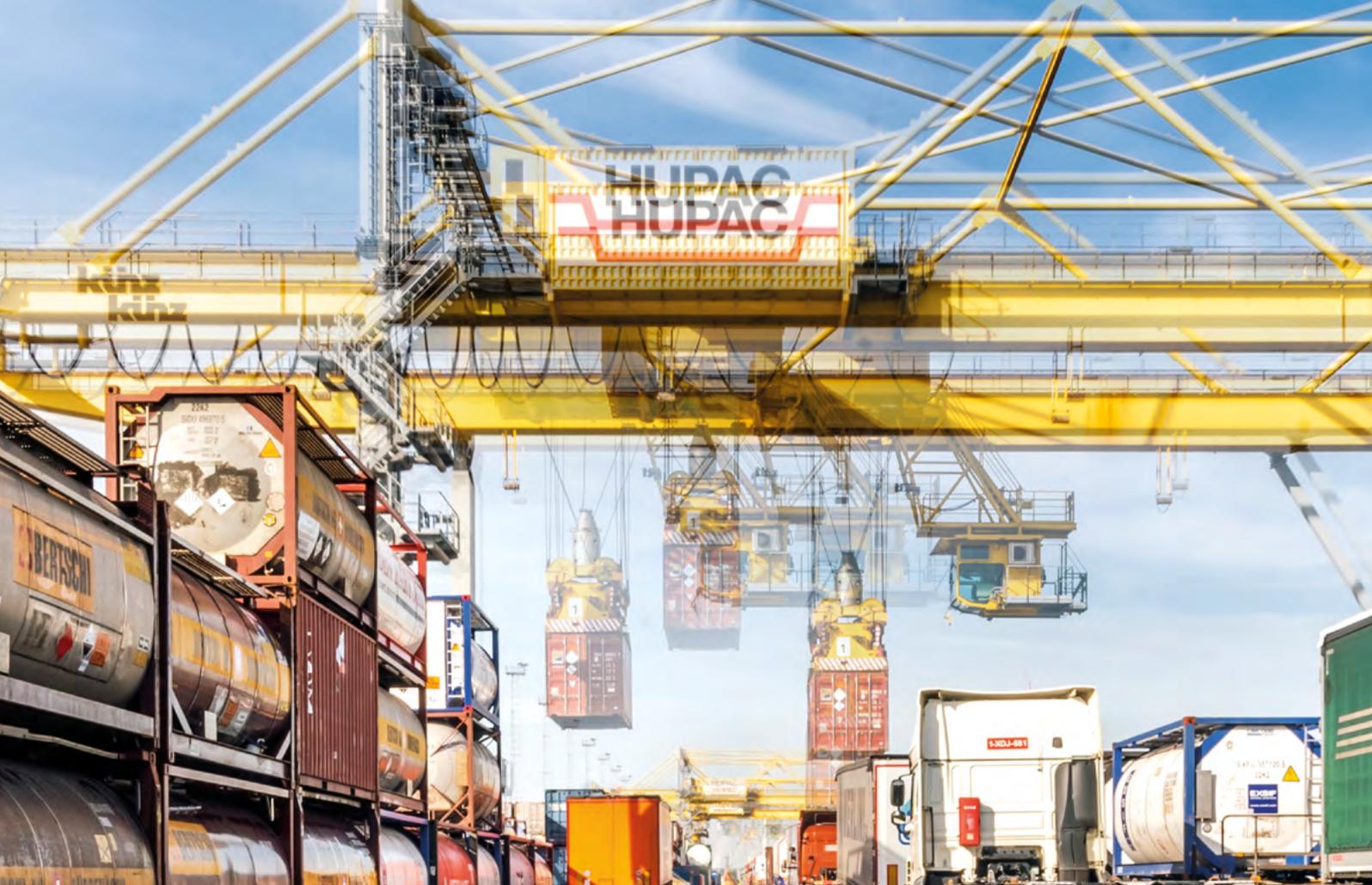


2026

STRATEGY





We shape the future of intermodal transport

- **Intermodal**
We connect rail with road and sea all over Europe and beyond.
- **Connected**
Our customers benefit from the power of a strong network.
- **Smart**
We are the smart way of doing intermodal, with a wide range of services at a fair price.
- **Service**
We run that extra-mile for our customers.
- **Quality**
We fight for upgrading the performance of the rail system.
- **Agile**
We listen, we cooperate, we develop, we deliver.
- **Emission-free**
Together we make the green revolution happen.



Moving together

Hupac reviews the principles of its entrepreneurial actions systematically every five years. After the end of the strategy period 2016-2020 and a pandemic-related break, the vision, mission statement and strategy were revised in 2021. At the beginning of 2022, the Board of Directors of Hupac Ltd adopted the new Strategy 2026.

The EU's climate policy creates good conditions for the further growth in combined transport. Hupac wants to take advantage of the opportunities and steers the expansion of its network and the further development of processes and structures with its Strategy 2026.

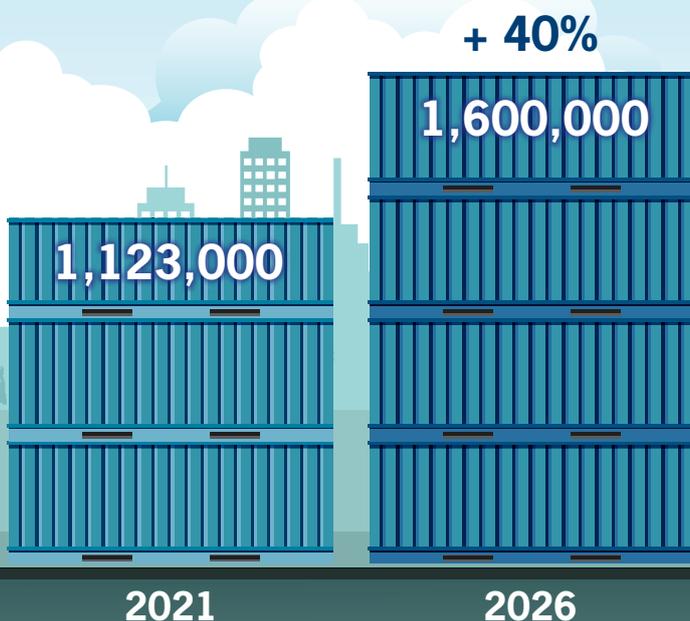
The strategy of Hupac is based on strengths that have been built up over many years. The core elements are the demand-oriented development of a network for combined transport, independence from the railways and investments in own resources such as rail wagons, terminals and information technology.

Hupac's target for the strategy period 2022-2026 is an annual volume increase of 7%. With a forecast economic growth of 2%, this will achieve a real shift of freight traffic from road to rail.

By 2026, Hupac aims to reach a traffic volume of 1.6 million road consignments, which corresponds to an increase of 40% compared to 2021. To achieve this goal, the Board of Directors has approved an investment programme of CHF 300 million.

Modal shift: target 2026

Road consignments in the Hupac Group network



Strategy 2026 in figures

Modal shift

1.6 million trucks transported by rail

Investment

CHF 300 million with focus on terminals, digitalisation, rail cars

Terminal capacity

1.3 million loading units in 7 new significant plants or expansions

Quality

90% punctuality by 2026

Competitive solutions for modal shift

Stabilise the core business and exploit growth potentials – these are the guidelines of the Strategy 2026. The background is the upcoming expiry of operating subsidies for combined transport in Alpine transit through Switzerland. With the commissioning of AlpTransit, productivity advantages can be gradually exploited, such as more payload per locomotive, longer trains, shorter journey times. The core task for the 2022-2026 strategy period is to consistently integrate these factors into existing transport concepts.

In addition, the growth potentials arising in other areas of Europe should continue to be exploited. These include the axes of

south-east, south-west and north-east Europe as well as new market segments such as maritime hinterland transport.

The optimisation of processes and the intelligent use of resources such as rail wagons and terminals are further fields of action. The central challenge is the efficient management of the network and the achievement of a quality level in line with requirements in a market that is characterised by capacity bottlenecks in certain phases as demand increases. Flexibility, digital intelligence and close cooperation with partners are the basic prerequisites for performance and customer satisfaction.

Strategic priorities

- Quality leadership in European intermodal markets
- Investments in market expansion and partnerships for modal shift
- Digital transformation of our offerings and driving of sector standards
- Attract talents and develop diversity for growth
- Political advocacy to improve modal shift conditions and grow capacity.



Key fields of action



Strengthen and expand the European network

The focus is on strengthening the core business on the north-south axis and expanding the network to axes with growth potential such as south-east, south-west and north-east Europe. In the maritime sector, Hupac aims to connect its network to the Italian ports and to link up with the ERS Railways network from the ports of Hamburg, Bremerhaven and Rotterdam.



Expand the footprint in the terminal area in line with demand

Efficient terminals are the basic prerequisite for shifting freight transport from road to rail. Hupac invests in terminals under its own management or with partners in order to provide the necessary capacity in growth markets.



Aim for quality leadership

Through intelligent resource management and transparent data flow, Hupac wants to noticeably raise the quality level of combined transport in cooperation with its railway partners. The goal is a 90% punctuality of train arrivals at the terminal.



Improve processes and optimise structures

The targeted growth requires more automation and group-wide integration. Thanks to agile teams and supporting IT, Hupac frees up resources and increases the company's productivity.



Strengthen rail production with partners and on own initiative

Hupac is taking an active role to strengthen the production of freight transport on the European rail network. Central elements are the commitment to open markets, the own planning of service packages and the initiatives to increase performance together with the railway partners.



Be successful with data and digitalisation

Digital technologies, advanced analytics and artificial intelligence are the drivers of innovation and efficiency. Hupac's digital strategy focuses on data integration with customers and partners as well as on forward planning and predictability in all areas.



Develop the wagon fleet and operate it efficiently

Hupac owns one of the largest private wagon fleets for combined transport in Europe. The resources for the targeted transport growth are secured by increasing the mileage, further developing the maintenance concepts and procuring new wagons.



Promote the performance potential of our employees

Hupac is making a cultural change so that employees can fully utilise their talent and energy. The goal is an organisation where people are inspired, curious and self-reliant. Young professionals are systematically involved in decision-making processes and take responsibility. The strengths of the Hupac culture such as pragmatism, customer proximity, focus on good quality services and linking the cultures of northern and southern Europe will continue to be upheld.

Market leader in international combined transport

Hupac is Europe's leading intermodal network operator with a transport volume of 1.1 million road consignments per year. For over fifty years, we have pioneered innovative and reliable rail transport services, thus making a key contribution to modal shift and environment protection.

The network of the Hupac comprises 160 trains a day with connections between the major European economic areas and destinations up to the Far East. The Hupac Group companies hold over 8,100 rail platforms and operate efficient terminals at key locations.

The Hupac Group consists of 23 companies with locations in Switzerland, Italy, Germany, the Netherlands, Belgium, Spain, Poland, Russia and China and counts 630 employees on a full-time basis.

Hupac Ltd was founded in Chiasso in 1967. The company has around 100 shareholders. The share capital of CHF 20 million is held 72% by logistics and transport companies and 28% by railway companies. This ensures closeness to the market and independence from the railways.

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