These are our challenges.

**Customer requirements and mobility patterns** are undergoing a transformation + sustainability.

**Competition from other forms of transport** is increasing, due not least to increased transparency.

Whilst rail operators are facing rising **overall costs**, other carriers can potentially cut theirs by half.

**New technologies** are accelerating developments (safety, capacity, flexibility, environmental sustainability).

**Coordinated planning of road/rail capacity** is required.

**Regulatory** and **spatial planning requirements** are intensifying.

**Public funds** are growing scarcer.
Rail excellence and shaping the mobility of the future – simple, personal, connected.

Promoting the quality of life and competitive edge of Switzerland and its regions.
Reliable mobility service provider.

- Digital and personal.
- Our customers' trust (Swissness).

Strong railway.

- Large transport capacity over small areas in urban centres.
- High level of efficiency without congestion on long routes, with large volumes/regular traffic.
- The backbone of public transport and logistics, contributes to the basic mobility supply.

Attractive development partner.

- For mobility, stations (as hubs, mobility hubs and destinations) and site developments.
- Smart mobility for smart cities.
Increasing customer satisfaction
- Customer satisfaction
- Image

Improving results – securing finances
- ROCE
- Debt coverage ratio

Increasing reliability in the integrated rail system
- Punctuality
- Safety

Focusing on our home market and networking with other countries
- Competitive position/market share
- Environmental sustainability

Driving forward with targeted innovation
- Encouraging, demanding and recognising each individual’s performance
- Staff motivation

Overall system costs
- Services/connectivity
- Site development
- Sustainability
- Staff qualification

Earnings and capacity utilisation
- Digitalisation/new technologies
- Increasing productivity
- Workforce adaptation/downsizing
- Customer behaviour/Smart city pricing

Leadership and performance culture
- ambitious, responsible, flexible, passionate, respectful

Challenges
- Customer requirements and mobility patterns are changing, greater focus on sustainability.
- Inter- and intramodal competition is increasing, due not least to increased transparency.
- New technologies are accelerating developments (safety, capacity, flexibility, environmental sustainability) with scarce human resources.
- Coordinated planning of road/rail capacity is required.
- Regulatory and spatial planning requirements are intensifying.
- Public funds are growing scarcer.

Positioning
- We coordinate the mobility chain for our customers – simply and flexibly.
- We connect with others physically and digitally.
- We focus on the strengths of the rail system with a healthy price/performance ratio and thus sharpen our competitive edge.
- We develop railway stations and sites into attractive spaces.
- We are the backbone and the driving force behind Switzerland’s public transport and incorporate business management perspectives.
- We improve the quality of life and competitive edge of Switzerland and its regions.

Strategic approaches/indicators
- Increasing customer satisfaction
- Improving results – securing finances
- Increasing reliability in the integrated rail system
- Focusing on our home market and networking with other countries
- Driving forward with targeted innovation

Implementation
- Targeted investments/innovations
- Overall system costs
- Earnings and capacity utilisation

Organisation of the mobility chain
- First mile
- Last mile

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