



SBB CFF FFS

SBB 2030 Strategy

Summary
November 2021

SBB 2030 Strategy: Overview

Mobility is changing significantly and becoming more volatile. Our customers expect more flexibility, the pressure to increase efficiency is growing. In light of these developments, we have established the SBB 2030 Strategy. Our approach is as follows: with the tried-and-tested clock-face schedule as our basis, we want to design our service offer with greater flexibility to better meet customer needs. We are integrating different forms of mobility. We are convinced that smart growth in our core business of integrated rail is possible; that means using rail's natural strengths and it requires strong, robust rail infrastructure. We also want to increase our efficiency and make SBB economically sustainable in the long term. This will allow us to provide public transport as a public service. We want to be leaders in all areas of sustainability. Our railway is to be run by people. for people: for customers, employees and society – for the whole of Switzerland.

SBB. The integrated railway

The heart of our strategy is integrated rail, comprising the business areas of passenger services, real estate, freight services and infrastructure. This is SBB's core business, run in the interest of our customers. Its foundation is the railway infrastructure, together with the fleet, railway production and rail operations facilities.

The challenge: mobility is becoming more volatile

Mobility is undergoing a great transformation and will continue to change. The coronavirus pandemic has changed people's routines and ways of working. Work and leisure will be increasingly intertwined. In future, fewer people will commute, while more people will travel in their leisure time. Overall, there will be much greater mobility, but it will also become less predictable and thus more volatile.

Sustainability and fighting climate change are also important drivers of change: the environment will have a greater influence on people's choice of transport and the government will work to increase rail's modal split of passenger and freight traffic.

The infrastructure improvements we need will push up our costs, while rolling stock requires significant investment. Meanwhile, new travel habits and forms of mobility pose challenges to our sources of income.

These dynamics will force us to be more flexible. We have to design the services we offer around these new travel habits. We also have to increase productivity and make efficient use of public funds. This is how we will make sure rail remains both attractive and affordable.

Our strategy for 2030

Our aim is to significantly overhaul and improve our work in four dimensions by 2030 to provide an integrated and robust railway service.



- We will make the railway system more flexible for our customers – trains will run according to demand, with additional services provided on the basis of the tried-and-tested clock-face schedule. We will integrate different forms of mobility into our digital platforms and our railway stations.
- We will achieve smart growth in our core business; that means using rail's natural strengths – i.e. fast passenger and freight transport over longer distances and in the conurbations. This requires strong, robust rail infrastructure.
- We also want to increase our efficiency and make SBB economically sustainable in the long term. By doing so, we will make a valuable contribution to the sustainable financing of the system and to providing public transport as a public service that meets demand.
- We want to be leaders in all areas of sustainability. Our railway is to be run by people, for people: for customers, employees and society. We will contribute to achieving Switzerland's sustainability goals via our service design, investment and procurement activity.

How we will achieve our goals

Given the complexity of the rail system, we will need a carefully planned mechanism in order to implement the strategy. It will be based on our values, success factors and the interplay of market and production. We will establish priorities to realise the implementation and develop projects to drive it forwards; we will review these implementation priorities on a continuous basis.

As a first step, we will establish the necessary foundations for implementing the strategy. By 2025, we aim to access new customer potential, increase our customer focus and stabilise the railway in terms of both operations and finances. We will increase our productivity thanks to continued digitalisation.

Our values

Our values form the basis for our work together as SBB to deliver excellent service every day. They give us direction. Our actions and decisions are guided by these values.

Responsible: We make sure that our customers and partners can rely on SBB. We recognise our central role for society and sustainability.

Respectful: We value other people, treat them kindly and maintain a culture of respectful feedback. We promote and embrace diversity.

Passionate: We choose to commit to SBB because what we do creates great benefit for customers. We are proud to connect Switzerland and inspire customers every day.

Flexible: We approach change with courage. We are open to the new or unknown and see both as an opportunity to further develop ourselves and SBB.

Ambitious: We do great things for Switzerland every day. We build on pioneering solutions and set ourselves challenging goals for the future.

Our success factors

The following success factors are key to the successful implementation of the strategy.

Employees: Employees are and shall remain the backbone of our integrated railway and they embody this as OneSBB.

Innovation: We develop targeted, new and innovative solutions for current problems and for future opportunities to increase customer benefit, market share and efficiency.

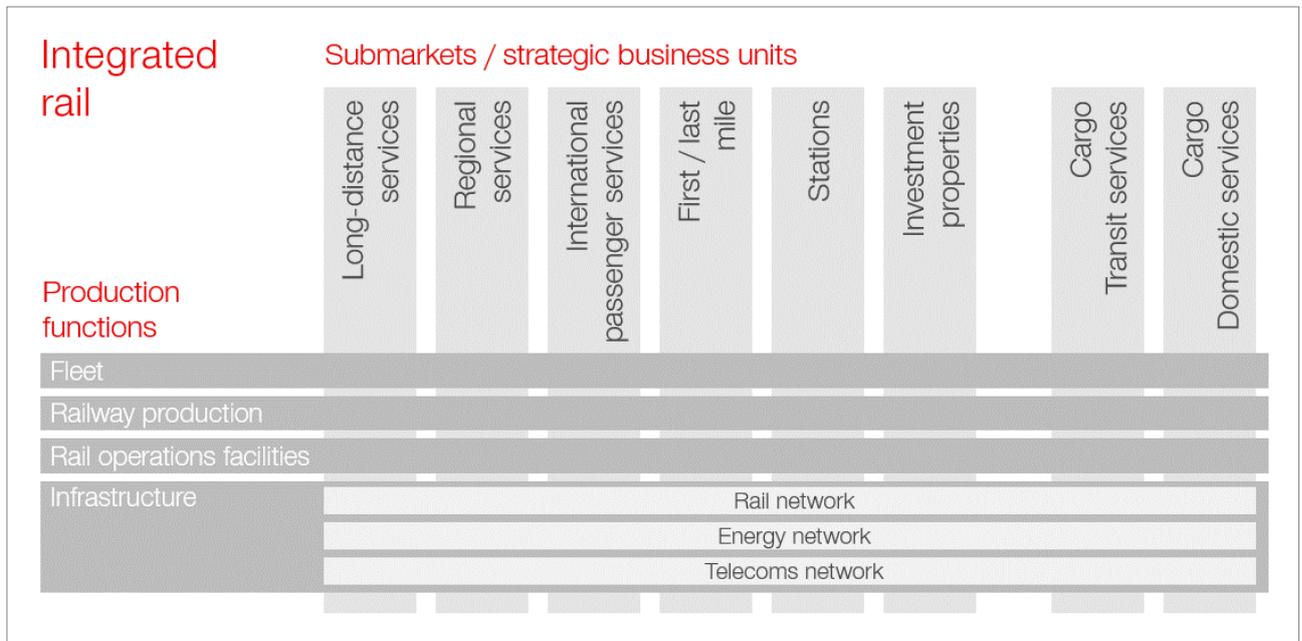
Technology: We make targeted use of the potential of technologies to ensure our core business is safe, customer-focused and efficient. We thus promote automation, modularisation and standardisation.

Digitalisation: Digitalisation allows us to increase productivity, quality and safety at SBB. Internally, we are digitalising railway-related processes, and externally, we are integrating rail sustainably within the wider mobility system.

Asset Management: We manage our assets holistically and in relation to each other to ensure they provide the greatest possible customer benefit.

The interplay of market and production

We are active in the passenger services, real estate and freight services markets. We divide these areas into submarkets; they are the strategic business units in which we provide services. As an integrated railway, we have the following production functions: the infrastructure networks of rail, energy and telecoms, railway production, the fleet and the rail operations facilities.



SBB. Connecting Switzerland.

A good life is built on relationships and relationships thrive on connections.

SBB creates connections that foster good relationships. SBB connects people, goods and places, bringing millions of people together and linking up cities, cantons and rural regions. Day in, day out, our connections are there for Switzerland. Friendships develop, families are brought closer, routes to work and leisure are made possible and accessible. And safety, comfort and respect for the climate are at the heart of all we do.

Our connections enable genuine quality of life, independence and a sustainable future for generations to come. SBB is connecting the Switzerland of tomorrow so that it remains as attractive as it is today.

Connecting creates togetherness.