



init

# new dimensions

\_ Activity Report 2022/23

# Activity Report 2022/23

## Key figures

**Revenues**  
in Mio. Euro

**+191.3**  
+176.7 in 2021

**EBIT**  
in Mio. Euro

**+21.0**  
+17.6 in 2021

**Incoming orders**  
in Mio. Euro

**+214.1**  
+179.2 in 2021

**Order backlog**  
in Mio. Euro

**+163.7**  
+135.4 in 2021

**Consolidated net profit**  
in Mio. Euro

**+16.5**  
+12.4 in 2021

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» Taking mobility to a new  
dimension with the help of  
digitilisation – that has been  
our vision and our passion  
for 40 years. Always with the  
clear goal of supporting  
transport companies in all  
their tasks with our digital  
solutions. «

Dr. Gottfried Greschner, CEO init SE

**40**init  
years of innovation

# Managing Board



**Dr.-Ing.  
Gottfried Greschner**  
Chief Executive Officer  
(CEO)

**Vita**

- Since 1983 Managing Director at INIT GmbH
- Since 2001 Chief Executive Officer (CEO)

**Task Area**

- Business Development
- Production
- Purchasing
- Strategy



**Dipl.-Kfm.  
Dr. Jürgen Greschner**  
Chief Sales Officer  
(CSO) and Deputy Chief  
Executive Officer

**Vita**

- Since 2004 Managing Director at INIT GmbH
- Since 2004 Chief Sales Officer (CSO)
- Since 2015 Deputy Chief Executive Officer

**Task Area**

- Human Resources
- Legal Management
- Projects and System Design
- Research
- Sales and Marketing
- Support and Operations



**Dipl.-Kfm.  
Dr. Marco Ferber**  
Chief Financial Officer (CFO)

**Vita**

- Since 1 March 2023 Chief Financial Officer (CFO)

**Task Area**

- Compliance
- Investor Relations
- Data Protection
- Quality Management
- Risk Management
- ESG-Reporting
- Controlling and Logistics
- Financial Services
- M&A



**Dipl.-Ing. (FH)  
Matthias Kühn**  
Chief Operating Officer  
(COO)

**Vita**

- Since 2015 Managing Director at INIT GmbH
- Since 2016 Chief Operating Officer (COO)

**Task Area**

- IT Services
- Software Engineering Central Systems and Telematic Devices
- Hardware Engineering
- Hardware Repair
- Maintenance, Installation and Field Services



The detailed CVs of the members of the Managing Board can be found on the company website under Investor Relations/Corporate Governance.

# Foreword

Dear Madam or Sir,

in 2022 we experienced a historic watershed, a year that irrevocably changed our way of life, the way we work and the way we do business. Nightmare scenes that we long thought were behind us, such as war in Europe, have once again become reality, bringing with them existential misery. No one has been left unscathed.

Here at INIT, we have also been forced to overcome new challenges such as supply bottlenecks and rising prices for energy and raw materials. The fact that we are an internationally operating group of companies went in our favour, and we were able to manage much of the volatility. The results for 2022 are impressive: revenue grew by eight per cent to a new record of EUR 191 million. It is particularly pleasing that earnings before interest and taxes (EBIT) rose to the same extent and that the order intake for the full year grew to a record level of EUR 214 million. We are convinced that investment in research and development remain key to future success. Consequently, we also increased spending on research and development from EUR 12.6 million to EUR 16.3 million in 2022.

So far, we have been able to overcome this historic phase of upheaval and even have a reason to celebrate, because our company is celebrating its 40th anniversary this year. Since it was founded in 1983, INIT has made considerable progress.

We are absolutely committed to remaining at the forefront of technology and will continue to focus on this in the future. New approaches to solutions are essential in order to enable transport companies to master the major challenges they

are facing. Since the pandemic, fewer people use public transport, the consequences of which are falling revenues, cost pressures and the need for greater efficiency. At the same time, passengers are becoming more demanding. They no longer wish to pay by cash and they want to know exactly when the next bus will arrive at their stop and how full it is. Moreover, the expansion of e-mobility as well as further measures to combat climate change are a priority. In addition, transport companies are facing a wave of retirements and recruiting new employees is difficult.

Digital tools are an important support to meet these challenges, which is why we recently launched the “nextGen” innovation campaign. As part of this initiative, we are opening up a new chapter with the next generation of our modular overall solution MOBILE.

On the following pages you will discover which INIT solutions can support you. We look forward to shaping a new dimension of mobility with you.

Sincerely yours

Dr. Jürgen Greschner,  
Deputy Chief Officer







**Dr.-Ing. Gottfried Greschner,**  
Founder and Chief Executive Officer (CEO) of  
init innovation in traffic systems SE

From a research project at the University of Karlsruhe to a very successful international group of companies – Dr. Greschner developed INIT into a major player.

*In order to support our customers in the best possible way, we have always used state-of-the-art technology and the opportunities created by digitalisation.*

## Transport companies can **OVERCOME FUTURE CHALLENGES WITH OUR TECHNOLOGY**

On the occasion of our 40th Anniversary, we sat down with Dr. Gottfried Greschner, CEO and founder of INIT, to take stock and talk about the challenges our industry is facing.

**The past year has posed several problems for many companies. However, for INIT, as well as several challenges, it has also brought a number of successes. Which in particular make you feel most optimistic?**

The first thing that comes to mind is the major contract from METRO, Houston, Texas. We have been setting up an innovative ticketing solution there for one of the largest US public transport providers since 2021. The initial order is now followed by another major one which predominantly relates to ticket terminals in buses and at bus stops.

In general, we notice that more and more customers worldwide are updating their systems and ordering new hardware or software from us. In view of global challenges in the business world, we are very pleased with this trend.

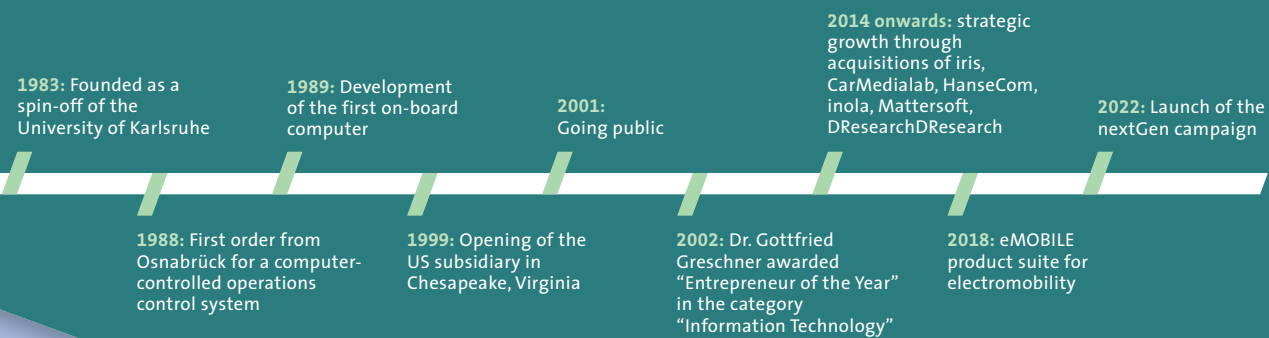
**INIT's 40th anniversary is also a reason to celebrate. Let's take a look back – what was the situation and what was public transport's technical equipment like back in 1983?**

It was a very different situation from today. The first control systems did exist, but they were not comparable to the technology we have today. Initially, transport companies were rather sceptical about digital solutions. Today, there is a completely different understanding in the industry, customers now demand new and innovative technologies from us.

**Just seven years after the company was founded you received your first major international order from Stockholm. How would you explain this early success?**

Our software and hardware solutions were way ahead of their time, and well-known in the industry. One of the Stockholm transport company's managers had read about INIT in a trade magazine and invited us to participate in a →





## INIT – a success story

tender. We won the contract, beating well-known companies, because our technology was evaluated to be superior. This was our first international lighthouse project and the cornerstone of our worldwide success.

### What happened next?

The crucial milestone for our expansion abroad was when we successfully broke into the US market. It is very difficult to gain a foothold there, because American companies want to see reference projects in their own country before signing a contract. We succeeded in installing a passenger counting system on the West Coast and a fleet control system (ITCS) on the East Coast at very favourable terms with transport operators. This cost us a lot of effort, but it was worth it. After four years, we had finally made a breakthrough.

### In 2001, a new phase in the company's history began – INIT went public on the German stock exchange. What prompted you to take this step?

We needed fresh capital – firstly to gain a foothold in the North American market but also to develop new products. We raised less capital than we had hoped to, because the stock market segment of the Neuer Markt (the stock exchange's technology segment at the time), where we were listed, was on the verge of collapse at the time. Investors' expectations were not that high though. This had its advantages, because it meant we were able to grow at a healthy pace.

### For the first 30 years, INIT grew primarily through its own strength. Then you moved on to acquiring other companies. Why this change of strategy?

We want to offer our customers the full range of digital solutions for public transport. Until a few years ago, for example, we did not have any CCTV systems in our portfolio. But transport companies need video technology to prevent vandalism, or to investigate accidents. This is why we bought the Berlin-based company DResearch which is a leader in this field. Another example is the company iris, which provides sensors for automatic passenger counting. These are mounted above the vehicle doors and record the number of people boarding and alighting the vehicle. Among other things, these passenger numbers can be used to indicate which car sections still have available seats.

### Transport companies are now facing many challenges. Which solutions does INIT provide to meet these challenges?

A challenge at the moment is the increase in energy costs, which represents a considerable burden for transport companies. We offer solutions that help our customers save energy. This includes the MOBILEefficiency driver assistance system, which is designed to encourage energy-efficient driving. Another example is MOBILE-FLEX, a management system for on-demand public transport which allows transport companies to only serve the journeys that are actually requested, subsequently reducing fuel requirements. We also

support transport companies in overcoming all the challenges related to e-mobility. Our MOBILEcharge system, for example, ensures that vehicles are charged on time and in a cost-effective way.

### What solutions are you using to drive the transformation of the industry in the long term?

We are working on solutions to make public transport more reliable, more attractive and more efficient while always using the latest technologies and opportunities provided by digitalisation.

We already offer our systems in the cloud, and this trend will continue to grow. We also use artificial intelligence, for example to optimise driver duties and routes, for occupancy prediction, and for passenger information.

Numerous research projects that we are undertaking with partners also provide us with important innovative ideas. We are currently working on joint projects for AI-based assistance systems to support control centre staff and process traffic data. In the past, our research projects often resulted in successful new products. In the MAVIS research project we developed an app for visually-impaired, hearing-impaired, and mobility-impaired passengers.

### Where do you see INIT in five years?

I see transport companies mastering today's and future challenges using INIT technology. Whether it's saving energy, managing electric vehicles, optimising operational efficiencies, or increasing passenger comfort. This is why I see us continuing to grow strongly, and I am also very confident that we will be able to celebrate successes in markets that we haven't worked in before.

In the  
**MAVIS**  
research project an app  
for visually-, hearing-,  
and mobility-impaired  
passengers was  
developed.





# Opening new dimensions

## Our mission

We support transport companies in all their operational challenges through cutting-edge technology. This principle applies today more than ever before as transport companies are currently facing huge challenges.

As a result of the pandemic, fewer people are using public transport, resulting in falling revenues. Higher energy prices are having a negative effect, forcing a review of all processes to realise cost-saving potential. However, passengers are becoming more demanding and want better public transport services. At the same time, political pressure

is being exerted to implement climate-friendly measures by increasing the public transport market share and converting to electromobility. The impending wave of retirements of experienced employees coupled with the lack of specialised staff are further exacerbating this situation.

Nonetheless, transport companies are not entirely helpless in the face of these developments. There are five areas which offer particularly promising opportunities to overcome these challenges, supported by INIT, your reliable and innovative technology partner.

### Overcome challenges with INIT technology

- ✓ Improving service quality
- ✓ Saving energy
- ✓ Simplifying access
- ✓ Increasing efficiency
- ✓ Relieving the burden on employees

On the following pages, you can explore the specific solutions INIT has developed to meet the challenges of our time, and how they will allow us to open up new dimensions together with our customers.







# Improving service quality

Transport companies must continue to improve their service quality in order to meet the growing expectations of passengers and the general public. Reliable departure time predictions and the availability of real-time information on an increasing number of passenger information channels are among the key factors in achieving this goal.

## Spot-on accuracy

Reliable predictions thanks to machine learning

Machine learning improves every prediction – including departure times for passenger information. Transport companies that use MOBILE-ITCS nextGen will benefit from this, because the predictions in INIT's new operations control system are based on artificial intelligence and the machine learning software (ML) from INIT's subsidiary inola. It uses historical data and real-time information as well as various training systems to improve the ML model. A pilot project carried out by INIT and Golden Gate Bridge, Highway & Transportation District, San Francisco, has already demonstrated the excellent reliability of these predictions. Passengers can keep an eye on the predictions via an app or browser. ■

← In San Francisco, passengers receive accurate information on departure times thanks to AI.

## Summary

- ✓ Reliable predictions thanks to machine learning
- ✓ Occupancy predictions improve passenger comfort
- ✓ Automated systems instantly provide multi-channel passenger information

## One click is **all it takes**

Passenger information on multiple channels

Managing operations and dealing with multiple passenger information channels at the same time is virtually impossible for dispatchers, especially if they have to operate these information channels individually. This is where the integrated solution for on-demand services RESPONSEassist comes into play. Ready-made templates enable the largely automated generation of precise passenger information, which can then be distributed to all channels with a single click. RESPONSEassist also integrates the processes of dispatching, passenger information and operational documentation, thereby supporting dispatchers at a completely new level. Any disruptions can be dealt with efficiently with the help of forms containing pre-set instructions.

This way, control centre staff are relieved of the time-consuming task of providing passenger information single-handed via multiple channels and can concentrate on their core competencies. ■

## How crowded will it be?

Occupancy predictions help passengers plan their journeys

Since the pandemic, many passengers prefer to choose connections that are less busy. By providing occupancy predictions in their passenger info, transport companies can offer their passengers a new service that increases service quality and improves punctuality and efficiency thanks to a more evenly distributed passenger load. INIT offers a technically advanced solution for this in the form of MOBILEguide. In a patented process, the system not only takes into account the current occupancy level of vehicles, but also the number of passengers expected to disembark at the respective stops. This creates much more reliable information than was ever possible with previous solutions. ■

↓ Occupancy predictions increase comfort and punctuality.

## Going live in Oldenburg

Verkehr und Wasser GmbH (VWG) will shortly implement INIT's solution, MOBILEguide which will allow passengers in Oldenburg, Germany to access occupancy levels in their info platforms. All buses and trams are equipped with passenger counting sensors from the INIT subsidiary iris. The order is INIT's first step towards the real-time processing of statistical data.







## Focus on fuel consumption

Reducing costs with optimised driving behaviour

One of the most important cost drivers is fuel and energy consumption which, according to a US government study, can increase by up to 40 per cent as a result of an aggressive driving style.

To facilitate safe and energy-efficient driving, INIT offers MOBILEefficiency, a powerful driver assistance system that is just as suitable for diesel-powered vehicles as it is for e-buses. The on-board computer detects heavy braking or acceleration, excessive idling time with the engine running, fast turning manoeuvres and excessive speed. Real-time feedback is sent to drivers to help them improve their driving style.

Fuel savings of up to **40 %** can be achieved when driving styles are modified\*

\* Study by the US Department of Energy

# Saving energy

Transport companies around the world are facing an unprecedented cost burden due to the sharp rise in energy prices. This means they need to find new ways to save money in all areas of the company – from planning to depot to operations. INIT's systems help them to reduce energy costs quickly and effectively.

← INIT's driver assistance system supports an energy-efficient driving style.

## Shorter travel distances, less consumption

It is possible to avoid unnecessary journeys and idle times by planning the blocks accordingly. With MOBILEopti<sup>2</sup>, the module for the integrated optimisation of blocks and duties, the focus can be placed, for example, on avoiding empty runs and reducing idling times without losing sight of other operational concerns – a promising strategy for saving fuel.

(See chapter "Increasing efficiency", page 18)



## Summary

- ✓ Reduce fuel and energy consumption with INIT's driver assistance system
- ✓ Energy-efficient operation of low-demand lines with INIT's on-demand transport solution
- ✓ Reduce empty runs and idling times with INIT's optimisation tool
- ✓ Reduce power costs with INIT's intelligent charge management system



## Optimal loading

Lower energy costs for the e-fleet

INIT's MOBILEcharge system ensures that vehicles are always charged on time, according to demand and in a cost-optimised manner by calculating optimised charging schedules that use the benefits of load shifting. More specifically, this means that the maximum charging power is reduced, which is the main determinant of the electricity price. To achieve this, the vehicles' charging processes are interlocked and carried out using less power but over a longer period of time. When combined with variable electricity tariffs, the potential cost reductions can reach as much as 20 per cent.

(See chapter "Increasing efficiency", page 18)

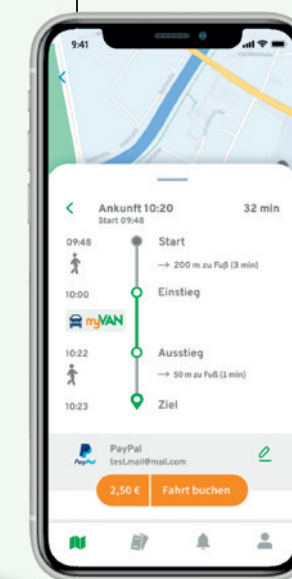
## Fuel savings with on-demand transport services

Passengers stay mobile at low costs

Buses that run empty are particularly uneconomical, and this is even more true in times of rising energy prices. One solution is to use an on-demand mode, during off-peak hours and in peripheral service areas. This is particularly effective if small buses are used instead of large ones.

Thanks to the MOBILE-FLEX on-demand service management system, passengers remain mobile while costs for the transport company are reduced. The system includes a booking and information platform as well as information that drivers can retrieve on the on-board computer or their smartphone.

An artificial-intelligence-based, self-learning optimisation algorithm from INIT's subsidiary inola is used to find the most efficient route.



INIT's on-demand transport solution: Passengers stay mobile, transport companies save costs.



## Cashless in Seattle

### Metropolitan area upgrades fare collection system

With INIT's help, Seattle has set up a modern fare management system for public transport. The network includes buses, trains, ferries, and water taxis in the Greater Seattle Area. The previous card-based system has been replaced by a more customer-friendly service, which offers real-time account management and new payment options, ensures the security of customer data, and enables mobile ticketing. At the heart of it is MOBILEvario, INIT's powerful back-office system for electronic fare collection, which also handles revenue sharing between the ten partner companies. ■

» The new system provides greater efficiency and convenience, with real-time loading and eventually a smartphone tap-to-pay option. «

Brittany Esdaile, Director of Regional Fare Systems, Sound Transit Authority, Seattle

## Simplifying access

Persuading more people to switch to bus and rail also requires transport providers to make it easier for them to buy the right ticket. For example, with

contactless payments using a smartphone or credit card and without passengers having to navigate the fare system.

→ Easy access to the right ticket with electronic payment options.

### Summary

- ✓ Quick introduction of ticketing by credit card with Ticketing-as-a-Service
- ✓ Automatic best price calculation
- ✓ Smartphone and credit card solutions
- ✓ Digital travel assistance for disabled passengers



## Convenient ticketing with TaaS

### Fare capping thanks to contactless payment

Paying without cash is becoming increasingly popular. The pandemic has made this trend even more pronounced. With Ticketing-as-a-Service (TaaS), INIT enables transport companies to offer cashless payments quickly and easily as it is a software-as-a-service solution whose software is powered and continuously developed by INIT and hosted in the cloud. Transport companies have full cost control and are always at the cutting edge of technology. They can view all transactions and evaluate their data giving accurate insight into sales figures and turnover at all times.

TaaS also offers significant advantages to passengers. To purchase tickets, they use the payment methods already in their pocket: their smartphone or credit card. They do not have to register or familiarise themselves with the fare system. A best price system guarantees that they always pay the lowest price. Transport companies can use INIT's TaaS solution as a supplement to existing ticketing systems. ■

## California puts its trust in INIT

### Campaign to make public transport in California more attractive

The Californian Integrated Travel Project (Cal-ITP) has a clear goal. The entire public transport system in the most populous US state needs to offer the best service and attract more passengers. State-of-the-art ticketing and passenger information systems should provide the foundation for this. The responsible procurement office at the Cal-ITP relies exclusively on selected suppliers. INIT is the only one out of a total of six companies to be listed for both its fare collection software and its validation hardware. As a result, the passenger terminal PROXmobile3 and the back-office software MOBILEvario are available to the more than 300 small and medium-sized transport companies in California. Meanwhile, the program has been extended to a growing list of other states such as Oregon and Washington. ■

## Barrier-free travel

### Reducing access barriers for people with disabilities

Almost one in ten people are registered disabled. Many of them cannot drive and are dependent on public transport. They need support – from wheelchair ramps to digital assistance. One such aid is the travel assistance system ASSISTIVetravel. Using a smartphone app, passengers can receive real-time information which is tailored to their needs, use a read-aloud function, ask drivers if there is any free wheelchair space before the bus arrives, or request further assistance. The system even transmits real-time information to hearing aids. ■

## Flexible mobility options

### Open mobility platforms integrate various mobility offers and service providers

Mobility demands are changing. Public transport customers expect mobility services to be available “on-demand” at all times and to be tailored to exactly fit their individual requirements. This is why new providers have emerged, offering ride-hailing and ride-pooling services. The key to success will be the creation of regional Open Mobility Platforms run by public transport companies that will bring together the various mobility providers. The advantages for passengers are single sign-on and intermodal booking of all mobility services with one consolidated invoice at the end of the month. The mobility platform “regiomove” for the Karlsruhe region, for which INIT developed the booking and payment platform, proves how this can work. ■





## Introducing electromobility – with the highest possible level of efficiency

How transport companies can get started with new drive systems

Transport companies need to align their infrastructure and processes with the electrification of the fleet. With INIT's comprehensive eMOBILE product suite, the cost-effective introduction and efficient operation of an e-bus fleet is sure to be a success. This has been demonstrated by numerous successful projects around the world.

The planning and simulation system eMOBILE-PLAN calculates the effects of various parameters on the total costs, and handles the e-bus-specific requirements for block building. The Intermodal Transport Control System MOBILE-ITCS continuously monitors the state of charge of the electric vehicles and alerts the dispatcher when a critical state of charge is reached. This is all based on reliable range prediction, which is becoming increasingly precise thanks to machine learning.

The charging processes themselves can be controlled and monitored with the MOBILEcharge intelligent charge management system. Having a close connection to the depot management system MOBILE-DMS ensures that current states of charge, load capacities and planned departures can be taken into account. With the help of the driver assistance system MOBILEefficiency, energy consumption is measured (see chapter "Saving energy", page 14) in order to further improve range prediction. This integrated overall system covers all operational e-mobility requirements. ■

← Efficient operation of e-buses with INIT's eMOBILE product suite.

### Summary

- ✓ Improved planning is a lever for increased efficiency
- ✓ Triple optimisation for efficient timetable, block and duty planning
- ✓ eMOBILE product suite for the efficient deployment of e-buses



## Simplified support for complex planning

INIT's optimisation tool builds optimised blocks and duties in an integrated process

Trip planning is an important lever for increasing operational efficiency. It is a complex process, which imposes heavy demands on the responsible members of staff.

With INIT's optimisation tool MOBILEopti<sup>2</sup>, block and duty planning can be carried out in a single optimisation run – the advantage is not only massive time savings for the planning staff but also that in the interplay of block and duty schedules, the best possible result is ensured. Trip shifting can contribute to further optimise the results by slightly

rescheduling departure times of individual trips. The core of MOBILEopti<sup>2</sup> is the AI-based, self-learning optimisation algorithm developed by INIT's subsidiary inola. The algorithm is also used in INIT's on-demand transport solution.

(See chapter "Saving energy", page 14) ■

## Optimised processes – even more is possible!

Perfectly matched timetable, block and duty planning

INIT is funding a scientific project at the Free University of Berlin that will further improve transport companies' planning processes. This involves a triple-integrated approach which includes the timetable in the optimisation process.

The duration of the trips, the minimum and maximum intervals, the number and capacity of the vehicle types, and the number of passengers to be transported per time interval are predefined. By including the timetable into the optimisation process, further savings potential can be leveraged, while ensuring that the necessary transport capacity is provided. ■

## Increasing efficiency

The sharp rise in energy costs in 2022 and the reduced revenue stream due to the pandemic are forcing transport companies to take an even closer look at their processes and cost structure. Simple system enhancements can increase efficiency and unlock significant savings potential without requiring any major investments.



## Research for the workplace of the future

Digital innovations make employees' workload easier

Dispatchers are often under great time pressures. In the event of accidents and disruptions, they are called upon to quickly coordinate numerous steps in order to minimise the impact on passenger service. This complexity exposes them to a very high level of stress and requires a very broad range of experience. As part of the research project KARL, INIT is researching AI-based assistant solutions to support control centre staff. The AI is to be trained in such a way that it takes a large number of relevant factors into account and

proposes scheduling measures that are precisely tailored to the specific situation based on past situations.

The U-THREAT research project also addresses automation. Here, INIT has participated in developing software that automatically generates diversion and replacement transport plans in the event of operational disruptions. With the help of the suggestions generated by the programme, dispatchers can react more quickly to very different scenarios in the event of an emergency. A simulation project in the Lyon, France metro network was successful and forms the basis for further developments. ■



KARL: AI-based assistance system to support the control centre.



Quick solutions for operational disruptions.



## Relieving the burden on employees

In the next few years, the public transport sector will face a large wave of retirements and also has to compete with other sectors to attract qualified staff. This makes it all the more important that the burden on staff is reduced and that newly recruited staff can be deployed more quickly. INIT's systems provide the support needed.

## Summary

- ✓ Artificial intelligence supports dispatchers
- ✓ Digital aids in the event of crises and emergencies
- ✓ Navigational aid makes the flexible deployment of drivers easier

## Keeping on track

Navigation aid for drivers

When bus drivers are on a particular line, they must know the route by heart which is why putting drivers on an unfamiliar route at short notice is problematic. Navigation aids, such as those offered by INIT's on-board computers COPILOTpc and EVENDpc, provide a solution to this problem. Drivers receive turn-by-turn navigation instructions that are displayed to them on the on-board computer control panel. The system is also ideally suited for on-demand transport with varying routes. ■

→ Navigation assistance via the on-board computer: What INIT customers say.



## Modern control centres rely on automation in traffic control

The RESPONSEassist software system enables the management of traffic events via recommendations for action while allowing dispatchers to semi-automatically publish passenger information across various channels with just one click. This makes the dispatchers' job easier. RESPONSEassist has been in operation at the Wuppertal transport company WSWmobil since 2021. Hallesche Verkehrs-AG, as well in Germany, has also opted to use the system.

(See chapter "Improving service quality", page 12) ■

← Support for control centre staff through AI.



↑ Navigation instructions via the on-board computer ensure that new drivers are ready for work more quickly.

# Stable share price due to sustainability

init  
share  
has outperformed  
the DAX/TecDAX

The share of init innovation in traffic systems SE, reacted particularly sensitively to the growing risks in the reporting period. After starting the year strongly with its price peaking at over EUR 37, the share initially remained above the EUR 30 mark even though most tech stocks were already starting to record painful losses. The share price only started to come under real pressure towards the end of May due to indications of lackluster performance in the first half of the year. It reached its annual low at the end of August at EUR 17. However, the Management Board of init SE confirmed its corporate strategy of aligning the business towards sustainability and used the phase of weak stock prices to repurchase shares in the company.

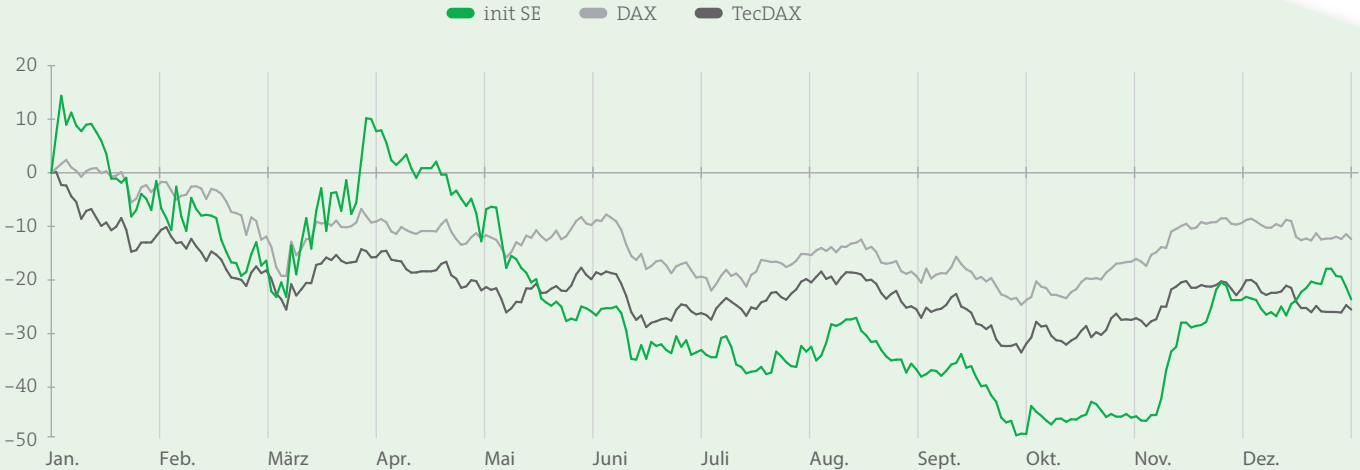
This shored up investor confidence and lead to the share price stabilising as a result. The upwards trend was confirmed with the publication of the

figures for the third quarter, which exceeded expectations on many fronts. Consequently the init share had again passed the EUR 25 mark by the end of the year. Since this date, it has managed to continue growing by double digits. From a long-term perspective, the init share has therefore continued to outperform the DAX and the TecDAX.

Financial analysts still see further growth potential and have issued “buy” ratings. The price targets they have listed currently lie in a range of between EUR 41.50 and EUR 52.00. ■

Shareholder structure as of 31 December 2022	per cent
Dr. Gottfried Greschner (directly and indirectly held, parties related to him)	41.99
Corporate bodies	4.71
Employee shares (locked up)	0.47
Treasury shares init SE	1.40
Free float	51.43

Performance of the init share (01.01.–31.12.2022) (indexed)



# Supervisory Board



Dipl.-Kfm.  
Hans-Joachim Rühlig  
Chairman

About

- Ostfildern, Germany
- Independent Management Consultant

Vita

- Supervisory Board Member since 2011
- Chairman since 2014
- Managing Board Member of Stiftung Bauwesen, Stuttgart, Germany
- Former Managing Board Member of Ed. Züblin AG, Stuttgart, Germany



Dipl.-Ing.  
Ulrich Sieg  
Deputy Chairman

About

- Jork, Germany
- Consulting Engineer specialised in Public Transport

Vita

- Supervisory Board Member since 2014
- Deputy Chairman since 2016
- Elected until AGM 2022
- Former Deputy Chief Executive Officer and Managing Board Member of Hamburger Hochbahn AG, Germany



Dipl.-Ing. (FH), M. A.  
Christina Greschner  
Member

About

- Karlsruhe, Germany
- Advisory activity

Vita

- Supervisory Board Member since 2019
- Since 2007 various management positions with the INIT Group
- Extensive knowledge of the INIT Group
- International experience



Dipl.-Ing.  
Andreas Thun  
Member

About

- Wandlitz, Germany
- Independent entrepreneur

Vita

- Supervisory Board Member since 2022
- Former Managing Director and Shareholder of iris-GmbH infrared & intelligent sensors, Berlin, Germany
- Deputy Chairperson of the Advisory Board of DResearch Fahrzeugelektronik GmbH, Berlin, Germany

The CVs of each Supervisory Board Member as well as the competency profile can be found on the website under Investor Relations/Corporate Governance.



# Consolidated balance sheet

as of 31 December 2022 (IFRS)

## Assets

EUR'000	31/12/2022	31/12/2021
<strong>Current assets</strong>		
Cash and cash equivalents	40,050	28,158
Marketable securities and bonds	29	39
Trade accounts receivable	35,222	32,038
Contract assets	14,763	21,628
Receivables from related parties	0	3
Inventories	42,091	34,338
Income tax receivables	1,551	2,805
Other assets	3,976	3,523
<strong>Current assets, total</strong>	<strong>137,682</strong>	<strong>122,532</strong>
<strong>Non-current assets</strong>		
Property, plant and equipment and Right-of-use assets	65,037	55,668
Investment property	1,352	1,360
Goodwill	12,488	12,488
Other intangible assets	20,045	16,783
Interests in associated companies	778	841
Deferred tax assets	4,849	3,926
Other assets	3,516	3,302
<strong>Non-current assets, total</strong>	<strong>108,065</strong>	<strong>94,368</strong>
<strong>Assets, total</strong>	<strong>245,747</strong>	<strong>216,900</strong>

## Liabilities and shareholders' equity

EUR'000	31/12/2022	31/12/2021
<strong>Current liabilities</strong>		
Bank loans	18,460	14,061
Trade accounts payable	9,747	6,932
Contract liabilities	9,745	7,075
Advance payments received	1,171	2,468
Income tax payable	3,947	3,444
Provisions	6,625	8,609
Lease liabilities *	3,336	3,218
Other liabilities *	20,533	21,063
<strong>Current liabilities, total</strong>	<strong>73,564</strong>	<strong>66,870</strong>
<strong>Non-current liabilities</strong>		
Bank loans	19,575	15,279
Deferred tax liabilities	5,172	5,284
Pensions accrued and similar obligations	7,336	10,822
Provisions	2,373	2,403
Lease liabilities	21,172	12,404
Other financial liabilities	0	1,214
<strong>Non-current liabilities, total</strong>	<strong>55,628</strong>	<strong>47,406</strong>
<strong>Equity</strong>		
Attributable to equity holders of the parent company		
Subscribed capital	10,040	10,040
Additional paid-in capital	6,575	7,587
Treasury shares	-3,517	-2,467
Reserves and consolidated unappropriated profit	98,369	87,344
Other reserves	4,891	-100
	116,358	102,404
Non-controlling interests	197	220
<strong>Shareholders' equity, total</strong>	<strong>116,555</strong>	<strong>102,624</strong>
<strong>Liabilities and shareholders' equity, total</strong>	<strong>245,747</strong>	<strong>216,900</strong>

\* In former accounting periods current lease liabilities were presented under other liabilities.

# Consolidated income statement

for the financial year 2022 (IFRS)

EUR'000	01/01/ to 31/12/2022	01/01 to 31/12/2021
Revenues	191,252	176,659
Cost of sales	-114,690	-113,985
<b>Gross profit</b>	<b>76,562</b>	<b>62,674</b>
Sales and marketing expenses	-24,097	-19,665
General administrative expenses	-20,443	-17,369
Research and development expenses	-13,506	-12,563
Other operating income	3,897	4,277
Other operating expenses	-831	-421
Foreign currency gains and losses	-754	362
Expenses and income from associated companies	177	271
<b>Earnings before interest and taxes (EBIT)</b>	<b>21,005</b>	<b>17,566</b>
Interest income	24	21
Interest expenses	-750	-1,046
<b>Earnings before taxes (EBT)</b>	<b>20,279</b>	<b>16,541</b>
Income taxes	-3,778	-4,096
<b>Net income</b>	<b>16,501</b>	<b>12,445</b>
thereof attributable to equity holders of the parent company	16,524	12,413
thereof non-controlling interests	-23	32
Basic and diluted earnings per share in EUR	1.66	1.25

# Five-year financial summary

of the init group (IFRS)

EUR'000	2022	2021	2020	2019	2018
<b>Balance Sheet (31/12)</b>					
Balance sheet total	245,747	216,900	226,645	200,398	168,461
Shareholders' equity	116,555	102,624	90,522	85,547	75,762
Subscribed capital	10,040	10,040	10,040	10,040	10,040
Equity ration (in %)	47.4	47.3	40.0	42.7	45.0
Debt capital	129.192	114,276	136,123	114,851	92,699
Non-current assets	108,065	94,368	96,597	76,684	62,109
Current assets	137,682	122,532	130,048	123,714	106,352
Cash	40,050	28,158	32,211	26,174	20,620
<b>Income Statement (01/01–31/12)</b>					
Revenues	191,252	176,659	180,668	156,464	135,711
Gross profit	76,562	62,674	62,167	53,238	45,979
EBIT	21,005	17,566	19,642	16,240	6,372
EBITDA	31,205	27,413	28,891	23,453	10,942
Consolidated net profit	16,501	12,445	14,943	11,335	2,439
Earnings per share (in EUR)	1.66	1.25	1.50	1.13	0.24
Dividend* (in EUR)	0.60	0.55	0.55	0.40	0.12
Special dividend* (in EUR)	0.10				
<b>Cash Flow</b>					
Cash flow from operating activities	24,382	16,007	24,437	21,132	12,809
<b>Share</b>					
Issue price (in EUR)	5.10	5.10	5.10	5.10	5.10
Peak share price (in EUR)	38.10	48.50	37.60	23.80	22.00
Bottom share price (in EUR)	17.00	30.40	15.25	12.15	13.80



## Imprint

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