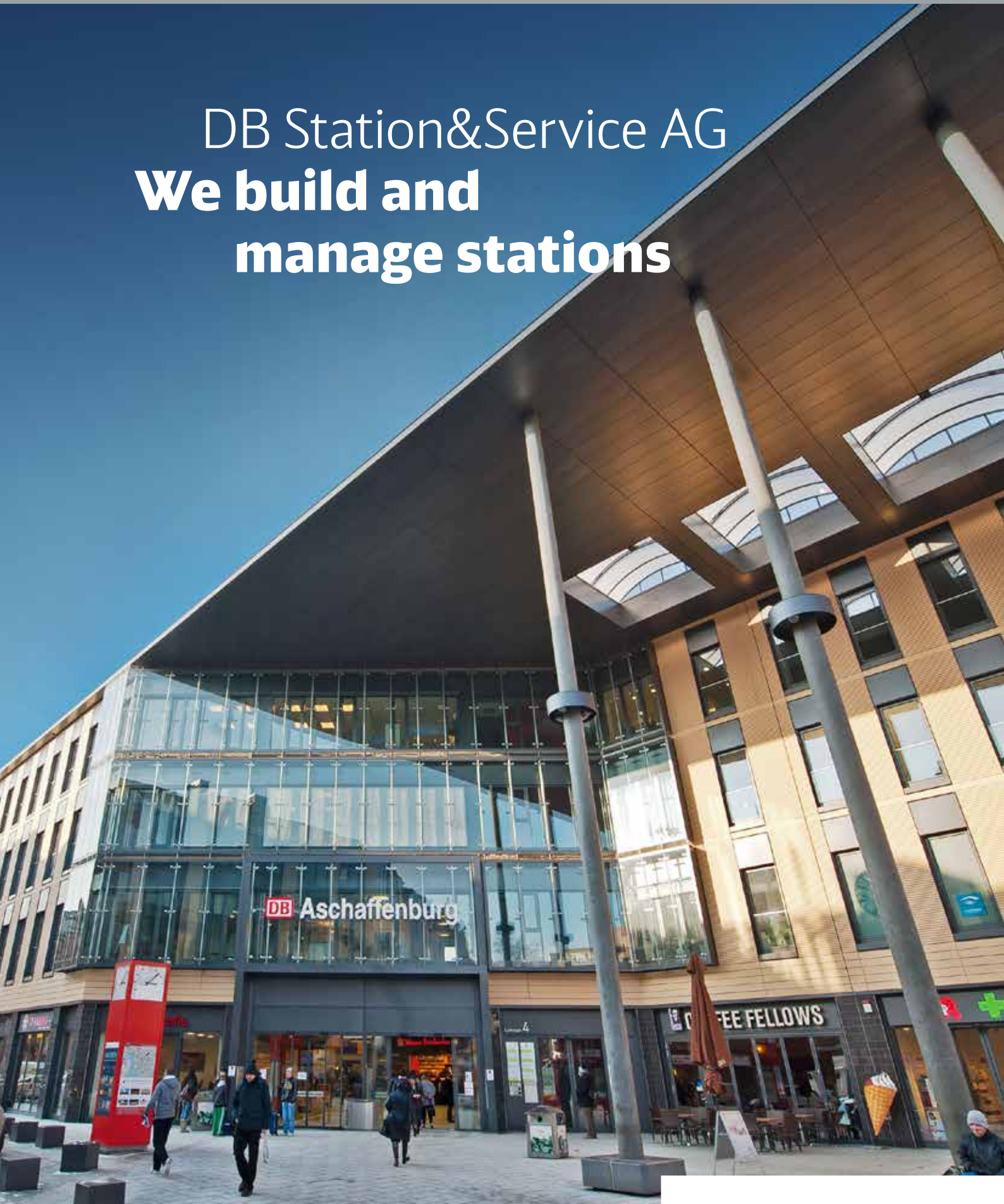


DB Station&Service AG
**We build and
manage stations**





Introduction



Andreas Springer,
Ute Möbus,
Dr. André Zeug,
Rolf Reh
(from left)

Dear readers,

The station of the future will be more than just a place where trains arrive and depart. It will be a hub for human interaction and mobility, a gateway to the city and the railway system linking modes of transport such as trains, buses, cars and bikes to bring passengers to their destination in comfort. It will also be a place where people meet – to shop or simply for a coffee.

Stations are increasingly developing into meeting points for a modern, environmentally aware mobile society. At DB Station&Service AG, we manage stations and develop them into urban centres with creative energy and passion for the benefit of customers. We are Europe's number one station operator. In addition, we manage one of Germany's largest convenience store chains – ServiceStore DB – and, with DB BahnPark, are one of the country's largest station car park operators.

In this brochure we would like to give you an overview of the entire DB Station&Service AG service spectrum and take a look at our current and future activities concerning stations and mobility as part of our "Stations2020" strategy.

Exciting and diverse challenges await us in the future too, which it will be our task to tackle over the coming years.

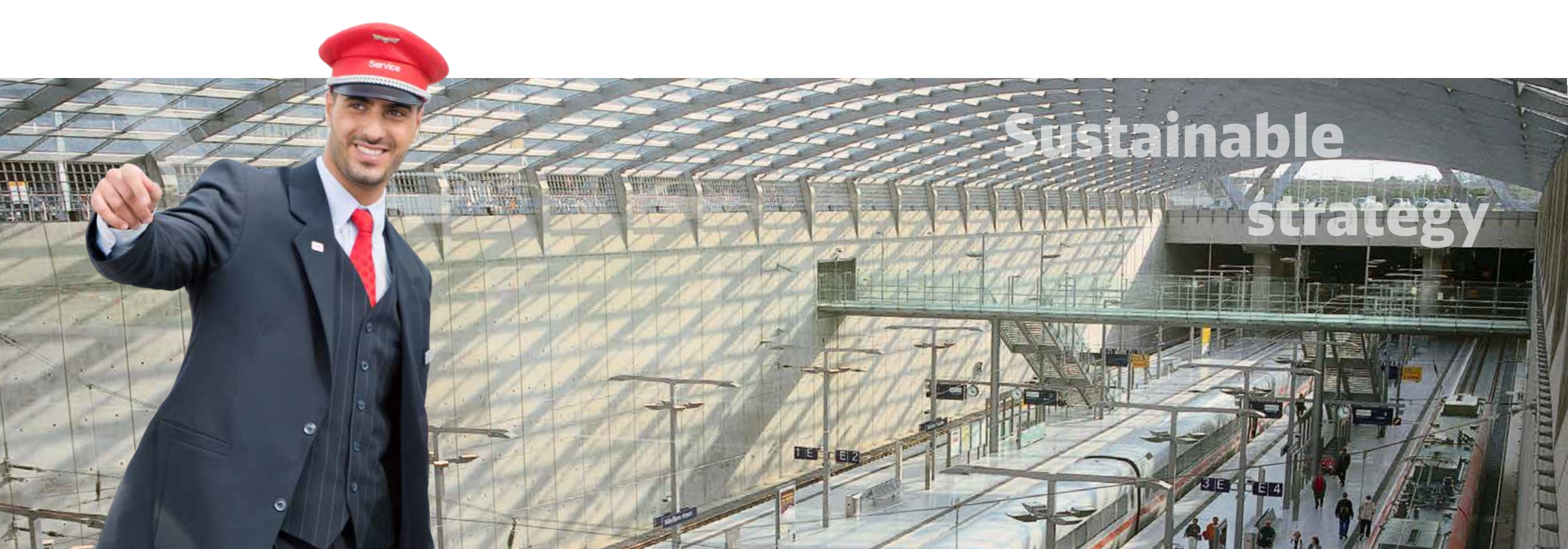
Kind regards,

Dr André Zeug
Chairman of the Management Board
DB Station&Service AG

Ute Möbus
Member of the Management Board
for Finance/Controlling
DB Station&Service AG

Rolf Reh
Member of the Management Board for
Construction and Facility Management
DB Station&Service AG

Andreas Springer
Member of the Management Board
for Human Resources/Operations
DB Station&Service AG



Sustainable strategy

DB Station&Service AG

We build and manage stations!

Germany's stations have experienced the greatest transformation in their history and developed from simple transport facilities to pioneering mobility centres and lively and much-loved meeting places.

The future of stations will be determined by present-day trends that are creating the new framework for their development. Alongside the desire for environmentally friendly mobility, the key phenomenon relevant to DB Station&Service AG is demographic change with depopulation of rural regions, further growth of major cities and an ageing population. The changing mobility needs in urban areas are both an opportunity and a challenge for the rail system and especially for its infrastructure. The continual rise in mobility, which is seen particularly in public transport but also in the increasing use of hire and sharing

concepts in the area of electromobility, is increasingly turning stations into the meeting places of a modern, environmentally aware mobile society.

With the "Stations2020" strategy, we aim to turn our vision of stations as hubs for human interaction and mobility into a reality. To tackle the challenges associated with this and achieve the objectives set, "Stations2020" is pursuing various activities specific to the business unit in four strategic directions: "customer and quality", "profitable growth", "change in corporate culture" and "resource preservation/emissions reduction". As well as providing and integrating further transport services and leasing station space more profitably, we want to make greater use of growth potential outside of stations. Their central location and optimum transport links mean that stations also offer attractive opportunities to breathe new life into the surrounding area.

Environmental sustainability is an important decision-making factor for us in building new stations. The first "green stations" in Kerpen-Horrem (North Rhine-Westphalia) and Lutherstadt Wittenberg (Saxony-Anhalt) chart our future course to more environmentally friendly stations. We round off our environmental profile by optimising existing construction processes to make our stations operate with greater energy efficiency in future.

Our specialist expertise and customer focus as a station operator defines us. That is why we are developing a corporate culture that motivates our employees to think and act in the very best interests of our customers. This involves communicating openly – both internally and externally.

With some 5,400 stations, DB Station&Service AG is Europe's largest station operator. In addition to our core business of developing and managing stations, we offer high quality mobility-related services around the station. Find out more about our diverse services portfolio on the following pages.

Innovative solutions



Construction and Facility Management

Our Construction and Facility Management designs and maintains DB Netze's stations.

This task involves many different aspects: project developers prepare ideas and plans for the use and operation of stations. Architects and engineers plan modern, environmentally friendly building solutions such as futuristic "green stations", which are constructed sustainably and are carbon neutral. Project managers and experts implement and monitor construction projects, which range from providing widespread barrier-free access to renovating city-centre station con-

courses with listed-building status. Some 800 million euros a year flows into modernising stations.

In addition to organising construction projects, we operate 130,000 facilities that need maintenance. Our Facility Management staff ensure that stations operate smoothly. They install, service and monitor ventilation, lighting and passenger information equipment, as well as lifts, escalators and dynamic displays. Station features such as passenger shelters, seating, timetable display cases and litter bins are component parts of our professional product development.

Our services:

- **Development, planning and conceptual design of station real estate and infrastructure**
- **Major projects/construction management**
- **Systems technology and structural engineering**
- **Programme and investment management**
- **Technical maintenance management**
- **Leadership and project control**
- **Advice on constructing and operating stations and station facilities**

Customer-focused services portfolio

Strategic advice & sales management

We develop location-specific financing strategies as the basis for station development. This takes place in close cooperation with national and local government bodies and investors. Our structured and solution-oriented processes are designed to take their interests into account.

We see customer support as a focal area. We use face-to-face discussions to seek solutions together with railway undertakings and the contracting organisations for local passenger rail transport in order to meet their needs and those of passengers as closely as possible. At DB Station&Service, we structure the services portfolio of our stations based on the level of traffic and the buildings and

facilities in place. The stations are assigned standardised categories that are used, among other things, to determine the prices charged for trains to stop there.

Our services:

- **Customer-focused sales management**
- **Developing financing strategies**
- **Station pricing system based on level of service**
- **Political engineering**



Optimised leasing concepts

Leasing & marketing management

Our stations are always open for thriving business: with more than a million square metres of leasing space, we are one of Germany's largest commercial real estate providers. You can benefit directly from our years of expertise – with skilled and individualised advisory services.

From analysing your location to developing the right mix of businesses, looking after the initial leasing process from start to finish and managing contracts and marketing, our experts are always by your side as professional partners. You benefit from our growth strategy, which is based on optimising the mix of businesses, raising the real net output ratio and expanding space around the station.

For small and medium-sized stations we have developed the ServiceStore DB concept. The convenience stores operate as franchises and supply station visitors and passengers with everyday essentials and a range of tickets.

Our services:

- Location analysis
- Space utilisation and leasing concepts
- Developing the optimal mix of businesses for each location
- Marketing management
- DB ServiceStore franchise concept

Coordinating station & rail operations

More than 400,000 trains run by over 130 railway undertakings and carrying some 17 million passengers stop at our approximately 5,400 stations every day! Given these traffic levels, we leave nothing to chance when it comes to safe, efficient and customer-focused processes.

Our service commitment: safety, service, station cleanliness. With our Triple-S Centres, we coordinate rail operations, safety, facility management and customer service all around our stations. We continually cultivate economically efficient, environmentally sustainable and forward-looking concepts for using the station and develop our customer service strategy further. With optimal approaches to safety and service at central interchanges, regional hubs, events and in situations that are out of the norm, we develop needs-based solutions to make our stations a safe and pleasant place to be.

Service can only be as good as the staff members providing it. That is why we give our employees regular training, encourage them to take responsibility and promote a culture of open feedback. We are there for our customers wherever they need us.

Our services:

- Efficient and safe operation of passenger transport facilities
- Facility management and winter service for the entire station
- Security management in close collaboration with the German Federal Police
- Triple-S Centres for safety, service and station cleanliness

Outstanding service

Mobility services

Customer satisfaction with our stations is our number one priority. Our friendly and skilled service employees and intelligently connected offers tailor the portfolio to each location. For example, we offer services along the whole travel chain including services for travellers with reduced mobility, luggage services and secure parking in immediate proximity to the station.

Only a well-informed customer is a satisfied customer. We keep visitors and passengers up to date with networked information systems on our stations and on the internet. In the event of disruption and timetable changes, we provide information rapidly and are the point of contact

at the station. This is our contribution to a smooth-running railway and to convenient train journeys. Our principle: we see our customers as guests and use the motto "skilled, friendly and helpful" to guide our work!

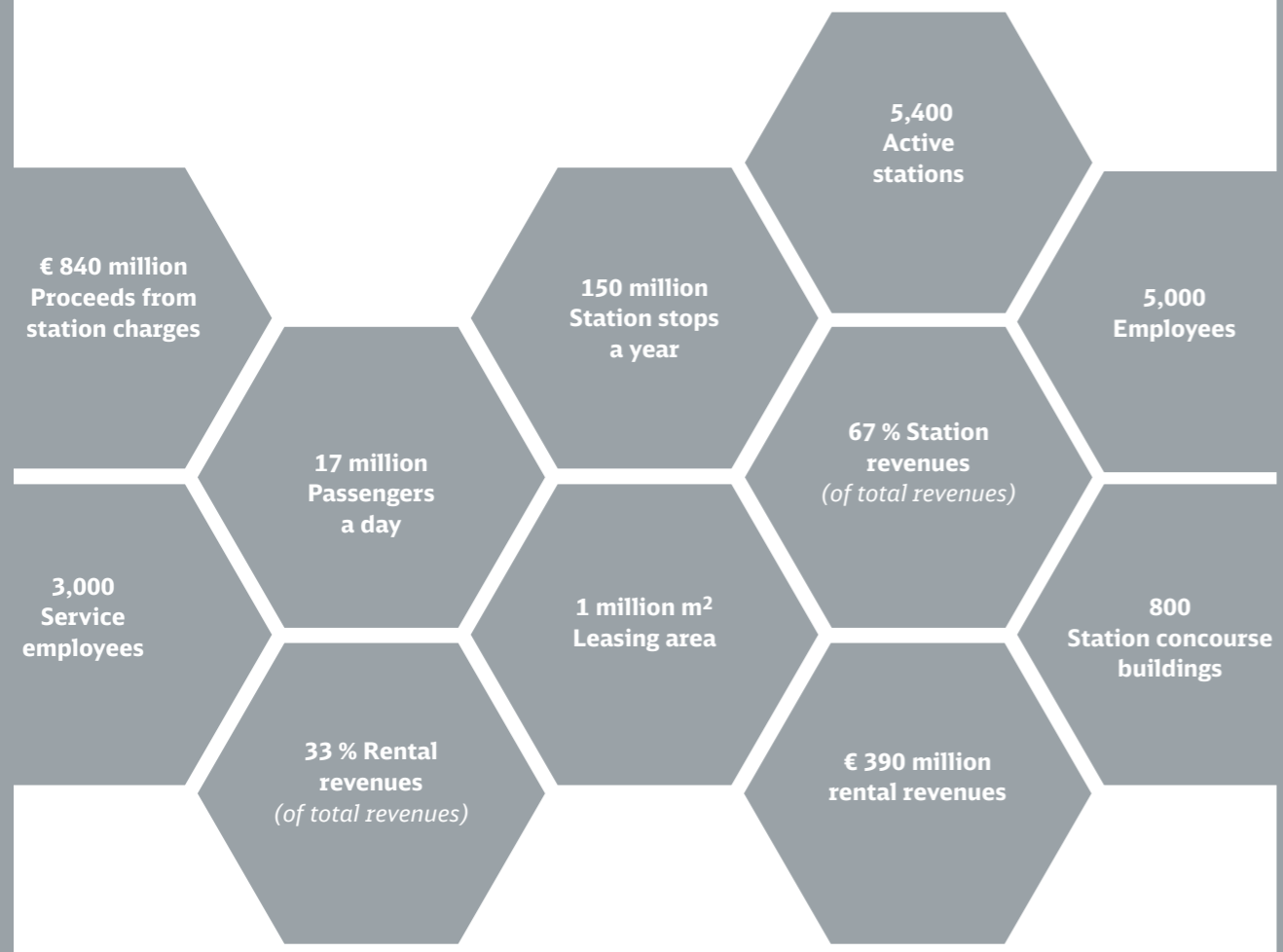
Our services:

- Developing mobility-focused service concepts
- Information services for passengers
- Services for travellers with reduced mobility
- Managing lost property
- Luggage services

The station success story

Our figures speak for themselves: sales, employees, footfall, commercial space and revenues – they all show the station as a stable business model that is in step with the times and constantly evolving. We will continue to work resolutely to implement successful ideas for you.

We build and manage stations



in EUR millions	2009	2010	2011	2012	2013	2014	2015	2016
Total revenues	1,025	1,044	1,077	1,102	1,120	1,172	1,199	1,250
Gross capital expenditures	488	511	547	552	617	559	533	580

As at: 2017, figures based on DB Netze Stations including DB BahnPark.



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