We are Building the Railway for Tomorrow. The Largest Railway Infrastructure Project in Austrian History.

We are aiming high in our efforts to build one of Europe’s most modern railway systems. Our strategy for a customer-friendly, high-performance, sustainable and successful railway for Austria is well on track.

Trans-European networks

The EU core network is comprised of nine strategic TEN-T core network corridors covering a wide geographic area. Austria is involved in four of these corridors:

- Baltic – Adriatic
- Scandinavian – Mediterranean
- Baltic – Adriatic
- Orient – East Mediterranean

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We are meeting the increasing challenges for modern transport systems and engaging our customers with service and customer focus.

Our master plan for the strategic development of Austria’s railway network is among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail. Austria than in any other country in the European Union, and Austria ranks among the European countries with the highest share of goods transported by rail.

Continuous development and innovation ensure that our old systems remain cutting edge for generations to come.

Referring to the customer’s feedback, we assure that our old systems remain cutting edge for generations to come.

Our goal is to transport more people and goods by rail. For that reason, our customers and their mobility requirements are at the center of our efforts.

"Fokus 2020 – INFRA" – our strategy for the future of mobility.

We are building the Railway for Tomorrow.

We are meeting the increasing challenges for modern transport systems and engaging our customers with service and customer focus.

Specific measures: Future-proofing the rail system.

Building a service-focused organisation.

More customers than ever before choose rail transport to ensure future-proof mobility.

The secret of our success: service-oriented and non-discriminatory.

Our portfolio of railway services for our passenger and cargo transport customers.


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Find out more on page 4.
We are Providing the Railway Infrastructure for Austria: 18,000 Employees Committed to a Sustainable, Attractive Railway Infrastructure.

OBB-Infrastruktur’s vision is to make our rail system attractive for as many people as possible. We will achieve this by providing easy access to railways, and ensuring security, punctuality, and the best customer service. This helps us to establish the prerequisites for an attractive means of transport.

We are top performers in Europe. Year after year we invest approximately €2bn into upgrading our railway networks.

An efficient transport infrastructure is the backbone of a competitive economy. A study conducted by the Federation of Austrian Industries shows the rail system to be a key economic factor in Austria, generating annual revenues of no less than €60bn. Expanding the rail system secures more than 40,000 local jobs. Currently, we invest €2bn per year in the rail infrastructure: one third of that goes into maintenance and improvement of the existing network, accessibility, park-and-ride facilities, and increased safety (e.g. at railway crossings).

Responsibility.

Reliable railway infrastructure for all our customers. Approximately 18,000 employees are devoted to keeping all railway traffic safe and on schedule day after day. Our motto is: needs-based, reliable, affordable.

Austria 146m

1,105
1,115
1,244
1,261
1,244
1,361
1,426
1,429
2,429

2016
2017
2018
2019
2020
2021
2022
2023
2024

We are the single point of contact for all matters pertaining to railway infrastructure, which includes 1,426 kilometres of distance travelled, 6,400 daily trains, 4,826 kilometres of Austrian rail tracks (network operating length) and 1,069 railway stations.

Our task is to provide Austrian railway infrastructure for any railway undertaking affordably and without favouring anyone. Our network expansion is financed via generated cash flow, investment capital, liabilities, and federal subsidies, based on multi-year framework plans.

OBB-Immobilienmanagement, one of our subsidiaries, manages, develops and realises the ÖBB corporation’s real estate.

ÖBB-Infrastruktur customers are...

Passengers are part of the business-to-consumer segment. This customer segment has various requirements: accessibility for people with special needs, families with children, and gender-appropriate transport system design (e.g. to provide women at all times with a seat at security at our stations) are a top priority for us.

However, the business-to-consumer segment also includes people who are at the station for other reasons than taking a train, e.g. for shopping or picking up passengers.

Railway undertakings are typical business-to-business customers. They are responsible for transporting people (passengers) and goods. In 2016, 42 railway undertakings used our rail network.

Customer focus.

42 railway companies and more passengers than ever before use our rail network. The latest passenger figures for our rail network are spectacular: In 2016, a new all-time high of more than 240 million passengers travelled on our infrastructure. This trend is, among other things, a result of the enhancements made to the Western Line.

ÖBB-Infrastruktur builds the Austrian railway infrastructure on behalf and for the benefit of the owner, the Republic of Austria. This happens via federal subsidies based on multi-year framework plans.

Therefore, the Republic of Austria is also ÖBB-Infrastruktur’s largest customer. Framework plans form the basis for all railway infrastructure expansion orders in Austria, enabling a clock-face schedule to provide sufficient capacity for freight transport. In addition, the states themselves provide individual case-specific financing.

...passengers: railway stations as transport hubs

<table>
<thead>
<tr>
<th>Country</th>
<th>Rail Stations</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tbody>
<tr>
<td>Austria</td>
<td>1,069</td>
<td>1,105</td>
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Alternatively, 1,069 railway stations are part of the ÖBB-Infrastruktur network. This allows for efficient and timely travel of all railway services. The freight sector is also a priority for us: 42 railway undertakings are ÖBB-Infrastruktur’s largest customers. This ensures that we can transport people as well as goods across our rail network.

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Expanding the rail system secures more than 40,000 local jobs. Currently, we invest €2bn per year in the rail infrastructure: one third of that goes into maintenance and improvement of the existing network, accessibility, park-and-ride facilities, and increased safety (e.g. at railway crossings).

Responsibility.

Reliable railway infrastructure for all our customers. Approximately 18,000 employees are devoted to keeping all railway traffic safe and on schedule day after day. Our motto is: needs-based, reliable, affordable.

Austria – land of enthusiastic railway passengers.

1,426 kilometres is the distance Austrians travel per year using eco-friendly railways.

That’s second place in the European railway statistics.

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18,000 Employees Committed to a Sustainable, Attractive Railway Infrastructure.

Railway stations. Our modern mobility hubs – safe, clean, and friendly.
Apart from the construction and renovation of our stations, we also provide space for shops, offering our customers local supply, convenient access to trains, and extensive information through our employees, info points, screens, and timetables.

Our service portfolio.
All the services you need, non-discriminatory and from one source.
We plan and operate the entire ÖBB infrastructure and invest more than €2bn per annum in the Austrian rail network. Our company offers competitive products and provides non-discriminatory and customer-oriented access to the railway network for railway companies. In addition, ÖBB-Infrastruktur offers hydroelectric power for the railway undertakings using the Austrian rail network – thus making an important contribution to climate protection.

Furthermore, we provide digital infrastructure for our customers, for instance ensuring mobile phone service along the tracks and Wi-Fi coverage at an increasing number of stations.

Handling goods. High tech for modern freight transport interfaces.
Our terminals are modern interfaces between rail tracks and roads. Here, we offer our customers all services from handling their intermodal loading units and interim-stabling to storage services, all from one source.

Shunting. Coupling trains and preparing them for operation.
Railway companies benefit from our shunting experience and competence. We offer the entire range of services, from coupling trains and preparing them for service, over preheating the carriages and function control, to uncoupling and stabling.

Train paths. Equal-opportunity access and scheduling for all railway companies.
The train path, as a product, includes access to the rail network and scheduled and safe use of our network’s tracks and switches. The railway operating companies’ orders are the basis for creating train schedules and assigning train paths.

Facilities and services. Complete professional service from the siding back onto the line.
Using our infrastructure facilities means you enjoy a number of additional services: We provide secure stabling and use of loading tracks as well as facilities for air conditioning, cleaning, and water supply.

Real estate management.
Developing and managing real estate and buildings.
Apart from managing railway stations and other related facilities, rental, lease, and sale of facilities not required for operation are also among our responsibilities. ÖBB-Infrastruktur owns 23,600 properties with a combined area of 193 million square metres.

Energy.
92 percent electricity from renewable sources.
Sustainability is one of our major concerns. More than 90 percent of the electricity required to run our trains comes from hydroelectric plants – a third of which are owned by ÖBB. So, by travelling comfortably you also protect the climate and the environment.

Rail-specific training offers.
Cutting-edge technical expertise for internal and external customers.
Our railway education centre (BildungsZentrum Eisenbahn, BZE) is Austria’s number one educational institution for railway-related expertise. We offer equal opportunity training at our training centres for all organisations operating in the railway sector.

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ÖBB-Infrastruktur AG is demonstrably one of the fastest, most advanced, most punctual, and most successful railway infrastructure providers in Europe.

Austria\’s rail infrastructure receives top marks in international surveys. In the World Economic Forum\’s {\textit{Global Competitiveness Report}}, executives from 144 countries voted Austria\’s railway infrastructure 12th best in the world and seventh best within Europe. Business travellers know what they\’re talking about – they require a reliable traffic infrastructure 24/7.

Attractive railway stations. Integrated mobility hubs.

In December 2015, Vienna Main Station achieved full operability and now serves as a new mobility hub for our passengers. We look back proudly at this milestone – for the first time, all long-distance trains to and from Vienna are directed over the new rail station system via Vienna Main Station / Vienna Meidling. This new axis also facilitates switching to the Underground, S-Bahn, buses, and trams – all a mere three Underground stops from the city centre.

The fastest option. Getting on board pays off.

Through consistent expansion of our high-performance routes, our trains are not only faster and more punctual; significantly shorter travel times combined with the highest levels of convenience make rail travel a safe and eco-friendly alternative to car and plane travel.

The Western Line, a success story. High performance pays off.

Rail travel has long since surpassed cars along the Western Line. The increased railway traffic is a clear argument for the expansion of high-performance routes. 21% more kilometres travelled between 2011 and 2015 clearly show that more people than ever are enjoying the benefits of rail travel. The trends in freight transport are no less exciting, with a 17% increase in total gross tonne-kilometres over the same period. Thus, the Western Line proves to be highly attractive for switching to eco-friendly rail transport. Furthermore, the new Western Line is also a success story for the economy: due to the expansion, the added value will increase by €460m over the first ten years in Vienna alone. For St. Pölten, economic researchers expect increased added value of €14m over the same period.

Quality initiative. Making compelling offers.

The past few years were all about the passengers for ÖBB-Infrastruktur. Between 2009 and 2015, 179 stops and stations were modernised. We are helping the environment and freeing up roads with P&R facilities. Moreover, we have increased the ÖBB rail station staff further, so that our customers at our stations can feel completely safe and secure, knowing they are in good hands.

We upgraded 179 stations by 2015; by 2025 we\’ll have upgraded 270. Train travel is getting simpler, safer, and more convenient.

Time saved. Investments are paying off.

Shorter travel times through full-operation of Vienna\’s Main Station. odby 12.12.2015

\begin{align*}
\text{Linz–Budapest Keleti} & : 4.05\min \\
\text{Salzburg–Vienna Airport} & : 2.45\min \\
\text{Graz–St. Pölten} & : 3.05\min 
\end{align*}

Since 13.12.2015

\begin{align*}
\text{Linz–Budapest Keleti} & : 3.14\min \\
\text{Salzburg–Vienna Airport} & : 2.34\min \\
\text{Graz–St. Pölten} & : 3.27\min 
\end{align*}

Linz–Budapest Keleti

Salzburg–Vienna Airport

Graz–St. Pölten

Linz–Budapest Keleti

Salzburg–Vienna Airport

Graz–St. Pölten

Connecting two cities in record time – trains offer unmatched travel times along the Western Line.
Our customers take centre stage. We focus on our customers’ needs.

On average, people in Austria travel about 1,426 km by railway per year (the EU average is 961 km). Apart from transport policy requirements and goals our customers’ needs serve as essential input to help us determine our company’s strategic orientation. Market research studies from recent years clearly show the customers’ wishes: simple and clear information in railway stations, punctuality, safety and security, suitable connections, tidiness, a short total travel time, and accessibility in the stations.

Effective measures. Top marks for the ÖBB.

Our customers appreciate our services, and this is mirrored in our impressive customer survey results: 7,000 interviewed passengers gave good scores when evaluating punctuality, tidiness, information updates in case of schedule deviations, efficiency and number of connections in the network, and security at railway stations.

You can set your watch by the train. Reliable as clockwork.

Regarding punctuality in particular, ÖBB-Infrastruktur has joined the top ten in Europe over the past few years. In international statistics, we are going low to top: making us one of the European leaders in punctuality. In 2016, nearly 95% of all passenger trains were on schedule.

We know that timely trains are a prerequisite for customer satisfaction. For that reason ÖBB-Infrastruktur has established a department predominantly responsible for increasing train punctuality.

We excel at safety. 64% safer than car travel.

Safety and security are among our top priorities. Our customers rightfully expect us to safely and securely transport them or their cargo to the intended destination. We are responsible for keeping railways the safest form of travel.

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Rail transport is not just 64 times safer than travelling by car. A direct comparison with railway companies in other EU countries in a 2014 study by the European Union Agency for Railways (EUAR) shows that railway passengers in Austria enjoy the highest level of safety.

Taking a holistic approach to safety and security, our goal is for customers to feel safe and secure from the start of their journey until they leave the train station at their destination. The increased staff presence at the stations is a significant contribution here.

High level of satisfaction. High marks from our customers.

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Accessibility. Travelling smoothly and conveniently.

Accessibility is another top priority of ours. While senior citizens and people with disabilities naturally require solutions designed for their needs, families with children also have specific requirements for accessibility – which we deliver with an extensive set of implemented measures.

Elevators, ramps, smart guidance systems, integrated wheelchair lifts, and adjusting platform heights are just some of the measures we are continuously and intensely working to implement. In 2015, 75% of our passengers were able to use an accessible station. This number will increase to 90% by 2025.

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Rail travel is hip. The ÖBB are more popular than ever.

Punctual, safe, and attractive – survey results show that the railway’s image is soaring. However, this is no reason for us to lean back – ÖBB-Infrastruktur is meeting the exciting challenges of international competition.

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Investments in the railway infrastructure are proactive investments in our country’s future. Economists know that every euro invested returns more than two euros of added value.

200 percent added value. An investment that pays off twice.

Every single euro invested in the railway infrastructure returns nearly the same amount of added value – but calculated over 30 years. A return twice that. The continuous expansion of our railway system secures more than 40,000 jobs for years to come – reinforcing Austria’s competitiveness. Thus, an investment in the railway infrastructure is a sensible and profitable investment in the country’s future.

8,100 high-tech jobs. Rail industry – an economic enabler.

The railway industry is a high-tech sector, providing 8,100 jobs in Austria. 1,170 patents from 771 Austrian inventors strengthen Austria’s reputation as an innovation leader and are the basis for a 4.5% share in the global railway vehicle and railway-related equipment market. This benefits our many regional small and medium enterprises (SMEs), which have a share of more than 78% of the total revenue generated by the sector.

Our railways are a significant economic factor: The entire railway system (ÖBB, private railways, and the railway industry) employs 54,000 people and yields a revenue of €5.4bn. The railway infrastructure generates added value – the Economica Institute has calculated that investments made in the railway infrastructure between 2013 and 2020 create accumulated added value of more than €13bn. Similarly, the job market benefits from railway infrastructure investments: A total of 192,000 job-years mean 24,000 full-time employees per year. Thus, an investment in the railway infrastructure is a sensible and profitable investment in the country’s future.

World-class project management. Minimum cost variance.

Professional project management for construction and expansion projects guarantees stable costs. Despite a greater number of projects, we continue to implement them within budget and on time. In concrete figures this means an average cost variance of –1.8% for all the construction and expansion projects of the past 12 years (242 projects, €19.7bn total volume).

No compromise in climate protection. 18x eco-friendlier than freight lorries.

Railway transport is 12 times more climate-friendly than car travel. Compared with air travel, train travel beats plane by a factor of 28.1. In freight transport the difference is even more profound: each tonne of freight transported by lorry instead of by train causes 18 times more CO2 emissions. And we are working continuously to make the railway even more environmentally friendly.

One specific example: ÖBB-Infrastruktur has launched the world’s first solar power plant specifically built for railway operation in Wolfsberg. The energy generated from 4,000 solar panels is directly fed into the overhead contact line, supplying a total of 1,100 MWh per year – enough energy to power 200 trains going from Vienna to Salzburg. This pioneering effort not only reduces annual CO2 emissions by 400 tonnes but has also garnered international acclaim and received the “Research & Innovation” Award from the International Union of Railways (UIC).

Our target: Higher modal split. Transporting more cargo by rail.

With a 33% railway share in freight transport, Austria is already significantly above the current EU average (18%, source: Eurostat data for 2014) and among the EU-wide modal split leader regarding the share of goods transported by rail. But Austrian transport policy has significantly higher long-term goals, aiming for a 40% freight transport share via the eco-friendly railways. The expansion of high-potential railway routes and construction/upgrading of freight terminals (e.g. Vienna South Terminal and Wolfurt) will help us make our railways significantly more efficient and attractive for freight transport.

The railway industry, a model business. Railways boost the economy.

Our railways are a significant economic factor: The entire railway system (ÖBB, private railways, and the railway industry) employs 54,000 people and yields a revenue of €5.4bn. In addition, the railway infrastructure generates added value – the Economica Institute has calculated that investments made in the railway infrastructure between 2013 and 2020 create accumulated added value of more than €13bn. Similarly, the job market benefits from railway infrastructure investments: A total of 192,000 job-years mean 24,000 full-time employees per year. Thus, an investment in the railway infrastructure is a sensible and profitable investment in the country’s future.

Minimum cost variance.

Professional project management for construction and expansion projects guarantees stable costs. Despite a greater number of projects, we continue to implement them within budget and on time. In concrete figures this means an average cost variance of –1.8% for all the construction and expansion projects of the past 12 years (242 projects, €19.7bn total volume).

No compromise in climate protection. 18x eco-friendlier than freight lorries.

Railway transport is 12 times more climate-friendly than car travel. Compared with air travel, train travel beats plane by a factor of 28.1. In freight transport the difference is even more profound: each tonne of freight transported by lorry instead of by train causes 18 times more CO2 emissions. And we are working continuously to make the railway even more environmentally friendly.

One specific example: ÖBB-Infrastruktur has launched the world’s first solar power plant specifically built for railway operation in Wilfersdorf. The energy generated from 4,000 solar panels is directly fed into the overhead contact line, supplying a total of 1,100 MWh per year – enough energy to power 200 trains going from Vienna to Salzburg. This pioneering effort not only reduces annual CO2 emissions by 400 tonnes but has also garnered international acclaim and received the “Research & Innovation” Award from the International Union of Railways (UIC).

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Corporate Responsibility

Consistently better. “Best in class” in international CSR rating.

In 2014, we achieved a top rating in the category Corporate Responsibility for the second time, confirming our superior performance: we achieved world-class performance in four out of six categories compared with 44 leading international transport infrastructure businesses.

Economica Institute studies 2013/2014.
Facing the challenges of climate change.
Future-proof with rail transport.
A massive reduction in greenhouse gas emission is required to achieve the agreed emission goals. In the long term, the global transport sector has to be decarbonised. Shifting traffic to eco-friendly railways is a great opportunity to reach this ambitious goal.

In addition, we have to prepare now for the future effects of climate change, so we can deliver safe and reliable mobility for our customers despite a rising number of extreme weather events such as floods or increased danger of avalanches and mudslides.

Society in transition.
More diverse and older population.
While demographic changes and increasing age among society create new opportunity, they also create new challenges for railway infrastructure. More than ever before, senior citizens want to stay mobile, and thus constitute a fast-growing customer segment. Our society is not only growing older, however, but also more diverse. Different people have different mobility needs and expectations. In order to make rail travel attractive for them, we not only have to make our railway stations more accessible, but also develop new services – thus making railway travel even simpler and more attractive for everyone.

Digital transformation and mobility.
Innovative technology creates opportunity.
The ongoing digital transformation also creates new technological opportunities, from more efficient utilisation of the existing infrastructure over more cost-efficient maintenance to new services such as indoor railway station navigation and integrated mobility services. Digital networking also allows simpler and more efficient combining of different forms of mobility.

One example of many: you can simply book a carsharing offer from your smartphone for the last mile, combining the railway’s convenience with the flexibility of carsharing.

Mobile internet usage.
Surfing on the go.
Online access during travel is a key requirement across many age groups for attractive mobility today. We’re investing in the expansion of our digital infrastructure to provide reliable connections at the station and along our tracks.

<table>
<thead>
<tr>
<th>Age groups</th>
<th>16–24</th>
<th>25–34</th>
<th>35–44</th>
<th>45–54</th>
<th>55–74</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Men</td>
<td>97 %</td>
<td>98 %</td>
<td>94 %</td>
<td>85 %</td>
<td>64 %</td>
<td>79 %</td>
</tr>
<tr>
<td>Women</td>
<td>97 %</td>
<td>92 %</td>
<td>85 %</td>
<td>69 %</td>
<td>61 %</td>
<td>78 %</td>
</tr>
<tr>
<td>Average</td>
<td>97 %</td>
<td>98 %</td>
<td>94 %</td>
<td>85 %</td>
<td>64 %</td>
<td>79 %</td>
</tr>
</tbody>
</table>

Share of people in Austria accessing the internet on the go (source: Statistik Austria, 2015)

Digitalisation
Climate change and sustainability are becoming a crucial challenge. Railway transport is the key to achieving a reduction in emissions.

Demographic transformation
More senior citizens want to use mobility services than ever before. We are accommodating them with accessibility and new services.

Climate change & sustainability
Digital transformation is going to significantly change mobility and offers new options for cross-linking railway and road transport.

Urbanisation
Rapidly growing cities and metropolitan areas require efficient and eco-friendly transport in order to ensure high quality of living in these areas.

Safety & security
Stability and individual sense of security are increasing concerns. We are addressing these concerns with numerous measures.
Austria is setting new standards in railway system modernisation. ÖBB-Infrastruktur alone invests €2bn per year – with the declared goal of establishing a highly attractive railway system for future generations.

**Target Network 2025+**

Our master plan for Austria’s railway networks infrastructure.

The target network 2025+ is key to implementing our business strategy and the bmvit’s transport master plan. Based on scientific studies, it was devised by ÖBB and Transport Ministry experts as well as external transportation planners and helps us implement a high-performance infrastructure for future demand as a basis for high-speed transport services. In this manner, we lay the foundation for shifting yet more freight transport from road to rail. At the same time, the target network is also the basis for a country-wide (interregional) clock-face schedule that makes railway travel even easier and more convenient: it optimises the rail network’s productivity and utilisation and will increase the number of train rides from 220 million in 2015 to 300 million in 2025.

**Smart Investments.** Rail – yes – but not at any cost.

The target network also includes giving up poorly utilised regional railway and freight lines. The threshold potential for meaningful operation of passenger lines is 2,000 passengers per day and 200,000 tonnes of goods per year. If this is not attained, the railway cannot be properly utilised in accordance with the taxpayers’ interests. In such regions other modes of transport, such as buses, are significantly more suitable.

**Total investments 2017–2022:**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Investments (£bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>2.5</td>
</tr>
<tr>
<td>2018</td>
<td>2.5</td>
</tr>
<tr>
<td>2019</td>
<td>2.5</td>
</tr>
<tr>
<td>2020</td>
<td>4.0</td>
</tr>
<tr>
<td>2021</td>
<td>4.0</td>
</tr>
<tr>
<td>2022</td>
<td>3.7</td>
</tr>
</tbody>
</table>

**For a larger version of the orig p. 2 (inside front cover).**

**Driving tomorrow’s infrastructure.**

We are well on track in our efforts, and every day our numerous construction projects bring us closer to the Target Network 2025+.
Our strategy “Fokus 2020 – INFRA” combines many of our ongoing and future efforts in projects and programmes. With these measures, we want to convince even more people to switch to rail transport.

Our strategy: Focus on customer needs, with transport policy as framework.

In order to compete with other mobility service providers, the mobility needs of our customers and transport policy are at the centre of our efforts. Only in this way will we be able to make rail transport attractive for decades to come.

In addition, because we are an organisation owned by the Ministry of Transport, Innovation and Technology, and therefore the Republic of Austria, we must fulfil transport policy requirements, i.e. providing and continuously upgrading a high-performance railway network for Austria. We are meeting this challenge reliably, competently, and transparently. The tax money we are trusted with must be handled economically and with utmost efficiency – both of which are natural prerequisites of our job.

Our strategy: Transforming into a Service Organisation.

The vision (the overarching goal), the mission (the call for action) and the values (the basis of our daily work) form the foundation of our strategic direction.

“Fokus 2020 – INFRA”: Strategic key points.

“Fokus 2020” is the name of our company-wide strategy, symbolised by a pyramid depicting the dimensions customers, team, economy, and responsibility. ÖBB-Infrastruktur’s strategy has assigned six strategic directions to these dimensions. These are the six areas in which we plan to implement measures to make rail transport even more attractive for people. Each of these six strategic directions includes specific topics in which we defined initiatives.

Our strategy: “Fokus 2020 – INFRA”.

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Our strategy: “Fokus 2020 – INFRA”.

Six strategic directions.

- Customer Focus Leader
- Top Employer
- Competitive Services
- Infrastructure as System Integrator
- Railway Innovation Leader
- Responsibility Leader

Focusing on our Customers. Our Goal: Making Rail Transport Attractive for Everyone.

Diversity as a challenge. Mobility solutions for different needs. Putting our customers’ needs at the centre of our efforts, we work hard to improve our railway system in order to make it a future-proof, service-oriented mobility provider.
Customer Focus Leader.
Most Customer-Friendly Railway Infrastructure in Europe.

Our goal is to increase our customers’ satisfaction, and beyond that, to make rail transport attractive for people who never or rarely use it.

Travelling in style and online.
We provide the best connection.

Our customer-oriented approach covers the entire travel chain and includes planning the journey and getting to the train station. In order to get our customers to the station as quickly and hassle-free as possible, we are providing seamless connections and 2,000 additional P&R spaces per year. En route, we provide the best connection by expanding our Wi-Fi coverage in stations and enhancing mobile service along the lines. The framework plan includes €70m for expanding mobile communication and Wi-Fi services between 2017 and 2022.

Modern railway stations.
Mobility and service centre.

We are driving the development of our railway stations to mobility hubs. Combining rail, bus, underground trains, and taxi rides will be even simpler in the future. In addition, we have launched an ÖBB carsharing service to cover the last mile. Currently, 130 ÖBB-owned cars are available for customers at 13 railway stations, soon to be more. But we’re not forgetting bikes, which play an important role in getting people to railway stations aside from P&R and carsharing. That is why we are adding bike parking, lockable compartments and specialised bike shops at several stations.

Meanwhile, we are also expanding the service offerings for our customers at stations, in order to provide shopping opportunities for everyday products directly at the station.

Comfortable & safe at the station.
Safety & security and service.

Safety and security are basic requirements for our customers’ well-being at railway stations. In order to increase customer satisfaction and make our railways even more attractive to people, we have made security at rail stations one of our primary goals. 250 additional employees at the stations will ensure security and act as points of contact for customers.

Furthermore, we’re taking additional steps to increase security at 175 railway stations, including optimising the lighting, brightening dark areas and placing additional video surveillance at certain spots.

Reliable in every situation.
Future-proof through innovation.

Punctuality and reliability are prerequisites for high customer satisfaction in passenger and freight transport. This requires a high-performance and reliable infrastructure. While Austrian trains are among the most punctual in Europe, we are still continuously taking steps to make our services even more reliable, and implementing new improvements. To name just one: ÖBB-Infrastruktur is developing and implementing high-availability equipment.

With climate change and an expected increase in extreme weather events, we are also looking into improvement opportunities for our fault management system. Climate change and quirky weather notwithstanding, we want to be able to say: We are resistant to weather!

The implementation of the Target Network 2025+ entails creating the foundation for integrated clockface scheduling – we are continuously optimising productivity and utilisation of the rail network. For our punctuality ratings of recent years and our current goal, see page 10.

Moving goods by rail.
New solutions for our customers.

We have taken special steps to provide exciting new solutions for our freight transport customers. One specific example is our transfer service to and from our freight terminals, which facilitates the use of our terminals for rail cargo transport in order to move goods from the roads on to railways and vice versa. There, services from loading untis to pickup and delivery of a group of wagons as well as trains are available from a single source. We coordinate railway companies, forwarding companies, consignors, and operators – in short, all stakeholders involved in combined road/rail transport.

2,000 additional P&R spaces per year
1,450 kilometres of railway tracks with phone and internet service by 2020.
13 sharing carparking locations at our rail stations provide seamless mobility.
250 additional ticket machines for improved security, orientation and customer information.
2,000 additional ticket machines provide seamless connection to and from trains.
Top Employer. Engaged Employees Lead to Satisfied Customers.

We are taking steps to further increase our employees’ motivation and our own attractiveness as an employer. With an expected increase in demand for new hires, our motto is now more important than ever: satisfied employees lead to satisfied customers.

Attractive work environment. Long-term talent and career factory.

We expect roughly 9,300 employees to retire until 2030. That is why we are boosting our attractiveness in the bid for the best minds in the job market. Our goal: to put the ÖBB among the top ten employers in Austria regarding apprenticeships, engineering and business by 2020. Our talent management supports employees with clear job perspectives and motivates them in order to secure existing company knowledge and allow the filling of vacant key positions. Career models encourage long-term career management within the company, allowing us to increase our competitiveness through specific development of the right skills and abilities.

Top-notch education. Our apprentice offensive.

With roughly 1,100 apprentice positions, ÖBB-Infraserv is the largest company providing technical apprenticeships in Austria. In the course of our apprentice offensive we are massively increasing the number of apprentices given regular employment after completing their training. Further goals include constructing and upgrading training workshops by 2020 and ISO-17024 certifications for the training staff. In addition, we are accepting our social responsibility to support members of socially disadvantaged groups in realizing their potential and developing their skills within the company framework. With our many years of education & training experience and competence we are a key player in Austria in this field.

Lifelong learning. On course with our training centre.

As an employer, we stay future-proof by embracing the most current education standards and methods. For that reason we have concentrated all training in our railway education centre, the newly created BildungsZentrum Eisenbahn (BZE). Construction of the BZE in the new campus in St. Pölten is expected to begin in 2018, with completion and launch in 2021, and it will offer the best available education and consistent training standards for all railway-related topics. Offering guaranteed service, safety and competence in all areas of training, the BZE is our one-stop-shop for internal and external customers.

Diversity management. Success through active diversity.

Our customers are as socially diverse as it gets. But there is also much diversity among our employees, which is why we are launching company-wide initiatives in order to grow and better utilise that diversity. We have taken steps to raise the number of female employees, to hire more people with disabilities and to encourage inter-cultural exchange.

Diversity in the company helps us develop user-friendly products and services, increase our service quality and better develop the market for specific target groups.

Social responsibility. We are accepting our responsibility.

Our extensive health service offers are primarily geared toward prevention, encouraging a healthy lifestyle and ensuring fitness for work. But in the unfortunate event that an employee is temporarily or permanently unfit for work, they receive support through our proven company reintegration programme. In addition, we offer current appropriate social services for many different life stages and needs.

Cutting-edge work environment. Digital transformation at work.

In order to offer an attractive workplace in the future, we must seize the opportunities created by digital transformation. Our goal is to give our employees optimal work support with new technologies. This starts with communications and information platforms to facilitate collaboration and goes as far as creating flexible organisational structures that allow more efficient cooperation across departments and organisations.

With the rapid digital transformation, it becomes increasingly important that our employees get only the information they need to perform their work and that they can collect this information faster and more easily. Custom platform interfaces and modern end-user devices at train stations and along the lines will help ensure this.

Applied diversity. Multi-faceted training and job programmes.

Efficient talent management and active social responsibility ensure the satisfaction of our employees, and therefore also of our customers.
Reducing costs, managing real estate sustainably, and utilising the potential of digital transformation and automation.

**Process optimisation. More efficient collaboration.**

Our goals include efficient and simple processes for our customers, streamlining technical and administrative processes, and reducing interfaces throughout the entire ÖBB company. In the past few years, a process map visualising all business, management, and support processes has been implemented in the ÖBB Infrastruktur.

This map forms the basis for further analysis and optimisation of our processes going from a facility-oriented to a customer-oriented service organisation.

**Combining data intelligently. More efficient working, less searching for information.**

The ongoing digital transformation of work environments requires new systems that allow people to quickly find relevant, cross-linked, high-quality information. With the asset registry system (AVS, Anlagenverzeichnissystem) ÖBB-Infrastruktur now possesses an integrated system and a common foundation for all asset-related information (e.g., technical, legal, and economic information).

**Leveraging digital transformation. Facilitating online access.**

Creating time tables and allocating train paths will be simpler and more cost-efficient in the future, as the large number of sub-systems is reduced. Key considerations of the reorganisation are not only cutting costs by reducing the number of systems, but also customer focus, security, performance, and automation.

The new system will allow the design of schedules (48 months before implementation), including planning construction sites, as well as creating annual and daily schedules.

**ÖBB real estate. Efficient real estate management.**

ÖBB-Infrastruktur continues to provide property and real estate for subsidised, affordable housing. In order to generate long-term cash flow in addition to one-off proceeds, this is primarily done via building lease. Consequently, we are also driving — mostly — urban housing development.
The continuous development and introduction of new services and technologies are our key success factors, which is why technical and social aspects of train travel are key focal points of our innovation management.

Railway Innovation Leader: We are Creating the Future of Rail Travel.


We have begun to open up our innovation processes. While we continue to fund R&D projects and collaborate with research institutes, we also join forces with our customers to find new solutions and services and make train travel even more attractive.

This is done using innovation methods like Open Innovation Challenges and service design.

European R&D partner. Co-designing the future of rail travel.

ÖBB-Infrastruktur is collaborating with other European rail companies, industry, and the European Commission on "Shift2Rail", an initiative for designing tomorrow’s railway systems. Shift2Rail orchestrates European research and development efforts with the goal to make rail transport more punctual, reliable, and affordable through innovation.

We are involved in numerous projects, some of which we’re leading, such as development of future railway stations. Participating in European research programmes is very important to us, in order to coordinate R&D and innovation efforts with our European partners — because only innovation will allow us to meet future challenges.

Fault prevention and troubleshooting. Ensuring highest availability.

High availability is a crucial link in the punctuality chain. Therefore, preventing disruptions and quickly troubleshooting disruptions that do arise is critically important.

One essential factor of R&D is therefore the development of appropriate new innovations and workforces: the analysis and monitoring of disruption drivers need to be further developed, which is why we are researching new use cases for drones and developing automated monitoring stations. Early warning systems are an additional cost-saving factor.

Adaptive train control. Making green waves on the tracks.

We are aiming to make train travel even more efficient. In order to ensure smooth and energy-efficient train journeys on our rail network, we are working on systems to provide train operators with forward-looking information for ideal speeds, so trains can keep going and don’t have to brake for stop signals, just to accelerate again moments later.

In this way we ensure a more stable, punctual, and energy-efficient operation, while also taking some of the weight off our operations management employees, and the train operators transporting people and goods on our rails.

We enable non-discriminatory access and lower entry barriers to the railway system.

Extra drive for infrastructure. Facilitating railway use even more.

As a system integrator, we orchestrate the collaboration of all players on and around railway tracks. In addition, we are further lowering existing entry barriers, for example for new users, to make it easier for all customers on an equal-opportunity basis. With the freight train transfer service or new P&R facilities, to name but two, we are trying to put more passengers and goods on our trains.

Target Network 2025+. Strategic construction & expansion.

Strategic construction and expansion is laid down in the Target Network 2025+. Some of the ongoing construction projects are:

- Karenin Line,
- Semmering & Brenner Base Tunnel,
- Selective 2-tracks expansion Vienna–Bratislava,
- Upgrading the Vienna-Wien Neustadt line (Pottendorf Line) to a high-speed transport artery

Focus on the Southern Line. More rail service benefits the South.

The Southern Line Expansion continues the Western Line’s success in the southern states of Austria. The Southern Line is part of the Baltic-Adriatic corridor, one of nine strategic transport corridors interconnecting Europe, and a crucial north-south connection for Europe. Roughly 3.5 million people live in the Austrian section of the Line’s catchment area. These people want to use mobility services and receive goods. The planned high-performance line will bring the state capitals Vienna, Graz, and Klagenfurt closer together, shortening travel times. Furthermore, because there is little incline along the line, freight trains can be loaded more heavily and use only one locomotive, reducing the strain on the roads and the environment, and significantly lowering transport costs.

This allows optimisation of transport times and increases handling capacities for cargo transport.

More railway freight transport. Raising attractiveness with modern terminals and services.

Next to investments in the major railway axes, modern freight terminals are key for bringing cargo transport from the roads onto the railways. That is why we are investing roughly €100m between 2017 and 2022 in upgrades for our terminals such as Vienna South or Wolfurt. Intelligent service offers at our terminals make rail cargo transport even more attractive.

The Freight Centre Vienna South, launched in 2016, remains open to the national and international rail network and all major road traffic routes. This allows optimisation of transport times and increases handling capacities for cargo transport.

Cutting-edge drones facilitate the inspection in tracks.

Making sure “all’s well” in rough terrain.

Inspection from on high.

We are creating the future of railway stations.

Crossing borders. We connect people and business.

Future-proof viability is the Target Network 2025+.
Responsibility Leader: For our Community and our Environment.

Compared to road and air traffic, rail transport has some significant advantages. When it comes to environmental and safety concerns, there is no realistic alternative to railway transport.

Systematic environmental protection. Rail transport is key in achieving the European climate and emission goals.

Railways are already by far the most eco-friendly means of transport. Shifting freight transport from the roads onto the rails is one key factor for achieving the European climate and emission goals.

We are working on making the railway system even more sustainable, approaching that goal not only from an ecological, but also from a socio-economic angle. Ultimately, we aim to consolidate our leading role in sustainability.

The ÖBB power plants.

Green energy with strategic added value.

Railway energy is green energy – we already cover 90 percent of our electric needs with Austrian hydroelectric power. Our own power plants play a strategically important role in this: We generate 16.7Hz traction power according to traffic intensity.

Our plans to expand our own production with more energy produced from solar and wind power plants are in place, as are our plans to increase the efficiency of our existing plants.

In the long term we plan to supply an even greater part of required railway energy from renewable sources, ensuring continued efficiency and competitiveness, and establishing rail transport as the preferred transport mode to drive climate and environmental protection.

Finally, railway crossings are continuously checked and, if necessary, upgraded to better safety with up-to-date technology.

Long-term leadership.

We set sustainability benchmarks in prestigious ratings.

ÖBB-Infrastruktur actively practices social responsibility. In 2014, we were top-rated in the oekom rating business responsibility category, which evaluates more than 100 environmental and social as well as governance performance criteria. In direct comparison with 44 other international industry leaders from France, the UK, and numerous other countries, we were once more best-in-class with prime status in the category “Transportation Infrastructure”.

Our goal: We want to maintain our leading status and improve upon it. Because we know that long-term sustainable planning makes us ready for the future.

Blazing trails.

Sustainable energy for tomorrow’s mobility.

The energy equivalent of the full Taunernmoossee is about 1.8€/tCO2 of energy – nearly 70% of the utility operating power the ÖBB used in 2016. The lake has a capacity of 55 million cubic metres; that’s roughly 20 times the volume of the Great Pyramid of Giza.

We already offer carbon-neutral power for trains today, helping our customers to minimise their carbon footprint.

Reducing noise.

Our investment in quieter railways.

We are aware of our responsibility towards residents, and continue to invest in infrastructural measures to reduce noise specifically during the late hours; noise barriers ensure peace and quiet, and therefore quality of living, for the residents along our routes. Trains have already become quieter in the past few years. In order to fundamentally understand noise creation at its source and drive this development further, we are researching the dynamics between wheel and track, ultimately aiming to eradicate or significantly reduce noise in the first place.

Stepping up the safety.

€166m per year to make railways safer.

We are not only maintaining the high level of safety and security in our operations; we are actively implementing new cutting-edge safety systems and automating operating processes to drive operational safety even further in the next few years.

Trains are increasingly being monitored via the European Train Control System (ETCS), increasing the safety standards for passengers and making train transport simpler, faster, and more efficient.

The harmonisation of different systems using the ETCS establishes a common safety standard and enables railway companies to transport their passengers and cargo through Europe more simply and cost-efficiently.

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Customer Focus Leader

- Railway stations – attractive mobility hubs.
- Excellent work environment.
- Keep rail travel the safest mode of transport.

Top Employer

- Modern, cutting-edge workplace.
- Forward-looking training offers.

Responsibility Leader

- Systematic environmental protection.
- Reduce noise to increase quality of living for residents.

Infrastructure as System Integrator

- Integrated clock-face schedule.
- Data supply and quality.
- Streamlined structures.

Competitive Services

- Leverage digital transformation.
- Integrated clock-face schedule.
- Streamlined processes and structure.

Railway Innovation Leader

- Driving innovation with our customers.
- More efficient railway operation.
- Make railway operation more efficient.


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