Our Strengths

Our Services

Our Strategy
DB Station&Service AG – Germany’s biggest host!

- **5,300 employees**
- **3,300 commercial tenants**
- **800 station buildings**
- **1 million m² rental space**
- **5,400 train stations**
- **150 million train stops per year**
- **110 train operators use our stations**
- **EUR 230 million profit**
- **EUR 1,250 million revenue**
- **20 million passengers and visitors per day**
- **3,300 commercial tenants**
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DB Station&Service AG in the corporate group – Management of infrastructure with effect on the customer

Passenger traffic
- DB Fernverkehr
- DB Regio
- DB Arriva

International traffic
- DB Cargo
- DB Schenker

Infrastructure
- DB Netze Energie
- DB Personenbahnhöfe
- DB Netze Fahrweg

DB Station&Service AG
Train stations & station buildings
Nationwide presence across Germany

- **Headquarters**
  Strategic development of DB Station&Service AG

- **7 Regional offices**
  Management of operational activities and business relationships at the regional level

- **46 Station management centers**
  Local management structures to care for each of our 5,400 train stations
Stralsund and Steinheim are the winners of the „Station of the year“ award 2016

Every year “Allianz pro Schiene“ awards the title „Station of the year“ to the two most customer-friendly stations

<table>
<thead>
<tr>
<th>Year</th>
<th>Stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Lutherstadt Wittenberg (Sachsen-Anhalt) &amp; Bayerisch Eisenstein (Bayern)</td>
</tr>
<tr>
<td>2016</td>
<td>Stralsund &amp; Steinheim (Westfalen)</td>
</tr>
<tr>
<td>2015</td>
<td>Marburg &amp; Obstfelderschmiede/Lichtenhain</td>
</tr>
<tr>
<td>2014</td>
<td>Dresden M. Station &amp; Hünfeld</td>
</tr>
<tr>
<td>2013</td>
<td>Göttingen &amp; Oberursel</td>
</tr>
<tr>
<td>2012</td>
<td>Bremen M. Station &amp; Aschaffenburg</td>
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<tr>
<td>2011</td>
<td>Leipzig M. Station &amp; Halberstadt</td>
</tr>
<tr>
<td>2010</td>
<td>Darmstadt M. Station &amp; Baden-Baden</td>
</tr>
<tr>
<td>2009</td>
<td>Erfurt M. Station &amp; Uelzen</td>
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<tr>
<td>2008</td>
<td>Karlsruhe M. Station &amp; Schwerin M. Station</td>
</tr>
<tr>
<td>2007</td>
<td>Berlin M. Station &amp; Landsberg (Lech)</td>
</tr>
</tbody>
</table>
Interesting facts about DB Station&Service AG

We operate **5,400** train stations, ten times as many as there are motorway service stations in Germany.

The lengths of all platforms together with **1,900 km** corresponds to the distance from Berlin to Madrid.

The **5,300** employees from DB Station&Service AG fill up 13 ICE-half-trains.

Summed up our commercial rental space of **1 million m²** is as large as 130 soccer fields.

Our stations are used by over **20 million** passengers and visitors per day - thirty times as many as the number of passengers at all German airports per day.

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A Our Strengths
B Our Services
C Our Strategy
Business model of DB Station&Service AG

Sales

Operations

Leasing

Construction, facility and portfolio management
The station design is tailored to customers’ needs

Comprehensive offer

Tailored service levels

Cost-efficient station design

Highly-frequented long-distance train stations

Regional- and S-Bahn-train stations

Local train stations
Efficient transport links and purposely used waiting time compose the **overall experience at our train stations**

**Transport links**
- Hub for different modes of transport
- Barrier-free access
- Navigation and real-time information

**Pleasant stays**
- Attractive gastronomy and shops
- Interesting events at the station
- Free Wi-Fi
We tailor our services at the train station to suit our customers' needs

<table>
<thead>
<tr>
<th>DB Information and Mobile Service</th>
<th>Baggage-storage facilities and luggage lockers</th>
<th>Maintenance and repair of station facilities</th>
<th>Secure operational processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information on travel routes and local surroundings</td>
<td>Supplemental services for our travelers</td>
<td>Safeguarding quality and availability</td>
<td>Trouble-free operations for rail processes</td>
</tr>
</tbody>
</table>
Our Strengths

Our Services

Our Strategy
Stations connect people and mobility –
We respond to current trends with our comprehensive offer

Demography  |  Regulation  |  Digitalization
Urbanization  |  Ecology  |  Competition
Corporate programs support goals of defined sustainability dimensions and areas of activity

**Corporate programs**
- „Zukunft Bahn“
- Smart Cities
- Technical Excellence
- Digital rail Germany
- Drive passenger traffic/ioki
- Mobility-as-a-Service platform “Unterwegs”

**Sustainability dimensions**
- Profitable quality leader
- Eco-pioneer
- Top employer

**Areas of activity**
- Quality cultures
  - Operational excellence and customer orientation
- Digital competence
  - Innovative solutions in core and new businesses
- Performance
  - Common responsibility and high performance
With our three-phase program „Zukunft Bahn“ we will meet our ambitious quality targets

**Improvement of basic services**
1. Increase availability of conveyors
2. Fast repair of defect station clocks
3. Enhance availability of FIA/DSA¹
4. Complete and real-time passenger information via multi-train-displays

**Enhancement of quality**
Revitalization of underground suburban railway and interchange stations
Creation of new waiting areas
Implementation of DB Information 4.0…

**Enlargement of rail connectivity**
Building new stations…

¹ Passenger information facility/ dynamic ticker
Quality culture
Operational excellence and customer orientation

We develop our stations to **multimodal mobility hubs**.

- Development of passenger information devices
- Quality program “Zukunft Bahn” systematically improves the customer experience
- Constant renovation of stations
- Multimodal hub for different modes of transport
- Development of stations into centers of their neighborhood
- Enhancing depth of added value in leasing
Digital competence
Innovative solutions in core and new business

Costumer experience

- Gradual roll-out of powerful WLAN in stations
- Pilot testing of digital display case with real time information
- Modern customer approach through DB Information 4.0
- New generation of passenger information by appealing 46 inch TrainInfoScreen (ZIM)

Production and operation

- Available real-time information about elevators and escalators by ADAM
- Digital planning and construction with BIM – Building Information Modeling

We are an up-to-date innovator and establish the digitalisation into station.
We improve our attractiveness as an employer through an active development of our corporate culture.
Resource conservation/emission reduction
Developing to an eco-pioneer

- Utilization of sustainable and renewable resources
- Use of energy-efficient heating technologies
- Enhancement of building automation
- Operation of energy management system certified by DIN EN ISO 50001
- Use of renewable energy photovoltaic and wind power
- Energy-efficient renovation of our stations
- Changeover to efficient LED-lighting

We build and operate our stations sustainably and accelerate our development into an eco-pioneer.
DB Station&Service AG
Germanys biggest host!
Financial KPI

Revenue (in mio. EUR)

- 2009: EUR 1.025 mio
- 2010: EUR 1.044 mio
- 2011: EUR 1.102 mio
- 2012: EUR 1.120 mio
- 2013: EUR 1.172 mio
- 2014: EUR 1.233 mio
- 2015: EUR 1.265 mio
- 2016: EUR 1.312 mio
- 2017: EUR 1.345 mio

Gross capital expenditure (in mio. EUR)

- 2009: EUR 488 mio
- 2010: EUR 510 mio
- 2011: EUR 547 mio
- 2012: EUR 552 mio
- 2013: EUR 617 mio
- 2014: EUR 559 mio
- 2015: EUR 533 mio
- 2016: EUR 584 mio
- 2017: EUR 709 mio

Return on total capital employed (balance sheet total)

- 2009: 6.7%
- 2010: 6.4%
- 2011: 6.8%
- 2012: 6.9%
- 2013: 6.9%
- 2014: 7.3%
- 2015: 7.7%
- 2016: 6.7%
- 2017: 6.7%

Revenues from traffic stations

- Fiscal year 2017: EUR 862 mio

Revenues from tenants

- Fiscal year 2017: EUR 397 mio

Net capital expenditures

- Fiscal year 2017: EUR 103 mio

Grants

- Fiscal year 2017: EUR 606 mio

Total assets

- Fiscal year 2017: EUR 3.221 mio

EBIT

- Fiscal year 2017: EUR 233 mio

1 Incl. acquisition finance lease „Paketbahnhöfe“

Christian Bedeschinski
Volker Emersleben
Christian Krause
May Lautenschläger

DB Station&Service AG | 2017
<table>
<thead>
<tr>
<th>Platform</th>
<th>Shelters</th>
<th>Mobility services</th>
<th>Elevators</th>
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<tr>
<td><strong>Number of</strong></td>
<td><strong>Platforms</strong></td>
<td><strong>8,734</strong></td>
<td><strong>Elevators</strong></td>
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<td>9,535</td>
<td>22,000</td>
<td>756,000</td>
<td>2,286</td>
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Innovative solutions in core and new business

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