Klima. Für die Menschen. Für die Wirtschaft. Für Europa.

Als Bahnchef wie privat ist mir eine klare Haltung wichtig. Ich engagiere mich für die Bahnhofsmissionen, für das Gedenken an die Opfer des Nationalsozialismus, für ein starkes Europa und trete für Vielfalt und Toleranz ein. Wie sollte es auch anders sein – immerhin leite ich ein Unternehmen, dessen Kern es ist, Distanzen zu überwinden und Menschen zu verbinden.

Ich stamme aus einer Eisenbahnfamilie und bin in der Pfalz aufgewachsen. Schon seit meiner Jugend bin ich passionierter Schachspieler. Ich bin Frühaufsteher und ein Zahlenmensch – war von 1994 bis 2017 im Bereich Finanzen und Controlling der Deutschen Bahn tätig, zuletzt als Finanzvorstand. Privat habe ich das Auto längst abgeschafft und fahre im Urlaub bevorzugt mit der Bahn an die Ostsee.

# Crisis Communication



Michael Peterson · 3+  
Vorstand Personenfernverkehr Deutsche  
Bahn AG  
1 Tag ·

+ Folgen

Leider hat das starke Unwetter im Süden und Südosten Deutschlands auch beträchtliche Auswirkungen für die **Deutsche Bahn**. Extreme Regenfälle, Hochwasser und Erdrutsche haben Schäden an der Infrastruktur hinterlassen. Aktuell ist der Fernverkehr in Süddeutschland stark beeinträchtigt. Wir gehen davon aus, dass es auch am Montag noch Einschränkungen geben wird. Hier die wichtigsten Informationen für unsere Reisenden:

⚠️ Wir raten von Reisen in die betroffenen Hochwassergebiete in Bayern und Baden-Württemberg ab. Bei den noch verkehrenden Zügen kann es zu einer sehr hohen Auslastung kommen.

👉 Nach der Entgleisung des ICE 510 bei Schwäbisch Gmünd durch einen Erdrutsch ist die Strecke zwischen Stuttgart und München wieder eingleisig befahrbar. Die Aufräumarbeiten sind in vollem Gange. Glücklicherweise wurde niemand verletzt. Trotz der herausfordernden Situation haben die Notfallprozesse im Zusammenspiel mit den Behörden sehr gut funktioniert. Vielen Dank an alle Helfer:innen!

✖️ Es kommt zu Ausfällen auf folgenden Strecken:

- München – Nürnberg – Erfurt – Berlin
- Karlsruhe – Stuttgart – Ulm – Augsburg – München
- Stuttgart – Mannheim – Frankfurt(M)
- München – Lindau – Bregenz – Zürich
- Karlsruhe – Stuttgart – Crailsheim – Nürnberg
- Augsburg – Kempten(Allgäu) – Oberstdorf

🕒 Zwischen Nürnberg und Würzburg verspäten sich alle Züge zusätzlich um etwa 25 Minuten. Zwischen München und Nürnberg dauert es etwa 45 Minuten länger.

ℹ️ Bitte informiert euch vor Reiseantritt unbedingt über eure Verbindung im DB Navigator, auf unserer Website oder telefonisch unter 030/2970.

👉 Alle Fahrgäste, die bis einschließlich 02.06.2024 ein Ticket für eine Reise am 02.06.2024 oder 03.06.2024 gekauft haben, können dieses zu einem späteren Zeitpunkt nutzen. Das Ticket behält seine Gültigkeit für die Fahrt zum ursprünglichen Zielort – auch bei geänderter Streckenführung. Die Zugbindung ist aufgehoben. Sitzplatzreservierungen können kostenfrei storniert werden.

Start Ihr Netzwerk Posten Mitteilungen Jobs

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ℹ️ Es gelten die weiteren tariflichen bzw. gesetzlichen Fahrgastrechte, sodass auch eine Ticketerstattung unter den entsprechenden Voraussetzungen möglich ist.

Allen Reisenden danke ich für ihr Verständnis und ihre Geduld. Unsere Mitarbeitenden tun gerade alles dafür, um die Unwetterschäden so schnell wie möglich zu beheben und die Folgen für euch so gering wie möglich zu halten.



861 26 Kommentare · 25 direkt geteilte Beiträge

Start Ihr Netzwerk Posten Mitteilungen Jobs

## regarding the flood incident in June 2024



# Event Sponsorships

**DB is a National Partner of UEFA EURO 2024™.**

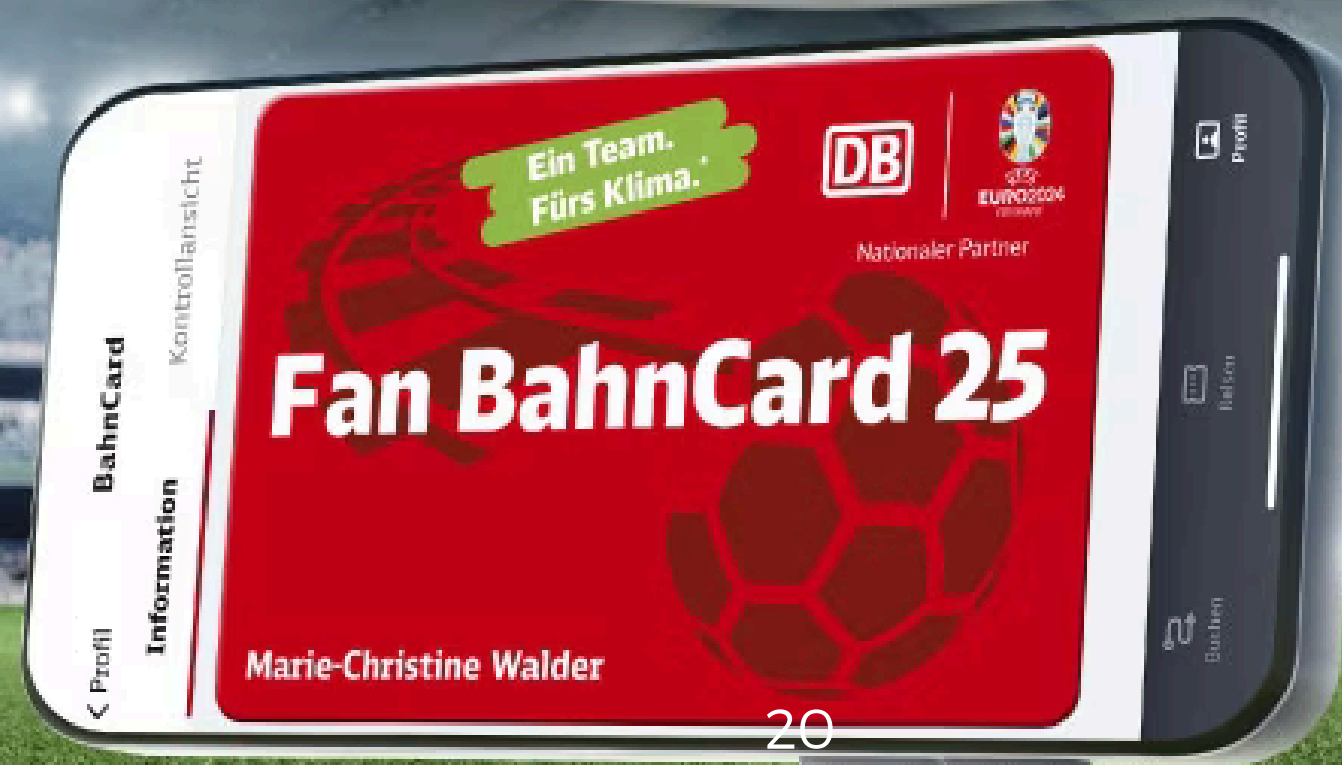


## One team. For the climate.

Our clear goal is to support the aims to have the most sustainable UEFA EURO 2024™ of all time. That's why we want to make our contribution on this.

## More for the climate.

Achieving Germany's climate protection goals requires a sustainable decarbonisation of mobility - and what is more sustainable than travelling to the stadium by train? Travellers on our long distance trains in Germany are already using 100% renewable power. The European Championships are therefore the perfect opportunity not only to support your favourite team, but also to do something good for the climate.



# Diversity at Deutsche Bahn

SHARE OF WOMEN AS OF DEC 31 / %	2023	2022	2021
DB Group <sup>1)</sup>	25.3	25.0	24.4
DB Long-Distance	27.2	26.7	26.9
DB Regional	17.1	16.9	17.0
DB Cargo	13.2	13.0	12.0
DB Netze Track	21.4	20.7	20.0
DB Netze Stations	44.4	44.0	44.1
DB Energy	15.5	15.0	13.9
Other	29.9	29.6	29.2
DB Schenker	36.4	36.7	36.5

<sup>1)</sup> Incl. DB Arriva.



>  
100

Number of nationalities



27  
%

Women in management positions



15.2  
%

Employees under 30



35  
%

Employees outside Germany

# DB recognized as the most women- friendly employer in 2023 by FKi

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[Startseite](#) > [Group](#) > [Diversity in the DB Group](#) > **Vom FKi ausgezeichnet: DB ist frauenfreundlichstes Unternehmen des Jahres**

## Vom FKi ausgezeichnet: DB ist frauenfreundlichstes Unternehmen des Jahres

Sensationeller Auftakt zum Weltfrauenmonat bei der DB! Das Unternehmen habe sich "in besonderer Weise national und international um Diversitäts- und Inklusionsvorhaben verdient gemacht", begründet der Frauen-Karriere-Index (FKi) die Auszeichnung der DB als frauenfreundlichstes Unternehmen des Jahres. DB-Personalvorstand Martin Seiler sprach von einem "überwältigenden Ergebnis". Bis Ende 2024 will die DB den Anteil von Frauen in der Führung auf 30 Prozent erhöhen. Maßnahmen zur Erreichung des Ziels zeigten Wirkung, sagte Martin Seiler. Die DB veranstaltet im März Recruitingevents rund um den Weltfrauenmonat: So ist die "DB on Tour" mit sieben Frauen aus sieben Jobs und sieben Regionen gestartet.

# GENDER NON-COMFORMITY AT DEUTSCHE BAHN

## DB corporate clothing celebrates non-binary

The DB wears gender-nonconforming clothing and looks good doing it: Last November, DB Human Resources Director Martin Seiler ushered in the non-binary turnaround in corporate clothing.

Since the end of 2022, Deutsche Bahn employees no longer have to squeeze themselves into clothes that don't fit them, but can choose company clothing that suits their bodies and their taste. This not only increases their sense of well-being at work, it also promotes identification with the job and corporate culture.

On November 2, 2022, Human Resources Director Seiler reported in the internal HR news blog that more and more employees had spoken out in favor of abolishing gender segregation.

**Martin Seiler**, Board Member for Human Resources and Legal Affairs:

**"Our employees can now choose their own company clothing regardless of their biological sex or gender identity. This step is a strong signal for openness and diversity! It reflects our attitude as a cosmopolitan and diverse employer and makes me proud."**

DB employees, like their colleagues in long-distance transport, were delighted and immediately showed off their new individuality after the innovation.



From left to right: Eric Jüptner, Tobias Wolf, Lukas Brand: "When you feel good, you radiate that."

# Impact on Stakeholder Value

TRANSPARENT PROGRESS UPDATES ON COMMITMENT TO STRATEGY

## OVERVIEW OF GREENHOUSE GAS FOOTPRINT

GRI TCFD	ABSOLUTE CO <sub>2</sub> e EMISSIONS BY JOURNEYS, TRANSPORTS AND STATIONARY FACILITIES / million t	2023	2022	Change		2021
				absolute	%	
	Regional rail passenger transport	2.02	1.92	+0.10	+5.2	1.99
	thereof in Germany	1.65	1.56	+0.09	+5.8	1.59
	Long-distance rail passenger transport	0.03	0.04	-0.01	-25.0	0.04
	Bus transport	1.33	1.39	-0.06	-4.3	1.58
	thereof in Germany	0.57	0.56	+0.01	+1.8	0.53
	Rail freight transport <sup>1)</sup>	1.45	1.48	-0.03	-2.0	1.70
	thereof in Germany	1.04	0.87	0.17	+19.5	0.98
	Road freight transport <sup>2)</sup>	3.04	3.32	-0.28	-8.4	3.15
	Air freight <sup>3)</sup>	5.80	6.92	-1.12	-16.2	7.07
	Ocean freight <sup>3)</sup>	1.45	1.51	-0.06	-4.0	1.56
	Other transport <sup>4)</sup>	0.11	0.11	-	-	0.11
	Stationary facilities	1.43	1.23	+0.20	+16.3	1.32
	<b>Total</b>	<b>16.65</b>	<b>17.92</b>	<b>-1.27</b>	<b>-7.1</b>	<b>18.52</b>

CUSTOMER SATISFACTION / grade	2023	2022	2021
DB Long-Distance	2.7	2.7	2.5
DB Regional (rail)	2.2	2.2	2.0
DB Regional (bus)	2.0	2.2	2.1
DB Cargo	2.8	2.7	2.5
DB Netze Track	3.6	3.3	3.0
DB Netze Stations			
Stations (passenger/visitors)	2.5	2.4	2.4
Stations (TOCs, transport authorities and Federal states)	2.8	2.6	2.6
Tenants	2.2	2.1	2.1
DB Energy	2.1	2.1	2.1
Traction current and diesel	2.3	2.4	2.2
Electricity and gas plus (DB Group customers)	2.1	2.1	2.0
DB Schenker	2.2	2.5	2.6

As part of the development of the Strong Rail strategy, we have changed the presentation of customer satisfaction to grades. This reflects customer satisfaction on a scale from 1 (very satisfied) to 6 (very dissatisfied). At the same time, the customer satisfaction figures for DB Long-Distance and DB Regional (rail) have been aligned even more closely with the customer experience.

# Impact on Stakeholder Value

TRANSPARENT PROGRESS UPDATES  
ON COMMITMENT TO STRATEGY



## This is green.

The environmental brand “Das ist grün.” (This is green.) represents DB Group’s environmental strategy, the green transformation and more than 150 supporting measures in climate protection, nature and resource conservation, and noise reduction. The individual measures demonstrate how DB Group firmly anchors sustainability into its operational value chain.


## Sustainability key figures

To secure the trust of our stakeholders, we at Deutsche Bahn provide transparent information on the progress of the green transformation and our social responsibility. We also rely on sustainability indicators as well as ratings and rankings.



Das ist grün.

**Klimaschutz**



**68 %**

Anteil erneuerbarer Energien am DB-Bahnstrommix

**Klimaschutz**



**- 40,1 %**


Spezifische CO2e-Emissionen im Vergleich zu 2006

**Naturschutz**

**60.087**

umgesetzte Natur- und Artenschutzaktivitäten (seit 2014)

**Ressourcenschutz**



**96,5 %**

Recyclingquote im DB-Konzern

**Lärmschutz**

**rund 20.800**

zusätzlich lärmmentlastete Anwohner:innen (2023)

**Klimaschutz**

**33 Bahnhöfe**

werden bereits mit 100% Ökostrom betrieben

**Naturschutz**



**> 500.000**

Bäume gepflanzt in Kooperation mit dem Bergwaldprojekt e.V. (seit 2009)

**Lärmschutz**



**2.255 km**


Lärmsanierte Strecke

**Naturschutz**

**> 50 Mio.**

Honigbienen finden auf DB-Flächen Lebensraum

**Soziale Verantwortung**



**29,4 %**

Anteil Frauen in Führungspositionen



**164**

Das ist grün.-Maßnahmen

**IR news**

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## Deutsche Bahn completes Arriva sale

06/03/2024 05:00 | Category: News Deutsche Bahn AG DB Group

Deutsche Bahn completes Arriva sale and advances focus on core business.

(Berlin, June 3, 2024) Deutsche Bahn AG (DB AG) has completed the sale of Arriva Group to I Squared Capital, a leading independent global infrastructure investor. The transaction was initiated with the signing of the purchase agreement in October 2023 and has since met the usual closing conditions and received final approval from the relevant regulatory authorities.

Dr. Levin Holle, CFO of DB AG: “We measure the DB Group’s major international investments by their contribution to our Strong Rail strategy. Where it makes sense, we adapt our business portfolio step by step. The now completed sale of Arriva is strategically driven and is strengthening our focus on rail transport in Germany.”

In recent years, Deutsche Bahn, together with Arriva, has successfully stabilized the business after the Covid-19 pandemic and created the conditions for a sustainable growth strategy focused on the relevant markets. I Squared Capital will support Arriva in its future growth path.

# A COMPREHENSIVE INVESTOR RELATIONS PLATFORM

DB Group boasts an independent website dedicated to its investor relations and financial communications.

# ESG Ratings

## BASED ON DB GROUP'S 2023 INTEGRATED REPORT



### Changes in 2023:

- **CDP:** The CDP rating of DB Group was downgraded in 2023. The drivers for the change from 2022 include increased requirements (in the leadership band) and a change in scoring methods. This result places us in the highest category “leadership” and among the best 6% in the climate change questionnaire.

ESG RATINGS	2023	2022	2021	Last update	Scale
CDP (climate rating)	A-	A	A	Feb 2024 <sup>1)</sup>	A to F The best 1% (75-100) The best 5% (67-74) The best 25% (56-66) The best 50% (47-55)
EcoVadis	68	68	61	Jun 2023	A+ /4.00 to D- /1.00
ISS ESG	B-	C+	B-	Sep 2023	Leader (AA - AAA) Average (BB - A) Laggard (CCC - B)
MSCI	A	AA	A	Dec 2023	Risk assessment: negligible (0-10), low (10-20), medium (20-30), high (30-40), severe (40-100)
Sustainalytics	22.1	24.5	19.7	Aug 2023	

Alphabetical order.

<sup>1)</sup> CDP published the 2023 climate rating results in February 2024.

# Sustainability Reporting

## DB sustainability topics

### TOPICS FROM THE TRANSPARENCY ASPIRATION

- Data protection 199ff. and IT security 64
- Noise reduction in rail transport 82ff.
- Nature conservation 77ff.



### Our sustainability topics



### ADDITIONAL TOPICS

- Social responsibility 32ff.
- Sustainable supply chain 119ff.

### MATERIAL TOPICS ACCORDING TO THE GRI

- Economic performance capability 111ff.
- Corporate management and compliance 195ff.
- Resource conservation 79ff.
- Climate protection 71ff.
- Customer safety 67ff.
- Capacity expansion of the infra-structure and vehicle fleet 54ff.
- Dealing with politics and regulations 29
- Solutions for modern and digital mobility, logistics and service 63ff.
- Customer benefit and product quality 59ff.
- Attractive employer and securing skilled labor 85ff.

- + GRI
- + CSR-RUG
- + TCFD

## UN GLOBAL COMPACT INDEX

The UN Global Compact is the largest and most important initiative in the world for responsible corporate management. Upon joining the UN Global Compact in 2009, DB Group made a commitment to support its ten principles, and regularly reports on its activities and services in a Communication on Progress.

### HUMAN RIGHTS

- Principle 1 Support and respect for international human rights
- Principle 2 Exclusion of human rights abuses

### LABOR STANDARDS

- Principle 3 Preserving freedom of association and law on collective bargaining
- Principle 4 Elimination of all forms of forced labor
- Principle 5 Elimination of child labor
- Principle 6 Elimination of discrimination

### ENVIRONMENTAL PROTECTION

- Principle 7 Preventive environmental protection
- Principle 8 Initiative for greater environmental awareness
- Principle 9 Development and dissemination of eco-friendly technologies

### ANTI-CORRUPTION

- Principle 10 Measures against corruption

# Corporate Social Responsibility

## BSW & EWH FOUNDATION



### BSW FOUNDATION

The Association of German Railway Societies was founded in 1904 as the forerunner of today's BSW Foundation. The Railway Social Welfare Organization was an essential part of the social sector of the German Federal Railways and the German Reichsbahn for over nine decades until the Railway Social Welfare Organization (BSW) Foundation was founded in 1997.



### EWH FOUNDATION

The forerunner of today's charitable EWH Foundation was the Eisenbahn-Töchterhort (Eisenbahn Daughters' Daycare), which was founded in 1902 and officially recognized as a charitable foundation in 1908. In 1922, the Eisenbahn-Knabenhort (Eisenbahn Boys' Daycare) was added, and in 1929 both were combined to form the Reichsbahn-Waisenhort (Eisenbahn Orphans' Daycare). 21 years later, this was renamed Eisenbahn-Waisenhort (EWH).

- **Support for socially disadvantaged railway workers** , e.g. through professional support in stressful situations, addiction, debt, grief and depression
- **Help in emergency and crisis situations** , e.g. in the case of illness, individual cases or disasters
- **Promoting and maintaining health** , e.g. through mother/father-child health cures, nursing advice, parent-child coaching, daycare places or family-friendly hotels and holiday apartments

These services are made possible through donations and contributions from the approximately 200,000 members of the foundation family.

# Corporate Social Responsibility

## DEUTSCHE BAHN FOUNDATION

Deutsche Bahn Foundation solely and directly pursues its charitable purposes in accordance with its statutes. Organizations without a corporate income tax exemption, individuals, political parties, religious communities and organizations that, or whose members, do not act in accordance with law, are associated with terrorist activity or are on a sanctions list are not promoted.

DEUTSCHE BAHN FOUNDATION	2023	2022	2021
Charitable projects	27 <sup>1)</sup>	24	33
Expenses for charitable projects (€ thousand)	3,154 <sup>1)</sup>	3,167	2,797

<sup>1)</sup> Preliminary figure.

Deutsche Bahn Foundation has also made donations of funds from its general response budget.

DONATIONS / € thousand	2023	2022	2021
Deutsche Bahn Foundation	206 <sup>1)</sup>	183	155

<sup>1)</sup> Preliminary figure.

The expenses for DB Museum amounted to € 7.0 million in 2023 (previous year: € 6.6 million).



# Speech Analysis: Chairman's Letter

## CLARITY AND TRANSPARENCY

- A clear roadmap (achieving climate neutrality by 2040)
- Acknowledging challenges (aging infrastructure)
- Expanding on the causes of the operating loss

## ADDRESSING STAKEHOLDER CONCERNS

- Customer experience (low punctuality rates)
- Economic impact of the rail system on society
- Fostering employee morale

## FOCUS ON PROGRESS & ACHIEVEMENTS

- Ambitious modernization targets
- A strong focus on environmental initiatives
- New IT systems and depots



### ▶ chairman's letter. Deutsche Bahn 2023 | Deutsche Bahn Annual Report 2023

The year 2023 marks a turning point for the railway in Germany: together with the Federal Government, we have approved a clear roadmap for the largest and most comprehensive infrastructure program in DB Group's...

DB Deutsche Bahn IB 2023



# Key Takeaways

## AN EFFECTIVE STRATEGIC COMMUNICATION IMPLEMENTATION FOR ALL STAKEHOLDERS

Deutsche Bahn effectively communicates by being transparent about current challenges while emphasizing strategic initiatives, achievements, and long-term goals. This reassures stakeholders and shareholders that Deutsche Bahn is actively addressing issues, investing in the future, and aligning with broader societal and environmental objectives. Such an approach is likely to build trust, confidence, and continued support from both internal and external stakeholders.

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**Thank you for  
your attention.**

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*SUTE-24 STRATEGIC COMMUNICATION*

WINFRIED PETERS & DR. MICHAEL RAFFEL