



Federal Ministry
of Transport

Agenda to Boost Rail Customer Satisfaction

Benchmarks for reforming Deutsche Bahn

September 2025

Foreword

Millions of people in Germany take trains every day – to work, on holiday or to visit family and friends. At the same time, rail freight plays an essential role in the German economy. Last but not least, rail makes a key contribution to our country's defence capabilities and climate action. That is why I consider customer satisfaction with the rail system fundamental.

This “Agenda to Boost Rail Customer Satisfaction” lays the foundations for this, bringing all stakeholders on board with a holistic approach:

First: I want the railways to be more punctual, cleaner and safer. This will take a completely fresh start in terms of services, structure and people. The Group must concentrate on its core business again, with a clear focus on punctuality and economic viability. To this end, duplicate structures must be eliminated and the unbundling of DB InfraGO AG in the integrated Group must continue. The most pressing problems are already being addressed in the short term with three immediate action programmes: ‘More safety and cleanliness at train stations’, ‘Better communication with customers’ and ‘More comfort on long-distance trains’. At the same time, the Management Boards of the Group and InfraGO will be downsized from the current eight members each to six, and bonuses will be clearly linked to success. In future, bonuses will only be paid out if targets are reached.



Second: The Federal Government, too, has homework to do. As owners, we are clearly defining what we expect from DB in this Agenda. We are defining targets, providing roughly 100 billion euros over the period to 2029 and adapting the regulatory framework. We also intend to reform the track access charges. Infrastructure financing reform by means of the future InfraGO service level agreement (LV InfraGO) will, for the first time, allow effective governance by the Federal Government starting on 1 January 2027. We expect InfraGO to ensure non-discriminatory competition.

And third, we need to activate the sector as a whole – from the federal states, the rail and construction industry and DB's competitors to the Federal Railway Authority (EBA) and the Federal Network Agency (Bundesnetzagentur). Only by working together can we get the railway system on track to long-term success to the benefit of its customers.

I would like to express my gratitude to DB's many staff members and managers across all levels as well as the social partners. It is your commitment that keeps the railway system running each and every day. You are doing great work! Thank you for that! We share a common target: satisfied rail customers. This Agenda maps out a new course for the future.

Patrick Schnieder,
Member of the German Bundestag
Federal Minister of Transport

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Overview of top measures from the Agenda to Boost Rail Customer Satisfaction

1. Focus on reliability and economic viability; concentration on DB's core business (sale of shareholdings)
2. Reduction of duplicate structures and administration by DB AG
3. Three immediate action programmes for a better passenger experience: 'More safety and cleanliness at train stations', 'Better communication with customers', 'More comfort on long-distance trains'
4. Further unbundling of DB InfraGO in the integrated Group
5. Downsizing the DB AG and DB InfraGO AG Management Boards to no more than six members each
6. Restructuring of the DB AG and DB InfraGO AG Supervisory Boards
7. Establishment of effective governance by the Federal Government, both for the overall Group and for the infrastructure (overall infrastructure financing system; remuneration structure; composition of the supervisory bodies)
8. Improvement of the legal and regulatory frameworks (from track access charges to speeding up the planning process)
9. Digitalization of infrastructure and rolling stock as well as piloting 5G on track
10. Activation of the whole sector

Summary

Mobility and logistics are vital to a liveable and successful society in Germany. Passenger rail services are indispensable for many people, whether for their commute to work or school, for personal travel or holidays. The German economy also depends on rail transport. The railway sector creates jobs, fosters innovation and contributes to prosperity for all. Last but not least, rail is the greenest mode of transport. In other words: Railways are essential for our country.

Deutsche Bahn does not live up to these expectations. On the contrary, DB AG's overall performance has deteriorated steadily over recent years:

- Customer satisfaction – whether passengers, industry or railway undertakings – with DB's performance has decreased sharply in the past few years.
- For three consecutive days in June/July 2025, fewer than 40% of long-distance trains were on time, for the first time in the company's history.
- DB Cargo AG and DB Fernverkehr AG face substantial commercial problems.
- The infrastructure is in a sorry state.
- Several rehabilitation schemes have yet to bring lasting success. According to a recent staff survey, only a minority of managers believe internally that the corporate strategy will be successful.

A fresh start is therefore needed in terms of services, structure and people, in order to achieve

a lasting positive turnaround and significantly improve customer satisfaction. In the future, DB must clearly align itself with customer needs. This fresh start is to assure DB's staff and management across all levels, who do their jobs with such commitment every day, that their employer is reliable and forward-looking.

To this end, the Federal Ministry of Transport will define the following five binding and clearly prioritized targets:

1. Noticeably improved reliability, in particular:
 - › In the long term: 90% punctuality in long-distance services
 - › In the medium term: 80% punctuality
 - › By the end of 2029: Trend reversal and at least 70% punctuality
 - › DB is to continuously achieve a punctuality level of more than 90% for local services.
2. Lasting economic viability – especially that of railway undertakings – from the end of 2028 at the latest (DB Cargo AG from 2026)
3. Greater public welfare focus
4. Rapid implementation
5. Effective governance

To reach these targets, the Federal Ministry of Transport (BMV) has drawn up an "Agenda to Boost Rail Customer Satisfaction". In pillar 1, this includes a comprehensive substantive reform agenda for DB AG, pillar 2 comprises ambitious federal measures and pillar 3 relates to activation of the whole sector.

Pillar 1: Reforms at Deutsche Bahn

- Complete focus on reliability – especially punctuality – and economic viability, and thus on DB AG’s core business
- Noticeable increase in efficiency by reducing duplicate structures and administration
- Three immediate action programmes for a better passenger experience: ‘Safe and clean train stations’, ‘Better communication with customers’, ‘More comfort on DB long-distance trains’
- Further unbundling of DB InfraGO in the integrated Group, including transferring responsibility for DB Navigator to DB InfraGO
- Streamlining of the Management Boards of DB AG and DB InfraGO AG and appointment of new members
- Restructuring of the DB AG and DB InfraGO AG Supervisory Boards
- Establishment of a forward-looking corporate culture aligned with customer needs at DB

Pillar 2: Measures of the Federal Government

- Definition of a clear distribution of roles between Federal Government (defining targets and frameworks) and DB (operational responsibility)
- Establishment of effective federal governance both for the overall Group and for the infrastructure via a consistent overall infrastructure financing system, remuneration structure and composition of the Supervisory Boards
- Ensuring sufficient multi-year financing of infrastructure, provision of roughly €100 billion for the railways in the period to 2029
- Successful digitalization, bringing the sector on board by means of a binding definition of the infrastructure to be digitalized and entry into force of effective funding guidelines for retrofitting rolling stock, while also piloting the establishment of 5G on track for stable, state-of-the-art internet in trains
- Improvement of the legal and regulatory frameworks – from track access charges to speeding up the planning process

Pillar 3: Activation of the whole sector

- Convening a temporary ‘Reliable railways’ task force with the involvement of the federal states
- Strengthening of the Sector Advisory Board by means of codification
- Ensuring non-discriminatory access to federal railway infrastructure

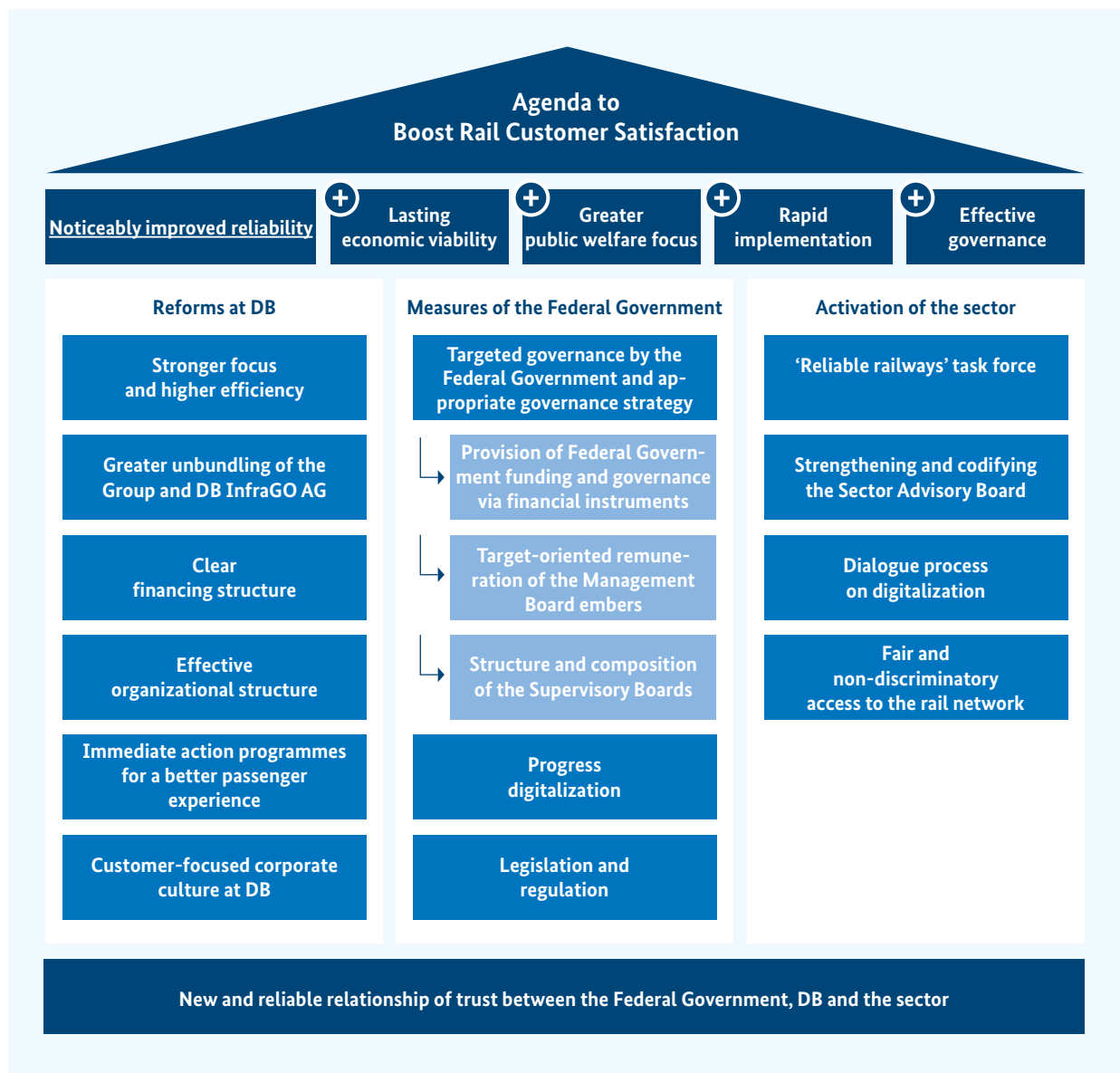


Figure: The three pillars of reform

The foundation for successful development and target achievement is a new, reliable spirit of trust and cooperation between the Federal Government, DB and the whole sector.

I. Analysis of the current situation

In 2024, people in Germany used local public rail transport almost three billion times. About 150 million travellers used long-distance services. In 2023, 360 million tonnes of goods were carried by rail for the German economy.

Rail passengers rightly expect highly reliable railways. The economy needs attractive rail freight services and railway undertakings need a non-discriminatory competitive environment. DB AG also has responsibilities for society as a whole – such as linking rural areas and cities, contributing to defence capabilities and meeting climate targets.

For years, DB AG has failed to meet these requirements – despite significantly increased government funds in recent years.

- Punctuality of long-distance services stood at 59.6% in August 2025, about 20 percentage points below the 2016 figures (78.9%). There are almost no signs pointing to a trend reversal. For the first time in DB's history, less than 40% of all long-distance services were on time for three days in a row at the end of June/ beginning of July 2025.
- For many passengers, hardly any long-distance journey goes without a hitch. This not only includes punctuality but also the availability of bathroom facilities and on-board restaurants, changes to the wagon order and many more things.
- Too many passenger services are fully or partly cancelled.
- According to the most recent customer survey, the reliability rating has deteriorated significantly within only four years – from 2.9 in 2020 (on a scale from 1 to 6, 1 being the best grade) to 3.7 in 2024 for long-distance services and from 2.5 to 3.5 for regional services.
- Following substantial annual losses between 2020 and 2024, the Group's net income after tax again stood at minus €760 million in the first half of 2025.
- DB Cargo AG must tackle a restructuring process. In 2024 alone, its operating loss amounted to about €470 million.
- The corporate debt of the DB Group totalled €22 billion in the first half of 2025. This already includes a significant decrease due to inflowing funds from the sale of DB Schenker AG.
- From railway stations to individual signal boxes – large parts of the infrastructure are dilapidated. DB InfraGO AG's indicator for the current condition of the network deteriorated in 2021, 2022 and 2023 and stagnated at a low level in 2024.
- Implementing even key projects sometimes takes decades and not only does it often turn out to be significantly more costly than planned but it also comes with delays of years, in many cases. Examples include the 'Stuttgart 21' railway station that has still not been put into operation and the cost increases for the rehabilitation of the Riedbahn corridor.

- With far more than 200 shareholdings, the Group structure is very complex. This ties up capacities that are then not available for core tasks.

All this shows that Deutsche Bahn does not provide the services that passengers, the business community and society need. Carrying on as before is not an option. A completely fresh start is necessary, in terms of services, structure and people.

At the same time, the message is important: by providing around €100 billion until 2029, a plus of €30 billion, the Federal Government is expressly committed to Deutsche Bahn. The Federal Government would like Deutsche Bahn to be successful and is providing major funds to this end.

II. Five targets of the Federal Government

To improve customer satisfaction with the railways in the short, medium and long term, the Federal Ministry of Transport has defined clear priorities in the form of the following five targets for Deutsche Bahn:

Target 1: Noticeably improved reliability

Customers must be able to rely on services offered by DB AG, receive optimal information and feel comfortable when using the railway system. The target of ‘noticeably improved reliability’ has top priority for the Federal Government.

In practice, this means:

- **High punctuality levels in local and long-distance transport**
 - › Punctuality of long-distance services is to be at least 90% in the long term.
 - › In the medium term, 80% is to be reached.
 - › In the short term, the negative trend must be reversed. A minimum of 70% punctuality is to be reached by the end of 2029.
 - › DB Regio AG is to continuously achieve a punctuality level of more than 90% for local services.
- **Transparent communication with customers**
 - › Customers, that is travellers, the business community and railway undertakings, must be informed immediately once DB InfraGO AG becomes aware of changes to the planned schedule for operational or infrastructural reasons. This creates planning certainty

and trust. This is true not only for changes affecting the same day but also for all foreseeable changes to the future schedule.

- **Robust, high-capacity and resilient infrastructure**

- › The basis for the railway system is functioning railway infrastructure. Following three fundamental principles, it will be improved with lasting effect. First: prioritizing structural maintenance over new construction, including the rehabilitation of high-performance corridors. Second: targeted upgrading and new construction. Third: besides connections between cities, also links to rural areas.

More specifically, this means that

- › 24 high-performance corridors will be rehabilitated by 2030.
 - › A total of 42 high-performance corridors, that is all of them, will be rehabilitated by 2036.
 - › The corridor rehabilitation scheme will follow a clear prioritization and is to take into account quality-critical nodes. A limit of up to four corridor rehabilitations per year will ensure that restrictions caused by construction measures are reduced and that the construction industry can build up planning and construction capacities in a continuous and cost-efficient manner.
- For rail passenger services, passenger stations are not only central nodes but also an important factor for the public opinion about the railways. They must be made more attractive for customers so that rail

journeys begin as positively as possible. This applies in particular to cleanliness, safety and accessibility.

- More specifically, this means that
 - › DB InfraGO AG will rehabilitate at least 500 railway stations by 2030 based on a coordinated overall concept and that
 - › DB InfraGO AG will rehabilitate at least 1,000 railway stations by 2035 based on a coordinated overall concept.

Target 2: Lasting economic viability

DB AG's business units (especially DB Fernverkehr AG, DB Regio AG, DB Cargo AG), that compete on the market, must be able to continuously refinance themselves. DB Cargo AG must achieve profitability as of 2026 and maintain it in the long term. Starting at the end of 2028 at the latest, the entire core business of the DB Group is to generate an operating profit.

DB Regio AG is of major importance in particular to the many commuters in Germany. The stable economic course of DB Regio AG therefore is to be maintained and evolved in a positive direction.

DB InfraGO AG is to only generate a surplus that is appropriate for public welfare.

DB AG thereby creates the crucial basis for safe jobs for its employees.

Target 3: Greater public welfare focus

As a federally owned company, DB AG is required to act based on economic principles and fulfil responsibilities for society as a whole.

These include, in particular:

- Besides connections between cities, also connectivity of rural areas
- Contribution to defence capabilities
- Fair and non-discriminatory access to the rail network for all railway undertakings
- Driving forward digitalization measures including seamless mobile reception on trains
- Contribution to climate action and climate resilience (for example through electrification)

Target 4: Rapid implementation

By implementing measures significantly faster in the Group and its subsidiaries, the railway system will be improved to the benefit of all customers and market players, thereby becoming more efficient in the future.

Target 5: Effective governance

With effective control of target achievement, the Federal Government will bring DB AG on track to success and maintain this successful course.

Conflicting targets in the field of infrastructure must be resolved and settled in the context of federal financing. Conflicting targets within DB must be resolved and settled as part of business planning.

III. The three pillars of reform

Many targets will not be achieved overnight; implementing them will take perseverance. This is especially true for punctuality levels and the state of railway infrastructure. At the same time, we must set the right course today with structural reforms to ensure that Deutsche Bahn's performance will improve significantly in the medium and long term. Meanwhile, mandatory requirements from the Federal Government, the activation of the whole sector, improved management within DB and specific immediate action programmes can also create successes in the short term.

The Agenda to Boost Rail Customer Satisfaction is therefore based on three pillars. The focus is on travellers, the German business community and all railway undertakings – in both passenger and freight transport.

Pillar 1: Reforms at Deutsche Bahn

Pillar 2: Measures of the Federal Government

Pillar 3: Activation of the whole sector

The basis for successful development is a new and reliable relationship of trust between Federal Government, Deutsche Bahn and the sector. The Federal Government must be able to rely on DB AG to implement its requirements as efficiently and effectively as possible. At the same time, Deutsche Bahn and its staff must be able to rely on a stable political environment that lasts beyond individual parliamentary terms. For the sector, it must be clear that the DB InfraGO AG system platform guarantees non-discriminatory competition and considers all railway undertakings.

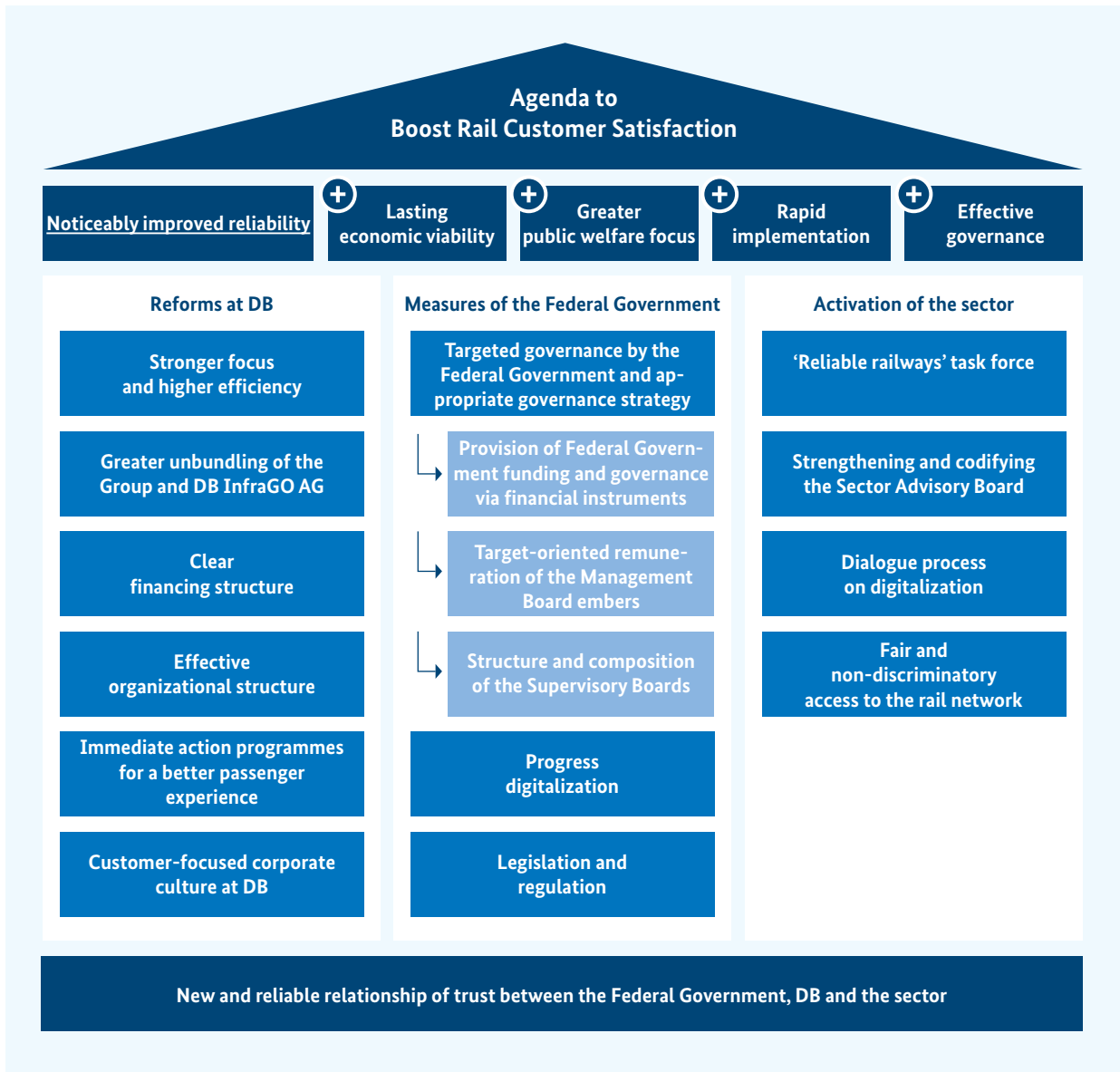


Figure: The three pillars of reform



Pillar 1: Reforms at Deutsche Bahn

Stronger focus and higher efficiency at Deutsche Bahn

a. Focus on the core business and sale of shareholdings

In the future, DB AG will focus on its core business. This means that all shareholdings that are not part of or do not support the core business, are not necessary to maintain competition or do not serve other important federal interests are to be sold as a package or in the medium term. DB AG's Management Board will present a strategy to achieve this to the Supervisory Board in 2026.

b. Eliminating duplicate structures

DB's economic viability will be increased by reducing administrative work, by minimizing and, if possible, fully eliminating structures between the holding and the subsidiaries and within the business units. In parallel, strategic and operational tasks will be clearly assigned to business units, thereby clearly distributing the responsibilities. The Management Board will present an implementation strategy to this end to the Supervisory Board by the end of the first quarter of 2026.

c. Improving coordination between the business units of the Group

The advantages and disadvantages of the obligation to contract within DB and the application of the group privilege are to be analysed without a predetermined outcome with the aim of optimization.

DB is to analyse its procurement procedures for sufficient competitive pressure on the bids, to develop strategies to tackle construction inflation and also consider regional suppliers.

d. More transparency and simplification of internal processes

Until mid-2027, the Group and the subsidiaries will be requested to critically assess all processes that are not necessary for operations and to draw consequences. The Management Board will present a strategy to this end to the Supervisory Board by the end of 2027. Corporate guidelines and further documents will be made available to the Federal Ministry of Transport. If processes can be simplified or stopped, this must be done rigorously.

e. Integrated job market

In the new structure, too, the Board Member responsible for HR will have responsibility for and ensure a cross-cutting, seamless, uniform HR policy for the entire DB Group. The targets for infrastructure development defined with the Federal Government in the InfraGO service level agreement will be taken into account.

Greater unbundling of the Group and DB InfraGO AG

In the Coalition Agreement it was agreed that a fundamental reform of Deutsche Bahn be implemented in the medium term. A key part of this is that DB InfraGO AG will be further unbundled within the context of the integrated Group. At the same time, both DB AG's and DB InfraGO AG's Management and Supervisory Boards will be reshuffled – for more technical expertise and streamlining.

The objective is to harness the advantages of a greater unbundling of the integrated Group as much as possible, since infrastructure and transport operations must dovetail optimally to deliver the best possible outcome for customers.

a. Transparency about the appropriation of DB InfraGO AG's profit for infrastructure

The exclusive use of DB InfraGO AG's profits for infrastructure and the exclusion of cross-subsidization will be made transparent.

As a first step, DB AG's Management Board will regulate in a transparent and detailed manner the reinvestment of profits in the financing cycle of DB InfraGO AG already in the upcoming 2025 planning round.

In a second step starting in 2026, independent auditors will review, analyse and certify this financing cycle.

The outcome will be published in a suitable form.

b. Review of the control agreement and the profit and loss transfer agreement of DB InfraGO AG

The current control agreement allows the Group to exercise power over DB InfraGO AG as instructions by DB AG's Management Board are binding for DB InfraGO AG's Management Board.

- The continuous application of this rule will be reviewed in close cooperation with the Federal Ministry of Transport. The final decision will be taken in the first half of 2026. This review will also cover the impact on responsibilities of the Group Management Board and DB InfraGO AG's Management Board as well as the governance strategy.

- Before the end of this year, DB AG's articles of association will be amended to require the submission of substantial instructions by DB AG's Management Board and the use of shareholders' rights that have an impact on DB InfraGO AG to DB AG's Supervisory Board for approval.

- In the assessment of the control agreement and the profit and loss transfer agreement, it should be ensured that potential amendments do not lead to a significant deterioration of the Group's financing.

c. Review of transfer of infrastructure-related Group tasks to DB InfraGO AG

At the moment, the Group fulfils different infrastructure-related tasks (for example, purchasing and political communications). The division of tasks between the Group and DB InfraGO AG will be fundamentally reviewed.

In cooperation with the Federal Ministry of Transport, DB AG's Management Board and DB InfraGO AG's Management Board will submit a joint report to DB AG's Supervisory Board by the end of 2026 at the latest. Changes resulting from this report will be systematically implemented.

In the short term, the Federal Ministry of Transport expects that the DB Navigator mobile app and the associated website will be transferred into the remit of DB InfraGO AG to better serve the public welfare and for a more level playing field.

d. Advancing the avoidance of overlaps in personnel

At the Group level, the Member of the Management Board for Infrastructure will be abolished.

The position of the Chairman of the Board of DB InfraGO AG will be strengthened. In the future, the Chairman of the Board of DB InfraGO AG is to oversee infrastructure upgrades as well as smooth and non-discriminatory operations of railway undertakings (for example through fewer disruptions due to construction sites).

To clearly separate Group tasks from DB InfraGO AG tasks, the role of the Group Officer for Public Welfare Infrastructure will be abolished and the corresponding tasks will be transferred to the Chairman of the Board of DB InfraGO AG.

Clear financing structure

The refinancing conditions for the Group are ensured through two financing cycles. First, for the business units of DB AG that compete on the market (railway undertakings) and second, for the infrastructure financed by the Federal Government.

a. Railway undertakings

To meet the target of economic viability, it is imperative that especially the three railway undertakings of DB AG – DB Fernverkehr AG, DB Regio AG and DB Cargo AG – all soon reach and maintain economic viability.

DB Fernverkehr AG must submit a separate restructuring and development programme to this end by the first quarter of 2026 at the latest. The restructuring measures at DB Cargo AG are to be continued and intensified, if necessary. The growth trend of DB Regio AG is to be stabilized. The Federal Ministry of Transport will review the transformation of single wagonload traffic combined with a hub system. From the end of 2028 at the latest, the railway undertakings are to reliably reach economic viability for the long term (DB Cargo AG already as of 2026).

b. Infrastructure

In a first step, the Federal Government will ensure the financing of infrastructure until the entry into force of the InfraGO service level agreement via an addendum to the third service level and funding agreement (LuFV III).

In a second step, the Federal Government will improve the infrastructure financing structure with lasting effect via the new InfraGO service level agreement. This agreement will enter into force on 1 January 2027 at the latest. In the future, the principal-provider principle will be introduced, the financing systems will be simplified, multi-year financing will be ensured, effective controlling will be implemented and sufficient funds will be made available. Experiences from other transport sectors will be taken into consideration to avoid unnecessary price increases.

In a third step, the Federal Government will progress the implementation of a railway infrastructure fund. The role of the Federal Railway Property Agency (Bundeseisenbahnvermögen) will be reviewed in this context. The future role of annuities financing and alternatives in addition to the current financing regime (for example, institutional funding) will be analysed.

In this context, DB AG will launch a new segment, the support for the development of lead markets for low-emission products.

To implement infrastructure projects faster and given DB InfraGO's public welfare focus, the Federal Ministry of Transport will review the amount of own contributions by DB.

Effective organizational structure

The Coalition Agreement provides for a streamlining of the Management Boards of the DB Group and DB InfraGO AG. How the following benchmarks are formally fleshed out will be decided by the Supervisory Boards of DB AG and DB InfraGO AG.

The Federal Ministry of Transport wants DB AG's Supervisory Board to complete the benchmarks of this process by the end of 2025 at the latest so that the new structures can officially enter into force from 1 January 2026. The detailed coordination within and between the functions is to be implemented by the autumn of 2026.

a. Benchmarks for the reform of the DB Group Management Board

The number of Management Board functions will be reduced from the current eight to a future maximum of six.



Figure: Functions of the future Management Board of DB AG

b. Benchmarks for the reform of the DB InfraGO AG Management Board

The number of Management Board functions will be reduced from the current eight to six.

The Train Stations and Customers function will be expanded to become a central point of contact for travellers and railway undertakings, pooling all tasks relevant to customers. This includes,

As described, the Infrastructure function will be abolished.

In addition, the Technology function will be abolished, while its tasks will mainly be transferred to the business units.

In the future, the Freight Transport function will also cover logistics.

To ensure and evolve a uniform and comprehensive IT landscape, IT will be integrated into the remaining functions at Group level. Establishing the comprehensive tasks of digitalization at the Group level will enable all Group entities to work together to improve punctuality.

The assignment of the related tasks and the detailed assignment to units below board level will be implemented in coordination between the Group Management Board and the responsible Group Supervisory Board by March 2026 at the latest.

among other things, sales, timetables, regulation and network access, DB Navigator as well as construction work on train stations.

The Construction and Major Projects function focusses on comprehensive construction measures including corridor rehabilitation and the relevant stakeholder management, making this function the central point of contact for the construction industry.

The Operations and Maintenance function brings together operations and maintenance tasks of DB InfraGO AG.

IT responsibilities will be transferred to the Construction and Operations functions for their respective fields. The IT function will therefore be dissolved.

The Board functions are to work together and across departmental boundaries. This applies to the DB InfraGO AG headquarters as well as to the cooperation with the regions.



Figure: Functions of the future Management Board of DB InfraGO AG

Three immediate action programmes for a better passenger experience

Many travellers underline that, besides the currently unacceptable punctuality levels in long-distance services, especially DB's customer communications, the quality of long-distance services (on-board restaurant and bathroom facilities in particular) and the safety and cleanliness at train stations are of particular importance.

While structural reforms substantially aim at improving punctuality levels, Deutsche Bahn is called upon to use three immediate action programmes to significantly improve the passenger experience in the other areas in the near term. The Federal Ministry of Transport calls on DB to prepare the following three immediate action programmes and coordinate the details with the Ministry by the end of 2025.

a. More safety and cleanliness at train stations

The objective is to subjectively and objectively improve safety and cleanliness by using a mix of personnel and technology (such as video surveillance). This applies to urban as well as rural areas. The focus is to be on the safety needs of travellers but also of DB staff and business partners in the train stations. This immediate action programme is to begin operating from the first quarter of 2026.

b. Better communication with customers

DB Navigator is the existing digital tool for prompt and direct active communication with many customers. This tool is supplemented by information for passengers at the train stations as well as on board the trains. All communication channels must be used in a significantly better way and be linked more closely. The objective is to share information on changes to the itinerary at the very moment when DB receives this information. This also applies to sales. The

Federal Ministry of Transport expects that these requirements will be met by 2027 at the latest.

c. More comfort on long-distance trains

There is much criticism concerning the availability of bathroom facilities and the product range offered in the on-board restaurants. Cleanliness in trains must also be systematically improved. DB Fernverkehr AG is called upon to implement a package of measures that achieves a noticeable and measurable improvement in these areas already in 2026.

Customer-focused corporate culture at DB

Employees and management at the different levels of the Group together lay the foundations for a successful performance of DB AG. We owe them a debt of gratitude for their work.

In the interest of its customers, it is important for DB AG's leadership to shape a customer-focused corporate culture that contributes to all employees being proud of working for Deutsche Bahn. This includes supporting each other, but also taking necessary decisions, assuming responsibility for the Group and finding solutions by following a constructive approach. The new standard must be an open and honest error culture without sugarcoating.

This customer-focused corporate culture is especially important because daily decisions by DB staff on the ground – be it the schedulers or the staff at the on-board restaurant or the travellers' helpdesk – are crucial for the Group's success and customer satisfaction.

Pillar 2: Measures of the Federal Government

Targeted governance by the Federal Government and appropriate governance strategy

In the Federal Government's new governance strategy for DB AG, the roles are clearly allocated:

- The Federal Government sets the targets for DB AG and defines the framework. This also includes the provision of Federal Government funding.
- Operational responsibility lies with the Management Board of DB AG. The Federal Government does not interfere in day-to-day operations. DB AG implements the Federal Government's requirements effectively and efficiently and is responsible for meeting the targets.
 - › It is the Group's core task to ensure the successful operation of the three railway undertakings.
 - › DB InfraGo AG's core task is to sustainably improve the infrastructure while also ensuring on a non-discriminatory basis that operations run as seamlessly as possible for all railway undertakings on the network.
- The Chairman of the Supervisory Board of DB AG is the first supervisor of the Management Board on behalf of the Federal Government as the owner.

In the future, the influence of the Federal Government will be ensured in particular by three elements:

- a. Governance via the financial instruments ‘Requirement Plan Implementation Agreement’ (BUV) and the future ‘InfraGO service level agreement’ (LV InfraGO) in connection with an updated ‘Infraplan’ enshrined in law
- b. Effective financial incentives for managers through target-oriented remuneration
- c. Structure and composition of the Supervisory Boards

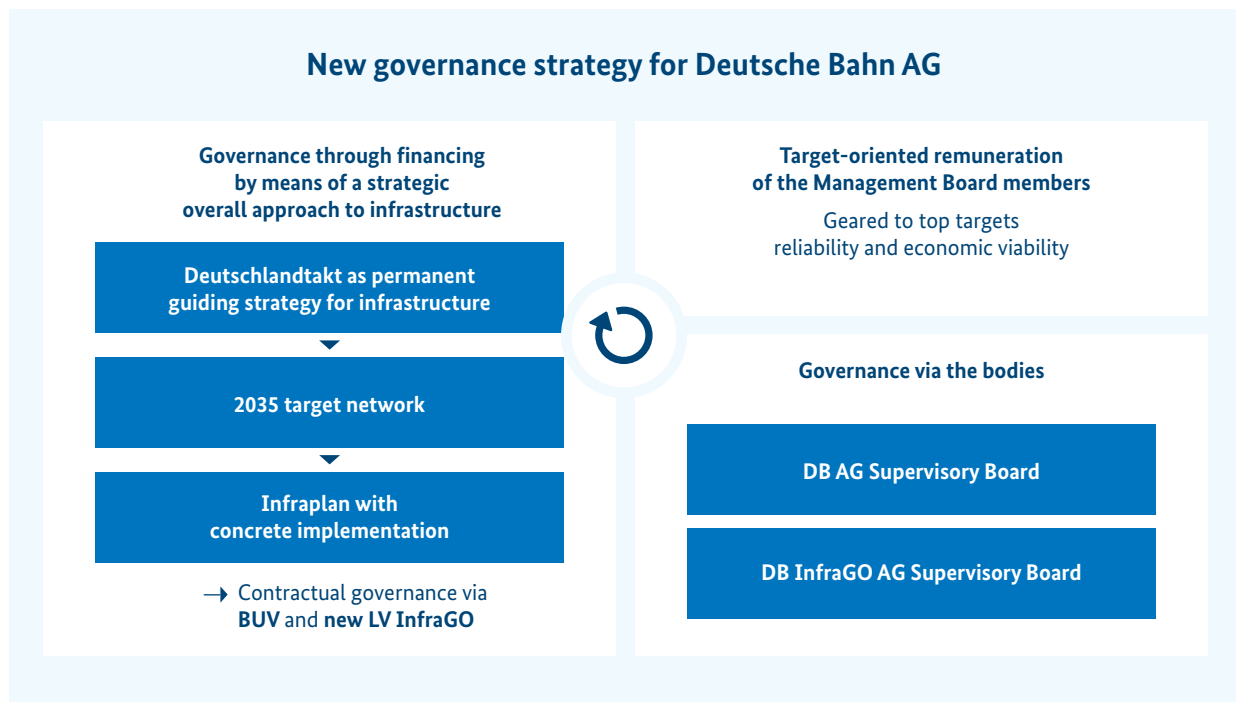


Figure: Governance by the Federal Government and governance strategy

a. Governance through financing by means of a strategic overall approach to infrastructure

Infrastructure rollout will be organized and governed by means of the new overall approach to infrastructure of the Federal Ministry of Transport. This approach was presented to the Sector Advisory Board on 26 June 2025.

The overall structure comprises the following levels:

1: Deutschlandtakt as the permanent guiding strategy for infrastructure

The Deutschlandtakt is the guiding strategy for mobility by rail. It looks several decades ahead, structures the required rail capacity ramp-up and is based on the respective current long-term federal traffic forecasts. Therefore, it is continuously updated and reviewed.

2: 2035 target network

Medium term (the next ten years): The gradual implementation of the Deutschlandtakt and the associated increases in quality and attractiveness will be mapped for the existing network as well as the upgrades and new builds in a new target network, which includes the priority projects of the next ten years. The starting point for the first 2035 target network is the respective phase of the Deutschlandtakt.

3: The Infraplan describes the implementation in practice

Short term (the next five years): The Infraplan describes the specific targets for implementing the target network over the next five years. It sets out specific time, quality and volume targets for DB InfraGO AG with aggregated key performance indicators. It is being developed into a statutory and mandatory governance tool. 'Asset condition scores' for the existing network will also be reflected in the Infraplan.

The first Infraplan will be coordinated in a binding way with DB InfraGO AG and finalized in the Federal Ministry of Transport by mid-2026. The federal states and the sector will be involved in this process.

4: Contractual governance will be carried out in particular via the new InfraGO service level agreement from 1 January 2027

Based on an updated Infraplan, the system change in financing away from service level and funding agreement III (LuFV III) towards the InfraGO service level agreement will be prepared by mid-2026. At the latest from 1 January 2027,

the principal-provider principle will apply to the existing network. The Federal Government will define its requirements on the basis of binding and measurable indicators, DB InfraGO AG will submit a corresponding implementation offer. This means that, in future, funding and governance by the Federal Government via the InfraGO service level agreement will be applicable and binding for five years.

b. Variable remuneration of the Management Board members

Achieving the targets for DB will also be considerably improved through the remuneration structure. Variable remuneration uses tangible financial incentives to encourage members of the Management Board and managerial staff to achieve, and ideally exceed, the set targets. The targets are defined in a measurable and binding manner using appropriate key indicators.

When hiring new managers, it must be clearly stipulated that the variable remuneration may be exceeded or withheld completely. For existing managers, a transition path is to be elaborated to convert the current 'target salary' system into a system comprising a base salary and coherent variable remuneration. Here, the following benchmarks apply in particular:

- Over the next five years, the variable remuneration components of the Group's Management Board members will be geared primarily towards the top targets of reliability and economic viability.
- The long-term variable remuneration, too, will be linked to targets set out in the present Agenda.

- The variable remuneration of the DB InfraGo AG Management Board will be focussed on the infrastructure upgrades as well as on safeguarding seamless operations for the railway undertakings.
- The companies are responsible for deciding on the form of the variable remuneration below the level of the Management Board.

To increase transparency, the salaries of all members of the Management Board and management of the subsidiaries, including all remuneration components, will be disclosed to the Federal Ministry of Transport.

c. Governance via the bodies

DB AG Supervisory Board

Important tasks of the Supervisory Board of DB AG include appointing and supervising the Management Board, auditing the annual financial statements and advising the Management Board on strategic issues. The Supervisory Board is also closely involved in governing DB AG via audit rights and reservations of consent.

The expertise of the Supervisory Board of DB AG on the part of the shareholders will be safeguarded in an even more targeted manner in the future. This includes in particular the areas of accounting, construction, punctuality/rail operations, IT/AI and passenger services.

The Federal Government is creating scope for further external expertise.

The German Bundestag will continue to appoint three members of the Supervisory Board of DB AG.

Supervisory Board of DB InfraGO AG

Given the special significance of Federal Government funding and also to ensure the public welfare focus, the Federal Ministry of Transport will appoint two additional shareholder representatives to the Supervisory Board instead of DB AG. This means that only three representatives of DB AG will be on the Supervisory Board of DB InfraGO AG in the future.

The Federal Ministry of Transport will nominate appropriate candidates to ensure that the shareholders have sufficient expertise in particular in accounting, construction, IT/AI, punctuality and infrastructure.

The German Bundestag will continue to appoint three members of the Supervisory Board of DB InfraGO AG.

Successful digitalization

Successful digitalization of the control and signalling technology is essential to future-proof the railways. This applies to both the railway undertakings and infrastructure and is in the interest of the entire rail sector. Only if both sides take the step towards digitalization, will it be possible to tap future potential and enhance safety and security, reliability, quality (including punctuality level, customer satisfaction) and capacity. Moreover, the infrastructure should lay the foundation for meeting passengers' expectations, for instance with regard to future-proof mobile communications coverage during the journey.

For this reason, the Federal Government will make available €10 billion by 2029 alone,

expecting that these funds will be used in a targeted manner. The financial resources available in the special fund will be used to ensure the further rollout and continuation of projects that have already been launched. This also includes extending the rolling stock funding for the existing fleet as well as commissioning first components of the European Train Control System (ETCS) on the trans-European Rhine-Alpine corridor.

To drive implementation and identify and rapidly eliminate obstacles, the Federal Ministry of Transport will launch a dialogue process with the key companies and sector representatives before the end of this year. A first meeting chaired by the competent state secretary at the Federal Ministry of Transport will take place in autumn. Involving the sector and true transparency will ensure non-discriminatory competition. To advance implementation, the Federal Ministry of Transport will support the establishment of a coordination office for digitalization, which will coordinate and stabilize the rollout for rolling stock and on tracks.

To simplify and better manage digitalization, the complex funding regime will be simplified and consolidated. In parallel, the Federal Railway Authority (EBA) and DB InfraGO AG, among others, will critically review all testing and approval processes with a view to their acceleration potential.

In future, Deutsche Bahn will consider digitalization in a broad sense – going beyond control and signalling technology – as an elementary part of all facets of its business.

a. Digitalization of the infrastructure

DB InfraGO AG is called upon to develop, and coordinate with the sector (representatives of

railway undertakings, authorities responsible for public rail transport and the railway construction industry) and the Federal Ministry of Transport, a binding proposal on how to digitalize the state-owned railway infrastructure as a whole and submit this proposal by the end of 2026. The strategy is to be geared to the 2035 target network. Among other things, matters relating to technology and the migration path as well as concrete implementation steps are to be agreed with the stakeholders, while taking into account the European equipment obligations. The first step is determining which railway lines are to be equipped with ETCS by the end of 2025. The Federal Government will take a decision on the digitalization strategy in 2027.

b. Digitalization of rolling stock – federal funding guidelines

Based on the binding digitalization of lines, the railway undertakings will be able to plan their retrofitting activities in detail. By the end of March 2026, the Federal Ministry of Transport will put into force effective funding guidelines to support the rolling stock retrofitting process. For this purpose, including the digitalization of the Stuttgart node, the Federal Government will make available approx. €2 billion by 2029. The funding guidelines will be gradually expanded in line with the digitalization strategy.

c. 5G on track

At the same time, work will continue to achieve stable and modern internet (5G on track) on board the trains. The Hamburg-Berlin pilot project, which is laying the infrastructural foundations for modern internet on board long-distance trains, is an important starting signal for this.

In addition, the Federal Government will launch an exchange format with the railway sector, mobile communications providers and the railway infrastructure companies on how to equip the relevant high-performance lines with 5G on track, that is with gigabit data rates for rail passengers, in parallel with the deployment of the Future Railway Mobile Communication System (FRMCS). Based on this format, a corresponding strategy will be elaborated. This strategy will draw on the insights gained from the Hamburg-Berlin innovation line.

Legislation and regulation

The Agenda to Boost Rail Customer Satisfaction will be accompanied and supported by numerous legislative proposals. A considerable simplification and acceleration of regulation are the guard rails in this context.

a. Reform of the regulations governing track access charges

The Federal Ministry of Transport has already initiated the first legislative reform steps to reduce DB InfraGO AG's track access charges. These include, among others, increasing the use of construction cost subsidies, reducing the rate of interest on equity and increasing the funding for maintenance. The Ministry will examine the implementation of further measures, also to better connect rural areas through the track access charging system. The reform of the regulations governing track access charges is to be completed by 1 January 2027.

b. Amendment of railway regulatory law

The Federal Ministry of Transport aims to appropriately amend the Railway Regulation Act (ERegG). Furthermore, trilogue negotiations on

the draft regulation on rail capacity management are currently ongoing at EU level.

A new working group on deregulation will be set up in the Federal Ministry of Transport to also put in place concrete measures to simplify the railways and make them more successful.

c. Acceleration of planning and approval procedures

The resources of the special infrastructure and climate neutrality fund are to be put to work quickly. Accelerated implementation is essential for this. To achieve tangible change, in addition to legislative measures in the act on the future of infrastructure, the processes preceding legislative procedures will be optimized, the digitalization of the planning and approval processes will be continued systematically and an EU initiative will be advanced.

The Federal Ministry of Transport will prepare a draft to harmonize the rules governing the testing procedures within the scope of approval procedures for rolling stock.

Moreover, the Ministry will continue to implement recommendations put forward at the end of 2022 by the Acceleration Commission for the Railways to implement capacity enhancing measures for the railways.

d. Reform of the rail transport administration

The structures and procedures of the authorities of the federal rail transport administration will be comprehensively reviewed and, where necessary, reorganized.

As early as 2026, acceleration measures, in particular with a view to funding issues, will be launched in the Federal Railway Authority and

comprehensive benchmarks for reform will be developed by 2027.

e. Evolution of the Local Authority Transport Infrastructure Financing Act

The Local Authority Transport Infrastructure Financing Act (GVFG) will be simplified and streamlined.

- Optimization of services in busy nodes
- Simplification of operational rules, resulting in quick decisions
- Reduction of the number of construction timetables and streamlining of construction site management
- Faster clearing of disruptions and increased availability of infrastructure and rolling stock

Pillar 3: Activation of the whole sector

‘Reliable railways’ task force

A significant increase in reliability on the railways can only be achieved together with the entire sector and the federal states.

For this purpose, the Federal Ministry of Transport will set up the temporary ‘Reliable railways’ task force to bring together the Federal Government, federal states, railway undertakings, the Federal Railway Authority, authorities responsible for public transport, unions and DB InfraGO AG. The task force is the Federal Government’s starting signal for the activation of the whole sector.

The goal of the task force is to launch a joint package of measures with levers that are effective in the short term. These levers should, where possible, start to take effect as early as 2027.

To this end, the working group will specifically address the following topics, among others, and develop solutions by 31 March 2026 at the latest so that they can be incorporated into the roadmap at the end of 2026:

The Federal Ministry of Transport will organize a first meeting before the end of October. The task force will be chaired by the responsible state secretary at the Ministry.

Sector Advisory Board

In order to achieve success in the medium and long term in addition to solving short-term challenges, existing structures need to be formalized and strengthened. The Federal Ministry of Transport will therefore drive the codification of the Sector Advisory Board as the advisory body for DB InfraGO AG. This will strengthen the independence of the body and make the technical dialogue between DB InfraGO AG and the rail sector binding. The Advisory Board is also advising the Ministry on the preparation and development of the Infracaplan.

Fair competition on the rail network

The Federal Ministry of Transport expects DB InfraGo AG to enable fair and non-discriminatory competition on the federal infrastructure, in particular through equal treatment in terms of access and charges.

IV. Implementation of the measures

Implementation of the measures in the three pillars of the Agenda begins immediately. After two years, the interim results will be evaluated and, based on these evaluations, measures will be adjusted where necessary. Due to the complexity of the implementation steps and their interdependencies, the Federal Ministry of Transport reserves the right to update the timetable.

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