



## Orientering

Til Økonomiudvalget og Borgerrepræsentationen

### Orientering om status på håndtering af medlemsfor- slag om styrket togturisme

#### Resumé

Økonomiudvalget og Borgerrepræsentationen orienteres om status på håndtering af medlemsforslag godkendt af Borgerrepræsentationen den 1. februar 2024 vedr. at styrke togturisme til, fra eller via København. Der er i forsommeren 2025 afholdt et dansk og internationalt møde for at afdække potentialet for etablering af et partnerskab for togturisme. På den baggrund er der til forhandlingerne om budget 2026 udarbejdet budgetnotat om et partnerskab for international togturisme, herunder en togturismepulje. DSB har til notatet bidraget med oversigt over aktuelle internationale tog til og fra København. Teknik- og Miljøudvalget forelægges indstilling den 18. august 2025 om medlemsfor-  
slagets pkt. 3.

#### Sagsfremstilling

##### Medlemsforslag

Borgerrepræsentationen godkendte den 1. februar 2024 et medlemsforslag stillet af Enhedslisten, Socialistisk Folkeparti, Radikale Venstre og Alternativet om styrket togturisme og flere direkte togforbindelser fra København til udlandet med dette indhold:

1. at Borgerrepræsentationen pålægger overborgmesteren at skrive et brev til Greater Copenhagen, Wonderful Copenhagen og STRING, der opfordrer dem til at gå i dialog med relevante togoperatører om flere direkte togforbindelser og bedre rejseoplevelse mellem København og europæiske storbyer,
2. at Borgerrepræsentationen pålægger Økonomiforvaltningen, i samarbejde med ovenstående parter, at forberede en sag til politisk behandling med en strategi, der kan sikre flere togforbindelser mellem København og europæiske storbyer og gøre det mere attraktivt at være togturist eller forretningsrejsende med tog. Strategien kan f.eks. tage udgangspunkt i etablering af samarbejder med togoperatører og regionale partnerskaber samt, hvad kommunen som indkøber og planlægger kan gøre,
3. at Borgerrepræsentationen pålægger Teknik- og Miljøforvaltningen, i dialog med andre relevante forvaltninger, at give anbefalinger til, hvordan man gennem konkrete

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*byrumsforbedringer og informationsindsats ved større stationer kan gøre København mere attraktivt for togturister og forretningsrejsende med tog, jf. motivationen,*

4. *at Borgerrepræsentationen pålægger overborgmesteren at skrive et brev til transportministeren, der anmoder om en strategi for flere direkte togforbindelser mellem København og europæiske storbyer, herunder at der afsættes statslig finansiering eller sænkes afgifter, jf. motivationen,*
5. *at Borgerrepræsentationen anmoder overborgmesteren om at kontakte nærtliggende storbyer (fx Oslo, Stockholm, Göteborg, Hamborg og Berlin) og invitere til styrket samarbejde om flere direkte togforbindelser mellem København og de øvrige storbyer - og fælles tiltag, der kan gøre det lettere at booke og rejse med tog.*

#### Budget 2025

I Budget 2025 indgik følgende hensigtserklæring:

##### *Fremme af togforbindelser*

*Økonomiforvaltningen vil gå i dialog med Wonderful Copenhagen om mulighederne for, inden for lovgivningens og kommunalfuldmagtens rammer, at etablere en puljeordning eller lignende, der kan anvendes til at tiltrække flere internationale togforbindelser.*

#### Status på håndtering af medlemsforslaget

Det fremgår af orientering til Økonomiudvalget (den 18. marts 2025) og Borgerrepræsentationen (den 10. april 2025), der er vedlagt som bilag 1, at medlemsforslagets pkt. 1 og 2 samt hensigtserklæringen håndteres via Implements analyse for Wonderful Copenhagen og en proces for opstart af et partnerskab om togturisme. Denne proces er gennemført i april-juni.

Den 25. april 2025 afholdt Økonomiforvaltningen, sammen med Wonderful Copenhagen, et indledende møde med relevante danske aktører, herunder DSB, Banedanmark, Trafikstyrelsen, Transportministeriet, By-, Land- og Kirkeministeriet, Greater Copenhagen, STRING og Visit Denmark om potentialet for etablering af et partnerskab for togturisme. Ved mødet præsenterede Implement sin analyse om togturisme, som bl.a. viser en stigende interesse for grønne rejsealternativer blandt familier og forretningsrejsende. Hertil viser analysen kommerciel værdiforståelse for rejsende, en voksende efterspørgsel efter togturisme og fremhæver potentialet for nattog med dedikeret materiel samt turismestatistik (bilag 2 og 3). Ved mødet blev der udtrykt interesse i et partnerskab for togturisme blandt de deltagende parter.

I forlængelse heraf blev togoperatører, infrastrukturforvaltere, turistorganisationer m.fl. fra Norge, Sverige, Tyskland, Holland, Schweiz og Østrig, foruden de danske deltagere fra første møde, inviteret til et

møde den 10. juni 2025 på Københavns Rådhus. Formålet var at fremlægge resultaterne af Implements analyse samt drøfte analysens resultater med deltagerne. Deltagerne præsenterede egne erfaringer og perspektiver ift. international togturisme. Ved mødets afslutning blev det konkluderet, at der er positiv interesse for og potentiale i at igangsætte et internationalt partnerskab for togturisme med fokus på samarbejde, vidensdeling og marketing blandt parterne. Økonomiforvaltningen meddelte på mødet, at etablering af et partnerskab vil afhænge af politisk beslutning og bevilling af budgetmidler i Københavns Kommune, jf. nedenfor om budgetnotat til budget 2026.

#### Aktuel status på internationale togforbindelser i København

DSB har bistået Økonomiforvaltningen med en oversigt over internationale tog til, fra eller via København jf. tabel 1 og 2. DSB oplyser, at ruterne er markedsbaserede, hvilket betyder, at ruterne varierer og er sæsonbetonede, hvor nogle ruter fx kun kører en måned i sommerhalvåret, mens andre kører i en længere periode.

*Tabel 1 - Tog til, fra eller via København i 2025.*

| <b>Togoperatør</b>   | <b>Strækning</b>                                                                      | <b>Antal/dag</b> |
|----------------------|---------------------------------------------------------------------------------------|------------------|
| Eurocity (DSB og DB) | Hamborg-København H                                                                   | 6-8 (sæson)      |
| Øresundstog          | København H/Østerport/Helsingør-Karlskrona/Helsingborg/Växjö/Göteborg/Kalmar/Mölndal  | 74               |
| Diverse              | København H-Stockholm                                                                 | 1                |
|                      | Berlin-Stockholm                                                                      | 2                |
| Eurocity (DSB og DB) | København H-Hamborg                                                                   | 6-8 (sæson)      |
| Øresundstog          | Karlskrona/Helsingborg/Växjö/Göteborg/Kalmar/Mölndal- København H/Østerport/Helsingør | 83               |
| Diverse              | Stockholm-København H                                                                 | 1                |
|                      | Stockholm-Dresden                                                                     | 1                |
|                      | Stockholm-Berlin                                                                      | 1                |
| <b>Tog</b>           | <b>Strækning</b>                                                                      | <b>Antal/uge</b> |
| Snälltøget           | Innsbruck (via Kolding, Odense og Ørestad) - Stockholm                                | 1 (hver fredag)  |

Kilde: DSB, august 2025.

*Tabel 2 - Potentielle og ikke køreplanlagte togruter, der kan have direkte eller indirekte kobling til København i de nærmeste år.*

| <b>Togoperatør</b> | <b>Strækning</b> |
|--------------------|------------------|
| SJ                 | Oslo-København   |
| DSB-Vy             | Oslo-København   |
| Snälltåget         | Oslo-København   |

|                              |                                                                                                        |
|------------------------------|--------------------------------------------------------------------------------------------------------|
| DSB, DB & CD                 | Prag-København                                                                                         |
| Nox (nattog)                 | Hamborg-München (dagtog EuroCity fra København-Hamborg og derfra skift til nattog Hamborg-München).    |
| DB, ÖBB & Treitalia (nattog) | München-Rom (dagtog EuroCity fra København-Hamborg og derfra skift til nattog til Hamborg-München-Rom) |
| SBB (nattog)                 | Basel-København-Malmø                                                                                  |
| SJ (nattog)                  | Oslo-Berlin                                                                                            |
| SJ (nattog)                  | Oslo-København                                                                                         |

Kilde: DSB, august 2025.

#### Økonomiforvaltning - budgetnotat 2026

Økonomiforvaltningen har på baggrund af bestilling fra Teknik- og Miljøudvalget, jf. Klimastrategi 2035, udarbejdet budgetnotat ØK55 om etablering og drift af et partnerskab for international togturisme, herunder en togturismepulje. Initiativet foreslås gennemført i perioden 2026-2029 og har til formål at fremme turisters brug af bæredygtige transportformer, særligt fra nærliggende turismemarkeder. Partnerskabet vil blive drevet af Wonderful Copenhagen og indebærer et budgetbehov på i alt 8 mio. kr. i 2026-2029.

#### Teknik- og Miljøforvaltningen - håndtering af medlemsforslagets pkt. 3

Teknik- og Miljøforvaltningen oplyser, at indstilling om *Initiativer til mere attraktive togtrejser* behandles ved Teknik- og Miljøudvalgets møde den 18. august. Indstillingen skal håndtere medlemsforslagets pkt. 3.

#### Håndtering af medlemsforslagets pkt. 4. og 5.

Økonomiforvaltningen anbefaler, at håndteringen af medlemsforslagets pkt. 4 og 5 afventer de kommende budgetforhandlinger, da evt. prioritering af midler til opstart og drift af et partnerskab for togturisme vil kunne skabe et bedre vidensgrundlag, før der sendes breve til transportminister og borgmestre i nærliggende storbyer.

#### **Interessenter og opmærksomhedspunkter**

Økonomiforvaltningen samarbejder med Wonderful Copenhagen om håndtering af medlemsforslaget.

#### **Økonomi**

Orienteringen har ikke i sig selv økonomisk betydning for Københavns Kommune.

#### **Videre proces**

Den videre proces afhænger af, om der i budget 2026 bevilges midler til et partnerskab for togturisme. Økonomiudvalget og Borgerrepræsentationen orienteres igen, når der er relevant nyt.

## **Bilag**

Bilag 1: ØU/BR-orientering fra marts 2025

Bilag 2: Status Togturisme 2025, Implement og Wonderful Copenhagen

Bilag 3: Status on Rail Tourism 2025, Implement og Wonderful Copenhagen



## Orientering

Til Økonomiudvalget og Borgerrepræsentationen

### Status på medlemsforslag om internationale togturister og hensigtserklæring om fremme af internationale togforbindelser

#### Resumé

Økonomiudvalget orienteres om status på arbejdet med medlemsforslag om styrket togturisme og flere direkte togforbindelser fra København til udlandet (BR 1. februar 2024) og hensigtserklæring i Budget 2025 om fremme af internationale togforbindelser. Økonomiforvaltningen er i dialog med Wonderful Copenhagen om håndtering af begge. Wonderful Copenhagen er ved at få gennemført en analyse af potentialer og udfordringer ift. at tiltrække flere togturister til København og planlægger opstart af et partnerskab. Analysen og partnerskabet vil være grundlag for gennemførelsen af medlemsforslaget og hensigtserklæringen.

#### Sagsfremstilling

##### Medlemsforslag

Borgerrepræsentationen godkendte den 1. februar 2024 et medlemsforslag stillet af Enhedslisten, Socialistisk Folkeparti, Radikale Venstre og Alternativet om styrket togturisme og flere direkte togforbindelser fra København til udlandet med dette indhold:

1. at Borgerrepræsentationen pålægger overborgmesteren at skrive et brev til Greater Copenhagen, Wonderful Copenhagen og STRING, der opfordrer dem til at gå i dialog med relevante togoperatører om flere direkte togforbindelser og bedre rejseoplevelse mellem København og europæiske storbyer,
2. at Borgerrepræsentationen pålægger Økonomiforvaltningen, i samarbejde med ovenstående parter, at forberede en sag til politisk behandling med en strategi, der kan sikre flere togforbindelser mellem København og europæiske storbyer og gøre det mere attraktivt at være togturist eller forretningsrejsende med tog. Strategien kan f.eks. tage udgangspunkt i etablering af samarbejder med togoperatører og regionale partnerskaber samt, hvad kommunen som indkøber og planlægger kan gøre,
3. at Borgerrepræsentationen pålægger Teknik- og Miljøforvaltningen, i dialog med andre relevante forvaltninger, at give anbefalinger til, hvordan man gennem konkrete byrumsforbedringer og informationsindsats ved større stationer kan gøre

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København mere attraktivt for togturister og forretningsrejsende med tog, jf. motivationen,

4. at Borgerrepræsentationen pålægger overborgmesteren at skrive et brev til transportministeren, der anmoder om en strategi for flere direkte togforbindelser mellem København og europæiske storbyer, herunder at der afsættes statslig finansiering eller sænkes afgifter, jf. motivationen,
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### Budget 2025

I Budget 2025 indgår følgende hensigtserklæring:

#### *Fremme af togforbindelser*

Økonomiforvaltningen vil gå i dialog med Wonderful Copenhagen om mulighederne for, inden for lovgivningens og kommunalfuldmagtens rammer, at etablere en puljeordning eller lignende, der kan anvendes til at tiltrække flere internationale togforbindelser.

### Status på håndtering af medlemsforslag og hensigtserklæring

Det indgår i Wonderful Copenhagens strategi 'Copenhagen, All inclusive', at turismen i hovedstaden skal accelerere den grønne omstilling lokalt og globalt, og de vil i 2024-2026 sætte særskilte mål for at øge antallet af gæster, der kommer til hovedstaden med transportformer, der udleder mindre CO2 mm. end fly, herunder tog.

Det indgår i Københavns Kommunes tilskudsaf tale for 2025 med Wonderful Copenhagen, at en del af midlerne skal anvendes til bæredygtig turismetransport med fokus på cykel- og togturisme. Økonomiforvaltningen har derfor indledt dialog med Wonderful Copenhagen om håndtering af medlemsforslaget og hensigtserklæringen inden for rammen af tilskudsaf taltalen.

På baggrund af sin strategi og Borgerrepræsentationens fokus på international togturisme har Wonderful Copenhagen i 2024 bedt rådgivningsfirmaet Implement om at afdække potentialer og udfordringer ift. at tiltrække flere togturister til København. Implements analyse vil bl.a. omhandle togturister, fx hvor de kommer fra, turisttyper (by-, familie-, kultur-, natur og klima- eller erhvervsrejse) og gennemsnitsforbrug i København samt fremtidens turismetendenser. Hertil ser analysen på klimaaspektet, priser og dækningsområder ift. fly- og togrejse, fordele og ulemper ved togrejser samt valg af transportmiddel til og fra lufthavnen. I forhold til togoperatører ser analysen bl.a. på kontraktformer, kapacitet i baneinfrastruktur og aktuelle operatører, som kører til og fra

København, ligesom der har været dialog med trafikselskaberne SJ, VY, DSB, Movia og Metroselskabet m.fl. Analysen forventes klar i første halvår 2025. Arbejdet inkluderer bl.a. en workshop, hvor Økonomiforvaltningen deltager.

I dialog med Økonomiforvaltningen har Wonderful Copenhagen derudover påbegyndt en proces for opstart af et partnerskab om togturisme og for flere internationale togforbindelser til og fra København. Der planlægges en trinvis proces med afholdelse af to møder inden sommer, hvor relevante parter inviteres. Således et indledende møde med danske interessenter, herunder bl.a. STRING, Greater Copenhagen, DSB, Banedanmark, Transportministeriet, By- Land- og Kirkeministeriet, VisitDenmark, Wonderful Copenhagen og Københavns Kommune. Ved det følgende møde tænkes potentielle øvrige parter at blive inviteret. Det kan fx være Movia, Metroselskabet, ÖBB, VY, SJ, Snälltoget, Trafikverket, DB InfraGo AG og Bane NOR.

Med Implements analyse og den indledende partnerskabsproces håndteres medlemsforslagets punkt 1 og der skabes grundlag for håndtering af punkt 2 og hensigtserklæringen. Analysen og den indledende partnerskabsproces skal derudover afdække i hvilket omfang der er opbakning til et partnerskab fra aktørerne, herunder staten. Derudover skal de afdække, om der fremadrettet er behov for yderligere kommunal finansiering for at kunne udvikle og videreføre arbejdet.

Når workshop og evt. opstart af partnerskab om togturisme er gennemført, vil der være grundlag for at håndtere punkt 4 i medlemsforslaget om at sende brev til transportministeren med anmodning om en strategi for flere direkte togforbindelser mellem København og europæiske storbyer og prioritering af statslig finansiering eller sækning af baneafgifter. Samt punkt 5 om at overborgmesteren indleder dialog med andre nærtliggende byer som fx Oslo, Stockholm, Göteborg, Hamborg og Berlin og inviterer til styrket samarbejde om flere direkte togforbindelser mellem København og de øvrige storbyer - og fælles tiltag, der kan gøre det lettere at booke og rejse med tog.

København H  
Copenhagen Central Station

RAPPORT, MAJ 2025

# Status på Togturisme 2025

Udarbejdet i samarbejde mellem  
Wonderful Copenhagen og  
Implement Consulting Group

wonderful  
copenhagen

IMPLEMENT  
CONSULTING GROUP

# Indholdsfortegnelse

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Rapport om togturisme blev udført i samarbejde mellem Wonderful Copenhagen og Implement Consulting Group, igangsat i januar 2025 og afsluttet i marts 2025. Det primære mål med dette projekt er at vurdere tilstanden af togturisme i 2025 og eventuelt lægge grunden for et partnerskab, der kan styrke togturisme til, fra, og via hovedstadsregionen i Danmark.

Denne rapport bygger videre på den analyse, der blev udarbejdet af Rambøll i 2022, som dannede et vigtigt grundlag for den videre undersøgelse og anbefalinger i nærværende rapport.

—

“At reise er at leve” skrev H.C. Andersen på omtrent samme tid som den første jernbane blev grundlagt i Danmark mellem København og Roskilde – og her knap 180 år senere er jernbanen relevant som aldrig før. Med stigende fokus på bæredygtig transport har jernbanen oplevet passagerfremgang det seneste år – og særligt har den internationale trafik oplevet øget opmærksomhed samt fremgang.

Denne rapport indeholder dette faktagrundlag opdelt i fem sektioner

- Turisme til København
- Den togrejsende til København
- Togoperatøren og togturisme
- Rammerne for internationale tog
- Mulighederne for vækst

# 1 Introduktion

Turisme i København og andre større danske byer har oplevet stabil vækst drevet af globale rejsetendenser, tiltrækningen af byernes tilbud – såsom kulturelle oplevelser, gastronomi, shopping, events og aktivitetsmuligheder – samt et stærkt fokus på bæredygtighed. I Storkøbenhavn er antallet af hotelovernatninger for ikke-danskere steget med gennemsnitligt 4 % om året siden 2017 – inklusive et fald under COVID-pandemien – til ca. 9,3 millioner overnatninger i 2024.

Som storbyturisme bliver stadig mere relevant inden for det bredere rejselandskab, giver forståelsen af rejsemønstre, motivationer og adfærd hos turister, der besøger disse byer – især dem, der ankommer med tog – værdifulde indsigter til at forme fremtidige strategier for hvordan man kan øge togturismen. De følgende afsnit giver et overblik over turisme i København, fremhæver tendenser, skitserer vigtige turistsegmenter og udforsker rejseformers rolle og bredere europæiske indsatser i at fremme bæredygtig togturisme.

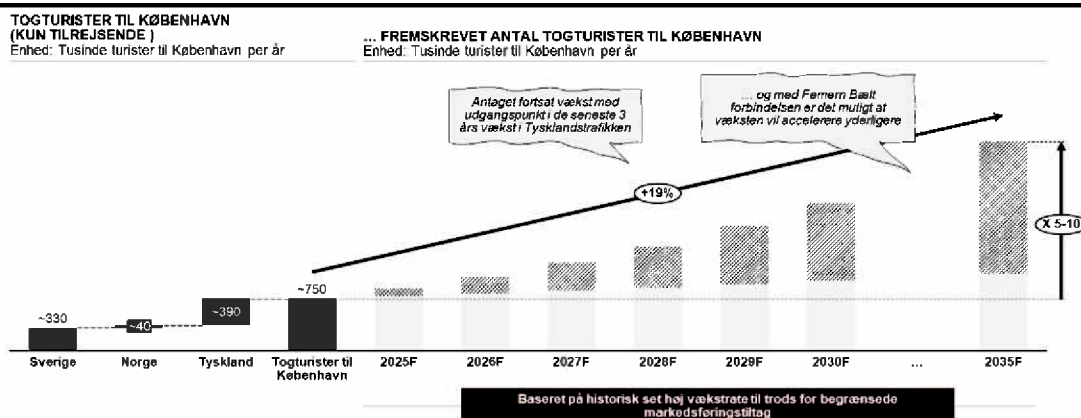
## 1.1 Om togturister der rejser til København og andre storbyer

Turismen i København og andre større danske byer har oplevet betydelig vækst gennem årene. I 2024 stammede cirka 40 % af overnatningerne i Storkøbenhavn fra destinationer, der potentielt er tilgængelige med tog – baseret på en rejsetid, der ligger inden for det tidsrum (typisk 6–8 timer), som rejsende generelt er villige til at acceptere for dagtogsrejser.

Væksten i turismen er drevet af en række faktorer, herunder byens stærke fokus på bæredygtighed og dens velrenommerede brand som en attraktiv rejsedestination. Ser man på togturisme, så blev det i en analyse af togrejsende med DSB mellem Danmark og Tyskland estimeret, at omkring 390.000 rejsende var internationale togturister, der rejste til og fra Danmark. Det samlede antal togturister anslås at ligge mellem 612.000 og 755.000, når man også medregner rejsende fra Stockholm (og det nordlige Sverige) samt Norge.

Antallet af internationale rejsende til København fra Tyskland forventes at stige betydeligt, især med den forventede færdiggørelse af Femern Bælt-tunnelen i 2029, som forventes yderligere at reducere rejsetiderne og forbedre forbindelsen mellem Danmark og Centraleuropa med ca. 2 timer. Rejsetiden til byer som Hamborg vil dermed komme ned på kun ca. 2,5 timer, hvilket gør tog til et attraktivt alternativ til fly og bil.

Som man kan se på Figur 1, så ser man potentielt ind i en 5-10-dobling af nuværende togtrafik til internationale destinationer såfremt denne vækst fortsætter, hvilket ikke er urealistisk givet trends, øget markedsføringsfokus samt infrastrukturinvesteringer på området.

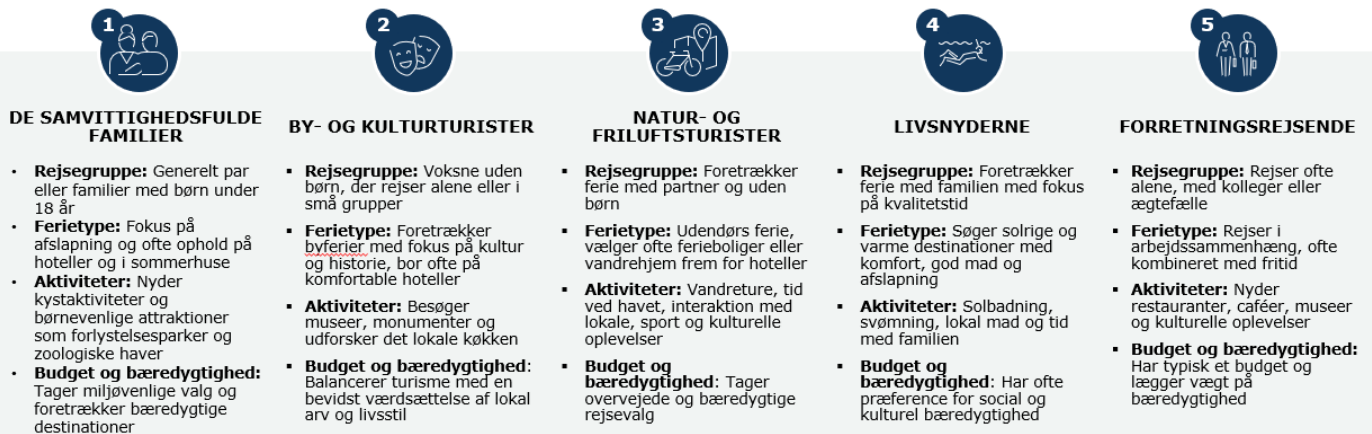
**Figur 1, Antal togturister samt muligt vækstscenarie**

## 1.2 Turismetrends og indvirkning på togturisme

Væksten i turismen til København og andre større danske byer er primært drevet af fire nøgletrends. 1) Bæredygtige rejser, som afspejler en voksende præference for miljøbevidste valg, hvor besøgende har til hensigt at efterlade destinationer i en bedre tilstand end da de ankom. 2) Kulinarisk fordybelse, som fremhæver den øgede interesse for lokal madkultur og autentiske gastronomiske oplevelser. 3) "Coolcations" er en voksende tendens drevet af øget klimabevidsthed, vælger turisterne køligere nordiske destinationer frem for traditionelt varmere regioner. Endelig 4) Fjernarbejde, eller *bleisure*, giver rejsende mulighed for at kombinere forretning og fritid, understøttet af fleksible forhold på arbejdspladsen og digitalisering.

Med fokus på turister, der er relevante for togturisme i København, kan fem nøglesegmenter identificeres, baseret på VisitDenmarks eksisterende markedssegmentering. Mens alle segmenter er påvirket af den stigende interesse for bæredygtig storbyturisme, varierer deres specifikke karakteristika og præferencer.

Figur 2, Turist segmenter



### 1.3 Andre Europæiske turistorganisationer

Andre turistorganisationer i Europa fremmer aktivt bæredygtige rejseformer med et stærkt fokus på miljøvenlige initiativer. Togturisme bliver i stigende grad set som et nøgleområde for vækst, understøttet af bestræbelser på at forbedre dens attraktivitet. Uden for Danmark sigter flere initiativer mod at gøre togrejser mere attraktive ved at forbedre pris, sikre større komfort ombord – såsom at tilbyde Wi-Fi og bedre faciliteter ombord – og holde rejsetiderne inden for maksimalt 6-8 timer (siddende) – mens liggevogne kan understøtte længere rejser. Disse bestræbelser suppleres af kampagner, der fremhæver værdien af togrejser og involverer samarbejde med togoperatører i hele Europa for at styrke forbindelserne på tværs af grænserne. Europæiske turistorganisationer peger dog også på flere udfordringer ved at udvide international jernbanetransport.

Nøglebarrierer som der peges på omfatter finansieringsbegrænsninger og infrastrukturelle uoverensstemmelser på tværs af grænser, som fortsat komplicerer udviklingen og skalerbarheden af international togtransport.

## 2 Den togrejsende

Ser man samlet set på rejsestatistikker viser en undersøgelse fra Wonderful Copenhagen at mere end 70% af internationale rejsende vælger at flyve til København, mens kun 10% vælger toget. Denne umiddelbare markante forskel er dog drevet af togets begrænsede relevans for langt de fleste afrejsedestinationer. Tal fra Københavns Lufthavn (2024) angiver fx at der var 650.000 ankomster fra Stockholm – til sammenligning (som angivet i sektion 1.1) var der i samme tidsrum ca. halvt mange der valgte toget som transportmiddel – altså en faktor 2:1.

Når rejsende skal vurderer deres transportmuligheder, baserer de det typisk på fire nøglekriterier: **Rejsetid, Pris, Bekvemmelighed og Bæredygtighed**. Det følgende afsnit giver indsigt i togrejser og hvordan det sammenlignes med andre transportformer på tværs af disse fire faktorer.

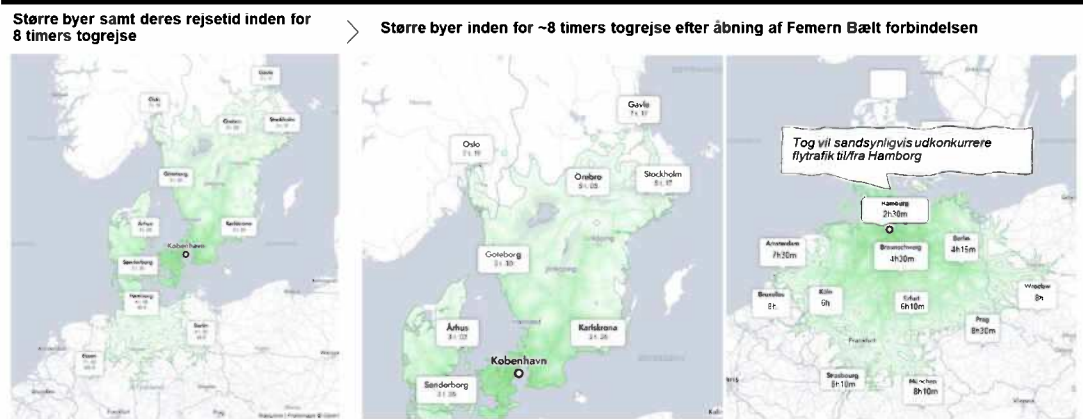
### 2.1 Rejsetidssammenligning

Rejsetid er en kritisk faktor i rejsendes valg af transportmiddel, især for langdistancerejser. Indsigter fra eksperter interviews i forbindelse med denne undersøgelse peger på, at rejsende i gennemsnit ikke er villige til at bruge mere end 6-8 timer på en togrejse for at nå deres destination (for rejser om dagen, siddende).

En analyse af destinationer, der er tilgængelige inden for denne tidsramme, viser, at byer som Oslo, Stockholm, Göteborg, Hamburg og Berlin kan nås med tog fra København på under syv timer. Men på trods af at være inden for den acceptable rejsetid med tog, forbliver flyrejser en stærk konkurrent, der tilbyder flyvetider på cirka en time til og fra København – hvilket reducerer den samlede rejsetid betydeligt og øger dens appel som en foretrukken transportform.

Faktorer som transport til og fra lufthavnen, ventetid før flyvning, indtjekningsprocedurer og bagageudlevering bliver ofte overset, når man sammenligner forskellige transportformer. Tillægges transport til og fra lufthavn samt ophold i lufthavn, øges den samlede rejsetid med fly i gennemsnit med 2,8 timer. Denne justering gør togrejser betydeligt mere konkurrencedygtige på ruter som Hamburg og Stockholm, hvor de samlede rejsetider begynder at nærme sig dem for flyrejser.

En væsentlig forandring på rejsetid kommer i forbindelse med Fehmarn-forbindelsen som reducerer rejsetiden mellem København og Hamborg med ca. 2 timer, hvilket øger tilgængeligheden for direkte togforbindelser til en række storbyer i Tyskland, Benelux samt Polen inden for ca. 8 timer, hvilket er illustreret i Figur 3.

**Figur 3, Rejsetid før og efter Fehmarn-togforbindelse**

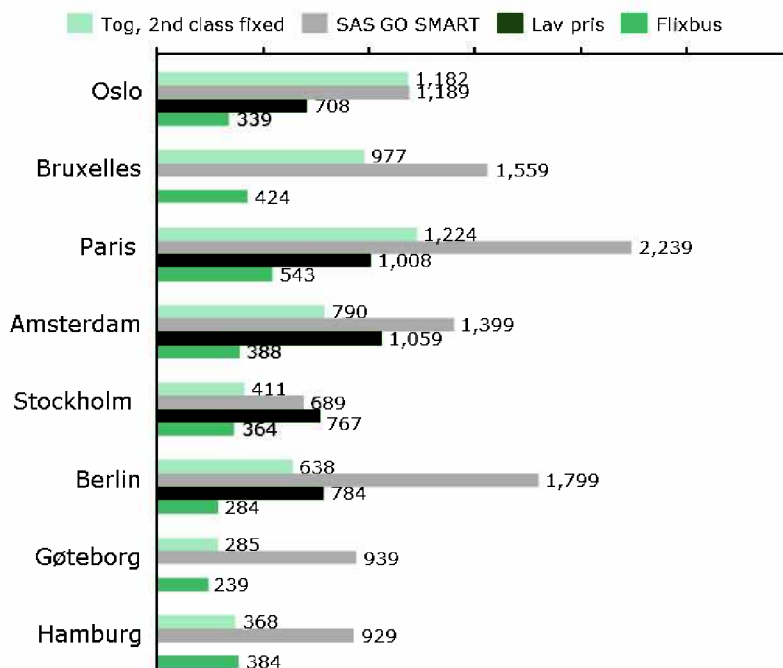
Kilde: Chronotrains.com, Implement analyse

## 2.2 Prissammenligning

Når man analyserer konkurrencedygtigheden af billetpriser på tog versus fly, spiller flere faktorer en stor rolle, herunder hvor lang tid i forvejen billetterne købes, typen af flyselskab, og om bagage er inkluderet eller ej.

En analyse af togpriser mellem København og Hamborg viser, at togpriserne forbliver relativt stabile over tid, mens flypriserne har tendens til at falde jo tidligere de bookes. Togpriserne ophører derfor med at være konkurrencedygtige, når de bookes mere end 6 uger i forvejen.

Som vist i figur 4, så viser en analyse af sommerpriser at på populære ruter til større europæiske byer som Oslo, Bruxelles og Paris der er togpriser generelt lavere end dem, der tilbydes af fuldserviceflyselskaber som SAS, men stadig højere end dem, der tilbydes af lavprisselskaber (selv når man medregner gebyrer for ekstra håndbagage). En detaljeret sammenligning afslører yderligere, at togpriser forbliver relativt konstante uanset afgangstid, mens flypriser kan variere betydeligt alt efter hvor attraktiv afgang er.

**Fugur 4, Prissammenligning på tog- og flybilletter***DKK, enkeltbillet, København til udvalgte destinationer, inkl. håndbagage, 27. juni 2025*

Kilder: DSB (2025), SAS (2025), Google flights (2025), IM\_Analysis

I tillæg til de faktiske prisforskelle, er manglen på gennemsigtighed en barriere for at tilgå billetprodukterne på samme måde som man fx kender det fra flyindustriens sammenligningssider. Dette resultere i at man er henvist til den enkelte togoperatør's hjemmeside.

Her kan den rejsende opleve at identiske togaftage prissættes og præsenteres på forskellige platforme. For eksempel forekommer der ofte prisforskelle på den samme billet når den købes via Deutsche Bahns (DB) hjemmeside sammenlignet med DSB's hjemmeside. Desuden kan udvalget af billettyper og prisoptioner variere mellem de to udbydere, selv for den samme rute. Disse uoverensstemmelser har potentiale til at skabe forvirring og komplicere bookingoplevelsen for rejsende, hvilket potentielt kan afskrække brugen af tog som et alternativ.

## 2.3 Bekvemmelighed

Bekvemmelighed omfatter komfortrelaterede faktorer såsom effektiv udnyttelse af tid ombord, antallet af skift og tjenester ombord. Internationale togrejser tilbyder mange fordele, der ofte overses – for eksempel ankommer man direkte til bycentre (i modsætning til lufthavne, der typisk er placeret i udkanten), muligheden for at

medbringe mere bagage og en mere arbejdsvenlig rejseoplevelse generelt.

Ser man på de nuværende internationale rejser direkte fra København til udlandet, så er de alle betjent med siddevogne med undtagelse af et gennemgående SJ-tog som dog ikke er markedsført i Danmark. Stockholm kan nås med sovevogn med forbindelse via Malmö. Ser man på internationale togoperatører, såsom Nightjet, lægges der stor vægt på bekvemmelighed for at tiltrække rejsende. De tilbyder et udvalg af billettyper og komfortmuligheder, der er skræddersyet til både familier og forretningsrejsende. På nogle ruter kan passagerer endda medbringe deres kæledyr eller biler.

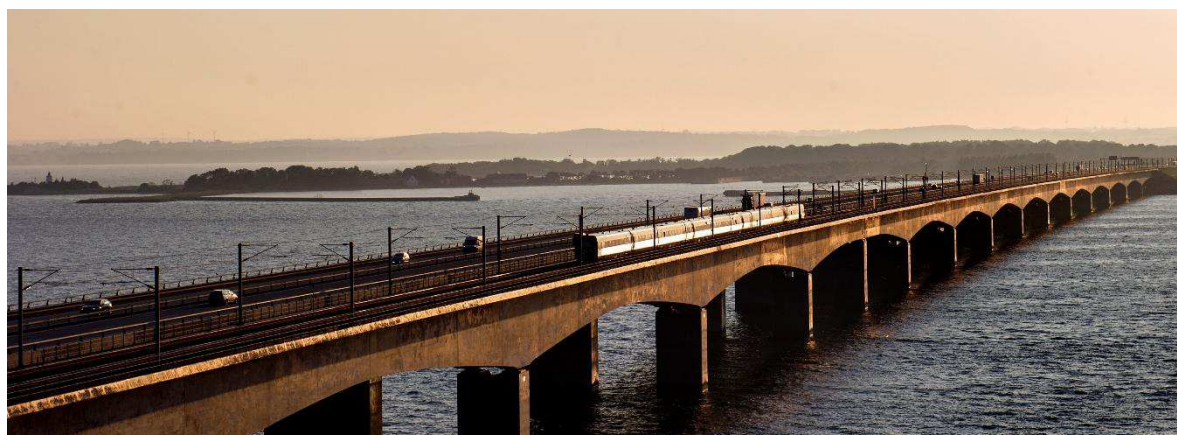
Dog kan togrejser blive betydeligt mindre bekvemme, når forbindelserne mislykkes, da passagerbeskyttelsesrettigheder er mere begrænsede sammenlignet med flyrejser. (Kilde: TÆNK (2023) samt TÆNK (2024)) Mange internationale togruter – såsom dem til Berlin, Oslo og Paris – er ikke direkte og kræver mindst ét skifte, hvilket øger risikoen for forsinkelser og forstyrrelser.

## 2.4 Bæredygtighed

At tage hensyn til bæredygtighed, når man vælger transportmiddel, bliver en stadig vigtigere faktor sammenlignet med tidligere. Tograjser er en af de mest miljøvenlige former for langdistancetransport og udleder i gennemsnit kun omkring 14% af den CO<sub>2</sub>, som flyrejser producerer, hvilket gør det til et betydeligt mere bæredygtigt valg.

Rejsende fra byer som Oslo, Göteborg, Stockholm, Hamborg og Berlin genererer i gennemsnit 140 kg CO<sub>2</sub>, når de flyver til København, sammenlignet med kun 3 kg, når de foretager den samme rejse med tog. (Kilde: ecotree (2025)) Denne markante forskel i udledninger gør togrejser til en stadig mere attraktiv mulighed for dem, der ønsker at reducere deres miljømæssige fodaftryk.

Bæredygtighed er blevet en nøgleovervejelse på tværs af de fleste turismesegmenter. Forretningsrejsende viser for eksempel stigende interesse i lavemissionsmuligheder, da mange virksomheder begynder at lægge større vægt på bæredygtighed i deres rejsepolitikker.



### **3 Togoperatøren**

For at kunne vurdere rammerne og kravene for rentable internationale togforbindelser, er det nødvendigt at opnå en dybere forståelse af den nuværende internationale togtrafik. Dette inkluderer en forståelse af passagertal, ruter, rullende materiel og operatører, der betjener Danmark. Endelig undersøges de eksisterende internationale togetværk i Europa for at identificere mulige læringer, som kan drages ind i en dansk context.

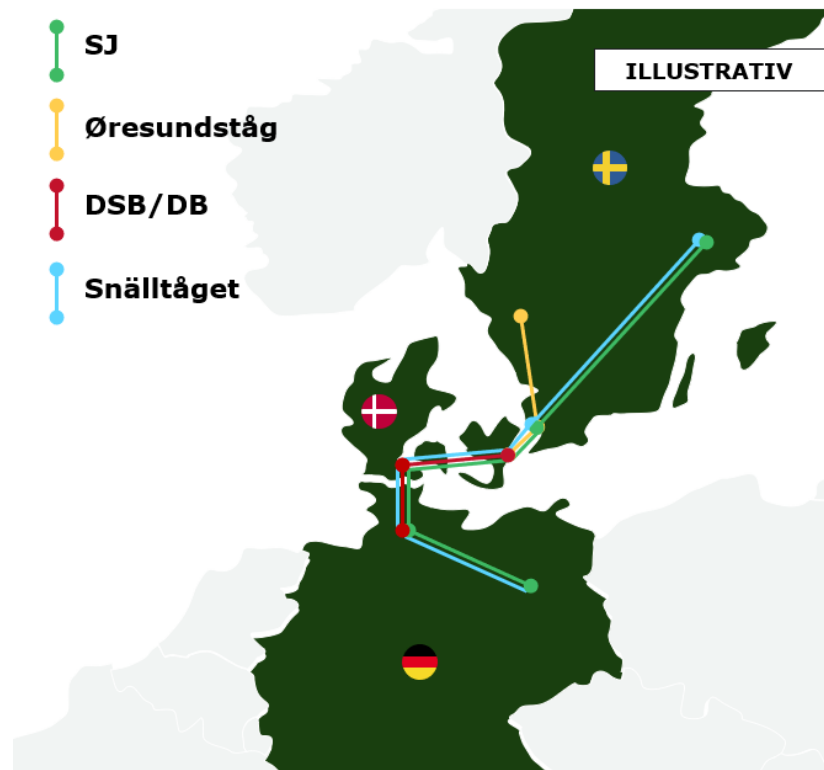
#### **3.1 Nuværende og planlagt udbud af international trafik**

Som nævnt i sektion 1, anslås mellem 600.000 og 750.000 internationale turister at rejse til København med tog årligt fra Tyskland, Sverige og Norge (eksklusiv lokaltrafik fra Sydsverige til København). Sammenlignet med fx DSB's samlede forretning, udgør den internationale trafik dog kun <2% af det samlede transportarbejde målt i personkm. Omsætningen fra internationale rejser vokser dog med en uforholdsmæssigt høj rate, med en anslået årlig vækstrate på op til 19% mellem 2022 og 2024 uden nævneværdige infrastrukturinvesteringer eller service- eller markedsføringstiltag.

København er i øjeblikket forbundet med direkte togforbindelser til internationale storbyer som Stockholm, Göteborg, Hamborg og Berlin (figur 5). På ruter opereret af SJ/RDC og Snälltåget er der tilgængelig rullende materiel med sovekabiner, hvilket gør de lange rejsetider mere komfortable for passagererne. På ruter opereret af DSB/DB anvendes konventionelle siddevogne (IC1). Dette skyldes primært manglen på subsidier til nattog i Danmark og Tyskland, hvilket gør det vanskeligt at opretholde en bæredygtig forretningsmodel for sådanne tjenester.

DSB har desuden kommunikeret planer om at udvide direkte internationale togforbindelser til Oslo, Göteborg, Berlin, Prag og Amsterdam inden 2027, baseret på de eksisterende tjenester til København. Derudover er der fra SBB/RDC kommunikeret en plan om at påbegynde direkte togforbindelse med sidde- og liggevogne mellem København og Zürich fra 1. halvår 2026.

**Figur 5, Oversigt over ruter, der forbinder Sverige, Danmark og Tyskland**  
Marts 2025



Kilder: SJ (2025), Øresundståg (2025), DSB (2025), Snälltåget (2025), IM\_Analysis

### 3.2 Togoperatørens økonomiske regnestykke

International trafik er som udgangspunkt *Open Access* trafik. Det vil sige, trafik som ikke er reguleret af en kontrakt mellem en trafikudbyder (fx Transportministeriet) og en trafikoperatør (fx DSB). Derfor modtager en togoperatør som udgangspunkt ikke subsidier for at udføre trafikarbejdet hvorfor det skal være stand-alone profitabelt for togoperatøren at udføre trafikarbejdet. Dog tillades det ofte at lade internationale tog udføre indenlandsk kontraktbestemt trafikarbejde såfremt de opfylder kontraktbetingelserne. Derfor er flere internationale togforbindelser alligevel delvis kontraktunderstøttet. Dette gør sig fx gældende for både DSB's og SJ's internationale tog til Hamborg/Berlin.

For at få økonomien til at hænge sammen er det derfor nødvendigt for operatøren at sikre en høj gennemsnitlig belægningsgrad i begge retninger. For en international togforbindelse med flere regionale stop undervejs forventes således at skulle have en gennemsnitlig belægningsgrad på minimum 40% i begge retninger for blot at tilbagebetale de direkte omkostninger forbundet med afgang. Dermed kræver lønsom, kommerciel drift med overskud en gennemsnitlig

belægning der er væsentligt højere end de 40%. En af de større omkostningsdrivere er materielomkostningen som estimeres til ca. 2/3 af de direkte omkostninger per afgang som inkluderer finansiering, forsikring og afskrivninger på materiellet.

### 3.3 International trafik i en Europæisk sammenhæng

Mange europæiske byer har med succes etableret internationale togforbindelser og er nu godt integreret gennem både højhastigheds- og nattogstjenester.

Eurostar, TGV og ICE er eksempler på højhastighedstog, der forbinder lande som Frankrig, Schweiz, Italien, Belgien, Tyskland og Spanien. Disse tog er meget populære på grund af deres hastighed, komfort og hyppige afgange. Det er også alle eksempler på togservices der drives på kommercielle vilkår i direkte konkurrence med andre transportformer – og ses ofte som reelt alternativ til flytrafik.

Derudover, tilbyder nattogsoperatører som fx det østrigske ÖBB Nightjet bekvem langdistancerejse på tværs af Europa. Nightjet forbinder 13 europæiske lande og betjener cirka 1,5 millioner passagerer årligt. Det tilbyder en række billetmuligheder – fra standard siddevogne til mere premium private sovekupéer – hvilket sikrer fleksibilitet og imødekommer alle typer af rejsende.



## 4 Rammerne for internationale tog

Infrastruktur og gode rammebetingelser er forudsætninger for en effektiv jernbanedrift. Dette afsnit kortlægger rammerne for at sikre adgang til banen ("kanaltildeling"). Derudover kortlægges også de største tekniske infrastrukturudfordringer som international togoperatører står over for.

### 4.1 Kanaladgang for internationale tog

En af udfordringerne for internationale togforbindelser til og fra København er den begrænsede sporkapacitet ("kanaler"), der er til rådighed for nye internationale togafgange. Dette problem skyldes to primære faktorer: 1) den tilgængelige kapacitet på Københavns Hovedbanegård og 2) den nuværende politisk bestemte prioriteringsmekanisme af togtrafik i Danmark.

Kanaladgang til København: I øjeblikket opererer Københavns Hovedbanegård med cirka 60% af sin samlede kapacitet. Men i myldretiden — dvs. i tidsrummet mellem ca. kl. 6-9 og ca. kl. 14-17 — er der minimal eller ingen ekstra kanal til rådighed. Denne mangel på kapacitet i myldretiden blokerer effektivt for indgangen af internationale tog, hvilket næsten ikke efterlader plads til nye tjenester i disse spidsbelastningsperioder. For udvalgte togforbindelser hvor København er et stop på vejen – fx Stockholm-Berlin – øges kompleksiteten, da toget skal "vendes" på København H.

To alternative ankomststationer eksisterer til København H – København's Lufthavn samt København Syd (tidl. Ny Ellebjerg Station). København's Lufthavn udvides med en perron således at den har 4 perronspor for at imødekomme den øgede efterspørgsel. København Syd er fortsat under udvikling, men tilbyder allerede nu en gode skiftemuligheder til øvrige kollektive transportsystemer i hovedstaden. Dog er selve stationsmiljøet fortsat på et tidligt stadie. Der er dog – fra operatørsiden – et klart ønske om at afgang fra København H, da et af togets klare værditilbud er ankomst i bymidten på storbyer.

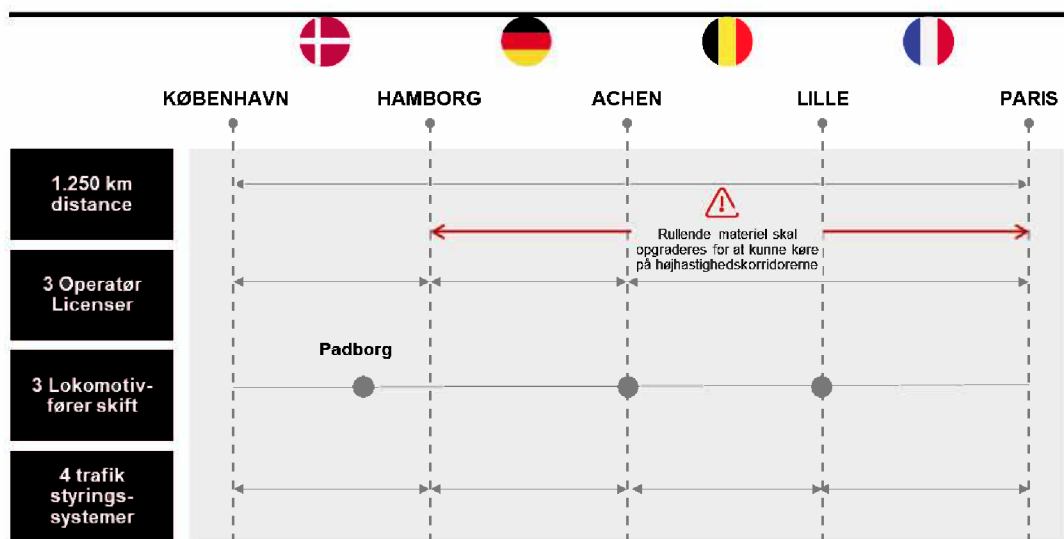
Kanaltildeling: Adgang til at køre tog på det danske skinnenet tildeles efter et defineret prioriteringssystem bestemt i Bekendtgørelse om tildeling af jernbaneinfrastrukturkapacitet (kanaler). International fragt gives den højeste prioritet for at sikre effektiv bevægelse af varer på tværs af grænserne. Offentlig service transport rangerer som nummer to, efterfulgt af kommerciel fragt og passagertrafik. Som resultat heraf bliver internationale passagertog ofte tildelt den laveste prioritet, hvilket yderligere begrænser deres adgang til attraktive ankomst- og afgangstidspunkter for internationale tog.

## 4.2 Landespecifik jernbaneinfrastruktur

Den Europæiske jernbane har historisk set været udviklet af private selskaber og nationalstater for at understøtte person- og godstransport inden for de enkelte landegrænser. Først med EU's Jernbanepakke IV introduceredes egentlige tekniske standarder (TSI'er) som der nu arbejdes i retningen af for at skabe en mere ensartet jernbane på tværs af Europa med mulighed for "interoperabilitet". Det vil sige, at et tog teoretisk set skal kunne køre fra Sicilien til det nordlige Skandinavien.

Virkeligheden i dag – og i år fremover – er, at banernes tekniske grundlag er forskellige. Figur 6 viser eksempelvis hvordan en togoperatør som skal drive en 1250 km togforbindelse mellem København og Paris skal sikre 3 jernbanelicenser (RU), 3 togførere med relevant uddannelse samt sikre at materiel kan køre på 4 forskellige togstyringssystemer (TCS). Praktisk betyder det i dag, at operatører er nødt til at samarbejde på tværs af landegrænser og udveksle personale og materiel for at sikre en god kundeoplevelse.

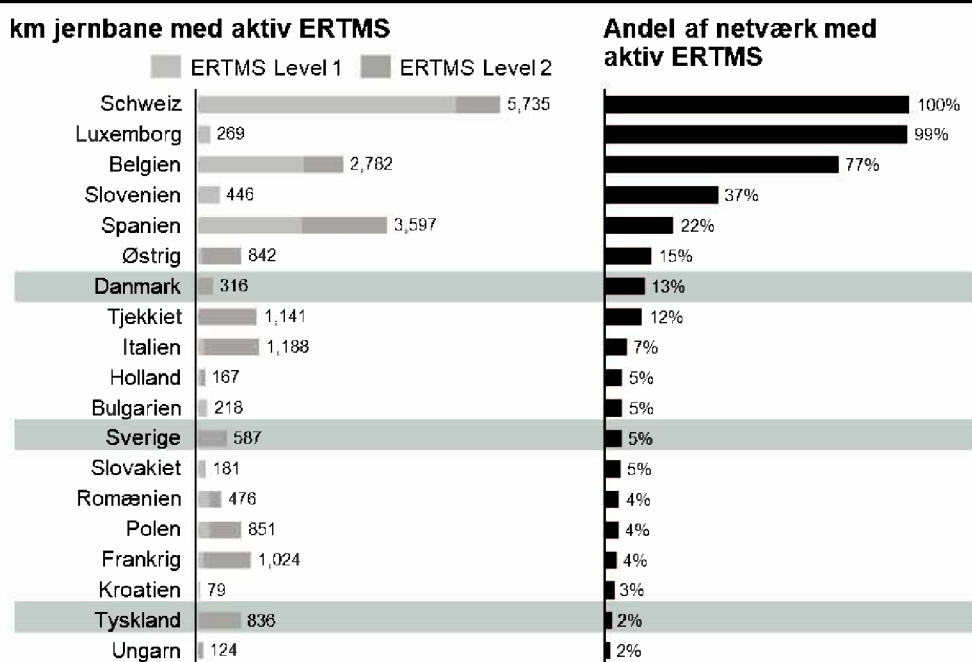
**Figur 6, Eksempel på manglende standardisering af den Europæiske jernbane**



Lige nu implementeres et tog- og trafikstyringssystem baseret på en fælleseuropæisk standard (ERTMS – European Rail Traffic Management System). Som figur 7 indikerer, så er store dele af Europa ganske langt fra at opfylde ambitionen – med ganske få undtagelser.

**Figur 7, ERTMS udrulning i Europa**

Marts 2025



Banedanmark driver pt. signalprogrammet som skal bibringe ERTMS til danske baner inden 2033 på den statslige jernbane.

I Tyskland er man begyndt udrulning af ERTMS på de nordlige baner, og selvom flere baner forventes klar til 2030, forventes Tyskland først at være i mål med landsdækkende ERTMS udrulning i 2040. Derudover, vil dette medføre signifikante investeringer i infrastruktur og deraf afledt sporarbejder over de kommende år som kan skabe forsinkelser for togpassagerer på de berørte strækninger.

I Sverige forventes fuld udrulning af ETCS (togstyringsdelen af ERTMS) fuldført i 2035.

Dette betyder at lokomotiver som skal køre mellem Sverige, Danmark og Tyskland vil skulle have dansk, svensk og tysk togstyringssystem i tillæg til den kommende standard, ERTMS, eller alternativt, skal man skifte lokomotiv ved grænserne. Det skaber enten en ekstraomkostning for togoperatørerne ifm. materieludgiften såfremt man skal have alle togstyringssystemerne installeret – eller, det skaber en driftsmæssig kompleksitet med udskiftning af materiel ved grænserne.

## 5 Muligheder for at fremme togturisme

International togturisme er voksende og med stigende interesse fra kunder i ind- og udland, hvilket skaber grundlag for øget trafikudbud. Dog skaber mange af de udfordringer, som er identificeret i rapporten, behov for øget samarbejde. Dette kan fx inkludere initiativer som forbedret billetkøb og passagerrettigheder, øget gennemsigtighed omkring rejsetider og priser eller subsidiering af internationale tog. Desuden er samarbejde med internationale operatører og turistorganisationer afgørende for at stimulere efterspørgsel og forbedre rejseoplevelsen.

Derfor kræver dette et samarbejde mellem...

- Togoperatører på tværs af landegrænser
- Infrastrukturejere
- Erhvervslivet, blandt andet gennem Destination Marketing Organisationers indsatser
- Myndigheder på national og europæisk plan

På baggrund af ovenstående, inviterer Københavns Kommune sammen med Wonderful Copenhagen interesserede parter til at indgå i et Partnerskab for International Togturisme.

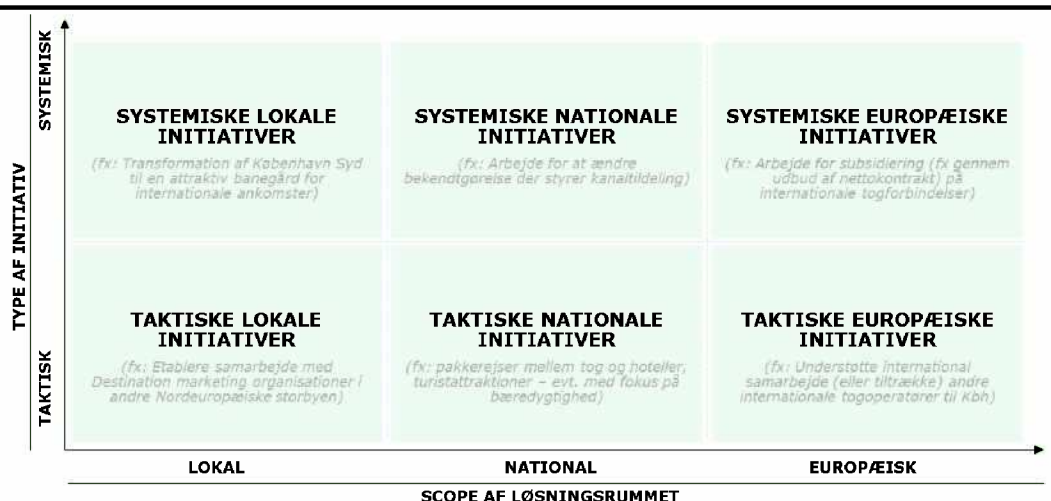
Formålet med Partnerskab for International Togturisme er at skabe en samarbejdsplatform, der forener partnere med henblik på at

1. Drive vækst i togturisme til/fra/via hovedstadsregionen
2. Samarbejde på tværs af aktører relateret til togindustrien i Danmark og på nærmarkederne
3. kabe endnu mere indsigt og viden med udgangspunkt i hver virksomheds specifikke indsigter
4. Etablere et overblik over de barrierer og muligheder, som partnerskabet skal arbejde videre med

Partnerskabets mulige fokusområder er forsøgt illustreret i figur 8 som dækkende både systemiske og taktiske tiltag på lokal, nationalt eller europæisk plan. Lokalt plan værende fx tiltag der kan drives af eller med aktører fra fx København (eller anden storby) uden afhængigheder til andre. Nationalt plan værende tiltag som kræver samarbejde på tværs af flere aktører eller lovgiver på nationalt plan. Europæisk plan er tiltag der kræver samarbejde på tværs af flere lande eller EU-lovgivning.

I arbejdet med rapporten er der givet eksempler på mulige taktiske tiltag på alle 3 plan – fx markedsføring af togets reelle værditilbud ift. fly, rejsepakker med tog, markedsføring af *København med tog* i samarbejde med udenlandske destination marketing organisationer osv.. Der er derfor rig mulighed for aktørerne til at understøtte øget international togturisme uden at det nødvendigvis er større systemiske europæiske tiltag.

Figur 8, Partnerskabets mulige fokusområder



Flere operatører udviser allerede interesse for at etablere flere internationale togforbindelser til/fra/via København. Det være sig både DSB, SJ og andre nordiske togoperatører – men også centraleuropæiske spillere såsom RDC/SBB har tilkendegivet interesse. Det er derfor rapportens konklusion, at trods mange udfordringer på infrastruktursiden, så er der mange muligheder for at fremme togturismen såfremt man går sammen på sektorniveau for at adressere udfordringerne.



## 6 Kildehenvisninger

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## **RAPPORTER:**

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# Om IM\_

Stiftet i Danmark med kontorer i Aarhus, Stockholm, Malmö, Göteborg, Oslo, Zürich, München, Hamborg, Düsseldorf samt Raleigh, NC. Med 1,800+ konsulenter og multinationale klienter og projekter, tilbyder vi lokal ekspertise med et globalt perspektiv.

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# STATUS ON RAIL TOURISM 2025

WONDERFUL COPENHAGEN

*March 2025*

wonderful  
copenhagen

IMPLEMENT  
CONSULTING GROUP



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- 02 THE TOURIST
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- 04 THE OPERATOR
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# INTRODUCTION

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The Rail Tourism project was conducted in collaboration between *Wonderful Copenhagen* and *Implement Consulting Group*, commenced in January 2025 and was completed in March 2025.

The primary aim of this project is to assess the state of rail tourism in 2025 and to lay the groundwork for a partnership that can enhance rail tourism via the capital region of Denmark.

The study encompasses the following agreed-upon areas:

- An assessment of rail tourism as of 2025, addressing tourists, travelers, operators, tourism organizations, and authorities
- A summary of the partnership's objectives and focus, including potential collaborators
- Identification of possible initiatives that could be launched within the partnership

The ensuing presentation serves as a report detailing our findings and provides a comprehensive overview of the results and key conclusions.

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# INTERVIEWS | WE HAVE INTERVIEWED ALL KEY STAKEHOLDERS WITHIN DENMARK'S TRANSPORTATION LANDSCAPE

| Nr | Category                        | Organization                                                                         | Interviewee                                                                                                                                                                                                        |
|----|---------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | OPERATORS                       |     | <ul style="list-style-type: none"> <li>Bjarni Skipper, <i>Head of Price and Product</i></li> <li>Johan Ekman, <i>Head of Strategy and Business Development</i></li> </ul>                                          |
| 2  |                                 |     | <ul style="list-style-type: none"> <li>Rikke Gransøe Lange, <i>Market Director</i></li> </ul>                                                                                                                      |
| 3  |                                 |     | <ul style="list-style-type: none"> <li>Jürgen Müller, <i>EVP Strategy and Rolling Stock</i></li> </ul>                                                                                                             |
| 4  |                                 |     | <ul style="list-style-type: none"> <li>Lars Krogsdam, <i>Head of Long Term Planning</i></li> </ul>                                                                                                                 |
| 5  |                                 |     | <ul style="list-style-type: none"> <li>Linda Kragseth, <i>Product Development and Distribution Lead</i></li> </ul>                                                                                                 |
| 6  |                                 |     | <ul style="list-style-type: none"> <li>Stine Sander, <i>CCO</i></li> </ul>                                                                                                                                         |
| 7  |                                 |     | <ul style="list-style-type: none"> <li>Eva Josefine Lind, <i>Commercial Lead</i></li> </ul>                                                                                                                        |
| 8  | INFRASTRUCTURE<br>& AUTHORITIES |    | <ul style="list-style-type: none"> <li>Claudia Maria Jørgensen, <i>Head of Customers &amp; Traffic Planning (Områdechef)</i></li> <li>Peter Svendsen, <i>Director Traffic Division (Trafikdirektør)</i></li> </ul> |
| 9  |                                 |   | <ul style="list-style-type: none"> <li>Lars Olsen, <i>Train &amp; Harbor office Lead (Kontorchef)</i></li> </ul>                                                                                                   |
| 10 |                                 |   | <ul style="list-style-type: none"> <li>Jarl Zinn, <i>Project Manager (Specialkonsulent)</i></li> </ul>                                                                                                             |
| 11 | TOURIST<br>ORGANIZATIONS        |   | <ul style="list-style-type: none"> <li>Catarina Erceg, <i>Deputy Director Market Management</i></li> </ul>                                                                                                         |
| 12 |                                 |  | <ul style="list-style-type: none"> <li>Chantal van Binsbergen, <i>Strategy Director</i></li> </ul>                                                                                                                 |

# BOOSTING RAIL TOURISM | TAILWIND FROM CPH'S STRONG BRAND, SUSTAINABILITY FOCUS, NEW INFRASTRUCTURE AND ROLLING STOCK

## FACTORS BOOSTING INTERNATIONAL RAIL

|                                                                                     |                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Tourism is growing in major cities across Denmark                                                             | <ul style="list-style-type: none"><li>• Annual growth in tourism to Copenhagen and other major Danish cities <b>creates a good basis for attracting rail tourists</b></li><li>• Tourism has had an <b>average yearly growth of 6%</b>, since 2008 – and <b>international rail to Germany is growing at ~20% p.a.</b></li></ul>                                     |
|    | Both business and leisure travelers want to travel more sustainably                                           | <ul style="list-style-type: none"><li>• Sustainability is playing a <b>growing role in travel decisions</b>, with trends in sustainable tourism likely to increase visitor numbers to major cities in Denmark</li><li>• As a result, rail travel is expected to gain <b>popularity among travelers</b></li></ul>                                                   |
|    | Operators and destination marketing organizations are focusing their attention to international rail services | <ul style="list-style-type: none"><li>• By 2027, DSB, in collaboration with its partners, is anticipated to launch <b>new direct international routes</b> to Oslo, Amsterdam, and Prague</li><li>• Tourism organizations like I Amsterdam and Visit Berlin are <b>placing a strong emphasis on rail travel</b> and are already partnering with operators</li></ul> |
|   | New investments are being made to reduce travel time                                                          | <ul style="list-style-type: none"><li>• The Fehmarn link, set to open in 2029, is anticipated to <b>cut travel time to Hamburg by 2 hours</b></li><li>• The introduction of new Talgo rolling stock is <b>enhancing the comfort</b> of international travel</li></ul>                                                                                              |
|  | International night trains are gaining some momentum                                                          | <ul style="list-style-type: none"><li>• SJ has popular, <b>daily overnight services</b> that operate between Stockholm and Berlin</li><li>• The ÖBB Nightjet connects <b>Hamburg with 25 major cities</b> in Europe such as Vienna, Zurich, Paris, and Rome with its overnight services</li></ul>                                                                  |

# CHALLENGES [1/3] | VALUE PROPOSITION OF INT. RAIL IS DIFFICULT TO UNDERSTAND AND LACKING COMPETITIVENESS WITH ALTERNATIVES

## KEY CHALLENGES FACING THE TRAVELER

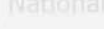
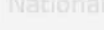
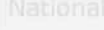
|   |                                                                                                                                                                                                                             | Potential impact                                                                                                                                                             | Action level <sup>1</sup> |          |          |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------|----------|
| 1 | <b>LACK OF TRANSPARENCY ON TRAVEL TIME</b>   General lack of transparency and comparability between travel modes (e.g., actual total travel time and cost)                                                                  |  Negatively influences the nr. of travelers choosing rail over other modes of transport   | Local                     | National | European |
| 2 | <b>LIMITED PRICE COMPETITIVENESS</b>   Ticket prices are struggling to be price competitive to LCC airlines and long-distances busses                                                                                       |  Negatively influences the value prop and attractiveness of rail as a mode of transport   | Local                     | National | European |
| 3 | <b>MAXIMUM TRAVEL TIME</b>   Rail travelers prefer journeys of no more than 6–8 hours during the day (sitting) – limiting the potential destinations to Northwestern Europe and Scandinavia                                 |  Limits the destinations that are in scope for international rail                         | Local                     | National | European |
| 4 | <b>DIFFICULT TO PURCHASE TICKETS</b>   Ticket purchasing is cumbersome and varying ticket types across sites                                                                                                                |  Negatively influences the value prop and attractiveness of rail as a mode of transport | Local                     | National | European |
| 5 | <b>LIMITED PASSENGER RIGHTS</b>   Passenger rights lack transparency and harmonization to e.g., aviation industry (e.g., refund guarantee exist, but limited cross-operator accountability for rebooking missed departures) |  Makes it very risky as a traveler, especially on longer routes with fewer departures   | Local                     | National | European |

Potential impact on the ability to accelerate rail tourism  
 Medium  High

Notes: 1) Regional: Addressed in a city or area, National: Addressed in one specific country, European: Addressed among several European countries

# CHALLENGES [2/3] | OPERATORS STRUGGLE TO MAKE A PROFIT FROM THE OPERATIONS AS DEMAND IS NOT SUFFICIENT TO COVER UTILIZATION NEED

## KEY CHALLENGES FACING THE OPERATORS

|   |                                                                                                                                                                                                             | Potential impact                                                                                                                                                                        | Action level <sup>1</sup>                                                                                                                                                                                                                                         |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | <b>WHILE GROWING – DEMAND IS STILL LOW</b>   While demand is picking up, total number of international rail tourists traveling is only 300k/year – approx. 1-2% of CPH airport – and <1% of DSB traffic     |  Operations quickly become subscale/underutilized                                                    |          |
| 2 | <b>HIGH FIXED COSTS DRIVE NEED FOR MINIMUM UTILIZATION</b>   To cover marginal costs of the departure, a minimum average capacity utilization of +40-50% is required in both directions                     |  Puts pressure on the business case for int. rail, increasing the need for subsidies and cooperation |          |
| 3 | <b>INFRASTRUCTURE DIFFERENCES</b>   Infrastructure variation across EU, and lacking interoperability creates operational complexity of long-distance international routes                                   |  Limits the destinations that are in scope for international rail                                    |          |
| 4 | <b>EXPENSIVE TO OPERATE SLEEPER COACHES</b>   Operating sleeper coaches is highly costly due to limited asset utilization – especially in a Danish/Copenhagen context                                       |  Negatively impacts the ability to operate sleeping cars                                           |    |
| 5 | <b>SUBSIDY SCHEME REGULATION</b>   While international trains in the Scandinavia can be subsidized as part of national rail traffic, in Germany, it must be fully commercial due to regulatory requirements |  Creates a larger pressure to operate with a higher capacity utilization on the trains             |    |

Potential impact on the ability to accelerate rail tourism  
 Medium  High

Notes: 1) Regional: Addressed in a city or area, National: Addressed in one specific country, European: Addressed among several European countries

# CHALLENGES [3/3] | NATIONAL TRAFFIC TAKES PRIORITY, LIMITING PRIME SLOTS FOR INT. TRAINS AND UNDERSCORING THE NEED FOR COLLABORATION

## KEY CHALLENGES GENERATED BY INFRASTRUCTURE

|   |                                                                                                                                                                                                            | Potential impact                                                                                                                                                        | Action level <sup>1</sup> |          |          |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------|----------|
| 1 | <b>CAPACITY PRIORITIZATION</b>   Network capacity is allocated based on predetermined rules, with international passenger trains receiving the lowest priority                                             |  Negatively impacts the number of attractive arrival times allocated to int. rail    | Local                     | National | European |
| 2 | <b>CONGESTION IN PEAK</b>   Arriving at Copenhagen Central is essential for many operators, but securing capacity, especially during peak hours, can be challenging                                        |  May require international trains to operate from Copenhagen South                   | Local                     | National | European |
| 3 | <b>CPH S IS UNDERDEVELOPED</b>   Travelers prefer arriving in the city center, and Copenhagen South is not yet perceived as a strong alternative – also for operators                                      |  Makes it more challenging to attract operators willing to operate from the station | Local                     | National | European |
| 4 | <b>INFRASTRUCTURE IS NATION-SPECIFIC</b>   National regulation, train driver education, train control systems (signals) forces operators to collaborate across borders – long timeline for standardization |  Increases administrative cost and complexity of launching and operating routes    | Local                     | National | European |

Potential impact on the ability to accelerate rail tourism  
 Medium  High

Notes: 1) Regional: Addressed in a city or area, National: Addressed in one specific country, European: Addressed among several European countries

# THE TOURIST

# THE TOURIST | TOURISTS TRAVELING TO CPH HAVE DIVERSE PRIORITIES, WHICH MUST BE CONSIDERED TO EFFECTIVELY BOOST RAIL TRAVEL

## KEY OBJECTIVES



- To identify **the key tourist segments** that can be attracted to Copenhagen as a destination and are willing to travel by rail, while gaining insights into their **characteristics** and **preferences**
- To gain a deeper **understanding of the overall attractiveness of each tourist segment**, specifically how well they overlap with Copenhagen's offerings as a destination and how much the tourist segments on average spend on their vacation
- To analyze how emerging tourism trends will **impact the future appeal** of these segments to Copenhagen, potentially growing the number of tourists coming to the city

## KEY FINDINGS



- ✓ There are **five key tourist segments** relevant to rail tourism in Copenhagen
- ✓ Most tourists have overlapping interests with Copenhagen's offerings, particularly **city & cultural tourists** and **life enjoyers**, that highly value *sustainability, food and culture*
- ✓ The overall spend of each segment **varies between ~7,500 – 11,300 DKK**, primarily based on length of stay and group size
- ✓ **Sustainable travel** and **culinary immersion** are among the most influential trends driving future tourism to Copenhagen

# TOURISM | IN 2024, APPROX. 40% OF OVERNIGHT TOURISTS ARRIVED IN COPENHAGEN FROM DESTINATIONS SERVICEABLE BY TRAIN

ESTIMATE

## ESTIMATED NUMBER OF INTERNATIONAL TOURISTS, 2024<sup>1</sup>

| Top 10 countries                                                                                        | Multiday-tourists (1000s) | % of total | One-day tourists (1000s) |
|---------------------------------------------------------------------------------------------------------|---------------------------|------------|--------------------------|
|  <b>Germany</b>        | 638                       | 20.0%      | 75                       |
|  <b>United States</b>  | 334                       | 10.5%      | N/A                      |
|  <b>United Kingdom</b> | 311                       | 9.7%       | N/A                      |
|  <b>Sweden</b>         | 258                       | 8.1%       | 1.020                    |
|  <b>Norway</b>         | 173                       | 5.4%       | 170                      |
|  <b>France</b>         | 138                       | 4.3%       | N/A                      |
|  <b>Italy</b>         | 134                       | 4.2%       | N/A                      |
|  <b>Netherlands</b>  | 129                       | 4.0%       | N/A                      |
|  <b>Spain</b>        | 104                       | 3.3%       | N/A                      |
|  <b>Poland</b>       | 81                        | 2.6%       | N/A                      |

## Visual overview of top 10 countries (excl. US)



Notes: 1) Assuming that each tourist spend 2.9 days on average in Copenhagen, includes all types of accommodation including hostels, camping etc.  
Source: VisitDenmark; Wonderful Copenhagen analysis; IM\_ analysis

# SEGMENTS | THERE ARE 5 KEY TOURIST AND TRAVEL SEGMENTS THAT ARE RELEVANT FOR RAIL TOURISM IN COPENHAGEN



## THE CONSCIENTIOUS FAMILIES

- **Travel group:** Generally, couples or families with children under 18
- **Vacation type:** Focus on relaxation and often staying in hotels and summer houses
- **Activities:** Enjoy coastal activities and child-friendly attractions like amusement parks and zoos
- **Budget and Sustainability:** Make eco-friendly travel choices preferring sustainable destinations



## CITY & CULTURAL TOURISTS

- **Travel Group:** Individuals or adults without children who enjoy traveling solo or in small groups
- **Vacation Type:** Prefer urban tourism with a focus on cultural and historical exploration, staying in comfortable hotels
- **Activities:** Engage in visiting museums, monuments and experiencing local culinary delights
- **Budget and Sustainability:** Balancing tourism with a conscious appreciation for local heritage and lifestyle



## NATURE & OUTDOOR TOURISTS

- **Travel Group:** Prefer vacations with their partner and without children
- **Vacation Type:** Outdoor vacations, often choosing to stay in rented holiday homes or hostels rather than hotels.
- **Activities:** Engage in nature-based activities such as hiking, spending time by the sea, interacting with locals, sports, and cultural experiences
- **Budget and Sustainability:** Make thoughtful, sustainable choices in their travel



## THE LIFE ENJOYERS

- **Travel Group:** Prefer vacations with their family, focusing on quality time together
- **Vacation Type:** Seek sunny and warm destinations that offer comfort, good food, and opportunities for relaxation
- **Activities:** Enjoy sunbathing, swimming, dining on local cuisine, and spending quality time with family
- **Budget and Sustainability:** They have a preference for social and cultural sustainability

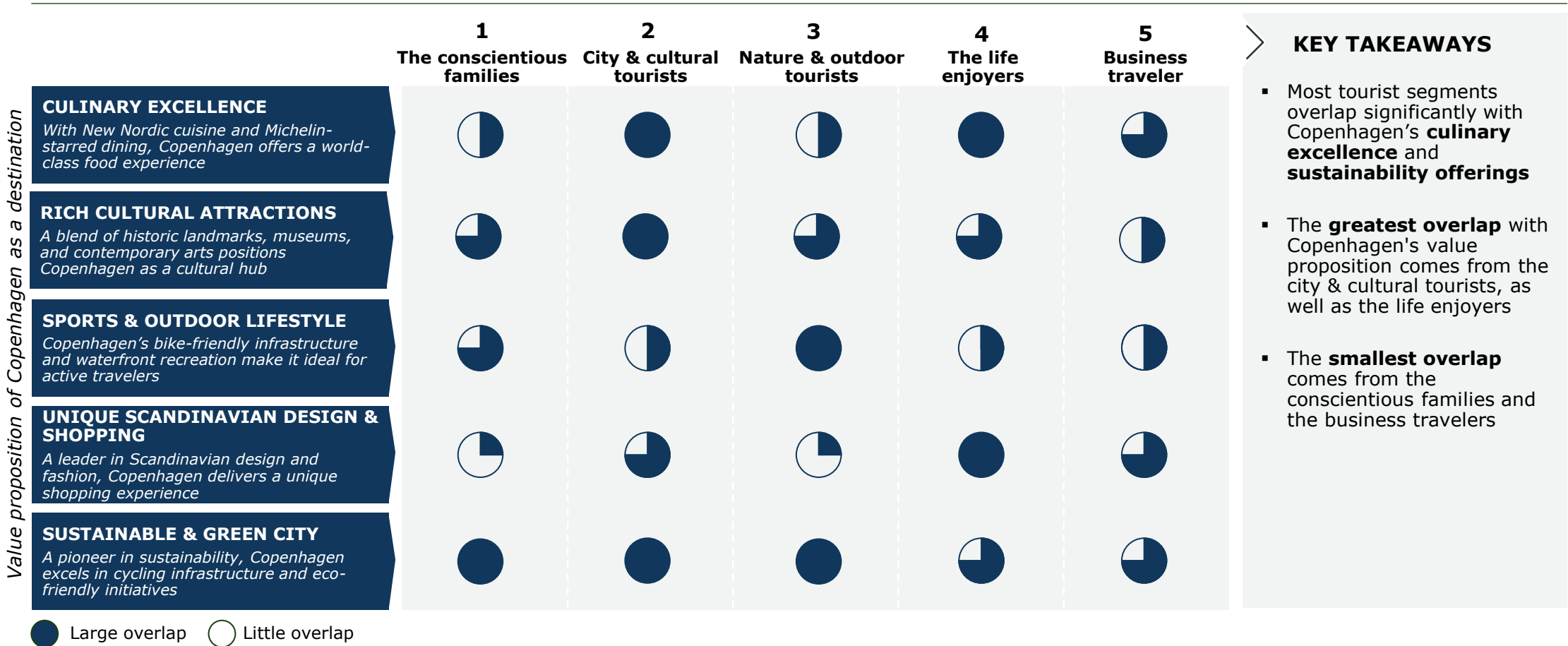


## BUSINESS TRAVELER

- **Travel Group:** Tend to travel alone, with colleagues or a spouse
- **Vacation Type:** They travel for business, or business combined with leisure
- **Activities:** Enjoys visiting restaurants, cafés museums and cultural experiences
- **Budget and Sustainability:** The business traveler often have a budget for their travels and consider sustainability to be important

# VALUE PROPOSITION | COPENHAGEN APPEALS ESPECIALLY TO THE CITY & CULTURAL TOURISTS AS WELL AS THE LIFE ENJOYERS

## VALUE PROPOSITION OVERLAP BETWEEN COPENHAGEN AND TOURIST SEGMENTS<sup>1</sup>



Sources: VisitDenmark (2023), Turistundersøgelsen (2022), YouGov (2025), IM\_ Analysis

# PROFITABILITY | THE FAMILIES SPEND THE MOST ON THEIR HOLIDAYS, NATURE & OUTDOOR TOURISTS SPEND THE LEAST

## OVERVIEW OF FINANCIALS FOR EACH SEGMENT

|                                                  | <div>1</div>  | <div>2</div>  | <div>3</div>  | <div>4</div>  | <div>5</div>  |
|--------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
|                                                  | THE CONSCIENTIOUS FAMILIES                                                                     | CITY & CULTURAL TOURISTS                                                                         | NATURE & OUTDOOR TOURISTS                                                                        | THE LIFE ENJOYERS                                                                                | BUSINESS TRAVELER <sup>1</sup>                                                                   |
| <div>X</div> Average spend per person:           | 1,196 DKK                                                                                      | 1,352 DKK                                                                                        | 1,102 DKK                                                                                        | 1,173 DKK                                                                                        | 1,498 DKK                                                                                        |
| <div>X</div> Average number of persons in group: | 2.7                                                                                            | 2.2                                                                                              | 2.1                                                                                              | 2.4                                                                                              | 2.6                                                                                              |
| <div>X</div> Average number of days per stay:    | 3.2                                                                                            | 3.0                                                                                              | 3.2                                                                                              | 2.9                                                                                              | 2.9                                                                                              |
| <div>=</div> Average spend per trip:             | 10,215 DKK                                                                                     | 8,749 DKK                                                                                        | 7,449 DKK                                                                                        | 7,988 DKK                                                                                        | 11,295 DKK                                                                                       |

The Nature & Outdoor tourists on average spend **34% less** than the business traveler

# TRENDS | WE BELIEVE THAT THERE ARE 4 KEY TRENDS THAT WILL SHAPE THE FUTURE OF TOURISM IN MAJOR CITIES IN DENMARK

## KEY TRENDS WITHIN TOURISM



### SUSTAINABLE TRAVEL

- Travelers are increasingly prioritizing sustainable travel, minimizing waste, avoiding single-use plastics, and seeking authentic experiences that benefit local communities
- Regenerative tourism goes beyond sustainability, aiming to improve destinations rather than just preserve them
- Data shows that 66% of travelers want to leave the places they visit in a better state than when they arrive



### CULINARY IMMERSION

- Travelers are showing increased interest in immersive cultural and culinary experiences
- This includes participating in local traditions, attending festivals, and engaging in authentic food experiences
- Almost 1 in 5 of global leisure travelers seek out new restaurants or culinary experiences



### COOLCATIONS

- For those accustomed to vacationing in southern Europe, the question has shifted from "Where's hot?" to "Where's not?"
- As temperatures in traditional Mediterranean summer destinations continue to hit record highs, climate change is increasingly influencing tourism
- Most Scandinavian countries have reported record tourism levels in the past 2-3 years



### REMOTE WORK (*Bleisure*)

- The rise of "bleisure" – the blend of business and leisure travel – is gaining momentum
- As remote work continues to grow, more travelers are extending business trips or working remotely from various destinations
- The trend is supported by enhanced connectivity and increasingly flexible work policies that most companies have

# IMPACT OF TRENDS | SUSTAINABLE TRAVEL TRENDS ARE EXPECTED TO HAVE THE LARGEST IMPACT ON TOURIST NUMBERS

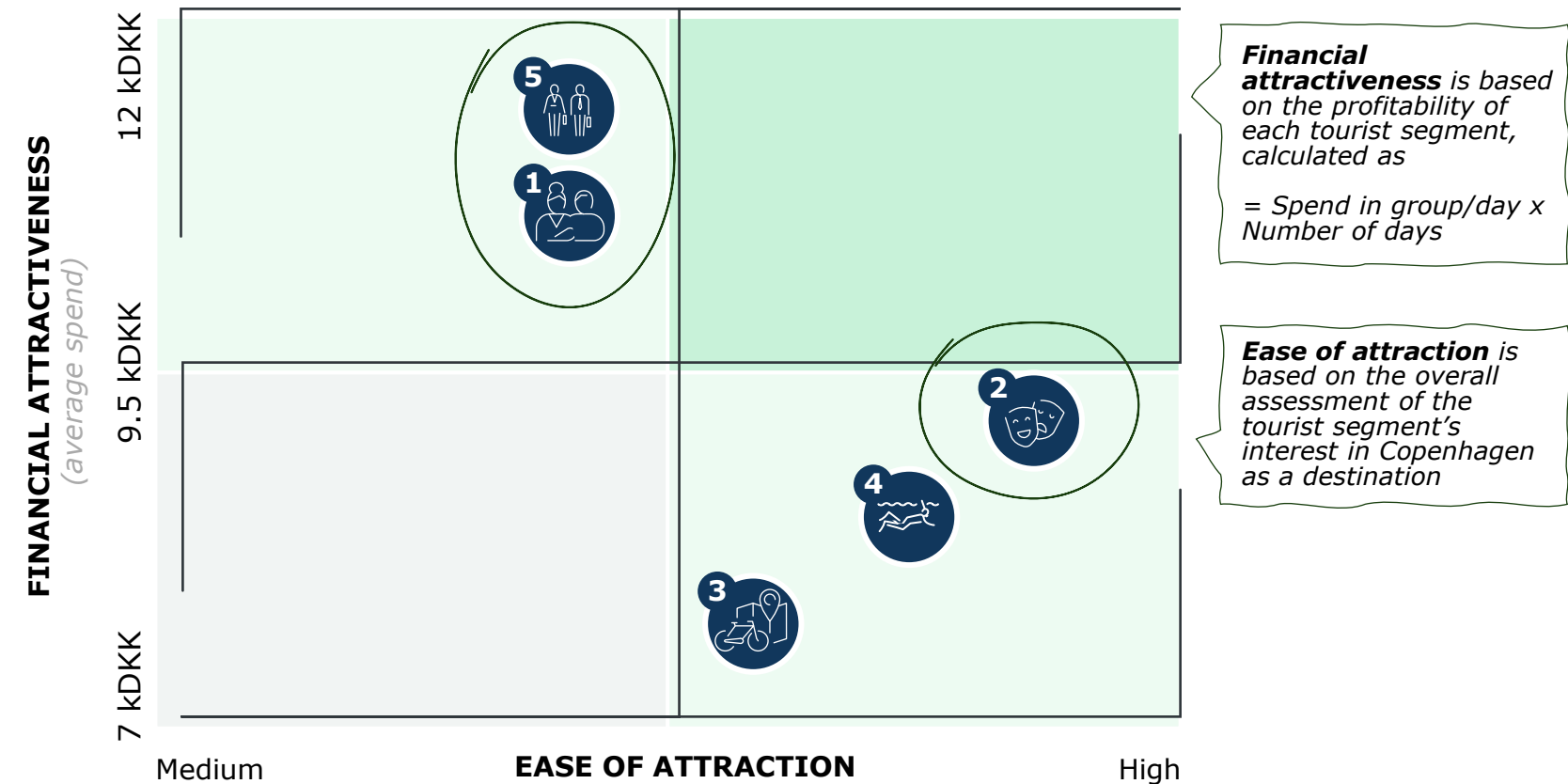
## TRENDS' IMPACT ON NUMBER OF TOURISTS

|                               | 1<br>                                                                | 2<br>                                                          | 3<br>                                                                 | 4<br>                                           | 5<br>                                                                        |
|-------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                               | THE CONSCIENTIOUS FAMILIES                                                                                                                            | CITY & CULTURAL TOURISTS                                                                                                                         | NATURE & OUTDOOR TOURISTS                                                                                                                                | THE LIFE ENJOYERS                                                                                                                  | BUSINESS TRAVELER                                                                                                                                               |
| <b>SUSTAINABLE TRAVEL</b>     | Will boost visits from conscientious families, attracted by family-friendly sustainability activities like biking, trash collection via kayaking etc. | Cultural tourists value sustainable practices, and the trend will likely make existing initiatives an added draw                                 | Will attract more nature and outdoor tourists who prioritize sustainable choices in activities, accommodations and dining                                | The life enjoyers typically appreciate high-quality, sustainable experiences, aligning well with Denmark's eco-friendly reputation | Business travelers value cities with strong eco-friendly initiatives as it reflects positively on their corporate responsibility, increasing the attractiveness |
| <b>CULINARY IMMERSION</b>     | Little to no impact on the number of conscientious families, due to their moderate interest in culinary experiences                                   | Positive impact on the number of city & cultural tourists due to their interest in local culinary experiences, such as Nordic cuisine            | Little to no impact on the number of nature & outdoor tourists, due to their limited interest in gastronomy                                              | Positive impact on the number of life enjoyers due to their interest in good food, that can be found in major cities in Denmark    | Business travelers often have higher disposable incomes and enjoy fine dining experiences as part of their trip                                                 |
| <b>COOLCATIONS</b>            | Families are likely to prefer cooler, family-friendly destinations over excessively hot climates, making Copenhagen appealing                         | Positive impact on the number of city & cultural tourists, as they seek out cooler historical destinations, compared to locations such as Greece | Likely to have a minimal or negative impact on nature & outdoor tourists, who are expected to favor more nature rich destinations like Norway or Finland | Positive impact on the number of life enjoyers due to their interest in sunny locations, sunbathing and swimming                   | Little to no impact on business travelers, given their limited choices when traveling and that it is not a vacation                                             |
| <b>REMOTE WORK (Bleisure)</b> | Little to no impact on the number of conscientious families, since they often travel with their families                                              | Positive impact on the number of city & cultural tourists, as they seek out historical destinations where they can work remotely                 | Likely to have a minimal or negative impact on nature and outdoor tourists, who are expected to favor more nature rich destinations                      | Little to no impact on the number of life enjoyers, since they often travel with their families                                    | The rise of remote work allows business travelers to extend trips to include leisure, leveraging Cph's strong infrastructure and connectivity                   |

● Positive impact on number of tourists
 ● Little to no impact on number of tourists
 ● No to negative impact on number of tourists

# ATTRACTIVENESS | THERE IS A TRADE-OFF BETWEEN PROFITABILITY AND EASE OF ATTRACTION WHEN FOCUSING ON SPECIFIC SEGMENTS

## CURRENT ATTRACTIVENESS OF THE TOURISTS



### KEY TAKEAWAYS

- Conscientious Families and Business Travelers are the **most financially attractive tourist segments** but may be the hardest to attract to Copenhagen due to their relatively lower overlap with the city's offerings
- City & Cultural Tourists are **the easiest to attract**, as Copenhagen strongly aligns with their interests, including food, culture, and sustainability
- Nature and Outdoor Tourists are the least financially attractive segment, **spending approximately 34% less** on their vacation than business traveler

# THE TRAVELER

# THE TRAVELER | THERE IS A GAP BETWEEN RAIL'S CURRENT PERFORMANCE AND THE FACTORS TRAVELERS PRIORITIZE WHEN TRAVELING

## KEY OBJECTIVES

- Identify key factors influencing **travelers' decisions to choose other modes of transport** over rail when traveling
- Gain a deeper understanding of the **current rail value proposition** from the traveler's perspective and potentially identify any benefits that are overlooked
- **Assess potential gaps** between rail performance and traveler preferences to determine necessary improvements for increasing rail tourism in the future
- Identify **key trends influencing the rail value proposition** and their potential to attract more tourists to travel to Denmark by train

## KEY FINDINGS

- ✓ **More than 70% of international travelers fly** to Copenhagen, while only 10% opt for rail
- ✓ Traveling from **nearby regions** (*e.g Stockholm, Hamburg etc.*) by rail to Copenhagen is more **affordable** and **CO<sub>2</sub>-friendly** than flying, but takes more time
- ✓ Additional travel and waiting time for air travel is often overlooked, adding up to **3.3 hours** to average total journey time
- ✓ Train fares for **longer routes** (*e.g Paris, Amsterdam etc.*) such as are on average **twice as expensive as low-cost airline tickets**, making competition challenging

# MODES OF TRAVEL<sup>1</sup> | MORE THAN 70% OF TRAVELERS FLY TO COPENHAGEN, WHILE ONLY 10% TAKE THE TRAIN

## OVERVIEW OF TRAVEL PATTERNS OF THE TRAVELER

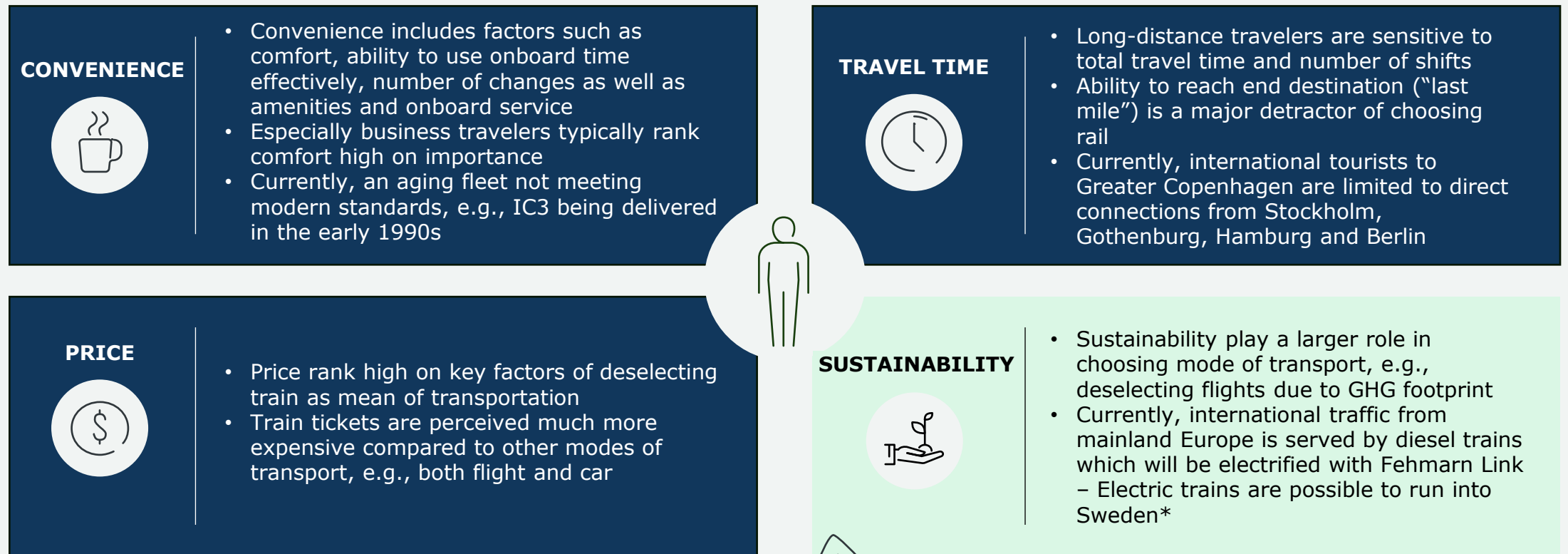
|                                                                                                       | <div>1</div> <div></div> <div>THE CONSCIENTIOUS FAMILIES</div> | <div>2</div> <div></div> <div>CITY &amp; CULTURAL TOURISTS</div> | <div>3</div> <div></div> <div>NATURE &amp; OUTDOOR TOURISTS</div> | <div>4</div> <div></div> <div>THE LIFE ENJOYERS</div> | <div>5</div> <div></div> <div>BUSINESS TRAVELER</div> | TOTAL |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <div> AIRPLANE</div> | 66%                                                                                                                                             | 69%                                                                                                                                               | 62%                                                                                                                                                  | 67%                                                                                                                                      | 82%                                                                                                                                      | 72%   |
| <div> CAR</div>      | 16%                                                                                                                                             | 12%                                                                                                                                               | 17%                                                                                                                                                  | 14%                                                                                                                                      | 7%                                                                                                                                       | 11%   |
| <div> TRAIN</div>    | 8%                                                                                                                                              | 12%                                                                                                                                               | 14%                                                                                                                                                  | 12%                                                                                                                                      | 7%                                                                                                                                       | 10%   |
| <div> BUS</div>    | 4%                                                                                                                                              | 3%                                                                                                                                                | 2%                                                                                                                                                   | 5%                                                                                                                                       | 2%                                                                                                                                       | 3%    |
| <div> OTHER</div>  | 5%                                                                                                                                              | 4%                                                                                                                                                | 4%                                                                                                                                                   | 3%                                                                                                                                       | 3%                                                                                                                                       | 4%    |

> KEY TAKEAWAYS

- Air travel is the **most common mode of transport**, with over 70% of travelers arriving in Copenhagen by plane
- Business travelers are the **most likely to fly**, with ~82% choosing the plane to Copenhagen
- Nature and outdoor tourists are **the least likely** to fly to Copenhagen
- The nature & outdoor tourists **take the train the most**, while business travelers are the least likely to do so

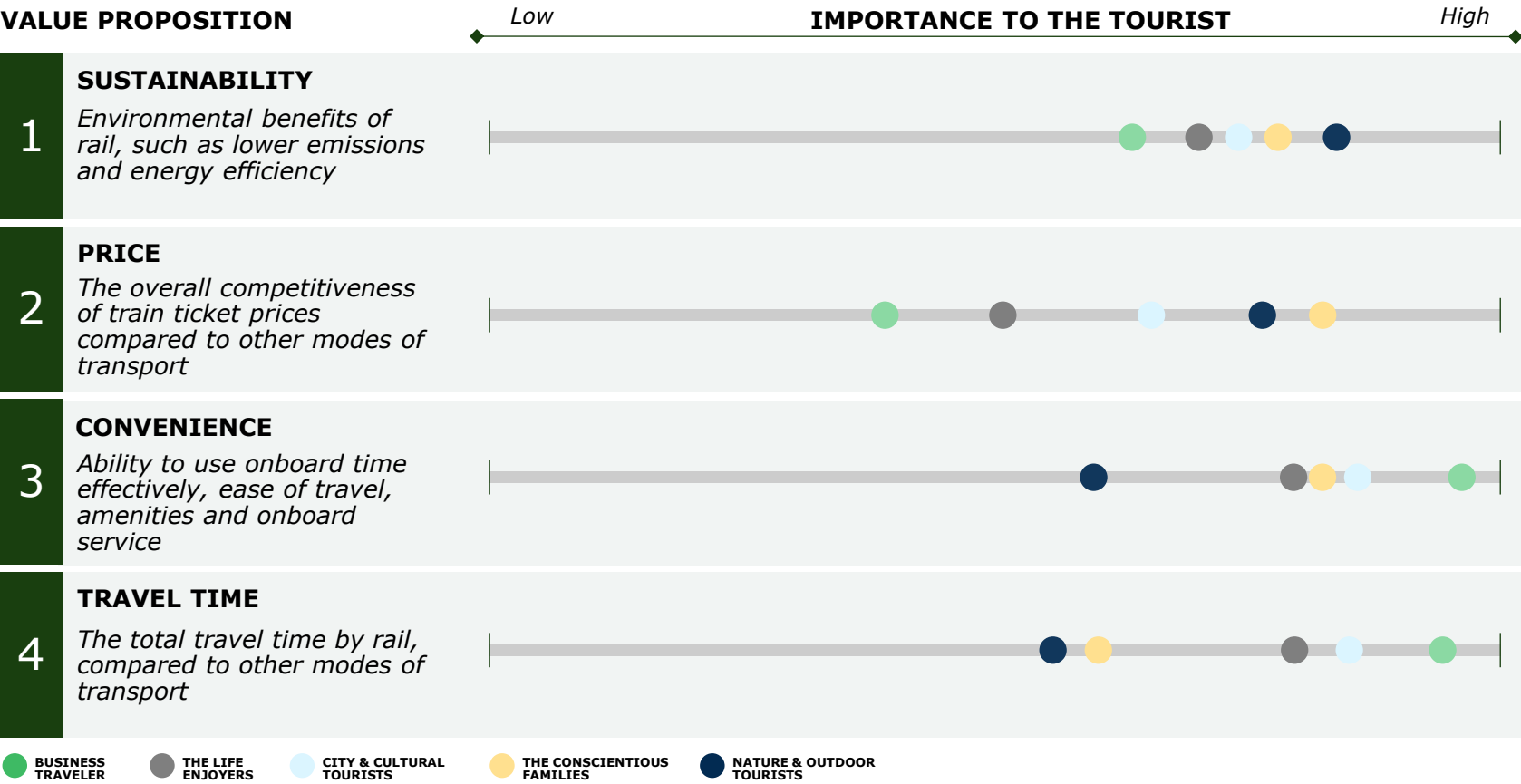
# VALUE PROPOSITION OF RAIL | THERE ARE 4 KEY BUYING CRITERIA WHEN TRAVELERS CHOOSE MODE OF TRANSPORTATION

## OVERVIEW OF KEY BUYING CRITERIA



# IMPORTANCE FOR TRAVELER | SUSTAINABILITY IS THE ONE FACTOR VALUED EQUALLY ACROSS ALL TOURIST SEGMENTS

## INDICATION OF THE IMPORTANCE OF RAIL'S VALUE PROPOSITION PER SEGMENT



### KEY TAKEAWAYS

- Sustainability is the one value proposition where all tourist segments share a similar, **relatively high level of importance**
- To attract business travelers, travel must be **highly convenient**, with **minimal travel time** being a key factor

# TRAVELING BY RAIL | THE UNDERPERFORMANCE IN THE VALUE PROPOSITION MUST BE ADDRESSED TO ENSURE SUCCESS IN INTERNATIONAL RAIL

## KEY ADVANTAGES WITH RAIL TRAVEL

|             |                                                                                     |                                                                                                                                                            |
|-------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CONVENIENCE |    | Rail travelers <b>arrive directly in the city center</b> , unlike airports, which are often far from urban areas                                           |
|             |    | Rail travelers enjoy a <b>more relaxed and work-friendly journey</b> with extra legroom and comfort compared to cars, buses, or planes                     |
|             |    | Rail travelers can often <b>bring pets on board</b> , making journeys more pet-friendly                                                                    |
| TRAVEL TIME |    | Rail travelers <b>avoid traffic jams</b> and most unpredictable delays common in road travel                                                               |
|             |  | Rail travelers <b>experience ~2.8 h shorter waiting times</b> , compared to airplane, avoiding long security checks, passport control, and boarding delays |
| SUST.       |  | Rail travel emits <b>only about 14% of the CO<sub>2</sub></b> produced by flying, making it a significantly more sustainable choice                        |

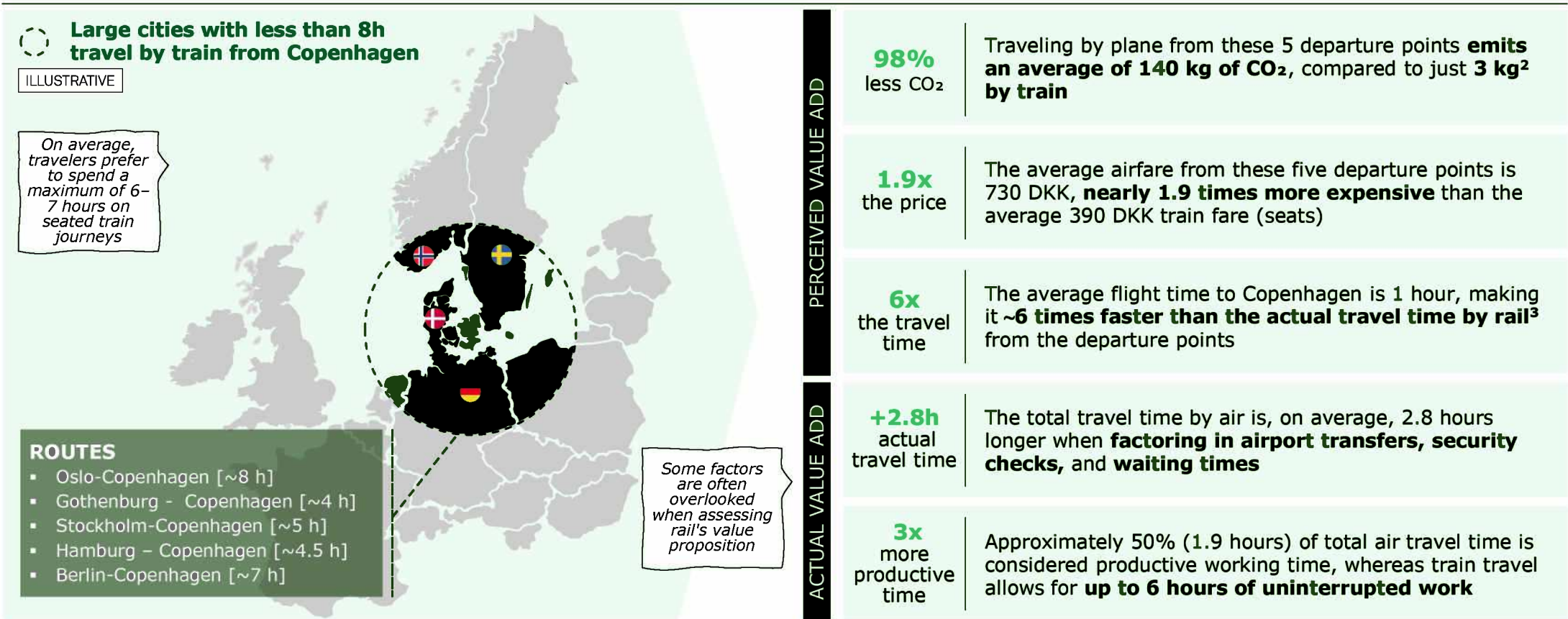
## KEY DISADVANTAGES WITH RAIL TRAVEL

|             |                                                                                       |                                                                                                                                                                       |
|-------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| CONVENIENCE |    | Rail travelers may <b>struggle to book international tickets</b> due to a lack of integration and harmonization across borders                                        |
|             |    | Rail travelers often <b>need to make at least 1 transfer</b> when traveling to and from Copenhagen (other than from Germany and Sweden)                               |
|             |    | Rail travelers often depart from and arrive in <b>less secure areas</b> , such as Gare du Nord, whereas airports are more controlled environments                     |
| TRAVEL TIME |    | Rail travelers <b>experience longer travel times</b> , especially on long journeys, and often prefer trips under 6-8 hours during the day                             |
|             |  | Rail travelers may experience delays, potentially causing them to <b>miss their connecting train</b> . This is especially problematic due to limited passenger rights |
| PRICE       |  | Rail travelers <b>frequently face higher ticket prices on longer trips</b> , compared to equivalent airfare                                                           |

The Fehmarn Link will reduce travel time when going south

# TRAVELING TO CPH | FLYING FROM SELECT ORIGINS IS FASTER BUT MORE EXPENSIVE AND LESS CO<sub>2</sub> FRIENDLY THAN TAKING THE TRAIN

## OVERVIEW OF KEY DEPARTURE POINTS<sup>1</sup>



Notes: 1) Numbers are based on data from travel booking three months ahead (month of April 2025) 2) Assuming long-distance electric trains, 3) Train and bus when traveling from Oslo  
Sources: Ecotree (2025), Google Flights (2025), The Trainline (2025), Google Maps (2025), IM\_Analysis

# TRAVEL TIME | ANALYZING THE SEGMENTS SHOWS THAT BUSINESS AND CITY TOURISTS SPEND THE LEAST ADDITIONAL TRAVEL TIME BY AIRPLANE

## DEEP DIVE ON AIRPLANE TRAVEL TIME (CITY CENTER TO CITY CENTER)

**Routes for analysis:**

- Berlin/Hamburg to Copenhagen
- Stockholm to Copenhagen

| TOURIST SEGMENTS             | TRANSPORT | PRE-FLIGHT | FLIGHT | POST-FLIGHT | TRANSPORT | TOTAL TIME | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|------------------------------|-----------|------------|--------|-------------|-----------|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 THE CONSCIENTIOUS FAMILIES | 33 min    | 100 min    | 60 min | 45 min      | 20 min    | 4.3 h      | <ul style="list-style-type: none"><li>▪ Business travelers and City &amp; Cultural tourists <b>spend the least extra time flying</b>, indicating sensitivity to long travel time</li><li>▪ Other tourist segments, especially <b>families with checked luggage</b>, spend more time at the airport, suggesting less sensitivity to longer travel times</li><li>▪ Taking the train could help <b>avoid waiting times</b> for tourists that spend a long time checking in and waiting for luggage</li></ul> |
| 2 CITY & CULTURAL TOURISTS   | 23 min    | 70 min     | 60 min | 15 min      | 20 min    | 3.1 h      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3 NATURE & OUTDOOR TOURISTS  | 33 min    | 100 min    | 60 min | 45 min      | 20 min    | 4.3 h      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 4 THE LIFE ENJOYERS          | 33 min    | 100 min    | 60 min | 45 min      | 20 min    | 4.3 h      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 5 BUSINESS TRAVELER          | 23 min    | 50 min     | 60 min | 15 min      | 20 min    | 2.8 h      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

**Travel time with train:**

- Berlin to Copenhagen: 6.5h (with direct connection)
- Hamburg to Copenhagen: 4.5h
- Stockholm to Copenhagen: 5h

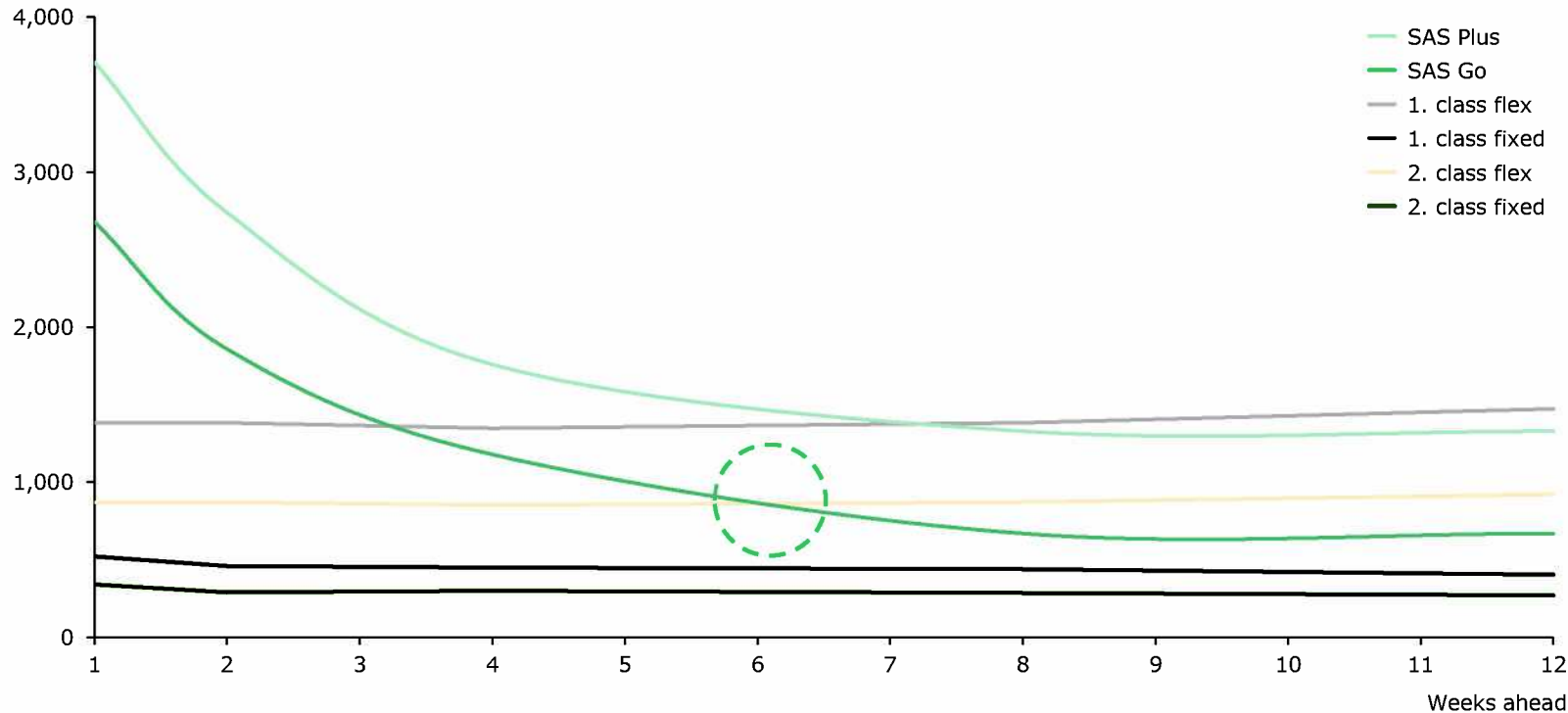
# PRICING | RAIL TICKET PRICES ARE STABLE OVER TIME AND DEPARTURES – ESPECIALLY IN COMPARISON TO FLIGHTS

EXAMPLE

## DEEP DIVE ON TICKET PRICES BETWEEN COPENHAGEN AND HAMBURG

### Price development

*DKK per single ticket, Copenhagen-Hamburg, one way, with direct connection*



### KEY TAKEAWAYS

- Train ticket prices between Copenhagen and Hamburg **remain stable**, indicating minimal dynamic pricing or demand-driven changes
- Airfare prices decrease the further in advance they are booked, indicating that price competitiveness is **highly driven by how far ahead the ticket is booked**
- At six weeks, 2nd class flex train tickets and SAS Go plane tickets align in price, **making train travel less competitive** in comparison

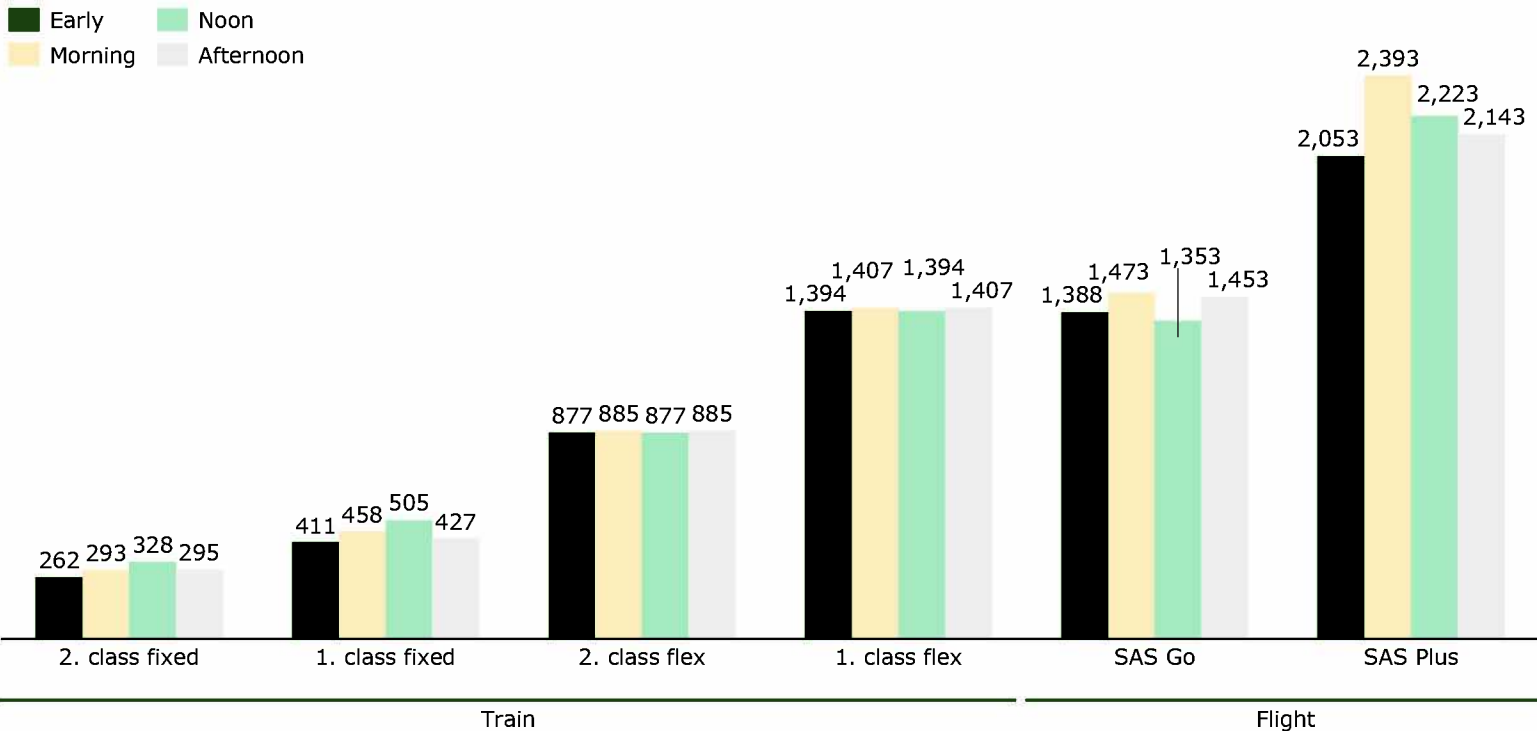
# PRICING | TICKET PRICES REMAIN LARGELY STABLE, WITH MINIMAL VARIATION BASED ON DEPARTURE TIME

EXAMPLE

## DEEP DIVE ON TICKET PRICES BETWEEN COPENHAGEN AND HAMBURG

### Price comparison across departures within each ticket class

*DKK per single ticket, Copenhagen-Hamburg, one way, with direct connection*



### KEY TAKEAWAYS

- Ticket prices remain largely stable, with **minimal variation based on departure time**. This is particularly true for flexible train tickets in both 2nd and 1st class, which show almost no price difference
- The price gap between fixed and flex first and second-class train tickets is **significantly higher** (~67%) compared to the difference between SAS Go and Plus tickets (~36%)

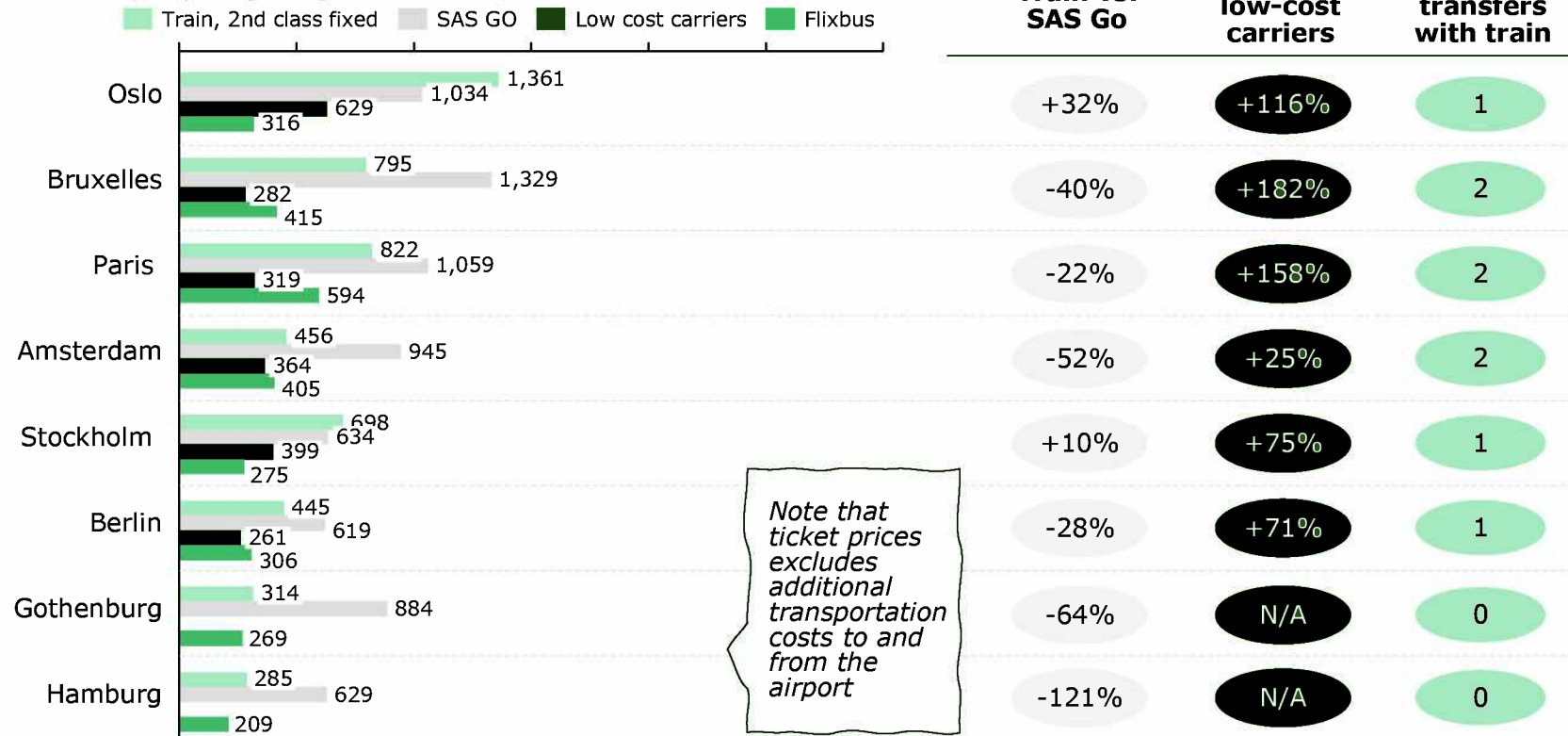
# SPRING PRICES | LCC AND BUSSES LEAD PRICING – WHILE TRAIN IS ON PAR WITH SAS-PRICES

EXAMPLE

## TICKET PRICES BETWEEN COPENHAGEN AND LARGE EUROPEAN CITIES

### Price comparison on train and airplane tickets

DKK one-way, Copenhagen to given destinations, March 25<sup>th</sup> 2025



### KEY TAKEAWAYS

- Train ticket prices are **lower than plane tickets on six out of eight destinations** when compared to full-service carriers like SAS
- However, **train tickets are cheaper across all destinations** when compared to low-cost carriers
- All airplane tickets are direct flights, while destinations like Brussels, Paris, and Amsterdam require at least two changes, **creating significant inconvenience for travelers**

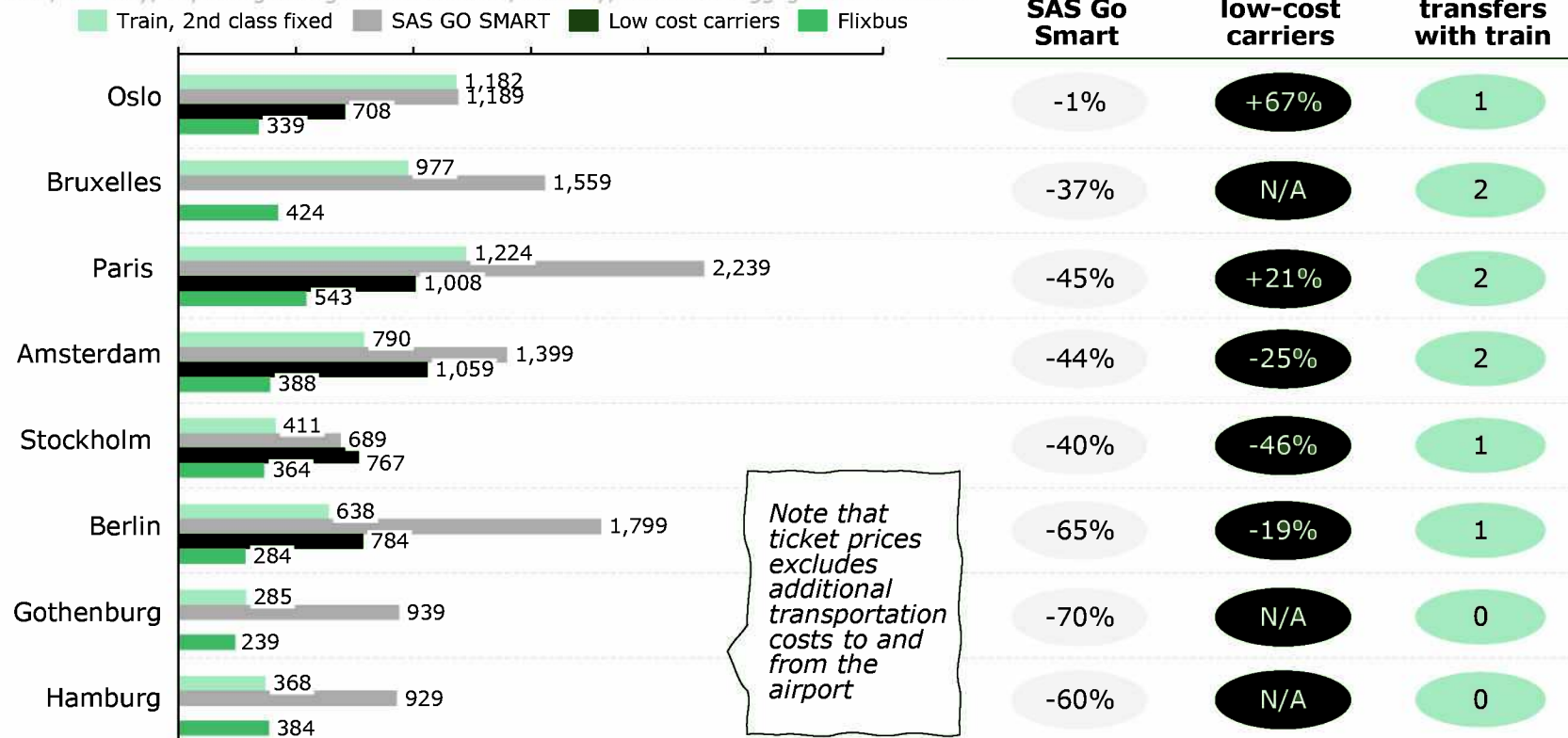
# SUMMER PRICES | TRAINS COMPETITIVE TO OTHER MODES – BUSSES STILL LEADING ON PRICE

EXAMPLE

## TICKET PRICES BETWEEN COPENHAGEN AND LARGE EUROPEAN CITIES

### Price comparison on train and airplane tickets

DKK, one-way, Copenhagen to given destinations, one way, Incl. hand luggage June 27<sup>th</sup> 2025



### KEY TAKEAWAYS

- Train ticket prices are **lower than plane tickets on all destinations** when compared to full-service carriers like SAS
- All airplane tickets are direct flights, while destinations like Brussels, Paris, and Amsterdam require at least two changes, **creating significant inconvenience for travelers**

# PLATFORM | VARYING TICKET PRODUCTS FOR THE SAME DEPARTURE ACROSS PLATFORMS – AND MINOR PRICE DIFFERENCES

## TICKET PRICES BETWEEN PLATFORMS

**DSB ticket site**

06:22 > 20:00 skift: 1 13:38 EC ICE Pris 2. Klasse 715 kr.

570 kr. 2. Klasse Non Flex / Ikke refunderbar 2082 kr. 2. Klasse High Flex

Pladsreservation Billetbetingelser Rejseinformation

Vælg om du ønsker pladsreservation Kun muligt for EC ICE

☐ Reserver plads til de rejsende. Du kan ikke vælge specifikke eller foretrukne pladser. 30 kr. Det samlede beløb for dine pladsbilletter

☐ Pladsreservation ønskes ikke

Ønsker du at reservere plads?

ICE København Hbf - Hamburg Hbf

ICE Hamburg Hbf - Zürich Hbf

Pladsreservation er allerede inkluderet i prisen

PRIS: 570 KR.

**DB ticket site**

Customer data Payment Check Cancel

→ København Hbf - Zürich Main Station 1 Person (aged 27-64) no discount Show fastest connections Show passenger details

Offers Sat 15. Mar 2025, 06:22 – 20:00 Show season tickets

| 2x1                                                                                            | Single journey<br>€74.99                                                                                                                 | 2x1                                                                                                                                                   | Single journey<br>€80.99 | 2x1 | Single journey<br>€271.30 |
|------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----|---------------------------|
| <b>Super Sparpreis Europa</b>                                                                  | <b>Sparpreis Europa</b>                                                                                                                  | <b>Flexpreis Europa</b>                                                                                                                               |                          |     |                           |
| <ul style="list-style-type: none"><li>Train-specific travel</li><li>No cancellations</li></ul> | <ul style="list-style-type: none"><li>Train-specific travel</li><li>Cancellation subject to a fee before first day of validity</li></ul> | <ul style="list-style-type: none"><li>Unrestricted choice of trains</li><li>Free cancellation until 07.03.2025, thereafter subject to a fee</li></ul> |                          |     |                           |
| → Details                                                                                      | → Details                                                                                                                                | → Details                                                                                                                                             |                          |     |                           |
| <input checked="" type="button" value="✓"/>                                                    | <input type="button" value="Select"/>                                                                                                    | <input type="button" value="Select"/>                                                                                                                 |                          |     |                           |

Equivalent to ~DKK 560

Not possible to purchase at DSB

Equivalent to ~DKK 2.020

# FEHMARN LINK CONNECTION | THE FEHMARN TUNNEL IS EXPECTED TO BE COMPLETED IN 2029, THOUGH RAIL OPERATIONS MAY FACE POTENTIAL DELAYS

## THE NEW AND FASTER CONNECTION BETWEEN DENMARK AND GERMANY

ILLUSTRATIVE

### The Fehmarnbelt tunnel will enable better and faster train connections

- **Length & Structure:** An 18-kilometer immersed tunnel connecting Rødbyhavn in Denmark to Puttgarden in Germany. It will feature a four-lane motorway and two electrified rail tracks
- **Reduced Travel Time:** The tunnel will significantly cut travel durations, reducing the current 45-minute ferry crossing to about 7 minutes by train and 10 minutes by car
- **Enhanced Connectivity:** It will shorten the rail journey between Copenhagen and Hamburg from 4.5 hours to approximately 2.5 hours – and Copenhagen-Berlin down to 4.5 hours – fostering closer ties between Scandinavia and Central Europe
- **Delays:** Some sources indicate that the rail traffic could be delayed until 2034, but that depends on the German side



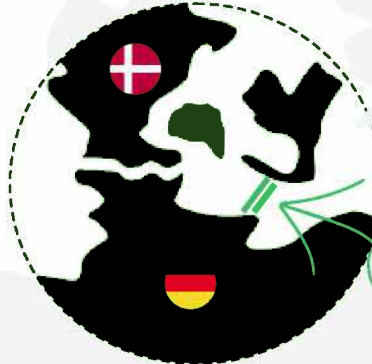
Will become **the world's longest** immersed tunnel



Will **reduce** train travel time between Cph and major cities in Central Europe by **two hours**



The tunnel is expected to be **finalized in 2029**

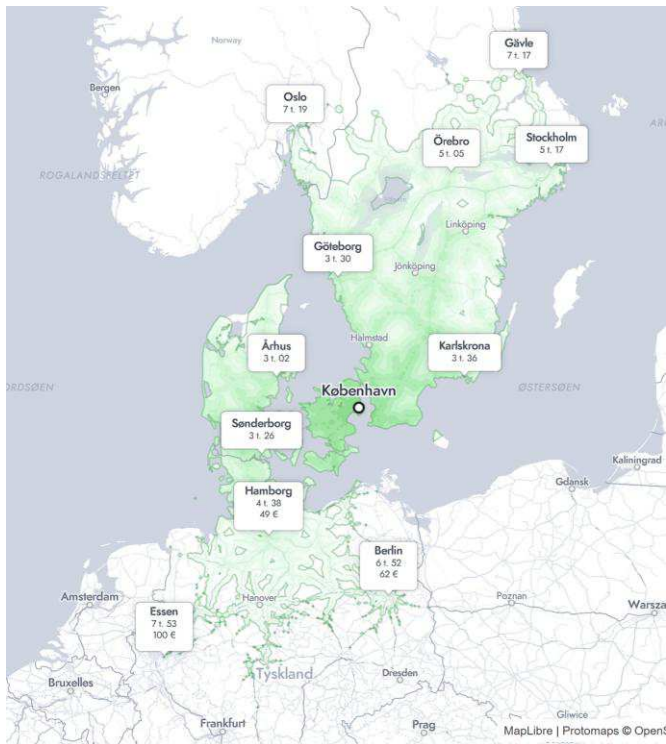


# TRAVEL TIME POST FEHMARN| ENABLING TRAVEL WITHIN APPROX. 8 HOURS FROM COPENHAGEN TO MAJOR EUROPEAN CITIES

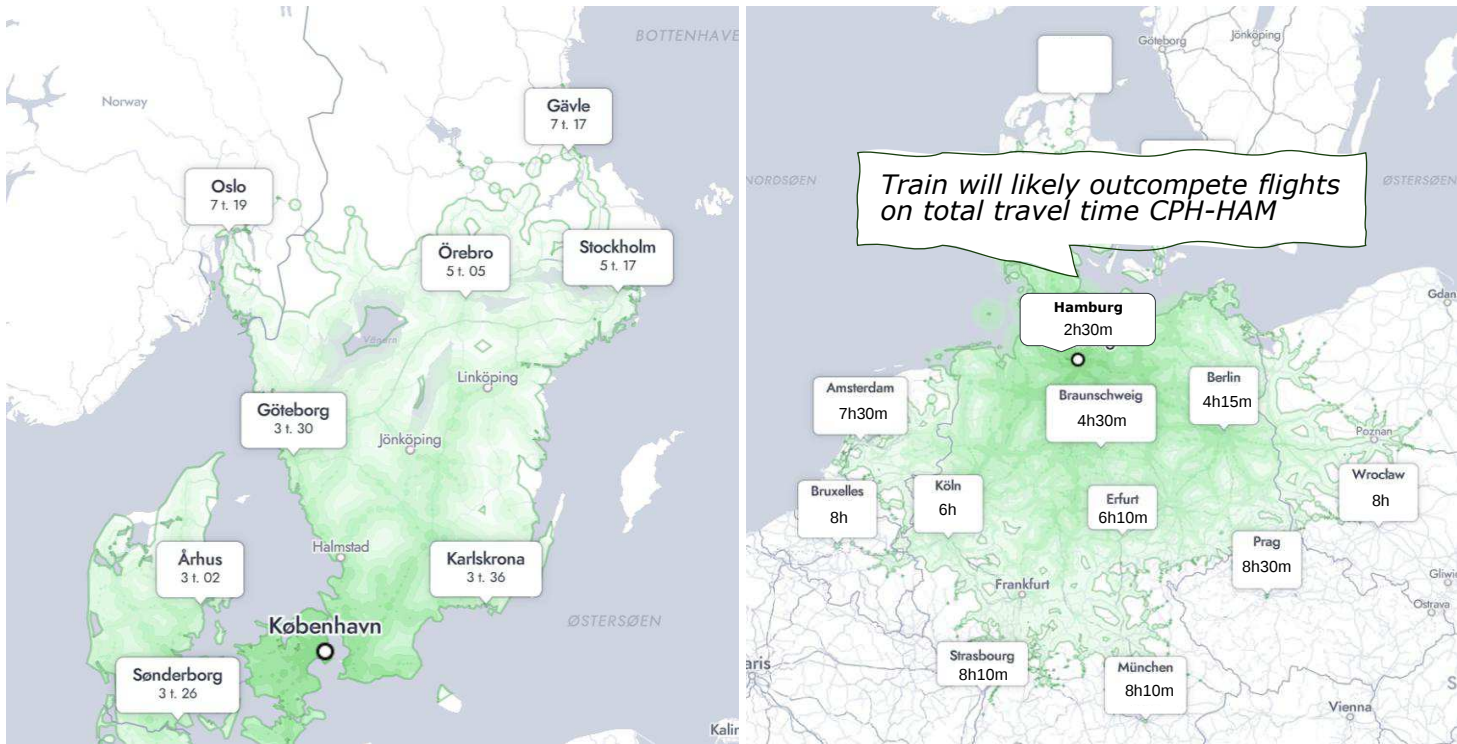
EXAMPLE

## BEFORE AND AFTER THE FEHMARN LINK

Major cities within 8 hours of Copenhagen  
pre-Fehmarn Link Connection



Major cities within ~8 hours of Copenhagen after the opening of the Fehmarn Link Connection



# TRENDS | 4 KEY TRENDS ARE EXPECTED TO INFLUENCE THE VALUE PROPOSITION OF RAIL, MOSTLY WITHIN CONVENIENCE

## KEY TRENDS INFLUENCING THE VALUE PROPOSITION OF RAIL TRAVEL



### MAKING RAIL TRAVEL MORE SUSTAINABLE

Rail operators are increasingly focusing on reducing their carbon footprint by adopting *electric and hybrid trains*, investing in renewable energy sources, and implementing energy-efficient technologies

**Sustainability:** ↗



### IMPROVING THE COMFORT OF RAIL TRAVEL

Investments in rolling stock, such as DSB's Talgo trains, are enhancing comfort and amenities. Features like high-speed internet and advanced night train carriages also aim to make the journey more appealing to travelers

**Convenience:** ↗



### IMPROVING TECH FOR MORE EFFICIENT RAIL TRAVEL

The integration of digital solutions such as IoT, AI, and Big Data to enhance operational efficiency and improve the passenger experience. This includes real-time tracking, predictive maintenance, and personalized travel services

**Convenience:** ↗  
**Speed of travel:** ↗



### IMPROVING THE SAFETY OF RAIL TRAVEL

Implementation of advanced safety and security measures including surveillance systems, automated barriers, and AI-driven monitoring to ensure passenger safety

**Convenience:** ↗

Impact on the value proposition of rail

# MAKING RAIL ATTRACTIVE | ALIGNING RAIL'S VALUE PROPOSITION AND TRAVELER NEEDS CAN POTENTIALLY INCREASE RAIL TRAVEL

## EXAMPLES OF HOW TO ATTRACT THE TRAVELERS



### THE CONSCIENTIOUS FAMILIES

- **Family Travel Comfort:** Provide child-friendly services, family seating sections, and amenities like play areas and Wi-Fi onboard
- **Cost Efficiency:** Offer family discounts and package deals making rail travel cheaper
- **Convenience:** Highlight less-stressful journeys without long airport check-ins and flexibility



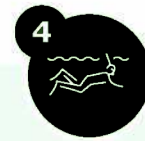
### CITY & CULTURAL TOURISTS

- **Cultural Experiences:** Marketing rail as a connector to multiple cultural spots conveniently
- **Time Efficiency:** Emphasize speed and direct city-center connections without airport travel time
- **Sustainability:** Highlight rail's reduced carbon footprint aligning with culturally conscious travel



### NATURE & OUTDOOR TOURISTS

- **Sustainability:** Engaging messaging on rail's minimal environmental impact compared to air travel
- **Nature-Friendly:** Promoting scenic rail routes enhancing the natural experiences
- **Outdoor Compatibility:** Encouraging transport of outdoor gear, such as bikes



### THE LIFE ENJOYERS

- **Luxury and Comfort:** Promote premium rail services with comfortable seating, dining options, and spacious compartments
- **Hassle-Free Travel:** Stress the convenience, seamless boarding, city-center stations reducing commute compared to airports
- **Experience:** Marketing scenic routes enhancing the travel experience, making the journey part of the vacation



### BUSINESS TRAVELER

- **Efficiency and Work Environment:** Enhance business-class services with power outlets, meeting spaces and high-speed internet for work productivity
- **Time Saving:** Direct routes with quick boarding often reducing travel duration compared to flights
- **Cost-Efficient Corporate Packages:** Introducing corporate deals, frequent traveler programs

# THE OPERATOR

# THE OPERATOR | ESTABLISHING A NEW RAIL ROUTE FACES CHALLENGES IN INTEROPERABILITY, CAPACITY, AND REQUIRES AN INCREASE IN TRAVELERS

## KEY OBJECTIVES



- Assess the frames and **requirements for profitable international rail operations**
- Gain a deeper understanding of **current international train traffic**, including passenger numbers, routes, rolling stock, and operators serving Denmark
- Analyze **existing challenges** in both international rail and Denmark's national rail network
- Explore **existing international rail networks** in Europe to identify potential learnings and best practices

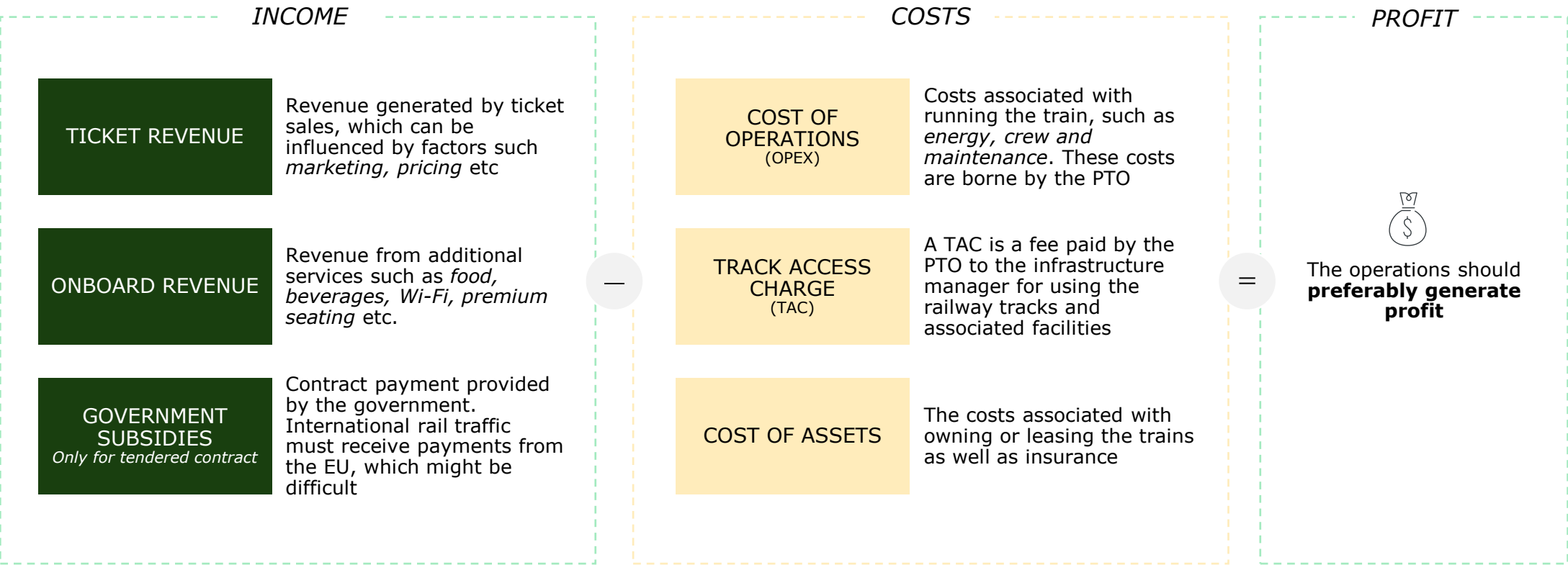
## KEY FINDINGS



- ✓ To maintain profitable operations, a **capacity utilization of 40%** is required in both directions for all departures
- ✓ International travel currently **accounts for only 4%** of DSB's total revenue, making up a small part of their overall operations, but it has been growing significantly
- ✓ **Four international routes** already connect Sweden, Denmark, and Germany, providing key cross-border rail links, with more underway
- ✓ **Interoperability and rail network capacity** remain key challenges for expanding international rail services
- ✓ Factors such as **flexibility and an extensive network** make night trains like **ÖBB Nightjet** particularly appealing to travelers

# THE BUSINESS CASE OF RAIL TRAFFIC | 6 KEY LEVERS DRIVE THE PROFITABILITY OF THE PTOS

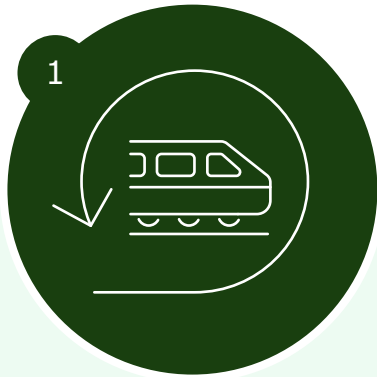
## PROFITABILITY EQUATION FOR NET CONTRACTS



# TYPES OF CONTRACTS | THERE ARE THREE MAIN CONTRACT TYPES FOR TRAIN OPERATIONS IN DENMARK

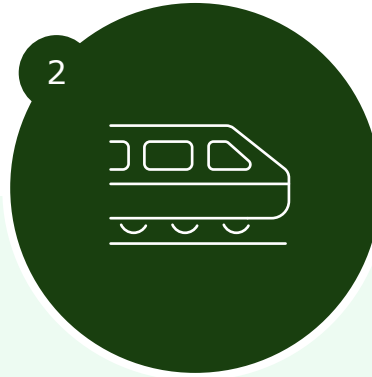
BACK-UP

## THE CONTRACT TYPES IN DENMARK



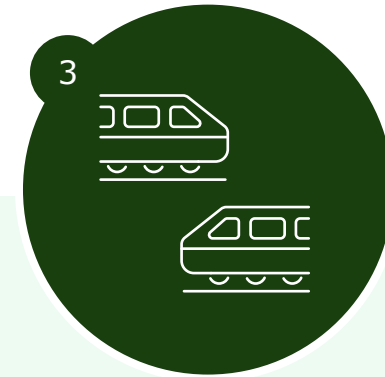
### GROSS CONTRACT

- Under a **gross contract**, the government or infrastructure owner (e.g., Banedanmark in Denmark) pays a fixed, agreed-upon amount to the train operator to run specific service
- This **payment is made regardless** of the actual revenue the operator generates from ticket sales



### NET CONTRACT

- Under a **net contract**, the train operator is paid based on the revenue it generates from ticket sales, after deducting operational costs
- In this case, the government may still **provide some level of funding** but typically offers less financial support compared to a gross contract



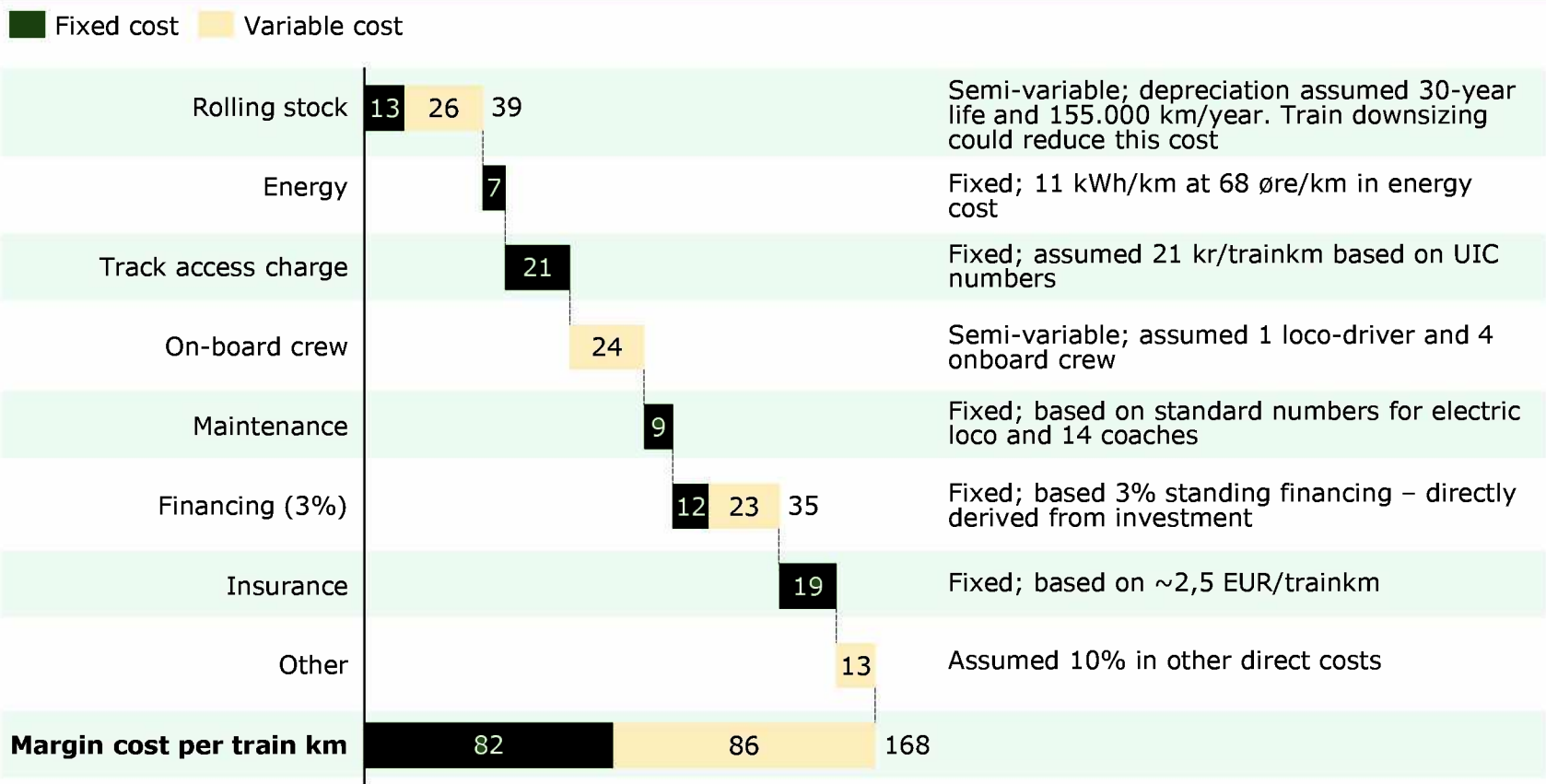
### FULLY COMMERCIAL

- Under **full commercial train operations**, the train operator is entirely independent and operates without government subsidies or contracts
- The profitability and operations are **driven by commercial decisions** and **market dynamics**

# COST STRUCTURE | THE ATTRACTIVENESS FOR THE OPERATOR WILL DEPEND ON CAPACITY UTILIZATION

## ESTIMATED COST PER TRAIN-KM, DKK

## MAIN DRIVER AND ASSUMPTIONS



### KEY TAKEAWAYS

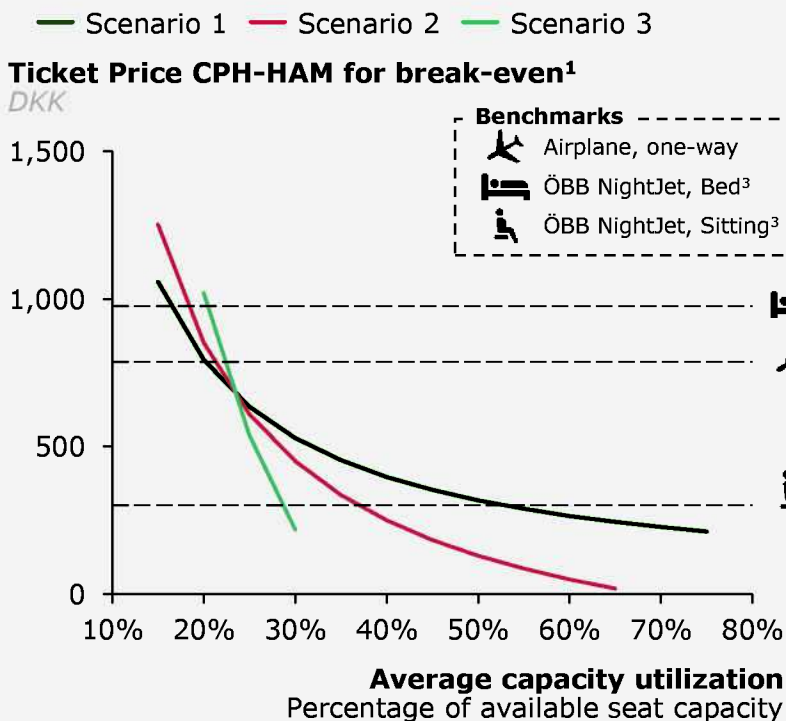
- Very limited **cost variability**
- Money-making logic for the operator is **capacity utilization**
- Trip between Copenhagen and Hamburg has an estimated **operating cost** of approximately **73k DKK** – equivalent to around **159 DKK per seat of capacity**

# UTILIZATION | OPERATORS CAN DE-RISK BY RUNNING INTERNATIONAL LINES AS PART OF THE REGIONAL SERVICES

## OVERVIEW OF UTILIZATION AND SCENARIOS

| Scenarios | Description                                                                                                                                                                                                                             | Implication for utilization patterns                                                                                                                                                |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1         | <b>International non-stop trains</b> <ul style="list-style-type: none"> <li>Non-stop operation between Copenhagen and major international cities to maximize convenience and minimize travel time</li> </ul>                            | <ul style="list-style-type: none"> <li>Assumed that 100% of the passengers are international travellers</li> </ul>                                                                  |
| 2         | <b>International intercity trains</b> <ul style="list-style-type: none"> <li>Operation between Copenhagen and major cities towards international destinations (e.g., only stopping in Odense, Kolding, Flensburg etc.)</li> </ul>       | <ul style="list-style-type: none"> <li>Assumed that 66% of the passengers are international travellers and the remainder are IC-travellers paying 1,44DKK/km<sup>2</sup></li> </ul> |
| 3         | <b>Regional train with international end-destination</b> <ul style="list-style-type: none"> <li>Operating international trains as part of contract-operation in each country of operation including all contract-based stops</li> </ul> | <ul style="list-style-type: none"> <li>Assumed that 33% of the passengers are international travellers and the remainder are IC-travellers paying 1,44DKK/km<sup>2</sup></li> </ul> |

To cover marginal costs of the departure, a minimum average capacity utilization of +40% is required



Note: 1: Only includes direct costs of the operation and excludes administrative and other overhead expenses

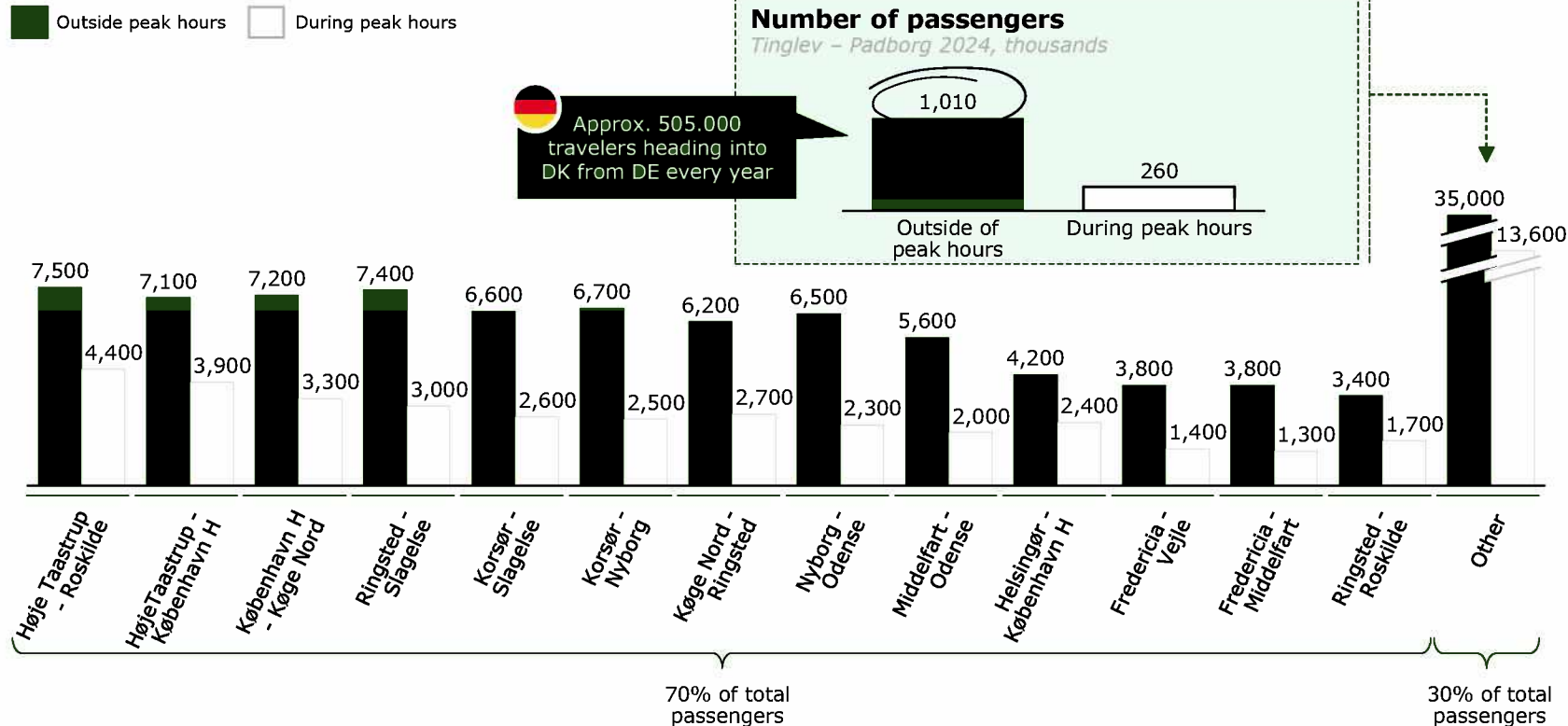
2: Based on the per-km price between Copenhagen and Padborg (standard ticket). Equivalent to a ticket price CPH-HAM of DKK 681, 3: Normalized to the HAM-CPH distance

# INTERNATIONAL TRAFFIC | INTERNATIONAL TOURISTS IS AN INSIGNIFICANT PART OF DSB'S CURRENT BUSINESS (<1%)

## OVERVIEW OF PASSENGERS AND ROUTES IN DENMARK

### Number of passengers on long-distance and regional trains

Denmark 2024, thousands



### KEY TAKEAWAYS

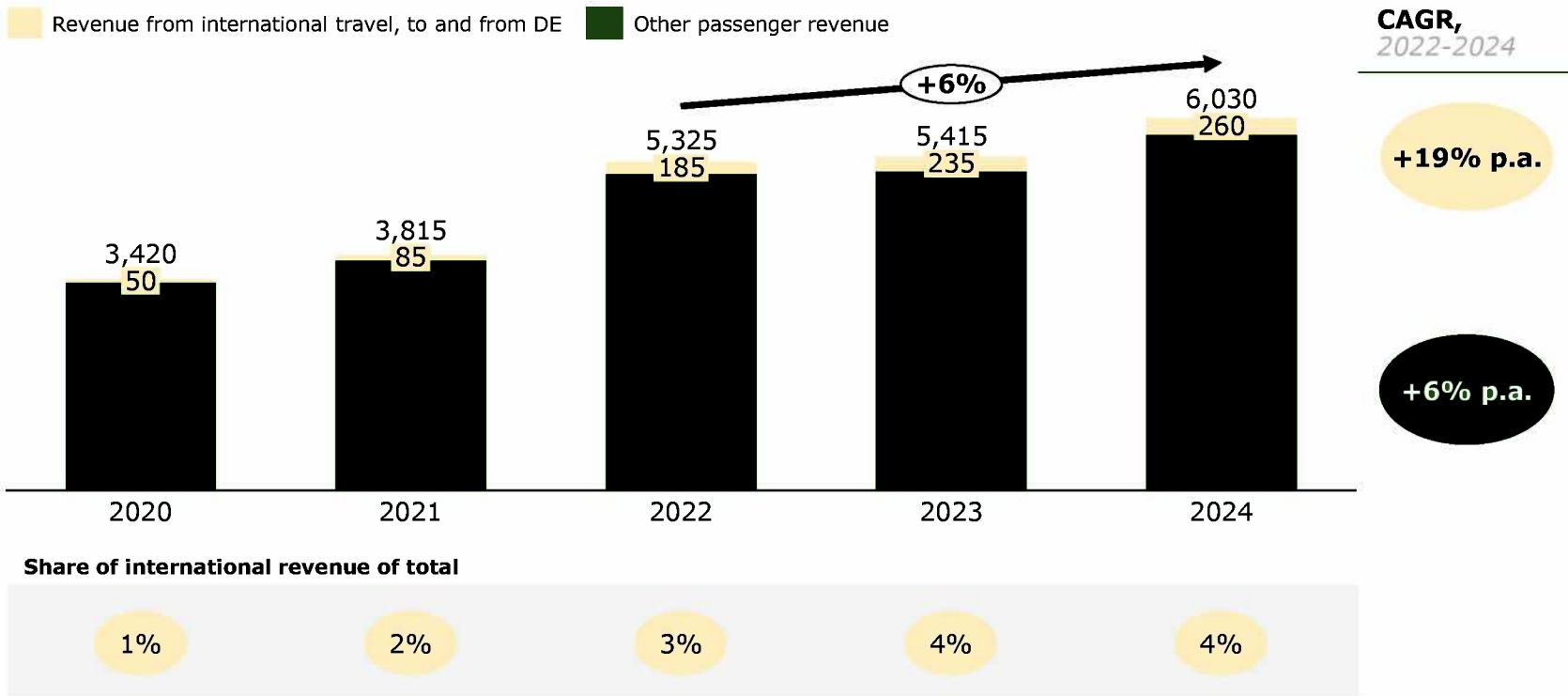
- 70% of passengers travel on just 30% of regional and long-distance routes
- ~1.3 million passengers traveled the Padborg - Tinglev route in 2024
- As Padborg is the last stop before Flensburg, most travelers on the Tinglev - Padborg route are likely commuting to or from Germany
- The ~1 million passengers traveling outside peak hours are likely tourists moving between Germany and Denmark, representing less than **1% of total passengers in 2024**

# REVENUE | ... HOWEVER, GROWING DISPROPORTIONALLY FASTER THAN THE REMAINING NETWORK

## OVERVIEW OF INCOME GENERATED BY INTERNATIONAL PASSENGERS, TO & FROM DE

### DSB passenger revenue

2020-2024, mDKK

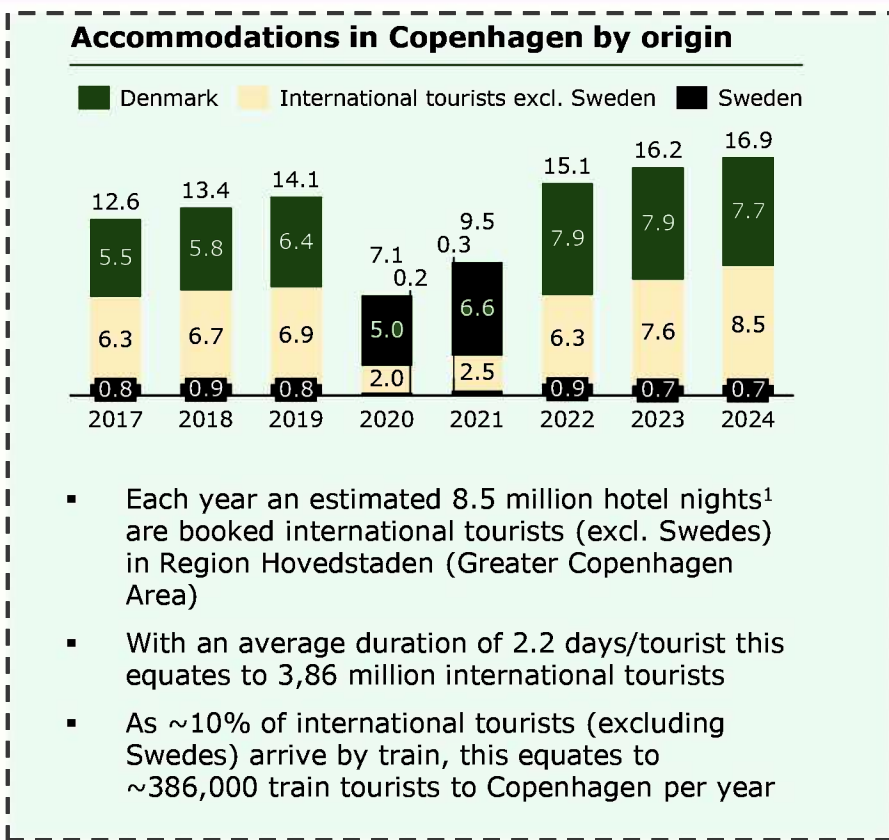
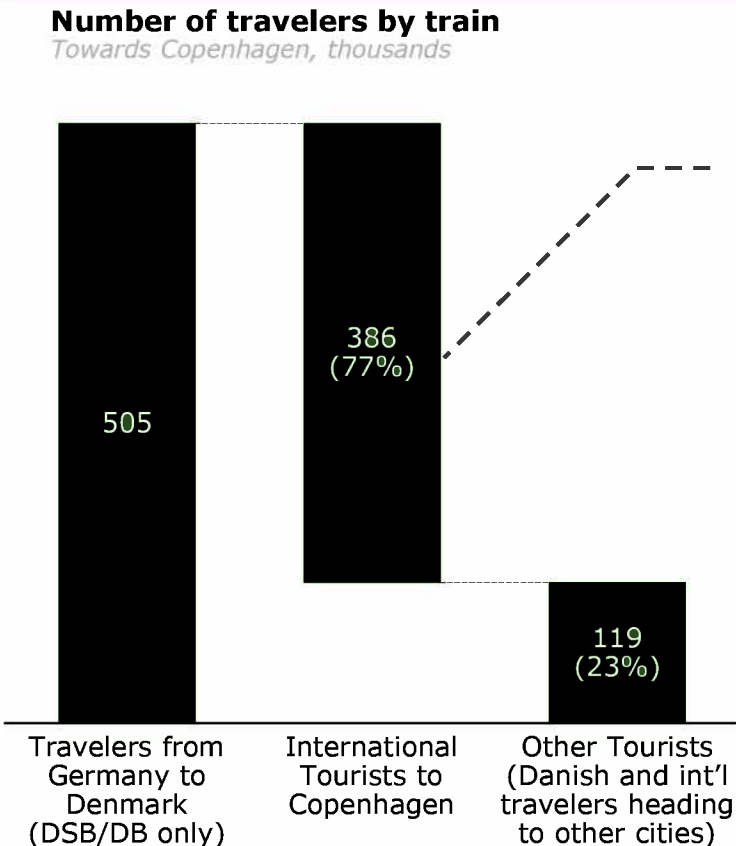


### KEY TAKEAWAYS

- Approximately 4% of DSB's total revenue comes from international ticket sales, representing a **small portion of its overall income**
- The income generated from international travel has experienced a compound annual growth rate (CAGR) of approximately **51%**, while DSB's overall revenue has grown by around **14%** since 2020 (higher than normal growth due to COVID-19)

# SUPPORTING GROWTH | INT'L TOURISTS FROM GERMANY TO COPENHAGEN CONSTITUTE APPROX. 75-80% OF THE TRAVELERS CROSSING THE BORDER

## OVERVIEW OF INTERNATIONAL TRAVELERS



**KEY TAKEAWAYS**

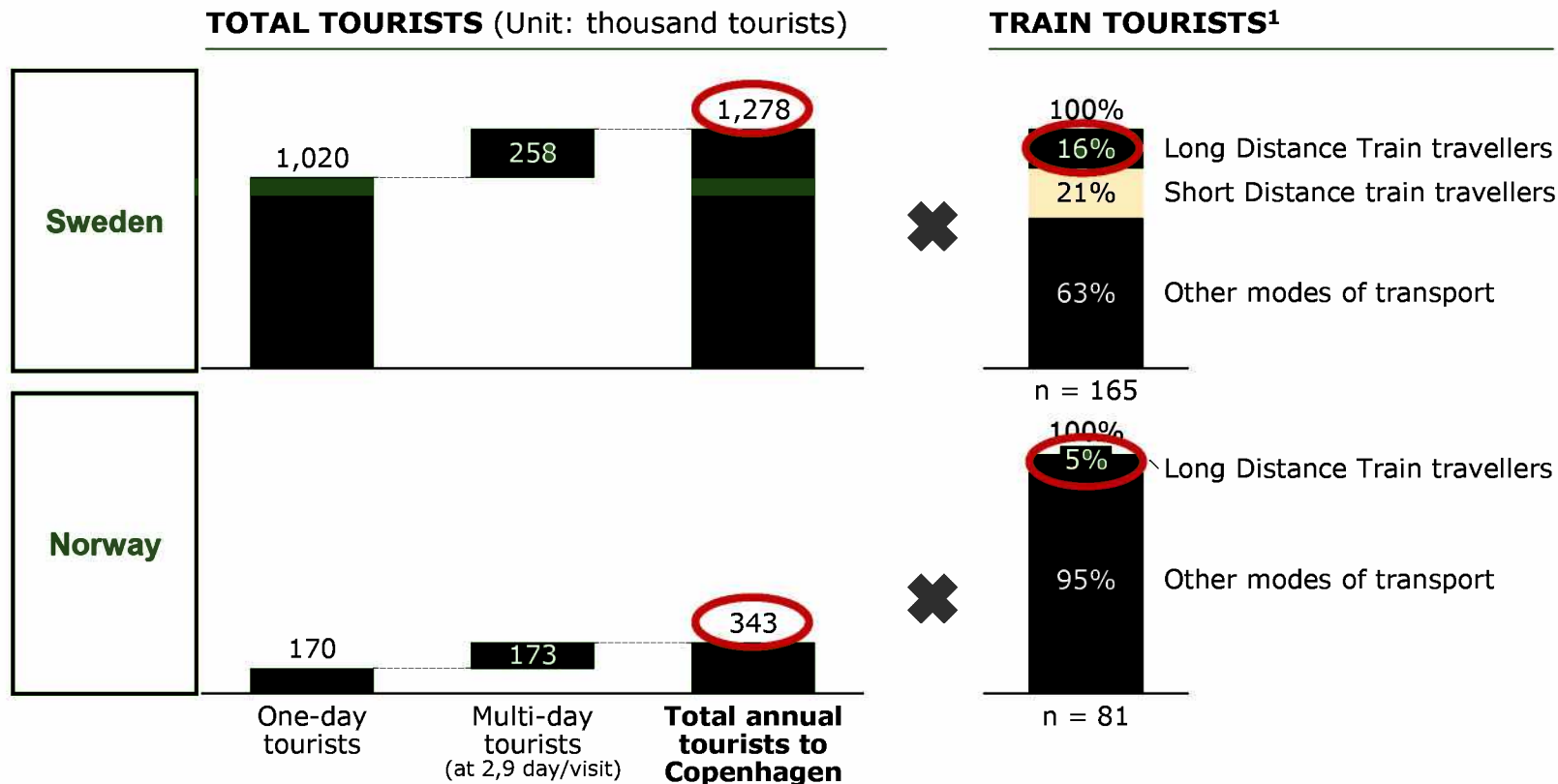
- Wonderful Copenhagen can help accelerate international rail tourism by **boosting approx. half of the traffic**
- Wonderful Copenhagen would likely have to **collaborate with other tourist associations** to accelerate the other half
- To maintain current profitability level of the operator (DSB/DB), each additional departure **requires ~100,000 additional travelers** at current price levels
- In other words; If WoCo was to support this from International Tourists alone, it would need **increase rail tourists to Copenhagen by 33%** to enable one more daily service to Germany

Note: 1) Includes all types of accommodation including hostels, camping etc.  
Sources: Wonderful Copenhagen analysis; IM\_analysis

# TOTAL RAIL TOURISTS | INTERNATIONAL TRAIN TOURISTS FROM LOCAL MARKETS IS ESTIMATED AT ~600-750.000 PER YEAR

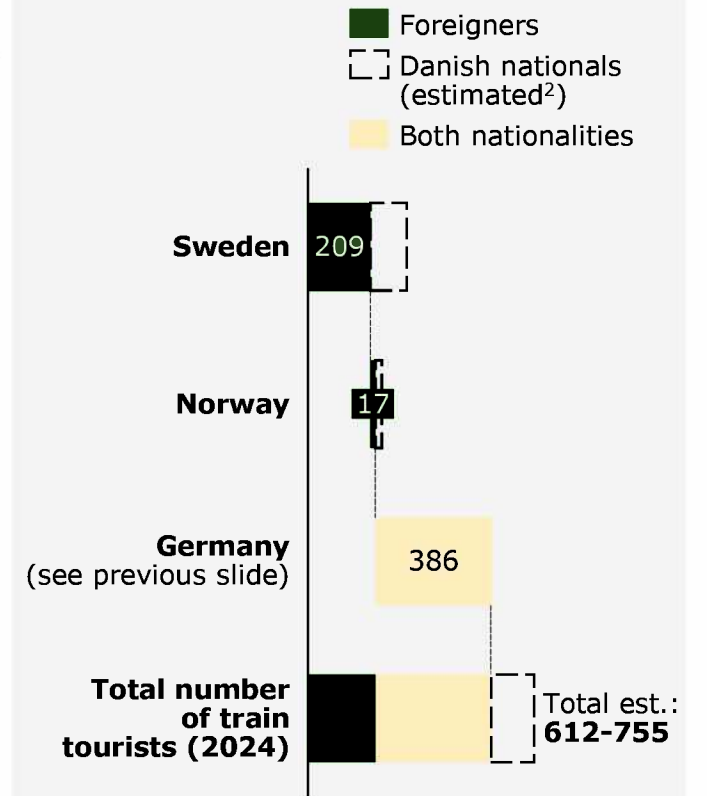
ROUGH ESTIMATES

## SCANDINAVIAN RAIL TOURISM TO COPENHAGEN



## BREAK DOWN OF TOTAL RAIL TOURISM TO COPENHAGEN (2024)

Unit: Thousand tourists per year



Note 1) Mean values applied. 95% confidence interval for Long Distance Train Travelers: Sweden 10-22% and Norway 0-10%

2) Danish nationals using the train to visit Sweden or Norway is estimated by the relative size of Copenhagen wrt. Stockholm or Oslo and assuming the same propensity to travel per capita

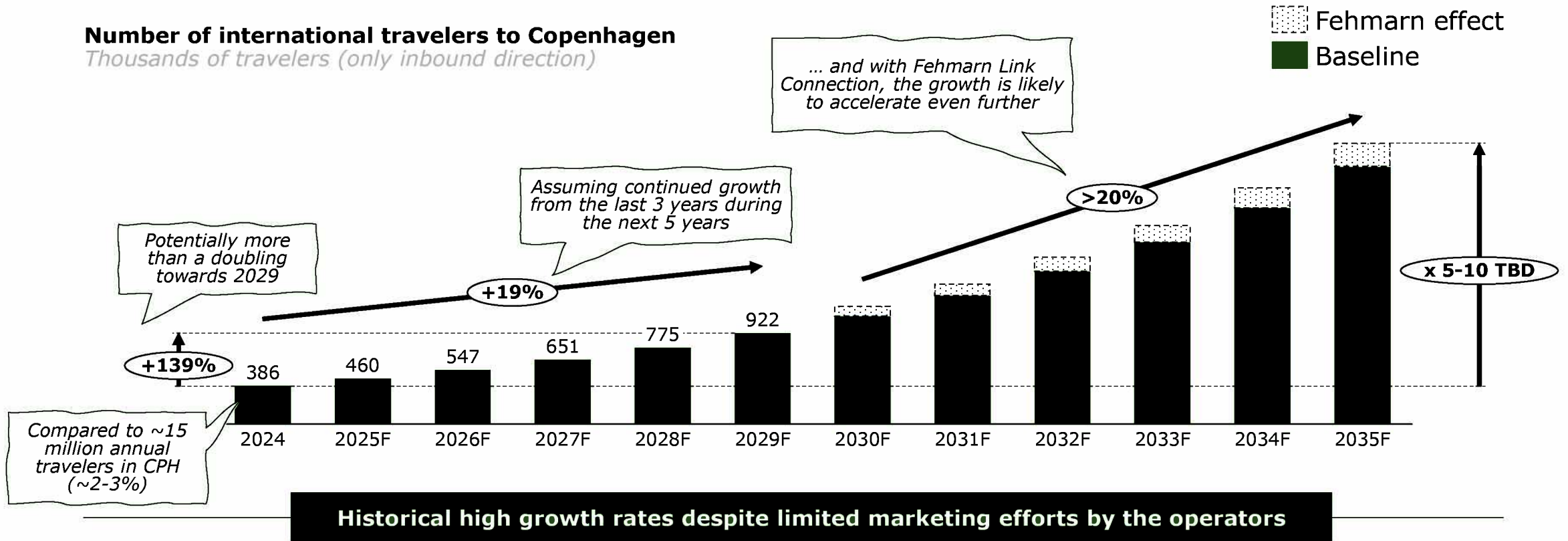
Sources: VisitDenmark; Wonderful Copenhagen Survey of international tourists' travel to Copenhagen; IM\_Analysis

# GROWTH IN TRAVELERS FROM THE SOUTH | HIGH GROWTH MARKET COULD PROVIDE THE BASIS FOR EVEN MORE FREQUENT SERVICES

INDICATIVE

## DEVELOPMENT OF INTERNATIONAL TRAVELERS

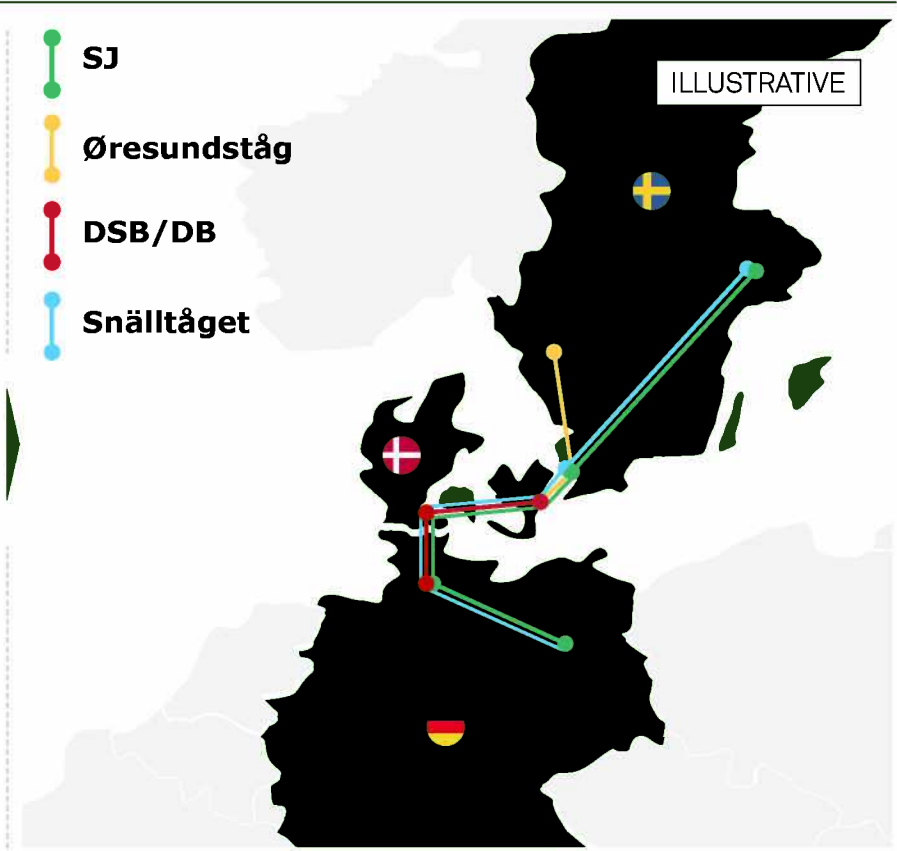
**Number of international travelers to Copenhagen**  
*Thousands of travelers (only inbound direction)*



# INTERNATIONAL DEPARTURES | THERE ARE CURRENTLY FOUR INTERNATIONAL TRAIN ROUTES CONNECTED TO COPENHAGEN

OVERVIEW OF ROUTES CONNECTING SWEDEN, DENMARK & GERMANY, 2025

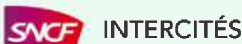
| Traveling from CPH to | Train Operator                                                                                                                                                          | Daily Departures               | Materiel                                                                            | Nr of changes | Min price <sup>1</sup><br>Seat/Couchette    |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------------------------|---------------|---------------------------------------------|
| Stockholm             |                                                                                        | 1<br><i>Except Sundays</i>     |    | 1             | 398 DKK / 471 DKK<br>(0.61 / 0.72 DKK/km)   |
| Stockholm             |                                                                                        | 1-2<br><i>Season dependent</i> |    | 0             | 454 DKK<br>(0.69 DKK/km)                    |
| Gothenburg            |                                                                                        | 15                             |    | 0             | 314 DKK<br>(1.15 DKK/km)                    |
| Hamburg               |       | 5                              |    | 0             | 285 DKK<br>(0.87 DKK/km)                    |
| Hamburg               |                                                                                        | 1<br><i>Except Saturdays</i>   |    | 0             | 389 DKK / 649 DKK<br>(1.19 / 2.02 DKK/km)   |
| Hamburg               |   | 1<br><i>Except Sundays</i>     |  | 0             | 225 DKK / 692 DKK<br>(0.70 / 2.16 DKK/km)   |
| Berlin                |   | 1<br><i>Except Sundays</i>     |  | 0             | 627 DKK / 1,008 DKK<br>(1.77 / 2.85 DKK/km) |
| Berlin                |                                                                                      | 1<br><i>Except Saturdays</i>   |  | 0             | 389 DKK / 649 DKK<br>(1.10 / 1.83 DKK/km)   |



Notes: 1) Based on exchange rate 0.65 DKK/SEK, prices are dynamic and dependent on time  
Sources: SJ (2025), DSB (2025), Øresundståget (2025), EcoTree (2025) IM\_ Analysis

# CLOSE REGIONS | MANY NEARBY COUNTRIES HAVE ROLLING STOCK WITH SLEEPER CARS, WITH SOME ALREADY OPERATING THROUGH COPENHAGEN

## OVERVIEW OF ROLLING STOCK WITH SLEEPER CARS IN CLOSE REGIONS

| Country of Origin                                                                                                                                                       | Train                                                                               | Train model                                                                                                          | Type of rolling stock                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
|                                                                                        |    | <i>SJ EuroNight</i><br>• Siemens Mobility, Vectron Locomotives                                                       | ✓ Seat<br>✓ Couchette<br>✓ Sleeping compartment                                        |
|                                                                                        |    | <i>Snälltåget</i><br>• Siemens Mobility, Vectron Locomotives                                                         | ✓ Seat<br>✓ Couchette<br>✓ Sleeping compartment                                        |
|                                                                                        |    | <i>VY Bergen Line</i><br>• Strømmens Verksted WLAB-2 sleeping coaches<br>• Adtranz & SLM, EI 18 electric locomotives | ✓ Seat & "flat" seat<br>✓ Sleeping compartm. – 2 beds<br>✓ Sleeping compartm. – 6 beds |
|                                                                                       |   | <i>ÖBB Nighjet</i><br>• Siemens Mobility, Vectron and Taurus Locomotives                                             | ✓ Seat<br>✓ Couchette<br>✓ Sleeping compartment                                        |
|   |  | <i>European Sleeper</i><br>N/A                                                                                       | ✓ Seat<br>✓ Couchette<br>✓ Sleeping compartment                                        |
|                                                                                      |  | <i>SNCF Intercités de nuit</i><br>• Société Franco-Belge, Corail coaches                                             | ✓ Seat<br>✓ Couchette<br>✓ Sleeping compartment                                        |

### KEY TAKEAWAYS

- **Partnering with nearby operators** that already have sleeper car rolling stock presents an opportunity to increase the number of night trains to and from Copenhagen
- Countries both **north and south of Copenhagen** operate sleeper cars, connecting multiple European destinations

Total number of cars for sleeping per country (2023):

**Sweden:** 156 cars<sup>1</sup>  
**Austria:** 161 cars  
**Poland:** 143 cars  
**Czech R.:** 91 cars

Note: 1 Of which the vast majority are wide-body coaches which cannot operate on Danish infrastructure  
Sources: SJ (2025), Snälltåget (2025), Eurostat 2 (2025)

# CPH HUBS | INTERNATIONAL TRAINS WILL ARRIVE IN COPENHAGEN S AND AIRPORT CONNECTED INTO METRO AND S-TRAIN NETWORKS

## CONNECTIONS TO COPENHAGEN SOUTH AND THE AIRPORT



Traveling from Copenhagen South and Copenhagen Airport to the city center by Metro takes **9 minutes** and **20 minutes**, respectively



The metro runs **every 3–6 minutes** throughout the week



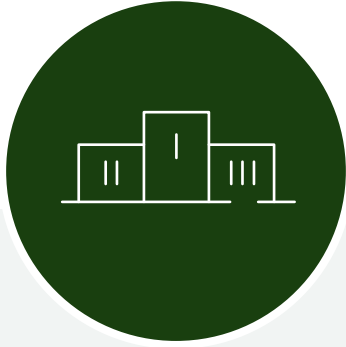
All buses, trains and metro **operate 24h**



More than **200 daily bus and train departures** connect both Copenhagen South and the Airport to the city center

# NETWORK CAPACITY | ACCORDING TO BANEDANMARK, THERE IS AVAILABLE CAPACITY IN COPENHAGEN, BUT NOT DURING PEAK TIMES

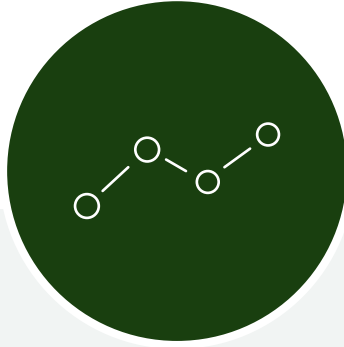
## OVERVIEW OF THE CURRENT NETWORK CAPACITY IN DENMARK



### CURRENT PRIORITIZATION

Channel allocation is prioritized in the following order:

- (1) *International cargo*
- (2) *Public Service*
- (3) *Commercial Cargo/Passenger traffic*



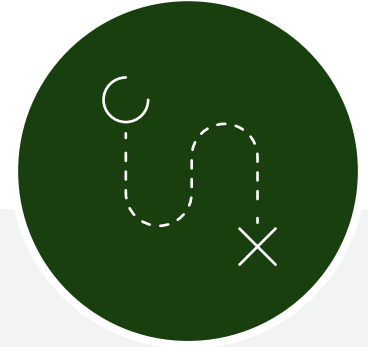
### CURRENT AVAILABILITY I CPH

- Copenhagen has an average ~60% overall capacity utilization
- No additional channels available in peak (~6.00-9.00 & 14.00-17.00)
- Driving through Copenhagen Central adds travel time



### FUTURE CAPACITY

- Plenty of capacity in CPH/Øresundsbron with planned capacity increase
- Infrastructure projects will only be considered when there is no more available capacity



### COPENHAGEN SOUTH AS A HUB

- Copenhagen South is intended for pass-through trains

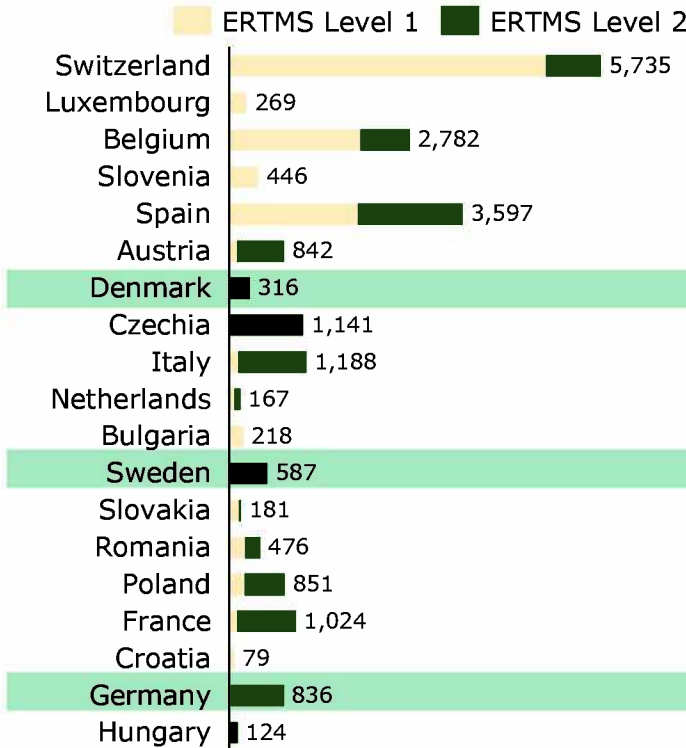
# INTEROPERABILITY | MOVING CLOSER TO SEAMLESS OPERATION WITHOUT LOCO/DRIVER SHIFT ACROSS EACH BORDER

## OVERVIEW OF ERTMS

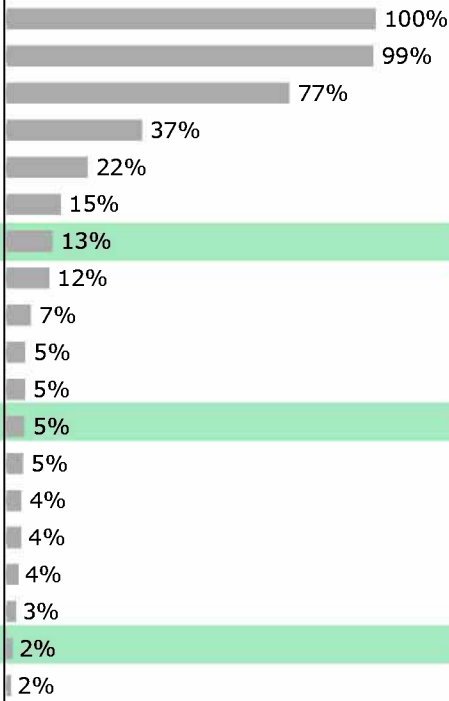
### WHAT IS ERTMS?

- ERTMS is a single European signalling and speed control system that ensures interoperability of the national railway systems, reducing the purchasing and maintenance costs of the signalling systems as well as increasing the speed of trains, the capacity of infrastructure and the level of safety in rail transport
- ERTMS is currently being rolled out across European Union member countries and will facilitate cross-border traffic

### Track km covered with ERTMS



### Share of network with operating ERTMS

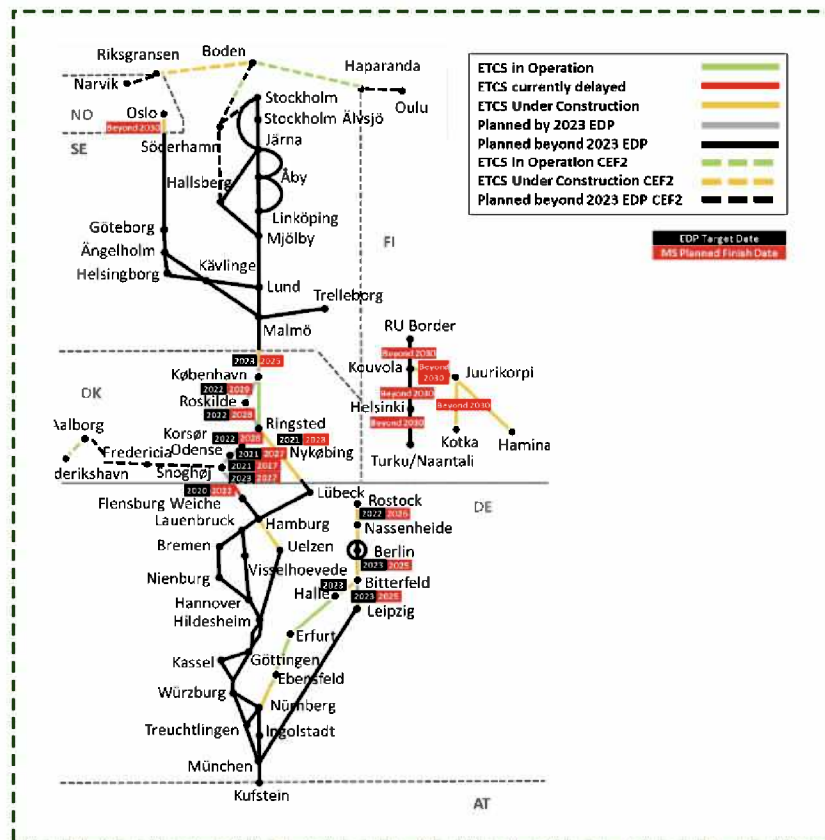


### KEY TAKEAWAYS

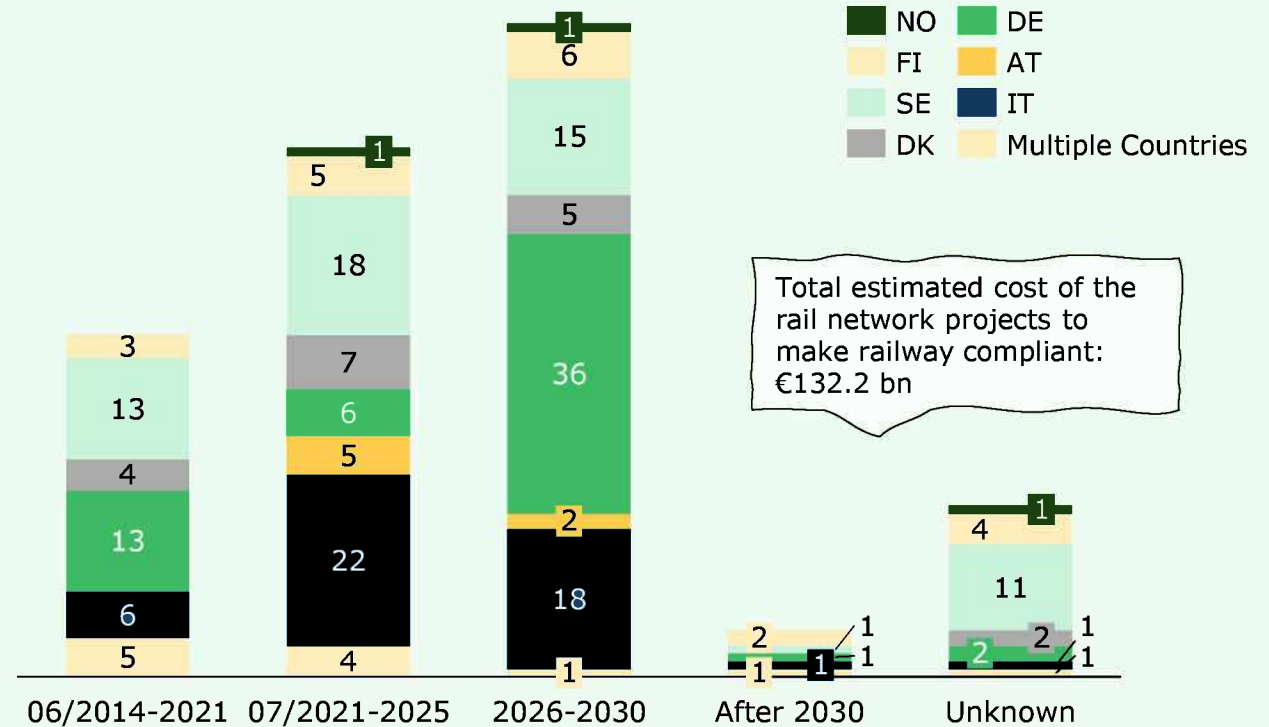
- Close collaboration between operators in each country will be a prerequisite in the foreseeable future due to limited interoperability of the locomotives (and loco-driver certificates)

# INTEROPERABILITY | ERTMS ROLL-OUT STILL NOT PLANNED TOWARDS MAJOR CITIES OUTSIDE DENMARK – MANY PROJECTS UNDER WAY UNTIL

## OVERVIEW OF RAIL NETWORK PROJECTS



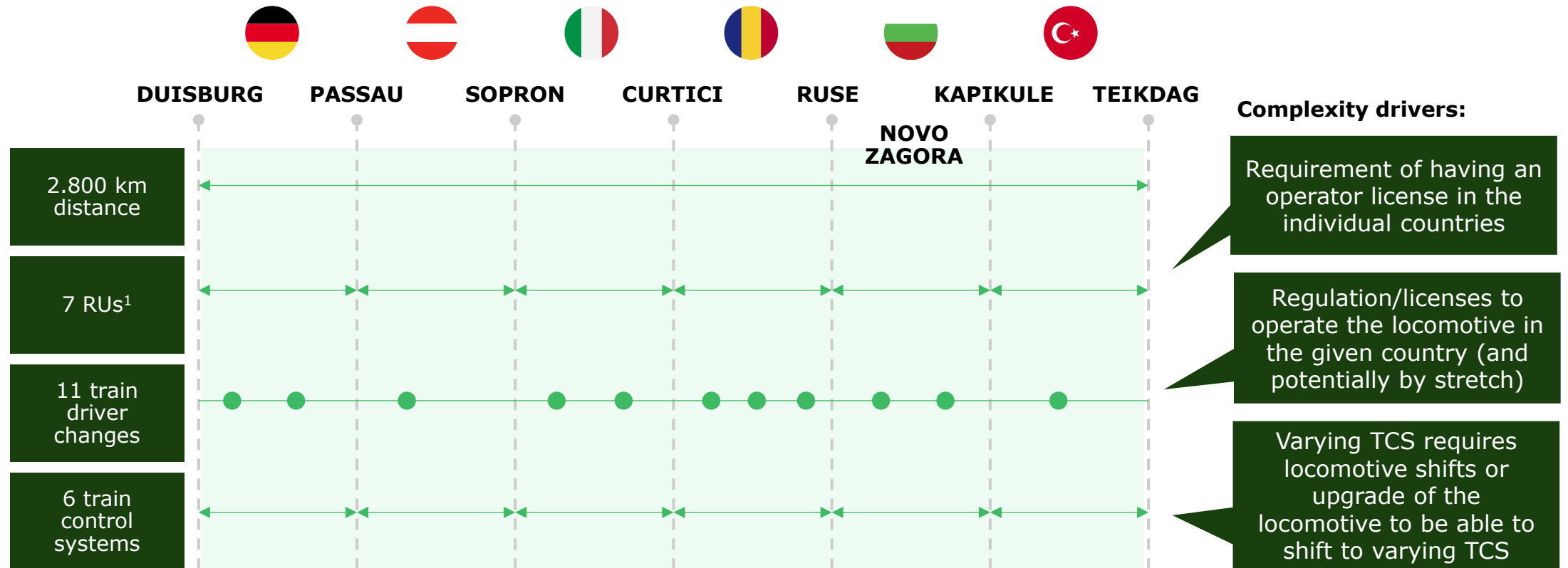
## Number of Rail network projects to make railway compliant to the technical standards (on the SCAN-MED network)



# EXAMPLE | LACK OF INTEROPERABILITY MAKES (REAL) LONG-DISTANCE TRAINS EXTREMELY CUMBERSOME

EXAMPLE

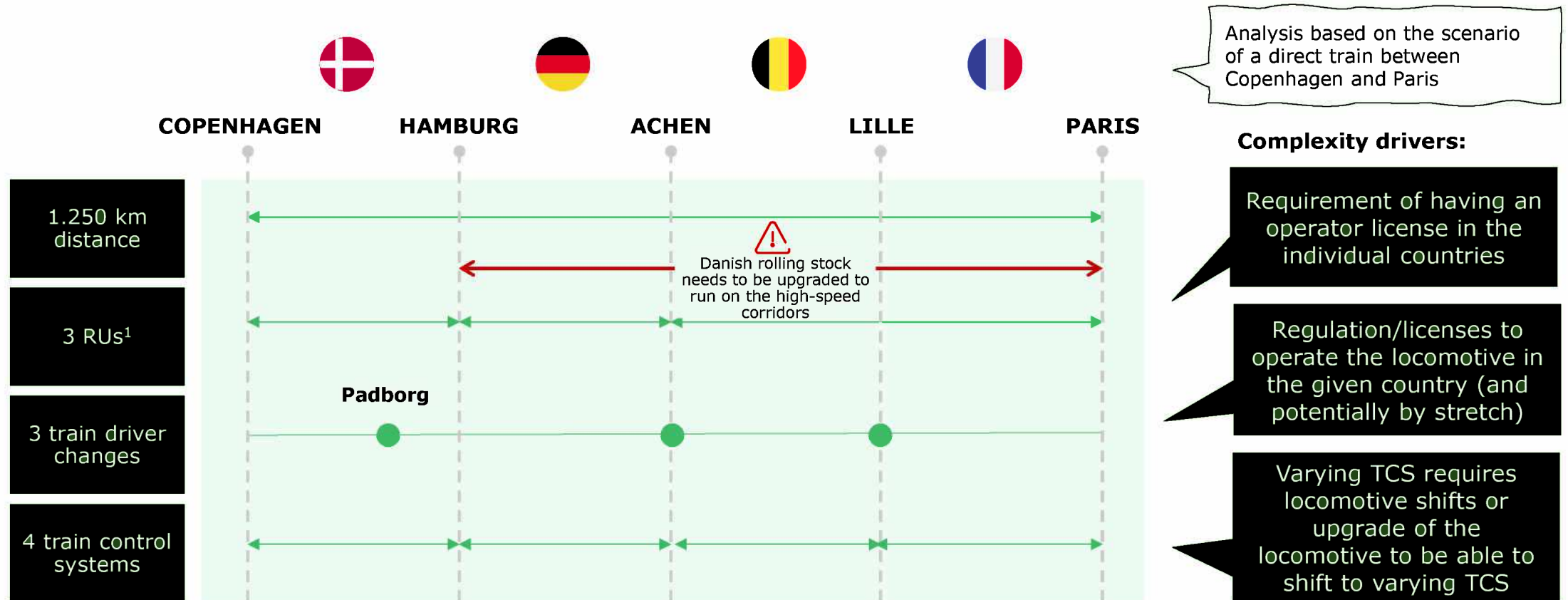
## OVERVIEW OF THE COMPLEXITIES IN LONG-DISTANCE RAIL



# EXAMPLE | A DIRECT TRAIN BETWEEN COPENHAGEN AND PARIS WOULD REQUIRE A FLEET UPGRADE TO OPERATE ON HIGH-SPEED CORRIDORS

EXAMPLE

## OVERVIEW OF THE COMPLEXITIES BETWEEN COPENHAGEN AND PARIS



# EXAMPLE | OPERATORS ARE ENGAGING IN CLOSE COLLABORATION TO FACILITATE DIRECT CONNECTIONS FOR THE PASSENGERS

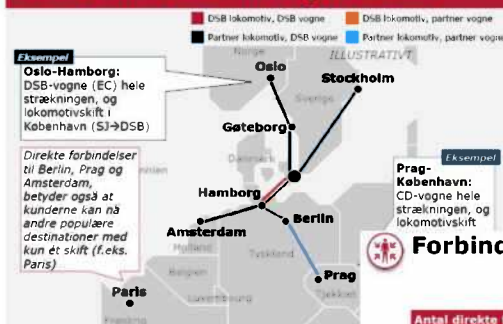
## EXPECTED EXPANSION OF INTERNATIONAL CONNECTIONS

### International trafik

#### Model for samarbejde

- Vi vil tilbyde kunderne direkte dagstog til flere af Europas mest populære destinationer ved at danne partnerskaber med udvalgte europæiske togoperatører (SJ, DB, CD og NS<sup>1</sup>)
- Samarbejdet bygger på materieldeling, hvorved samme vogne bruges fra start til slutdestination, men kobles om på "lokale" lokomotiver undervejs. Dette forbedrer kundeoplevelsen da kunderne ikke skal skifte plads eller tog, men vil dog øge driftskompleksiteten
- København-Hamburg vil være den centrale strækning, som binder Norden og Nordeuropa sammen

#### Illustration af direkte forbindelser i 2027 ind og ud af København H



#### Forbindelser og rejsetid i 2027

##### Antal direkte forbindelser samt rejsetid til udvalgte destinationer fra København H i 2023 og 2027

|           | 2023 |         | 2027 |         |
|-----------|------|---------|------|---------|
|           | 🕒    | 🔄       | 🕒    | 🔄       |
| Göteborg  | 4    | 1       | 4    | Direkte |
| Oslo      | 8    | 1       | 7    | Direkte |
| Hamburg   | 4,5  | Direkte | 4,5  | Direkte |
| Berlin    | 7    | 1       | 7    | Direkte |
| Prag      | 12   | 1       | 11   | Direkte |
| Amsterdam | 10,5 | 2       | 9,5  | Direkte |
| Stockholm | 5,5  | Direkte | 5,5  | Direkte |

For alle direkte destinationer syd for København, så vil Femern-forbindelsen resultere i yderligere 2 timers rejsetidsbesparelse i 2030

Køres af SJ

##### Hvor langt kan kunden nå fra København H uden skift i 2023 og 2027



### KEY TAKEAWAYS

- Partnering with nearby Train services from Copenhagen to central Europe is planned to be expanded to include:
  - ✓ Berlin (DSB/DB, 2027)
  - ✓ Prague (DSB/CD, 2025)
  - ✓ Amsterdam (DSB/NS, 2027)
- Train services to Scandinavia is planned to include
  - ✓ Göteborg (DSB/SJ, 2026)
  - ✓ Oslo (DSB/SJ/VY, 2026)
  - ✓ Stockholm (SJ, pending slot at Copenhagen H – currently serving Malmö C as an alternative)

# CASES | THE EUROSTAR AND TGV ARE EXAMPLES OF HIGH-SPEED TRAINS LINKING MAJOR CITIES ACROSS EUROPE

EXAMPLES

## INTERNATIONAL RAIL

### EUROSTAR



*Eurostar is a high-speed rail service connecting the UK to France, Belgium, and the Netherlands via the Channel Tunnel*

- **Launched:** 1994
- **Train types:** High speed trains for day travel, reaching 300 km/h
- **Minimum price:** London – Paris, from 328 DKK (0.66 DKK/km)



#### Why it works well

- **Locations:** Eurostar departs and arrives at central train stations (e.g., London St Pancras, Paris Gare du Nord, Brussels Midi), avoiding the need for long transfers to city centers



#### Limitations

- **Global reach:** The Eurostar has limited route network, and travelers from other destinations than London, Paris, Brussels and Amsterdam must switch to other rail networks

### TGV (Train à Grande Vitesse)



*TGV is France's high-speed rail network, linking major cities domestically and internationally to Switzerland, Belgium, Germany, Italy, and Spain*

- **Launched:** 1981
- **Train types:** High speed trains for day travel, reaching 300 km/h
- **Minimum price:** Paris – Geneva, from 216 DKK (0.40 DKK/ km)



#### Why it works well

- **Reliability:** TGV services are known for their punctuality and reliability, with frequent and well-coordinated departures
- **International Reach:** The TGV network extends beyond France, connecting with several other countries, offering great options for international travel



#### Limitations

- **Overcrowding on Popular Routes:** As the TGV grows in popularity, certain routes can experience overcrowding, especially during peak travel times

# CASES | THE NIGHTJET CONNECTS 13 DIFFERENT COUNTRIES THROUGH ITS NIGHT TRAINS

## NIGHTJET & EURONIGHT OVERNIGHT SERVICES

**ÖBB** nightjet

### ÖBB offers flexible night trains across Europe

- The ÖBB Nightjet is the Austrian Federal Railways' (ÖBB) overnight train service, that travels across various European destinations
- The ÖBB offers night trains through its brand *Nightjet* and the *EuroNight* trains
- The EuroNight trains are in cooperation with other railway partners in Europe<sup>1</sup>
- The night trains have various comfort levels to fit solo travelers as well as larger groups and families

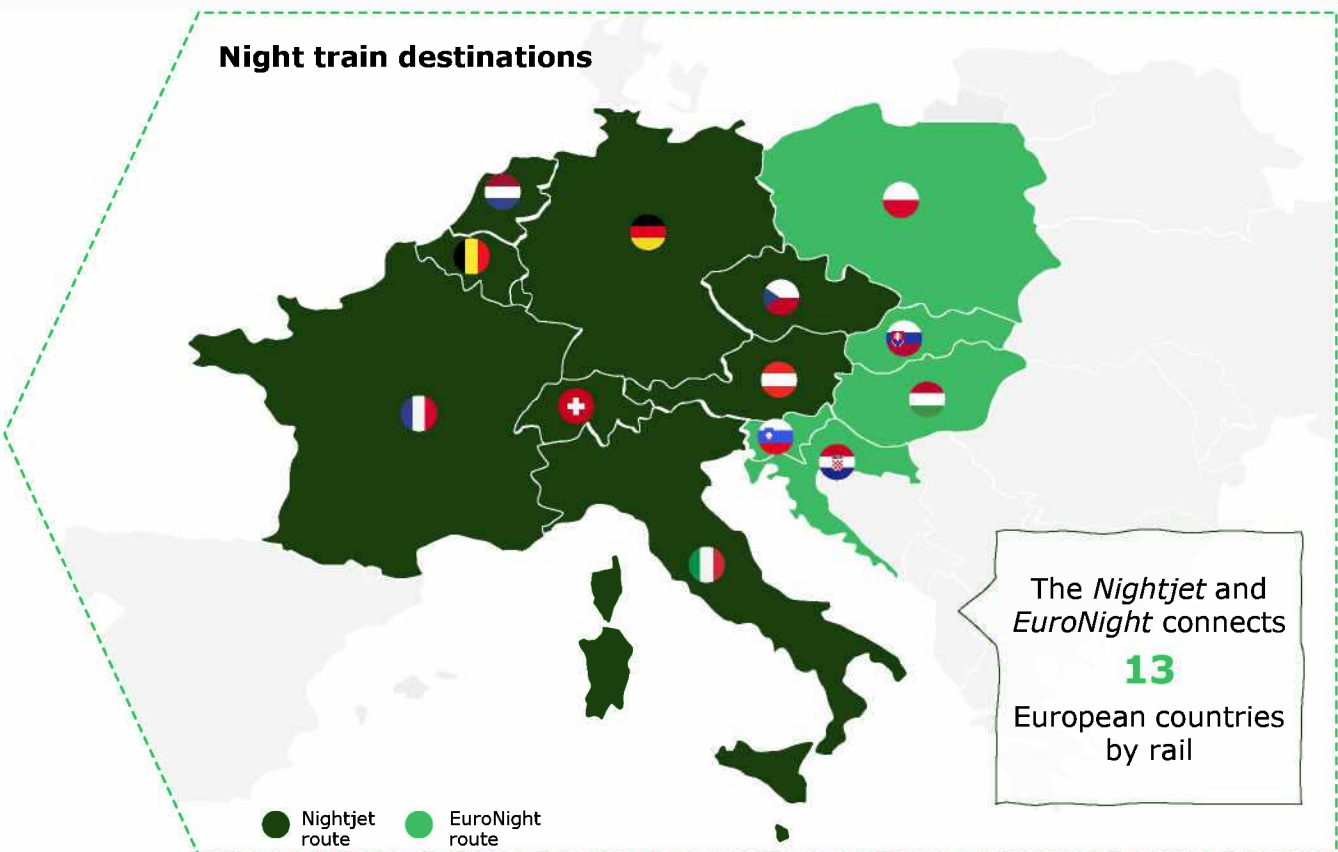
### The night trains connect major cities such as:

- |             |          |          |
|-------------|----------|----------|
| ✓ Amsterdam | ✓ Paris  | ✓ Venice |
| ✓ Brussels  | ✓ Zurich | ✓ Vienna |
| ✓ Hamburg   | ✓ Milan  | ✓ Prague |
| ✓ Berlin    | ✓ Rome   | ✓ Berlin |

**32**  
trains per  
day<sup>2</sup>

**1.5**  
million passengers  
per year

**80%**  
recommendation  
rate



# NIGHTJET | THE NIGHTJET'S CONVENIENT TRAVEL TIMES AND FLEXIBLE TICKET OPTIONS MAKE IT AN IDEAL CHOICE FOR TRAVELERS

## OVERVIEW OF TICKET OFFERINGS AND VALUE PROPOSITION



| TICKET OPTIONS <sup>1</sup>                                              | CAPACITY       | WASHROOM & WC                            | FOOD & DRINKS                 | PRICE<br>EXAMPLE <sup>2</sup> |
|--------------------------------------------------------------------------|----------------|------------------------------------------|-------------------------------|-------------------------------|
| <b>Seated Carriages</b><br>Standard seating                              | Up to 6 people | ✓ In train car                           | ✓ Not included                | 297,3 DKK<br>(0.27 DKK/km)    |
| <b>Courette Carriages</b><br><i>A shared sleeper compartment</i>         | 4-6 people     | ✓ In train car                           | ✓ Light breakfast included    | 745,1 DKK<br>(0.68 DKK/km)    |
| <b>Mini Cabin</b><br><i>A small one-person private "sleeping cocoon"</i> | 1 person       | ✓ In train car                           | ✓ Light breakfast included    | 745,1 DKK<br>(0.68 DKK/km)    |
| <b>Sleeper Carriages</b><br><i>Private sleeping compartments</i>         | 1-3 people     | ✓ Private en-suite incl. free toiletries | ✓ Snacks & breakfast included | 1,265,8 DKK<br>(1.15 DKK/km)  |

**Nightjet and EuroNight tickets are available for purchase through various sales channels and countries**

✓ National railway websites

✓ Travel agencies & centers

+ other European train stations and travel agencies

### VALUE PROPOSITION TO THE TRAVELER



**Departure frequency:** Nightjet services typically operate daily, with departures in the evening and arrivals the following morning



**International Reach:** The Nightjet connects 13 countries across Europe, offering passengers convenient access to central city locations in multiple countries



**Flexibility:** Passengers can book a range of different ticket options, catering to solo travelers as well as families in a range of comfort levels



**Additional Services:** The Nightjet provides extra amenities, including luggage forwarding to your destination. It also offers the option to bring cars and motorcycles on select routes

Notes: 1) Only for the NightJet trains, 2) Route between Vienna and Rome, one way  
Sources: Nightjet (2025), Seat61 (2025), IM\_ Analysis

# WHAT WE HEARD | THE MAJORITY OF OPERATORS ARE POSITIVE TOWARDS A POTENTIAL PARTNERSHIP IN THE FUTURE

## KEY FINDINGS FROM INTERVIEWS

|   |                                                                                                                                                       |                                                                                                                         |                                                                                                                                |                                                                                                                       |
|---|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 1 | Night train subsidies significantly influence the type of rolling stock that can be (and currently is) invested in                                    | "We will not be able to have night trains in the near future, it is simply not profitable"<br>- <b>DSB</b>              | "We are looking into night trains but can't run it on commercial basis all year round, despite subsidies"<br>- <b>VY</b>       | "Sweden and Norway subsidize night trains, unlike Denmark and Germany"<br>- <b>DSB</b>                                |
| 2 | It is debated by some that securing favorable time slots in Copenhagen is challenging, which complicates the viability of international rail services | "Our biggest challenge is being allowed to drive into Copenhagen Central"<br>- <b>SJ</b>                                | "We allocate capacity based on rules and there should be room for international trains in Cph as well"<br>- <b>Banedanmark</b> | "To expand, there needs to be enough space in Cph to actually let all long-distance trains go through"<br>- <b>VY</b> |
| 3 | Seamless ticketing for last-mile connectivity (bus, metro etc.) is beneficial but not essential                                                       | "Including the Metro ticket in the journey reduces congestion and ensures a seamless trip"<br>- <b>Metroselskabet</b>   | "An integrated Metro ticket is not necessary, because you already arrive in the city center"<br>- <b>VY</b>                    | "Our research shows that no one specifically requests last-mile connectivity in their train ticket"<br>- <b>DSB</b>   |
| 4 | Copenhagen South is expected to become the primary hub for international rail travel in the future, but not everyone agrees                           | "Copenhagen South is expected to become the Gare du Nord of Copenhagen"<br>- <b>Metroselskabet</b>                      | "It has great potential but the functionality, signage and aesthetic of CPH South must be improved"<br>- <b>Movia</b>          | "We tried something similar in Sthlm that failed. The station must be in the city center"<br>- <b>SJ</b>              |
| 5 | Access to the internet, a maximum daytime travel time of 6–7 hours, and night trains are among the most sought-after features for travelers           | "We see that Wi-Fi is very important to the rail travelers, to make efficient use to the time"<br>- <b>Visit Berlin</b> | "Travelers prefer a maximum daytime train journey of 6–7 hours"<br>- <b>DSB</b>                                                | "There is a definitely demand for night trains, especially from business travelers"<br>- <b>VY</b>                    |
| 6 | The lack of unified regulations and ticketing systems across countries makes booking international train journeys difficult                           | "Ticket systems are a major challenge - prices and timetables are not consistently updated"<br>- <b>VY</b>              | "The regulations vary by country – for example, the age considered a child differs between countries"<br>- <b>DSB</b>          | "These issues (tickets, regulation etc.) are very high on the European and Nordic agenda"<br>- <b>VY</b>              |

# DEEP DIVE | DSB INDICATED INTEREST AND ALREADY HAVE MULTIPLE INTERNATIONAL ROUTES IN THE PIPELINE

## DEEP DIVE ON DSB



| IMPLICATIONS FOR PARTNERSHIP                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | INFRASTRUCTURE AND CAPACITY                                                                                                                                                                                                                                                                                                                  | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| <ul style="list-style-type: none"><li>▪ <b>Seamless Integration:</b> Partnering with DSB will simplify integration, as they are already established in the Danish market. Ticketing systems and infrastructure-related factors will be much easier to manage compared to involving an international partner.</li><li>▪ <b>Enhanced Collaboration:</b> Working with a Danish partner is likely to streamline cooperation, benefiting from existing relationships and aligned objectives</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Planned routes:</b> DSB have upcoming lines between Oslo and Cph in 2026, together with Vy and SJ and to Czech Republic in summer 2025 (<i>Cph – Hamburg – Berlin – Prague</i>)</li><li>▪ <b>New trains:</b> DSB have invested in new electric Talgo trains, in preparation for Fehmarn</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Increase outbound travelers:</b> DSB’s goal is to grow its outbound international travels from Denmark</li><li>▪ <b>Increase harmonization:</b> DSB wants to harmonize capacity distribution, traveler rights and rules</li><li>▪ <b>Copenhagen South:</b> DSB want to make the Copenhagen South feel like the city center</li></ul> <div><div>Interest from the stakeholder: </div><div>Criticality for success: </div></div> | <ul style="list-style-type: none"><li>✓ Night trains are financially unfeasible due to lack of subsidies from DK and DE</li><li>✓ DSB has planned international routes to NO and CZ</li><li>✓ The Fehmarn Belt opening in 2032 will increase train frequency to DE</li><li>✓ Key challenges in international rail include capacity distribution, and lack of harmonized ticket rules and rights</li><li>✓ Day travel must be limited to a maximum of 6-7 hours to remain attractive to travelers</li></ul> |

"DSB is focusing on the outbound journey (from Denmark), while inbound travel is DB's focus area. My target is getting the Danes out of the door."

- Market Director



"We embrace diverse partnerships, from themed collaborations on culture to partnerships enhancing onboard food services"

- Market Director



"We have a Danish government and a German government that do not subsidize night trains, whereas in Sweden, they do."

- Market Director



 High  Low

# DEEP DIVE | METROSELSKABET IS HIGHLY INTERESTED IN CONTRIBUTING TO THE VALUE PROPOSITION OF RAIL TOURISM



## DEEP DIVE ON METROSELSKABET

| IMPLICATIONS FOR PARTNERSHIP                                                                                                                                                                                                                                                                   | INFRASTRUCTURE AND CAPACITY                                                                                                                                                                                                                                                                                                                                                                            | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | KEY TAKEAWAYS                                                                                                                                                                                                                                                                          |
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| <ul style="list-style-type: none"><li>▪ <b>Seamless connectivity:</b> Including the Metro in the partnership will allow passengers to travel across the entire Copenhagen region with one ticket, rather than being limited to Copenhagen South and having to buy a new ticket there</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Scalable capacity:</b> The Metro can easily regulate capacity depending on demand, due to driverless trains much like how they manage capacity at <i>Orientkaj</i> when cruise ships arrive</li><li>▪ <b>Future hubs:</b> Copenhagen South is not expected to become a large Metro station such as <i>Kongens Nytorv</i> and <i>Frederiksberg</i></li></ul> | <ul style="list-style-type: none"><li>▪ <b>Important role in first and last mile connectivity:</b> The Metro plays a crucial role for international travelers. Metroselskabet's ambition is to make the Metro the preferred mode of transport upon arrival in Copenhagen</li></ul> <div><div>Interest from the stakeholder: </div><div>Criticality for success: </div></div> | <ul style="list-style-type: none"><li>✓ The Copenhagen Metro offers ample capacity, which can be easily adjusted</li><li>✓ It is key to have an integrated ticket system, including the Metro ticket</li><li>✓ Copenhagen South will be the large entry gate into Copenhagen</li></ul> |

"Many international travelers don't have access to ticketing apps, highlighting the importance of offering a combined train and metro ticket to simplify their journey"

- Commercial Lead



"Our primary target group is typically not tourists, as they tend to prefer walking above ground, but rather the local residents"

- Commercial Lead



"I believe this project has significant growth potential, and our goal is for the Metro to become the obvious choice for travelers arriving in Copenhagen – just as it is in cities like New York and Paris"

- Commercial Lead



 High  Low

# DEEP DIVE | MOVIA SEES ITS ROLE BEYOND TRANSPORTATION, ENHANCING BOTH MOBILITY AND THE TOURIST EXPERIENCE

## DEEP DIVE ON MOVIA



| IMPLICATIONS FOR PARTNERSHIP                                                                                                                                                                                                                                                                                                                                                                                                                                               | INFRASTRUCTURE AND CAPACITY                                                                                                                                                                                                                                                                                                                                                         | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                                                                                                                                                                                                       | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                                                                         |
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| <ul style="list-style-type: none"><li>▪ <b>Seamless connectivity:</b> Including a bus ticket in the rail tourist's ticket enhances first- and last-mile connectivity, making travel in Copenhagen more convenient and hassle-free</li><li>▪ <b>A sightseeing experience:</b> Including bus or harbor bus tickets is more than just providing transportation—it offers tourists a unique way to see and experience the city, adding extra value to their vacation</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Scalable capacity:</b> Movia can gradually increase its capacity based on demand, ensuring flexibility in meeting passenger needs</li><li>▪ <b>Limited influence on major hubs:</b> The busiest transport hubs are primarily shaped by DSB's passenger transport decisions, with Movia having minimal impact on these dynamics</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Strategic partnership opportunity:</b> Movia already collaborates with DSB and the Metro on the City Pass, enabling seamless travel across Copenhagen. By integrating the City Pass into the rail tourism offering, Movia can expand bus ridership and attract more tourists,</li></ul> <div><div>Interest from the stakeholder: </div><div>Criticality for success: </div></div> | <ul style="list-style-type: none"><li>✓ The most critical factors for the traveler is 1) <i>clear wayfinding and information accessibility</i>, 2) <i>confidence and security in navigating the transport system</i>, 3) <i>good connectivity and infrastructure</i></li><li>✓ The buses are not just a mode of transportation but a way of exploring the city above ground</li></ul> |

"The issue with searching on a DOT website or similar platforms is that travelers have to sift through a lot of information. Given that we offer a wide range of products, this process becomes overly complicated"

- cco



"It's also about getting on a bus where you can actually see things. That's why hop-on-hop-off buses are so popular. People want to drive through the streets and experience the city, which you don't get when you take the metro"

- cco



"Confidence and wayfinding is important, especially. for business travelers that need to be punctual, whereas tourists can afford to miss a bus or metro and simply catch the next one"

- cco



# DEEP DIVE | VY IS OPEN TO COLLABORATION BUT RECOGNIZES SIGNIFICANT INFRASTRUCTURE CHALLENGES IN COPENHAGEN

## DEEP DIVE ON VY



| IMPLICATIONS FOR PARTNERSHIP                                                                                                                                                                                                                                                                                                                                                                           | INFRASTRUCTURE AND CAPACITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                                                                                                                                                                                                        | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                                                                   |
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| <ul style="list-style-type: none"><li>▪ <b>Collaboration is key:</b> As cross-border operations become more complex, effective cooperation between countries is essential for a successful international rail network</li><li>▪ <b>Cross-Border Learnings:</b> Partnering with an international operator will provide access to valuable insights and information on cross-border operations</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Increased Capacity:</b> VY doubled its international capacity between NO and SE in 2024</li><li>▪ <b>Demand for Night Trains:</b> VY is exploring night train services, recognizing strong traveler demand</li><li>▪ <b>Infrastructure Challenges:</b> Cross-border limitations, such as speed restrictions, create operational hurdles</li><li>▪ <b>Copenhagen Bottleneck:</b> Limited track availability makes Cph a major constraint for rail expansion</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Increased connectivity:</b> VY is interested in a partnership as it would connect Norwegians to rail destinations further south</li><li>▪ <b>Secure capacity through partnership:</b> The collaboration could potentially secure access to rail network capacity in Copenhagen</li></ul> <div><div>Interest from the stakeholder: </div><div>Criticality for success: </div></div> | <ul style="list-style-type: none"><li>✓ VY has recently expanded its international capacity and is experiencing strong demand for further growth</li><li>✓ Copenhagen remains a bottleneck, with significant infrastructure challenges for cross-border rail traffic</li><li>✓ Night trains are in high demand, but their operation is not feasible without subsidies</li></ul> |

"There are not many slots for trains to pass by because you have a lot of cargo trains and also a lot of passenger transport (in Copenhagen)"

- Product Development and Distribution Lead



"Right now, we see a huge demand for easier access from Europe to Norway and Scandinavia, both to Norway and Sweden. In this context, Copenhagen serves as the gateway to the Nordics"

- Product Development and Distribution Lead



"I think that the way that the Nordics or what countries are set up, I think that it makes sense to cooperate. Especially between Denmark, Sweden and Norway"

- Product Development and Distribution Lead



High Low

# DEEP DIVE | SJ AMBITION IS TO INCREASE THE NUMBER OF DEPARTURES TO COPENHAGEN BUT IS CHALLENGED BY THE CAPACITY CONSTRAINTS IN CPH



## DEEP DIVE ON SJ

| IMPLICATIONS FOR PARTNERSHIP                                                                                                                                                                                                                                                                                                                                                                           | INFRASTRUCTURE AND CAPACITY                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>▪ <b>Collaboration is key:</b> As cross-border operations become more complex, effective cooperation between countries is essential for a successful international rail network</li><li>▪ <b>Cross-Border Learnings:</b> Partnering with an international operator will provide access to valuable insights and information on cross-border operations</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Securing capacity:</b> SJ's biggest challenge is securing capacity in Cph and obtaining permission to operate to Cph Central</li><li>▪ <b>Subsidized operations:</b> Currently, SJ operates the route to Padborg, where RDC takes over for the remainder of the journey. The Padborg to Berlin route operates on a fully commercial basis</li><li>▪ <b>Cross-border complexities:</b> SJ prefers to terminate the route in Cph due to the complexities of cross-border rail operations</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Increased connectivity:</b> SJ is looking into improving its connectivity to Copenhagen, which could be achieved through a partnership</li><li>▪ <b>Secure capacity through partnership:</b> The collaboration could potentially secure access to rail network capacity in Copenhagen</li></ul> <div><div>Interest from the stakeholder: </div><div>Criticality for success: </div></div> | <ul style="list-style-type: none"><li>✓ SJ wants to get access to Copenhagen Central</li><li>✓ Costs are extremely high on night travel</li><li>✓ SJ's materiel cannot enter Copenhagen as the cars are too wide</li><li>✓ Copenhagen South will in their opinion not become a large hub</li></ul> |

"Our biggest challenge is being allowed to drive into Copenhagen Central"

- Head of Price and Product



"I don't think Copenhagen South will become a successful hub. We tried something similar in Sthlm that failed. The station must be in the city center"

- Head of Price and Products



"We currently have no direct connections to Copenhagen but aim to establish hourly service in the future"

- Head of Strategy and Business Development



 High  Low

# THE TOURIST ORGANIZATIONS

# THE TOURIST ORGANIZATION | THERE IS LARGE INTEREST FROM THE ORGANIZATIONS TO EXPAND ON SUSTAINABILITY OFFERINGS AND RAIL

## KEY CHALLENGES



- Large rail operators such as DSB and DB **prioritize major routes**, making collaboration on smaller lines more difficult compared to smaller operators like Snälltåget
- **Financing international rail** connections and **cross border infrastructure differences** remains a significant challenge
- **Rail tourism alone is not enough**, and large cities still have to rely on air travelers for economic viability

## KEY OPPORTUNITIES



- ✓ The tourism organizations have a **significant emphasis on sustainability**, aligning well with the focus on rail travel
- ✓ The organizations are **already collaborating with rail operators** to increase the number of rail tourists and are showing significant interest in growing even further
- ✓ Cities such as Amsterdam are **striving to make targeted tourist boosters**, such as within culture, that has a strong overlap with Copenhagen's offerings, which could be a great opportunity to grow rail

# DEEP DIVE | RAIL TOURISM IS GROWING, BUT CHALLENGES PERSIST WITHIN CROSS-BORDER RAIL TRANSPORTATION

## DEEP DIVE ON VISIT BERLIN



| VALUE PROPOSITION FOR TRAVELER                                                                                                                                                                                                                           | KEY CHALLENGES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                          | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <ul style="list-style-type: none"><li>▪ <b>Preference for Rail Travel:</b> Most visitors to Berlin choose rail for its comfort, ability to work while traveling, and the convenience of avoiding passport controls and long airport wait times</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Limited data availability:</b> There is a lack of comprehensive data on train travel patterns</li><li>▪ <b>Rail tourism alone is not enough:</b> Berlin still relies on air travelers for economic viability</li><li>▪ <b>Challenges with major operators:</b> Large rail companies (e.g., DSB, DB) prioritize major routes, making collaboration on smaller lines more difficult compared to smaller operators like Snälltåget</li><li>▪ <b>Cross-border rail struggles:</b> Financing international rail connections remains a significant challenge</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Strong focus on sustainability:</b> VisitBerlin prioritizes eco-friendly initiatives, with rail tourism as a key focus area for growth. They are kicking off this initiative in April 2025</li></ul> | <ul style="list-style-type: none"><li>✓ Price, comfort and Wi-Fi are essential for making rail travel attractive and must be key considerations in future materiel</li><li>✓ A 6-hour daytime journey is considered the maximum ideal length, with night trains unlikely to be the most attractive option in the future</li><li>✓ Cross-border rail presents challenges both in terms of infrastructure and financial viability</li></ul> |

"Reliable Wi-Fi and onboard comfort are crucial for making rail travel attractive. However, these features are currently lacking on DSB trains"

- Deputy Director Market Management



"Europe holds great potential for rail tourism, but significant investment and coordination are needed. The EU must take action to enable large-scale success"

- Deputy Director Market Management



"ÖBB has played a key role in advancing the rail travel agenda, leading discussions and initiatives despite not generating significant profits"

- Deputy Director Market Management



# DEEP DIVE | I AMSTERDAM IS ACTIVELY WORKING TO MAKE SUSTAINABLE TRAVEL OPTIONS, MORE ATTRACTIVE TO ITS TOURISTS

## DEEP DIVE ON I AMSTERDAM



| VALUE PROPOSITION FOR TRAVELER                                                                                                                                                                                                                                                                                                                                                                    | KEY CHALLENGES                                                                                                                                                                                                                                                                                                  | STAKEHOLDER INCENTIVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                                    |
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| <ul style="list-style-type: none"><li>▪ <b>Optimizing for the sustainable traveler:</b> I amsterdam has created a specific target segment called the Green Target Group, around which they are building their value proposition for sustainable travel. This includes promoting eco-friendly travel options and making the destination appealing to those who prioritize sustainability</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Flying is still too cheap:</b> The prices of comparable flights is still too low to attract all tourists</li><li>▪ <b>Challenges in integrating the infrastructure:</b> The Eurostar is still sometimes challenged on what rails to use in the Netherlands</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Long-Term Strategy for the Visitor Economy:</b> I amsterdam is working on a long-term strategy aimed at making the destination and the sector more regenerative and sustainable.. Their strategy includes a significant focus on transportation and sustainable travel</li><li>▪ <b>Expanding into Cultural Cities:</b> I amsterdam aims to boost tourism by targeting cities with a strong cultural interest, including Copenhagen</li></ul> | <ul style="list-style-type: none"><li>✓ I amsterdam already have collaborations with DB and some smaller engagements with ÖBB and the Nightjet</li><li>✓ Sustainable travel, such as rail is part of I Amsterdam's long-term strategy</li><li>✓ Cost, convenience, and amenities are key drivers behind the decision to take the train</li></ul> |

*"We have a very good connection to Paris. Vienna, we have a sleeper and we have a partnership with Deutsche Bahn for promoting travelling by rail to the Netherlands"*

- Strategy Director



*"Last-mile connectivity in Amsterdam is very straightforward, as you can simply scan your credit card directly on trams, for example"*

- Strategy Director



*"For travelers, key factors include cost, convenience, last-mile connectivity, amenities like Wi-Fi, and the availability of clear information"*

- Strategy Director



# THE AUTHORITIES

# THE AUTHORITIES | THE AUTHORITIES ARGUE THAT THE DANISH NETWORK HAS CAPACITY FOR INTERNATIONAL RAIL

## KEY CHALLENGES



- In Denmark, capacity allocation adheres to **legal priorities**, placing international passenger services at the bottom of the list
- Currently, Copenhagen Central **operates at approximately 60% capacity**, with desirable time slots being scarce and available capacity mainly during off-peak hours
- Regulations require that **all trains operate 100% commercially on the German side** of the border, adding pressure on the business case

## KEY OPPORTUNITIES



- ✓ Banedanmark is **keen on assisting operators** in identifying time slots available for their use, necessitating that they submit applications
- ✓ It is recommended to **concentrate on shorter routes** instead of long-distance trains, primarily due to the difficulties and complexities associated with long-distance rail travel
- ✓ Although international passenger rail is given the lowest priority in Denmark, officials contend that there should still be **space for international rail services**

# DEEP DIVE | THERE IS CURRENTLY MORE CAPACITY IN CPH BUT MOSTLY OUTSIDE OF PEAK HOURS

## DEEP DIVE ON BANEDANMARK



| KEY INSIGHTS                                                                                                                                                                                                                                                                   | CHALLENGES & PAIN POINTS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | OPPORTUNITIES & RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                    | KEY TAKEAWAYS                                                                                                                                                                                                                                                                                                                               |
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| <ul style="list-style-type: none"><li>▪ <b>Expansion based on demand:</b> Banedanmark invests in infrastructure only when existing capacity is fully utilized</li><li>▪ <b>Ready for Fehmarn:</b> Improvements are ready on the Danish side, eliminating bottlenecks</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Low priority on capacity:</b> Traffic allocation follows legal priorities, with international passenger services being the lowest priority</li><li>▪ <b>Need for ticket harmonization:</b> Previous international traffic between Sweden and Denmark (SJ) has been unsuccessful due to the limited ticket harmonization</li><li>▪ <b>Capacity constraints:</b> The current capacity in Copenhagen is around 60%, and limited attractive time slots, with available capacity primarily in off-peak periods</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Apply for capacity:</b> Banedanmark recommends operators to apply for capacity allocations, and they will help as much as possible</li><li>▪ <b>Improve ticketing systems:</b> Streamline ticketing by integrating sales channels and simplifying the purchase process to eliminate issues like the need for separate tickets</li></ul> | <ul style="list-style-type: none"><li>☑ Banedanmark is not market-oriented and primarily focuses on providing infrastructure, which limits their ability to directly enhance international rail services</li><li>☑ Banedanmark encourages operators to apply for capacity access and they are willing to help as much as they can</li></ul> |

"We are very interested helping operators find available capacity if they actually apply, but we can't do anything before then"

- Director Traffic Division



"The travel time will be longer if you take the route through Copenhagen Central"

- Head of Customers & Traffic Planning



"Night trains present a challenge as they cannot be repurposed for daytime use, complicating the business case for their viability"

- Director Traffic Division



# DEEP DIVE | THE BUSINESS CASE FOR INTERNATIONAL RAIL ROUTES CAN BE CHALLENGING DUE TO THE LACK OF SUBSIDIES

## DEEP DIVE ON TRANSPORTMINISTERIET



| KEY INSIGHTS                                                                                                                                                                                  | CHALLENGES & PAIN POINTS                                                                                                                                                                                                                                                                                                      | OPPORTUNITIES & RECOMMENDATIONS                                                                                                                                                                                                                                                                                                                                                                                                              | KEY TAKEAWAYS                                                                                                                                                                                                                                                        |
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| <ul style="list-style-type: none"><li>▪ <b>Not a replacement:</b> The train will not replace airplanes, as the current network lacks sufficient capacity to accommodate such demand</li></ul> | <ul style="list-style-type: none"><li>▪ <b>Commercial trains:</b> All the trains need to run 100% commercially in Germany, due to German legislation</li><li>▪ <b>Fehmarn challenges:</b> There is a very tight schedule on the German side but there will be a solution enabling trains to cross over Fehmarn Belt</li></ul> | <ul style="list-style-type: none"><li>▪ <b>They can find space for international rail:</b> Transportministeriet believe it should be possible to find space for international trains in the network</li><li>▪ <b>Focus on nearby connections:</b> It is essential, with reliable and frequent services to neighboring cities like Stockholm, Hamburg, and Oslo being key—especially since longer routes present greater challenges</li></ul> | <ul style="list-style-type: none"><li>☑ There are currently no subsidies for international trains on Danish tracks, and Danish trains must generate profits when crossing the German border</li><li>☑ There is room for international trains on the tracks</li></ul> |

Interviewee asked to not be quoted

# THE PARTNERSHIP

# THE PURPOSE OF THE PARTNERSHIP IS...

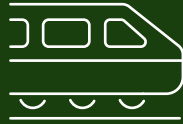
*... to create a **collaborative platform** that unites partners to drive **tactical** and **systemic improvements**, ultimately accelerating the number of European **tourists traveling by rail** via the **capital region of Denmark***



# **GUIDING PRINCIPLES** | THE THREE PRINCIPLES FORM THE FRAME FOR THE FUTURE PARTNERSHIP, PROVIDING A BASELINE FOR COLLABORATION

## THREE KEY GUIDING PRINCIPLES FOR THE PARTNERSHIP

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### **DRIVING RAIL ADOPTION**

The partnership is committed to increasing the number of European tourists choosing trains as their preferred mode of transport



### **FACILITATING COLLABORATION**

WoCo's role is to establish a platform for the partnership, enabling stakeholders to align efforts, share insights, and drive collective action

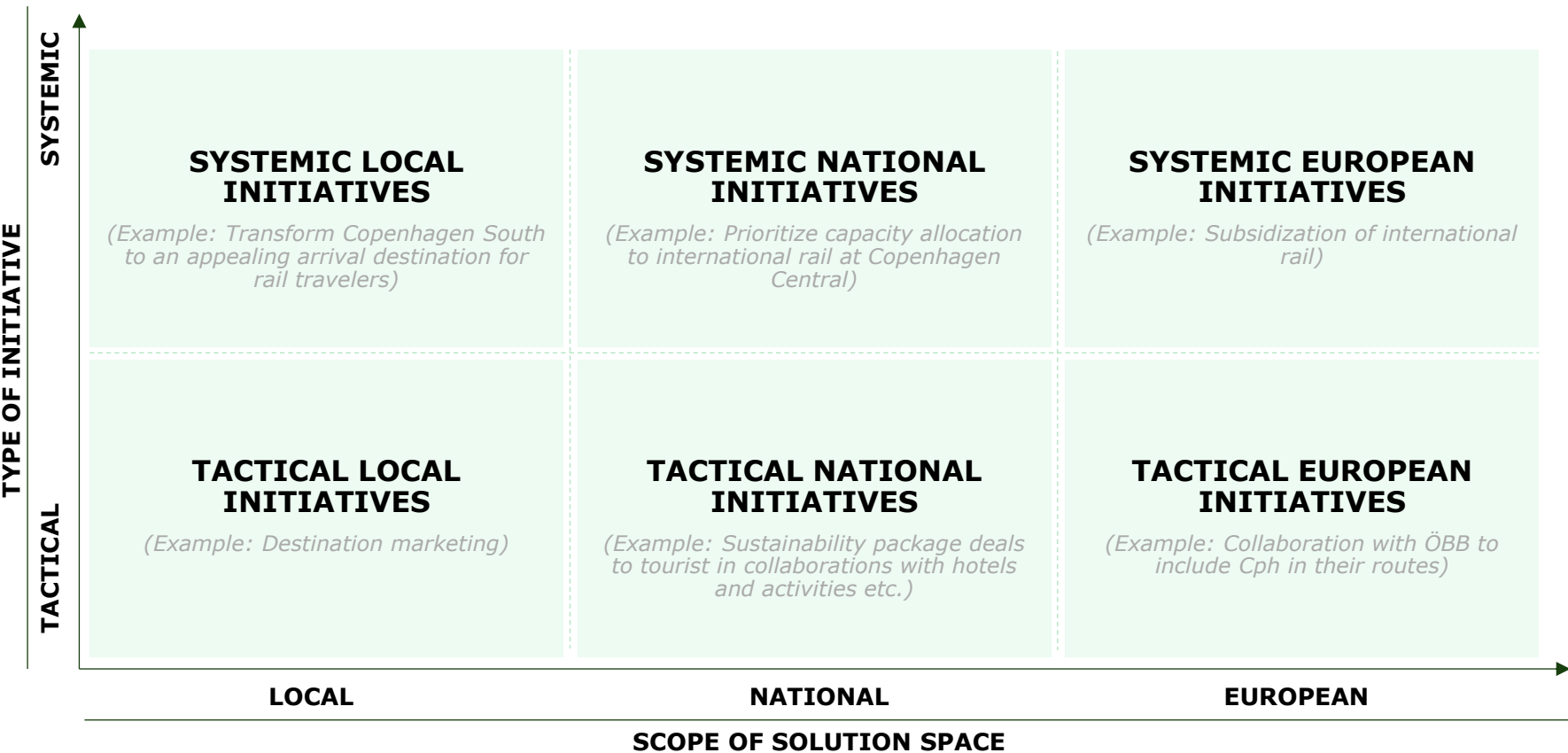


### **ENSURING TRANSPARENCY & COOPERATION**

The partnership will be built on openness, shared knowledge, and a commitment to collaboration among all stakeholders

# FOCUS | THE PARTNERSHIP CAN DIRECT ITS TACTICAL AND SYSTEMIC EFFORTS ACROSS THREE LEVELS: LOCAL, NATIONAL, AND EUROPEAN

## THE FOCUS OF THE PARTNERSHIP



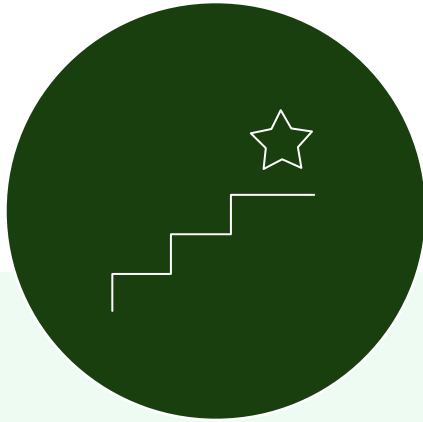
The partnership will encompass a wide **range of initiatives**, but in the short term, meaningful wins can be achieved by focusing on local and national initiatives



# INITIATIVES | CONSIDERING THE SELECTED FOCUS, WHAT COULD BE POTENTIAL INITIATIVES FOR THE PARTNERSHIP?

## POTENTIAL CATEGORIZATION OF INITIATIVES

By targeting initiatives that **stimulate demand** and **facilitate international rail**, the partnership ensures a focused approach that drives the acceleration of cross-border rail travel



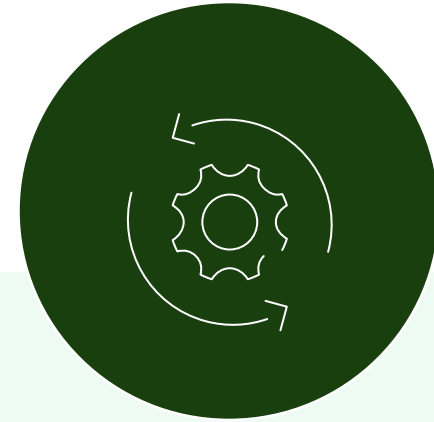
### DEMAND STIMULATION & COMMERCIAL SUPPORT

*(Example: Sustainability package deals to tourist in collaborations with hotels and activities etc.)*



### ENABLERS FOR INTERNATIONAL RAIL

*(Example: Prioritize capacity allocation to international rail at Copenhagen Central)*



### INFRASTRUCTURE IMPROVEMENTS

# INITIATIVES [1/3] | ENHANCING MARKETING AND OFFERINGS CAN ATTRACT MORE RAIL TOURISTS

EXAMPLES

## EXAMPLES OF INITIATIVES

Ease of implementation  High  Low



### DEVELOP DESTINATION PROMOTION

Promote travel destinations through seasonal and event-centered campaigns, collaborating with various tourism organizations to boost train usage in both directions

Ease of implementation:



Action level:

- ✓ **REGIONAL**
- ✓ **NATIONAL**



### PROMOTE THE VALUE PROPOSITION OF RAIL

Develop and promote the value proposition of rail such as actual time spent on travel, comfort of rail travel, sustainability benefits etc.

Ease of implementation:



Action level:

- ✓ **REGIONAL**
- ✓ **NATIONAL**



### CREATE TOURIST PACKAGE DEALS

Provide travel options and promotions such as eco-friendly packages that include accommodations and activities at the destination

Ease of implementation:



Action level:

- ✓ **REGIONAL**
- ✓ **NATIONAL**



### PARTNER FOR SLEEPER COACHES

Partner with ÖBB Nightjet to include Copenhagen in their route options to offer overnight services with sleeper coaches

Ease of implementation:



Action level:

- ✓ **NATIONAL**

# INITIATIVES [2/3] | ENHANCING THE BOOKING & TRAVEL EXPERIENCE CAN BOOST CONVENIENCE AND ENCOURAGE REPEAT TRAVELERS

EXAMPLES

## EXAMPLES OF INITIATIVES

Ease of implementation  High  Low



### CREATE A CENTRALIZED BOOKING SITE

Create an international booking platform in partnership with operators to streamline the purchasing experience for rail tourists by consolidating all train options in a single location

Ease of implementation:



Action level:

✓ **EUROPEAN**



### MAKE WAITING MORE APPEALING

Improve the waiting areas for international rail travelers, potentially in collaboration with DSB's existing lounge at the Central Station

Ease of implementation:



Action level:

✓ **REGIONAL**



### IMPROVE THE ON-TRAIN EXPERIENCE

Provide additional services such as enhanced comfort, improved dining options, children's activities, and more that not only enhance the experience but also boost the train's profitability

Ease of implementation:



Action level:

✓ **NATIONAL**



### DIGITIZE THE TRAVEL EXPERIENCE

Allow travelers to monitor their trips, receive updated estimated arrival times, track connecting trains, and arrange last-mile transportation all within a single application

Ease of implementation:



Action level:

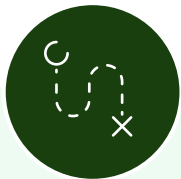
✓ **NATIONAL**

# INITIATIVES [3/3] | BY PRIORITIZING SYSTEMIC IMPROVEMENTS AND INT. RAIL ENABLERS, WE CAN ACCELERATE THE GROWTH OF RAIL TOURISM

EXAMPLES

## EXAMPLES OF INITIATIVES

Ease of implementation  High  Low



### ENHANCE TRAIN STATIONS IN COPENHAGEN

Upgrade Copenhagen train stations into attractive arrival points for train travelers by enhancing navigation and amenities at the station to draw in both operators and travelers

Ease of implementation:



Action level:

✓ **REGIONAL**



### PRIORITIZE CAPACITY TO INTERNATIONAL RAIL

Allocate capacity during favorable time slots to international trains (especially during peak tourism periods)

Ease of implementation:



Action level:

✓ **NATIONAL**



### IMPROVE TRAVELER RIGHTS

Establish a dedicated travel guarantee for rail tourists to enhance passenger rights, ensure protection during delays, and provide security for connecting trains

Ease of implementation:



Action level:

✓ **EUROPEAN**



### CONSIDER INTERNATIONAL CONTRACTS

Tender contracts for international rail services on lower volume O&Ds to drive rail adoption – potentially with subsidies to enhance financial viability

Ease of implementation:



Action level:

✓ **EUROPEAN**

# PARTNERSHIP [1/2] | THE FOLLOWING POTENTIAL PARTNERS CAN BE INVITED TO THE KICKOFF, WITH THEIR FINAL ROLES TO BE DETERMINED

## OVERVIEW OF POTENTIAL PARTNERS

| Category                  | Nr | Organization                    | Who                                                                                                                                                    | Role                                                                                                                                                       |
|---------------------------|----|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Authorities               | 1  | Københavns Kommune              | Jakob Heltoft, <i>Kontorchef</i><br>Jarl Zinn, <i>Specialkonsulent</i><br>Ida Hjerresen Schuppli <i>Fuldmægtig</i><br>Jeppe Grønholt <i>Kontorchef</i> | • Ensures alignment with city policies                                                                                                                     |
|                           | 2  | Transportministeriet            | Lars Olsen, <i>Kontorchef</i>                                                                                                                          | • Leads the <b>regulatory framework</b> governing rail operations and is link to national legislation                                                      |
|                           | 3  | By-, Land- og Kirke ministeriet | TBD                                                                                                                                                    | • Leads overall policies on <b>national tourism</b> and will ensure alignment with rail tourism initiatives                                                |
| Trans-border collaborator | 4  | STRING                          | Thomas Becker, <i>Managing Director (suggestion)</i>                                                                                                   | • Facilitates <b>cross-border collaboration</b> between local and regional authorities in Northern Europe                                                  |
|                           | 5  | Greater Copenhagen              | Jan Juul Christensen, <i>Direktør (suggestion)</i>                                                                                                     | • Provides insight and promotes <b>businesses</b> across the Øresund/Greater Copenhagen region                                                             |
| Operator                  | 6  | DSB                             | Rikke Gransøe Lange, <i>Market Director</i>                                                                                                            | • Provides expertise and insights into <b>the Danish rail network, operations, and lead collaboration</b> with other international counterparts            |
|                           | 7  | VY                              | Linda Kragseth, <i>Product Development &amp; Distr. Lead</i>                                                                                           | • Provides expertise and insights into <b>rail networks and operations in Norway</b>                                                                       |
|                           | 8  | SJ                              | Bjarni Skipper, <i>Head of Price and Product</i>                                                                                                       | • Provides expertise and insights into <b>rail networks and operations in Sweden</b> as well as <b>international operations between Sweden and Germany</b> |
|                           | 9  | Snälltåget                      | TBD                                                                                                                                                    | • Provides expertise and insights into <b>rail networks and commercial operations in Sweden</b> as well as <b>Germany</b>                                  |
|                           | 10 | DB                              | TBD                                                                                                                                                    | • Provides expertise and insights into <b>rail networks and commercial operations in Germany</b>                                                           |
|                           | 11 | Movia                           | Stine Sander, <i>CCO</i>                                                                                                                               | • Provides expertise into first- and <b>last-mile connectivity in Copenhagen/Zealand</b>                                                                   |
|                           | 12 | Metro                           | Eva Josefine Lind, <i>Commercial Lead</i>                                                                                                              | • Contributes <b>urban transit expertise</b> to enhance Copenhagen's rail accessibility for tourists                                                       |

# PARTNERSHIP [2/2] | THE FOLLOWING POTENTIAL PARTNERS CAN BE INVITED TO THE KICKOFF, WITH THEIR FINAL ROLES TO BE DETERMINED

## OVERVIEW OF POTENTIAL PARTNERS

| Category             | Nr | Organization                 | Who                                                           | Role                                                                                                                                  |
|----------------------|----|------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Infrastructure       | 12 | Banedanmark                  | Peter Svendsen, <i>Trafikdirektør</i>                         | • Leads <b>knowledge on rail infrastructure and network capacity management</b>                                                       |
|                      | 13 | Trafikverket                 | TBD                                                           | • Provides insight into the Swedish long-term infrastructure planning for rail                                                        |
|                      | 14 | DB InfraGO AG                | TBD                                                           | • Provides expertise and insights into <b>rail networks and commercial operations in Germany</b> (former DB Netz AG), a DB subsidiary |
|                      | 15 | Bane NOR                     | TBD                                                           | • Provides expertise and insights into <b>rail networks and commercial operations in Norway</b>                                       |
| Tourism organization | 16 | VisitDenmark                 | Mads Schreiner, <i>Internat. Markedsdirektør (suggestion)</i> | • Integrates rail into <b>national tourism promotion strategies</b> and provides insights into traveler demand and patterns           |
|                      | 17 | Visit Berlin                 | Catarina Erceg, <i>Deputy Director Market Management</i>      | • Provides expertise and insights into <b>tourism to and from Berlin</b>                                                              |
|                      | 18 | I Amsterdam                  | Chantal van Binsbergen, <i>Strategy Director</i>              | • Provides expertise and insights into <b>tourism to and from Amsterdam</b>                                                           |
|                      | 19 | Visit Stockholm <sup>1</sup> | Caroline Strand, CEO                                          | • Provides expertise and insights into <b>tourism to and from Stockholm</b>                                                           |
|                      | 20 | Visit Oslo <sup>1</sup>      | TBD                                                           | • Provides expertise and insights into <b>tourism to and from Oslo</b>                                                                |

 Focus for meeting 1

Notes: 1) Was invited for an interview for the foundational analysis, but was unable to find time to discuss

# SOURCES

# LIST OF SOURCES [1/3]

## ONLINE SOURCES:

**Acorn Tourism (2024)** *Trends in tourism*

<https://acorntourism.co.uk/insights/blog/read/2024/03/key-trends-in-tourism-for-2024-spearheaded-by-sustainability-and-regeneration-b96>

**BBC (2025)** *Bleisure travel trends*

<https://www.bbc.com/storyworks/capital/bleisure-bound/bleisure-travel-trend>

**Booking.com (2023)** *Sustainable Travel report*

<https://news.booking.com/download/31767dc7-3d6a-4108-9900-ab5d11e0a808/booking.com-sustainable-travel-report2023.pdf>

**Chronotrains (2025)** <https://www.chronotrains.com/en>

**Cphtransitmap (2025)** <http://cphtransitmap.dk/en/>

**DB (2025)** <https://www.bahn.de/angebot>

**DSB Annual Reports (2020-2024)** <https://www.dsb.dk/en/about-dsb/investor-relations/dsb-reports/>

**DSB (2025)** [https://travel.b-europe.com/dsb-](https://travel.b-europe.com/dsb-rail/dk/booking?_gl=1*1yz6gcy*_gcl_aw*R0NMLjE3NDI5MzkwNjEuQ2owS0NRandxSW1fQmhEbkFSSXNBS0JZY212aVMtcW50NnViNFZPc2dMeFlXZVRBM2RiSEhwQ0Vydmdw1YnF6Z2FFNjhrRFB0OHhYNTh1Y2FBa3F2RUFMd193Y0I.*_gcl_dc*R0NMLjE3NDI5MzkwNjEuQ2owS0NRandxSW1fQmhEbkFSSXNBS0JZY212aVMtcW50NnViNFZPc2dMeFlXZVRBM2RiSEhwQ0Vydmdw1YnF6Z2FFNjhrRFB0OHhYNTh1Y2FBa3F2RUFMd193Y0I.*_gcl_au*MTAzNjU0NjcXNi4xNzM4MDU1ODIy*FPAU*MTAzNjU0NjcXNi4xNzM4MDU1ODIy*_ga*ODg4Mzc5MjYxLjE3MzgWNTU4MTg.*_ga_L67Q4CCVRN*MTc0MjkzOTA2MS4zOC4wLjE3NDI5MzkwNjEuMC4wLjE5MjUzMDY5NTY.#TravelWish)

[rail/dk/booking?\\_gl=1\\*1yz6gcy\\*\\_gcl\\_aw\\*R0NMLjE3NDI5MzkwNjEuQ2owS0NRandxSW1fQmhEbkFSSXNBS0JZY212aVMtcW50NnViNFZPc2dMeFlXZVRBM2RiSEhwQ0Vydmdw1YnF6Z2FFNjhrRFB0OHhYNTh1Y2FBa3F2RUFMd193Y0I.\\*\\_gcl\\_dc\\*R0NMLjE3NDI5MzkwNjEuQ2owS0NRandxSW1fQmhEbkFSSXNBS0JZY212aVMtcW50NnViNFZPc2dMeFlXZVRBM2RiSEhwQ0Vydmdw1YnF6Z2FFNjhrRFB0OHhYNTh1Y2FBa3F2RUFMd193Y0I.\\*\\_gcl\\_au\\*MTAzNjU0NjcXNi4xNzM4MDU1ODIy\\*FPAU\\*MTAzNjU0NjcXNi4xNzM4MDU1ODIy\\*\\_ga\\*ODg4Mzc5MjYxLjE3MzgWNTU4MTg.\\*\\_ga\\_L67Q4CCVRN\\*MTc0MjkzOTA2MS4zOC4wLjE3NDI5MzkwNjEuMC4wLjE5MjUzMDY5NTY.#TravelWish](https://travel.b-europe.com/dsb-rail/dk/booking?_gl=1*1yz6gcy*_gcl_aw*R0NMLjE3NDI5MzkwNjEuQ2owS0NRandxSW1fQmhEbkFSSXNBS0JZY212aVMtcW50NnViNFZPc2dMeFlXZVRBM2RiSEhwQ0Vydmdw1YnF6Z2FFNjhrRFB0OHhYNTh1Y2FBa3F2RUFMd193Y0I.*_gcl_dc*R0NMLjE3NDI5MzkwNjEuQ2owS0NRandxSW1fQmhEbkFSSXNBS0JZY212aVMtcW50NnViNFZPc2dMeFlXZVRBM2RiSEhwQ0Vydmdw1YnF6Z2FFNjhrRFB0OHhYNTh1Y2FBa3F2RUFMd193Y0I.*_gcl_au*MTAzNjU0NjcXNi4xNzM4MDU1ODIy*FPAU*MTAzNjU0NjcXNi4xNzM4MDU1ODIy*_ga*ODg4Mzc5MjYxLjE3MzgWNTU4MTg.*_ga_L67Q4CCVRN*MTc0MjkzOTA2MS4zOC4wLjE3NDI5MzkwNjEuMC4wLjE5MjUzMDY5NTY.#TravelWish)

**DSB (2) (2025)** *Fremtidens vognstammer fra Talgo*

<https://www.dsb.dk/om-dsb/baredygtighed/strategiske-projekter/talgo/>

**EcoTree (2025)** *CO2 Calculation*

<https://ecotree.green/en/calculate-flight-co2#result>

**Eurostar (2025)** <https://www.eurostar.com/rw-en>

**Eurostat (2025)** *Length of railway lines equipped with the railway traffic management system (ERTMS) by type of signaling*

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**Eurostat (2) (2025)** *Passenger railway vehicles, by type of vehicle*

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**Femern (2025)** <https://femern.com/the-tunnel/fehmarbalt-tunnel/>

**Folketinget (2023)** <https://www.ft.dk/samling/2022/almde/TRU/bilag/218/2723390/index.htm>

**Forbes (2023)** *Scandinavia travel records tumble as tourists head north*

<https://www.forbes.com/sites/davidnikel/2023/08/03/scandinavia-travel-records-tumble-as-tourists-head-north/>

**Google flights (2025)** <https://www.google.com/travel/flights>

**Google maps (2025)** <https://www.google.com/maps>

**Hilton (2024)** *Travel trends 2025*

<https://stories.hilton.com/releases/hilton-travel-trends-2025>

**International Railway Journal (2024)** <https://www.railjournal.com/fleet/tgv-fleet-squeezed-by-growing-demand/>

**Interviews (2025)** – Interviews conducted by Implement Consulting Group, with selected market participants, *see page 4 for list of interviewees*

**Metro (2025)** <https://m.dk/da/>

**Moment (2023)** *Rail industry trends 2023-2030*

<https://moment.tech/2023/09/12/rail-industry-trends-2023-2030/?utm>

**Nightjet (2024)** <https://www.nightjet.com/en/#/home>

**Our World in Data (2023)** *Travel Carbon Footprint* <https://ourworldindata.org/travel-carbon-footprint>

**RailFreight (2024)** *Fehmarnbelt tunnel's rail freight traffic could be delayed until a decade from now*

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**Railway technology (2025)** [https://www.railway-technology.com/data-](https://www.railway-technology.com/data-insights/?selected_facets%5B0%5D=categories_str%3AData%20Insights&search_sort=sort_by_date_desc)

[insights/?selected\\_facets%5B0%5D=categories\\_str%3AData%20Insights&search\\_sort=sort\\_by\\_date\\_desc](https://www.railway-technology.com/data-insights/?selected_facets%5B0%5D=categories_str%3AData%20Insights&search_sort=sort_by_date_desc)

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**TGV Lyrica (2025)** <https://www.tgv-lyria.com/ch/en/destination/train-route/zurich-paris>

**Trainline (2025)** <https://www.thetrainline.com/>

**Wonderful Copenhagen (2025)** *Turismeviden, Tal og fakta*

<https://www.wonderfulcopenhagen.dk/wonderful-copenhagen/turismeviden/tal-og-fakta>

**Öresundståget (2025)** <https://www.oresundstag.se/reseinfo/kopa-biljett>

## **REPORTS (see provided reports):**

**European Commission status report (2022)** *Fifth Work Plan of the European Coordinator*

**UIC (2025)** *Track access charges in EU*

**Visit Denmark (2023)** *Seks nye segmenter i markedsføringen (Germany, Netherlands, Sweden and Norway)*

**ØBB Nightjet** *OEBB-Nightjet-presentation-Copenhagen*

## **DATA SOURCES FROM WOCO:**

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**YouGov (2025)** DK26512725 Copenhagen Travel (Mini\_TU) Tracking

**THANK YOU**