

STRATEGY 2028



Our path to a sustainable intermodal future

As Hupac looks ahead to 2028, the operating environment presents significant opportunities alongside notable challenges.

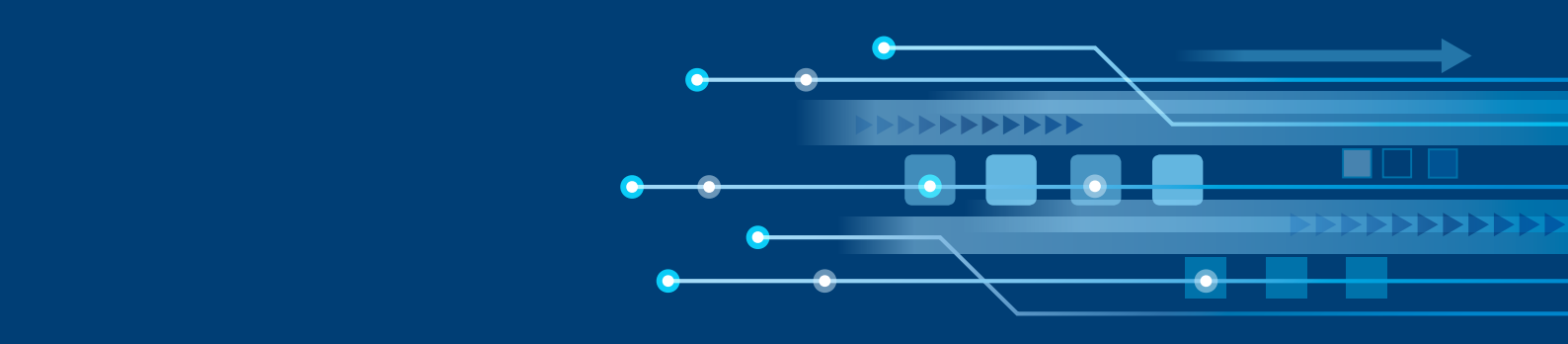
On the opportunities side, the early implementation phase of the EU Green Deal is a key driver, which will lead to financial incentives for shippers to decarbonise their supply chains (e.g. Emissions Trading System for EU road transport from 01.01.2027). Intermodal transport, combined with electric trucks for last mile delivery, can offer decarbonised supply chains and benefit from such carbon tax initiatives in competition with road.

In addition, based on today's age structure, almost 20 percent of truck drivers will be retired in five years, with few new truck drivers entering the market. The shortage of truck drivers will create more opportunities for modal shift.

On the risk side, the challenges of rail infrastructure reliability due to major corridor works remain a key concern. Hupac will continue to address these challenges on an operational and strategic level. Operationally, we will work closely with the rail operators to develop resilient traction solutions and react quickly to disruptions. From a strategic point of view, Hupac will continue to advocate to authorities the coordination of construction works throughout Europe and the creation of bypass routes.

Another element of risk is the significant changes in the political environment expected during the strategy period to 2028. State subsidies for combined transport or rail transport in general could be further reduced in view of the tight budgets of European governments. Road transport could become more competitive thanks to higher productivity (e.g. longer trucks) and lower carbon footprints (e.g. e-trucks).





From a competition perspective, the market shift from national incumbents to private rail and intermodal operators will continue. The EU Commission's sanctioning of state aid to national incumbents is likely to accelerate this trend in the intermodal and rail traction markets. The current challenging environment for operators may also encourage consolidation in the industry. On the other hand, new intermodal operators are emerging with a fully digitalised approach and new technologies, in particular for the transfer of non-craneable trailers to rail.

In terms of technology, Hupac will continue to standardise and automate processes in the intermodal sector in order to digitise its value chain, with a strong integration of customers, railway undertakings and intermodal terminals. Hupac will also continue to be a driving force in the automation of intermodal terminals, the development of wagon technology, especially with regard to wagon payload and low-noise braking systems

(disc brakes), and the reduction of wagon downtime for maintenance with on-board sensors for proactive maintenance.

The Strategy 2024-2028 has been formally approved by the Board of Directors. It defines clear measures and investments for the coming years, providing guidance and transparency to all stakeholders. This strategy underscores Hupac's commitment to innovation, sustainability, and operational excellence, ensuring that we continue to deliver value in the interest of our customers, partners, employees, and the broader community.

Hans-Jörg Bertschi
Chairman of the Board



Vision & values



As a leading provider of safe and sustainable intermodal transport on European corridors, we contribute to a climate-neutral economy and to the well-being of society.



Customer focus

We prioritise understanding our **customers' needs** and values, offering innovative **customer-oriented solutions**.



Agility

We embrace change to **continuously improve** and respond to evolving needs.



Sustainability

We make a significant contribution to our future with environmentally friendly transport solutions and **responsible use of resources**.



Accountability

We take **ownership** of strong commitments. We encourage **responsibility** and **empower each individual**.



Trust

We build trust through **consistent actions**, professionalism, and mutual **respect**.



Respect

We promote a sense of togetherness in **diversity**, with **transparent communication** and **fair collaboration**.

Strategy statement

Hupac is the **preferred intermodal rail service provider for shippers across Europe**, catering to both continental and maritime transport needs. We focus on **transport corridors** where we can achieve or improve a **leading position**.

Our continuous **investments in terminals, digital solutions, and wagons** provide us with a competitive edge in the market. Our relentless commitment to **quality and productivity** allows us to compete effectively with other transport modes. By expanding our business and **promoting a modal shift** from road to rail, we actively contribute to reducing carbon emissions – benefiting both our customers and society.

Safety is the top priority in our operations. We **consistently enhance** our **safety performance** through **continuous improvement processes**.

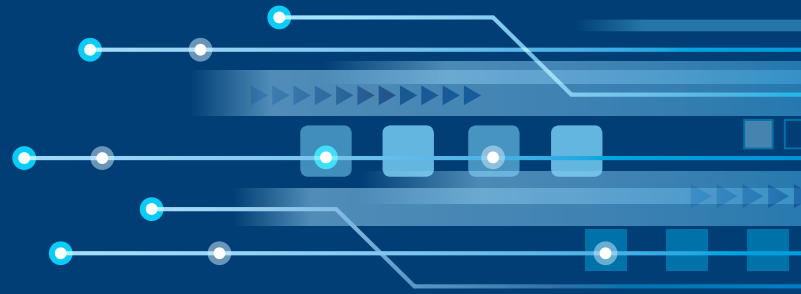
We are driving the **digitisation and end-to-end automation** of our value chain, delivering exceptional service quality and shipment visibility for our customers while increasing operational efficiency.

Rail traction is a cornerstone of our value chain. Through our **strategic partnership** with SBB Cargo International, we aim to enhance the competitiveness and robustness of our intermodal services on the transalpine corridor. In addition, Hupac is actively developing a strong network of rail traction and intermodal terminal **partners across Europe**. We also engage with public decision-makers to promote an integrated and high-performing European rail and intermodal offer.

As an international employer in the logistics sector, we are committed to **attracting and retaining top talent**. We embrace diversity in **culture, language, gender, and educational background**, fostering an inclusive and dynamic workplace.



Focus areas



Group objectives

- > Market-leading positions on specific major European transport corridors
- > Resilient, competitive and predictable intermodal offerings to a growing customer base
- > Ensuring efficient and competitive rail traction capacity with a balanced portfolio of strategic partners
- > Digital transformation and automation in planning and operations along the intermodal chain, including customers, railway undertakings and third party terminals
- > R&D: continuous development of innovations in wagon technology and terminals
- > Increasing the productivity of intermodal and terminal operations



Market development

- > Focus on the intermodal transport segments of transalpine, long haul (over 600 km in Europe) and maritime transport
- > 30-50% market share on the corridors served
- > Focus on pipeline development with 5-10 and more roundtrips per week
- > Capacity utilisation of trains above 80%
- > Priority on the use of own terminals
- > Strengthening the main transport corridors by investing in terminals



Customers

- > Quality, reliability, stability, cost leadership and competitiveness are the key drivers
- > Automate the contract-to-cash process
- > Standardise digital services and set up a self-service platform for customers
- > "Estimated pick-up time" information for 100% of shipments, with 95% reliability
- > Expand customer base; service for major customers



Partners

- > Integrate the planning cycle with strategic partners
- > Establish strong partnerships with multiple rail operators
- > Standardise and automate the purchase-to-payment process with partners
- > Strengthen the digitalisation of operational processes (timetables, disruptions, pick-up times, etc.)



Employees

- > Develop young talents into leadership positions
- > Increase the diversity of the workforce, particularly in leadership and management positions
- > Reduce staff turnover in the Group
- > HR leadership development program for 2nd/3rd level managers



HUPAC

