A photograph of three young women of diverse backgrounds smiling and taking a selfie together. One woman in the center is holding a smartphone. The background is a soft-focus outdoor setting with greenery.

# Improving Distribution Capabilities: What Are the Benefits, For Customers and Railways?

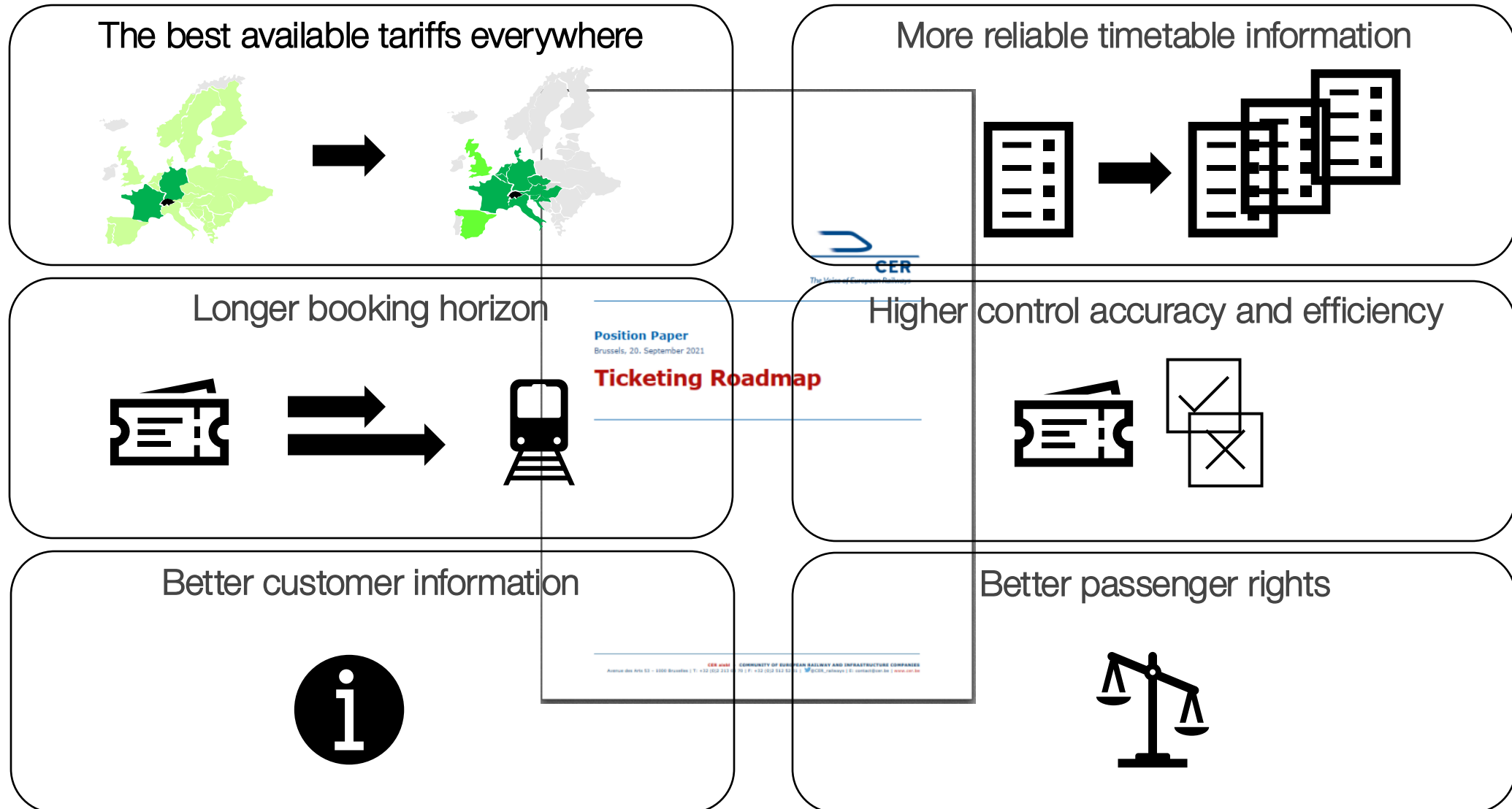
Alexander Gellner  
Head of International Distribution and Incoming Markets  
TTG London, March 17 2026



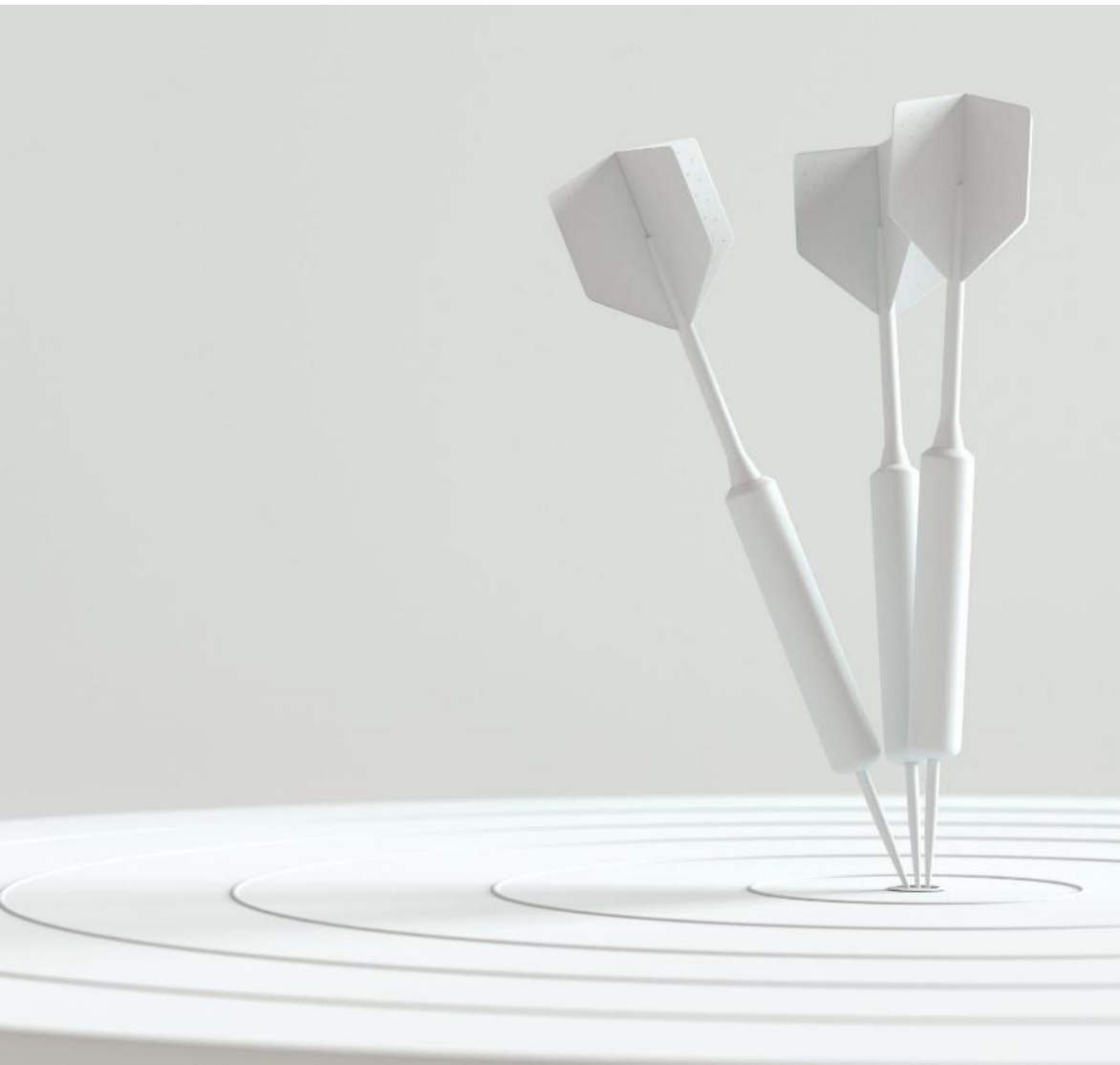
“A journey of a thousand miles begins with a single step”

Lao Tzu

# In the past five years, we have significantly improved our distribution capabilities



# Has it been worth the effort?



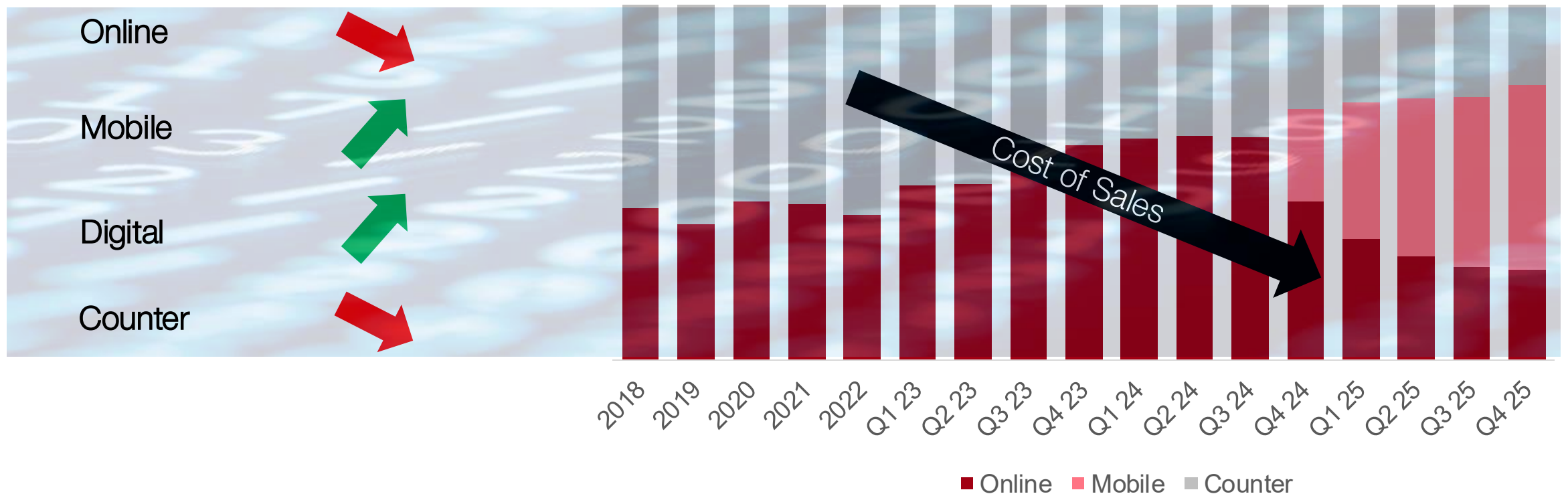
- Digital sales share
- Passenger rights
- Customer information
- Booking horizon
- Ticket control efficiency
- Sales market share
- Market perception
- Passenger numbers



# Digital sales share: almost doubled in three years

All sales and after-sales in our channels shall be digital

### International sales by Channel



# Passenger rights: we go beyond legal obligations

We regard all tickets purchased in one process as through tickets



- Complete reimbursement in case of trip cancellation
- Complete reimbursement in case of delays
- Complete reimbursement of hotel and taxi costs
- Complete and simple customer information before, during and after the journey





# Customer information: we inform our customers before and during their trip

Trip reminder, information about disruptions, AJC, upsell



- All contact details available (no anonymous purchases)
- Trip reminder two days before, incl. valuable content / upsell
- Information about disruptions before and during trip
- Key: good-quality real-time data



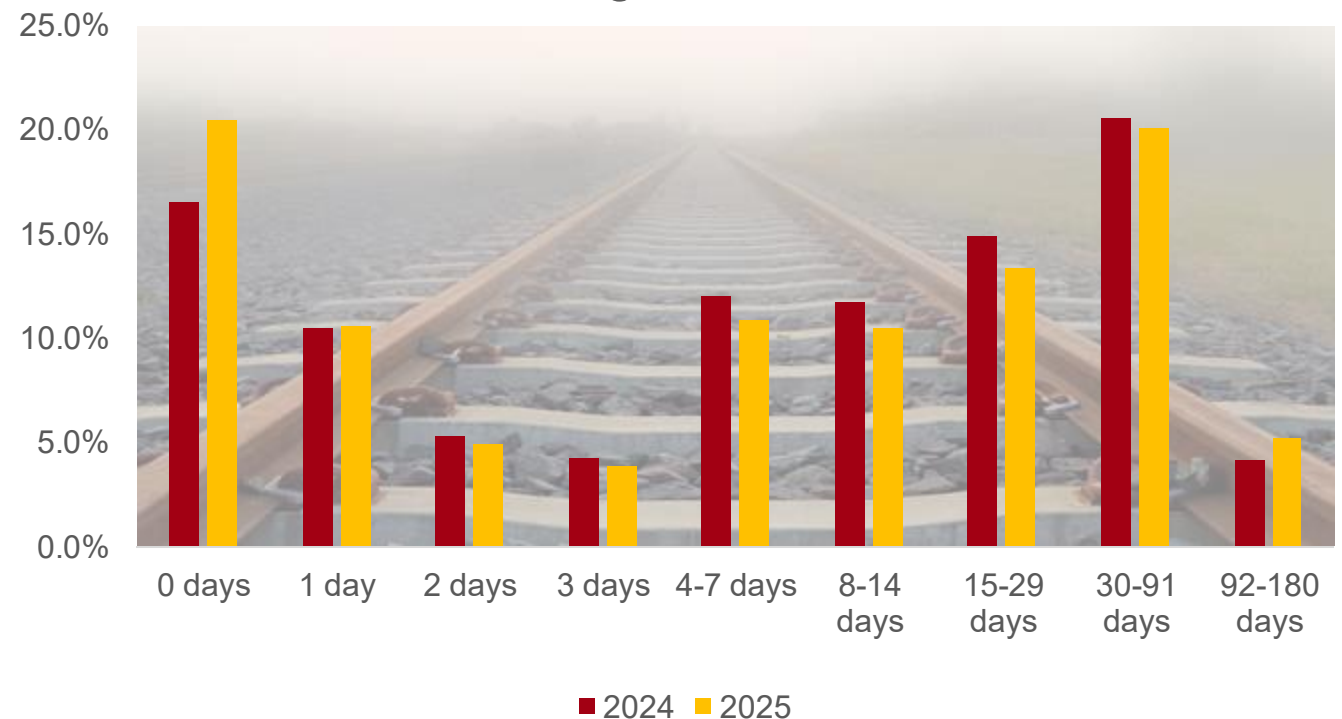


# Booking horizon: matching airlines and hotels

We sell tickets 6+ months ahead of time, any time in the year

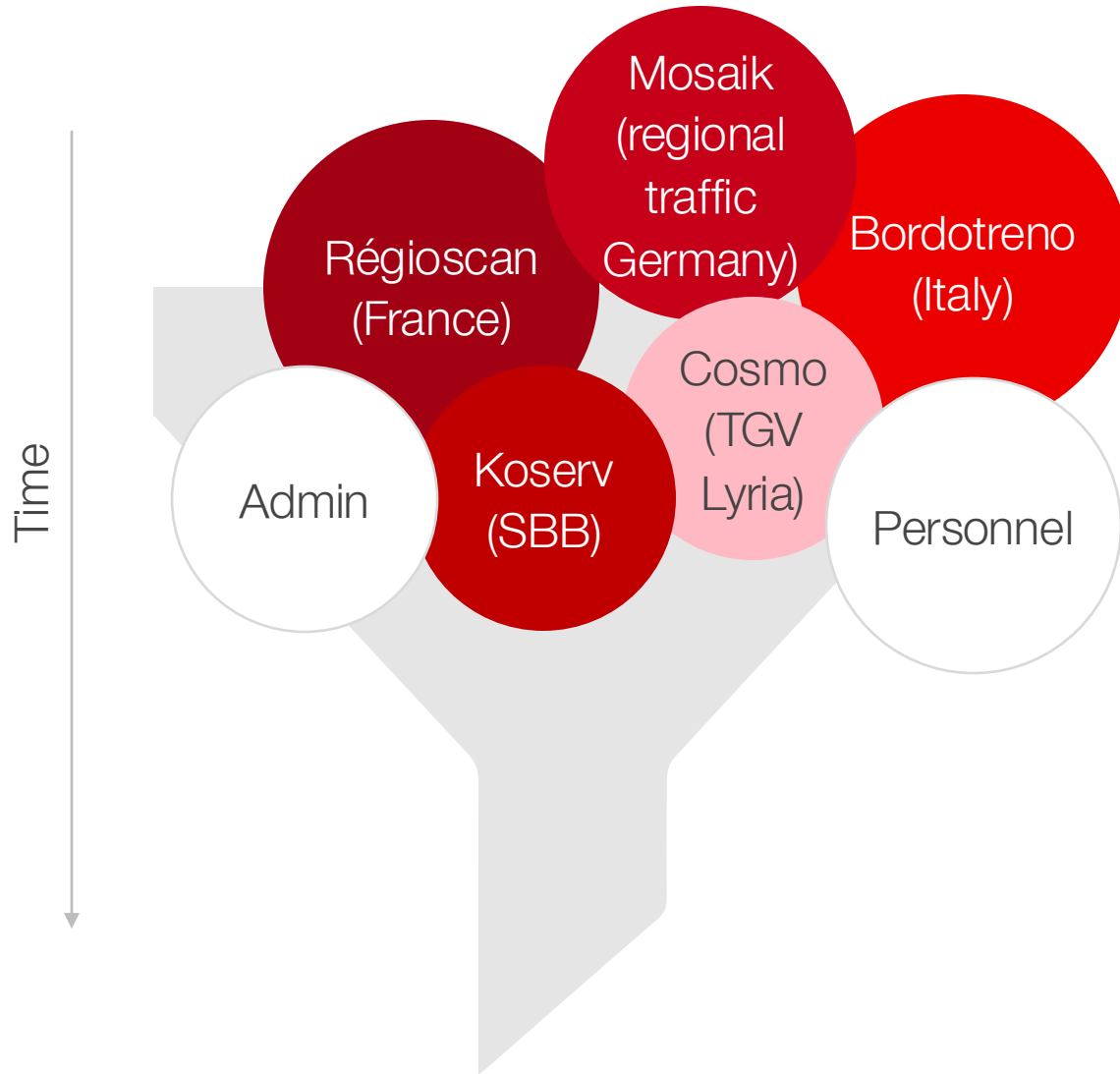
- More very short-term bookings due to introduction of mobile app – channel shift
- Slight increase of long-term bookings
- Too early to assess
- Need others to follow our example

Cross-border sales  
Time of booking versus time of travel



# Ticket control: standards are starting to pay off

We want to use one control system and device for all cross-border journeys





# Sales market share: old habits die hard, but we're starting to see some progress

Customers travelling from Switzerland shall buy their tickets on SBB channels

- Big variations of sales market share per market
- Hard to change long-established customer behaviour
- Progress starting to become visible

Sales share 2025





# Market perception: from criticism to praise

Customers and media are now (more or less) satisfied with our international distribution

Die SBB verkaufen für viele europäische Länder bald Tickets mehr

**SBB no longer sells tickets to many European countries**

Wenig kundenfreundlich

**Ticket in mobile app costs 5x more than on the vending machine**

Internationaler Bahnreisen sind oft kompliziert – ein Startup vereinfacht die Buchung

**Booking international train journeys is often very complicated**

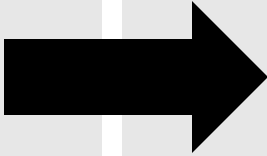
Wenig kundenfreundlich

**Lots of problems with online purchases of international tickets**

SBB verpassen Anschluss

**Zugtickets für internationale Reisen in der App? Fehlanzeige!**

International tickets in SBB mobile app? Nope.



Diese Tickets für internationale Züge lassen sich jetzt in der SBB-App buchen – und dieser Ausbau ist für Herbst geplant

Mehr internationale Tickets in der SBB-App

**International tickets now in the SBB app - more to come**

Even more international tickets in the SBB app

**SBB schaltet Europa frei – mit neuen Online-Tickets**

**SBB launches Europe – with new online tickets**

Die SBB-App wird mit dieser neuen Funktion richtig genial

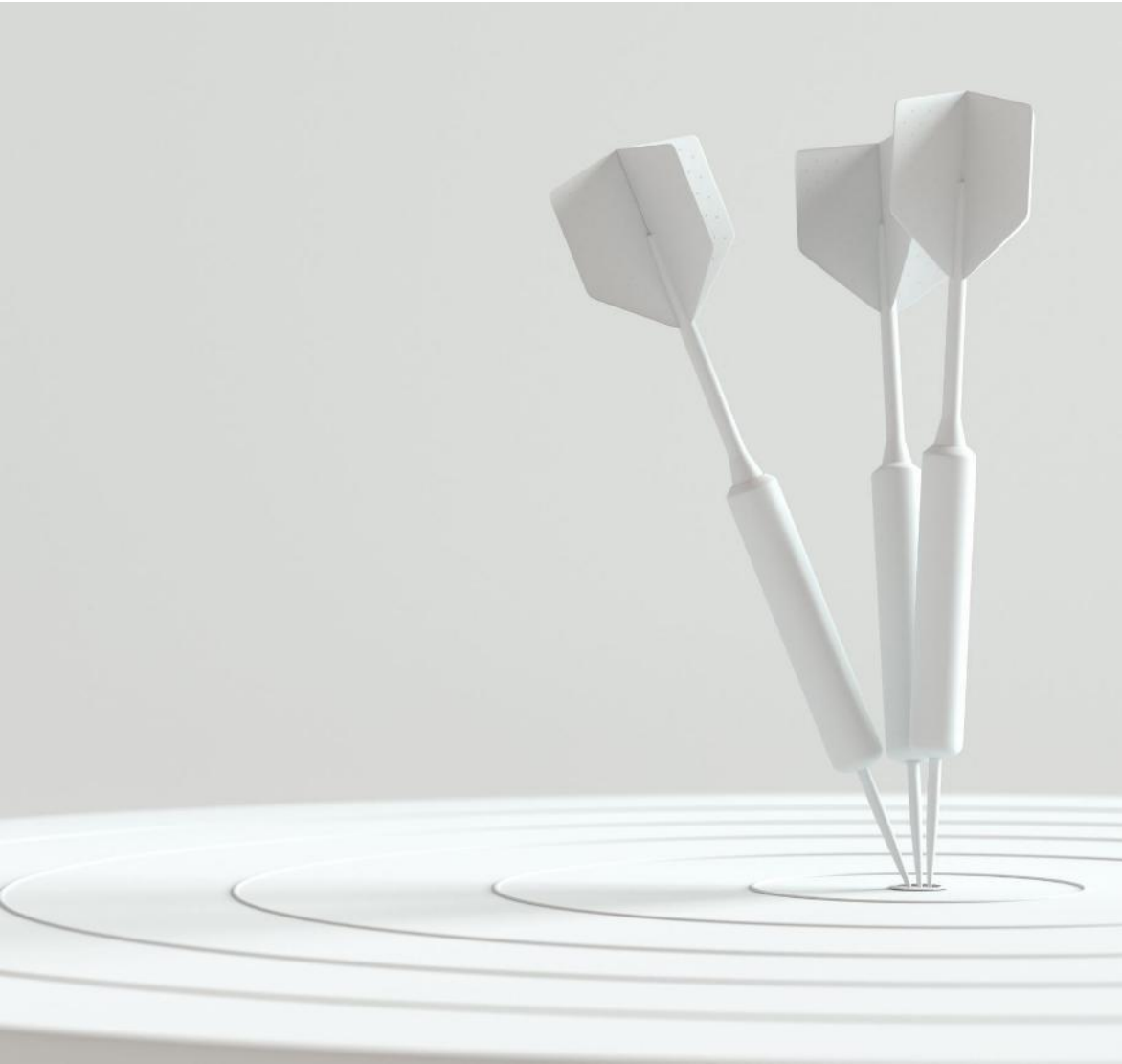
# Traffic: passenger numbers have increased significantly

We still see huge potential for growth



- For sure, not only due to distribution
- But easy access to ticket is a key ingredient of the growth formula

# Has it been worth the effort?



Digital sales share	—————	
Passenger rights	—————	
Customer information	—————	
Booking horizon	—————	
Ticket control efficiency	—————	
Sales market share	—————	
Market perception	—————	
Passenger numbers	—————	

# And what about OSDM?

## Higher revenues

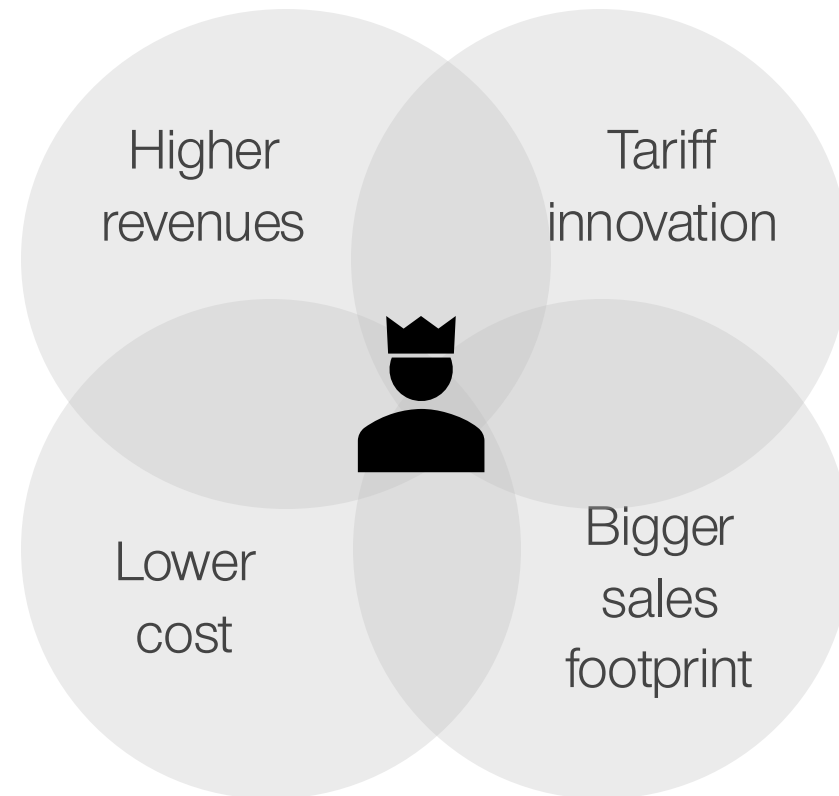


Better load balancing  
Leveraging local market knowledge

## Lower cost



Leaner IT infrastructure



## Tariff innovations



Through tickets  
Combining national innovations

## Bigger sales footprint



More tickets of more railways  
and to more countries