



Development of intermodal transport between the 1520 and 1435 Networks

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Facts & figures 2017

Share capital	CHF 20 million, around 100 shareholders				
Capital structure	72% transport and logistics companies, 28% railway companies				
Business profile	Intermodal network operator				
Locations	Switzerland, Italy, Germany, Netherlands, Belgium, Poland, Russia, China				
Traffic volume	926,000 road consignments – 1,720,000 TEUs				
Employees	526				
Rolling stock	6,900 rail platforms				
Financials 2017	Turnover	CHF	485.6	EUR	436.9
in million	Profit	CHF	11.1	EUR	10.0
	EBITDA	CHF	48.0	EUR	43.9



Hupac Group companies

Hupac Ltd
Chiasso
Parent company
Asset management

Hupac Intermodal Ltd
Chiasso
Sales & operations
Terminal operations

Termi Ltd
Chiasso
Terminal construction
Facility management

Switzerland

Hupac SpA
Busto Arsizio
Terminal operations
Railway operations

Fidia SpA
Milano
Terminal operations
Warehouse logistics

Centro Intermodale SpA
Milano
Terminal construction
Facility management

Terminal Piacenza Intermodale Srl
Piacenza
Terminal operations

Piacenza Intermodale Srl
Piacenza
Facility management
Warehouse logistics

Termi SpA
Busto Arsizio
Terminal construction
Facility management

West Europe

Hupac Intermodal Italia Srl
Busto Arsizio
Sales

Hupac Intermodal NV
Rotterdam
Service provider

Hupac Intermodal BVBA
Antwerp
Terminal operations
Facility management

Hupac GmbH
Singen
Service provider

Hupac Maritime Logistics GmbH
Duisburg
Maritime service

ERS
Hamburg
Maritime service

Hupac Terminal Brwinów
Warszawa
Terminal construction

Intermodal Express LLC
Moscow
Sales & operations

Hupac LLC
Moscow
Rolling stock management

Hupac International Logistics (Shanghai) Co.
Shanghai
Sales & operations

East Europe & Far East

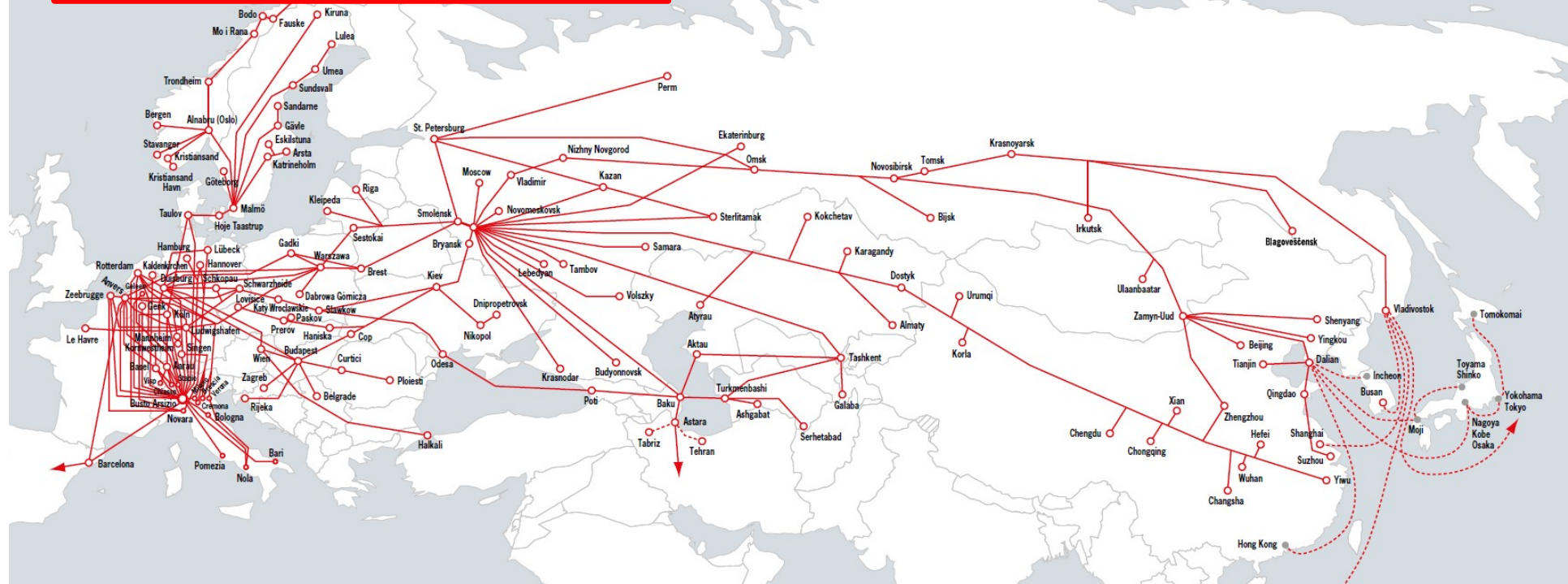
We ship your goods with dedicated resources

Solutions for the Russian broad gauge network

Intermodal Express, the Moscow branch of Hupac, specialises in intermodal services for the 1520-mm network of Russia and CIS countries, with a fleet of 220 own railcars.

We link networks

We connect Russia and the CIS countries to the rail networks of Europe, Iran, China and South Korea, with intelligent solutions for managing technical and operational constraints. Shipments from Belgium, the Netherlands, Germany, Spain and Italy enjoy the perfect service of our regular shuttle trains.



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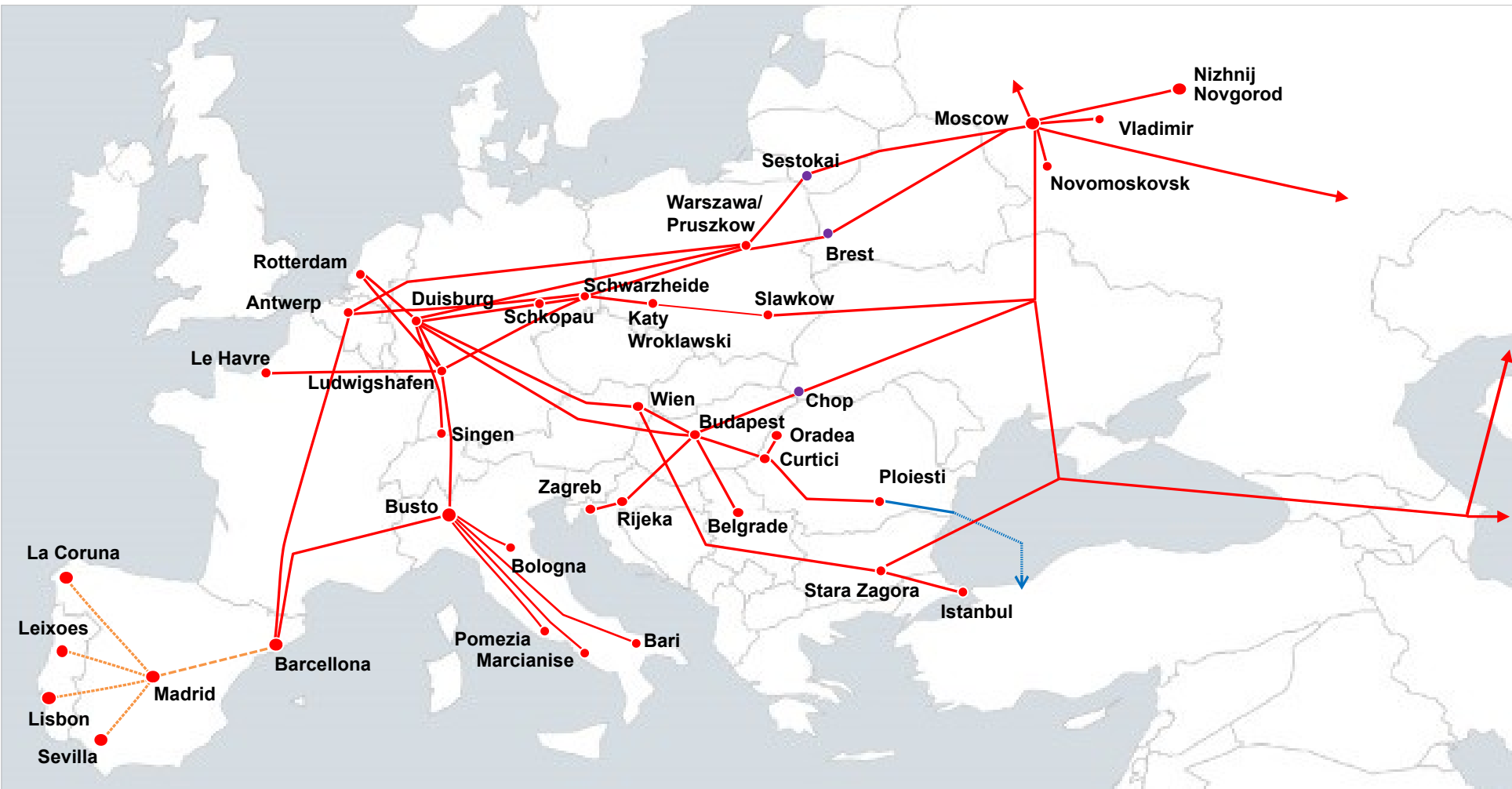
New solutions for Iran and Central Asia

Azerbaijan, Iran, Turkmenistan and Kazakhstan are now linked to the main European industrial clusters of Germany, Benelux, Italy, Poland and Spain via the new intermodal hub in Baku, with scheduled and reliable intermodal connections.

Own railcars – flexibility & service

Hupac manages an own fleet of 5,900 platforms with normal gauge and 220 railcars with Russian broad gauge, offering clear advantages to the market in terms of independency, flexibility and reliability.

European network connecting the Eurasian railways network



Train per week

Main connections after Slawkow

Slawkow ⇌ Antwerp	2
Slawkow ⇌ Ludwigshafen	2
Slawkow ⇌ Duisburg	2
Slawkow ⇌ Busto	2
Slawkow ⇌ Rotterdam	2
Slawkow ⇌ Barcelona	2
Slawkow ⇌ Le Havre	2

Main connections after Brest/Sestokai /Pruszkow

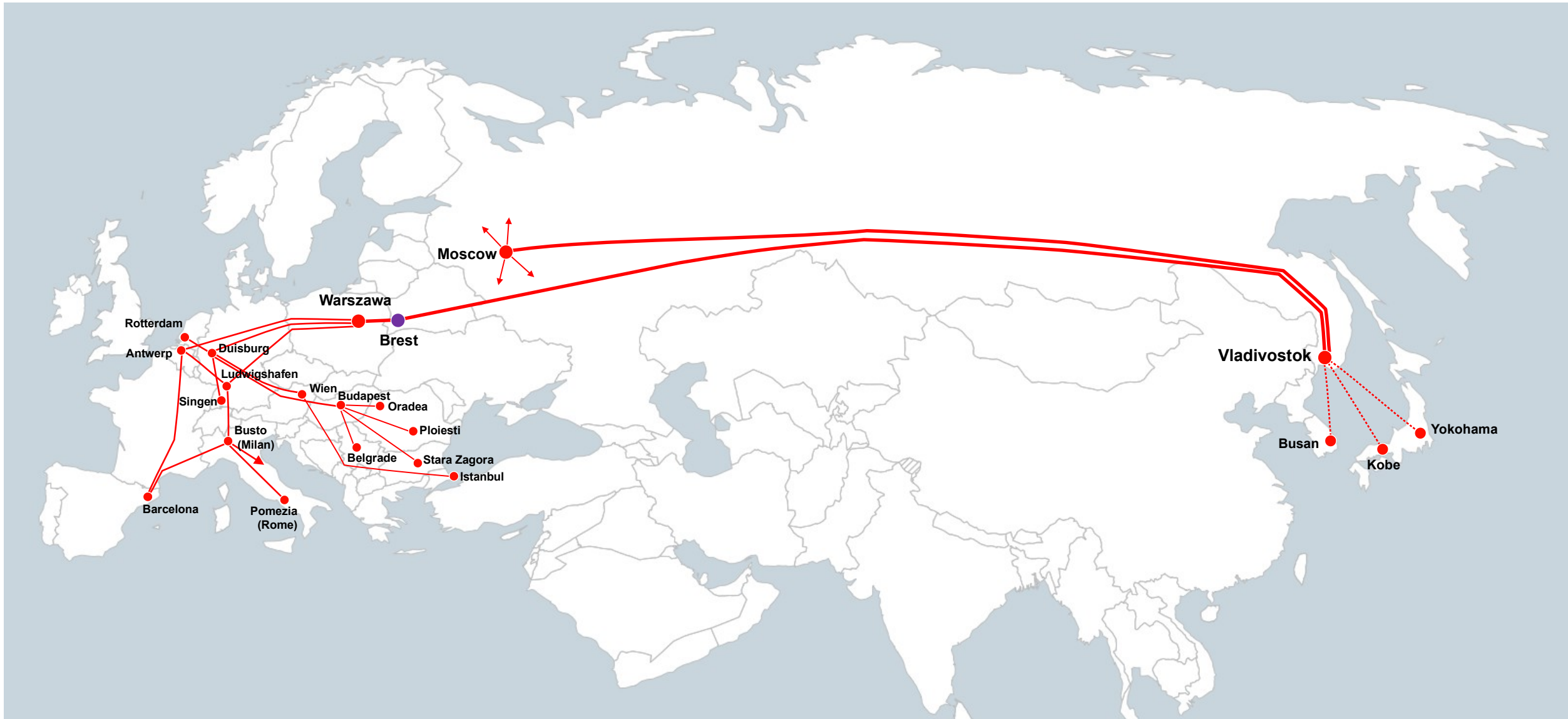
Pruszkow ⇌ Antwerp	3
Pruszkow ⇌ Ludwigshafen	3
Pruszkow ⇌ Duisburg	3
Pruszkow ⇌ Busto	5
Pruszkow ⇌ Rotterdam	3
Pruszkow ⇌ Barcelona	3
Pruszkow ⇌ Le Havre	2

We link Far East China, Russia and Cis Countries to Europe

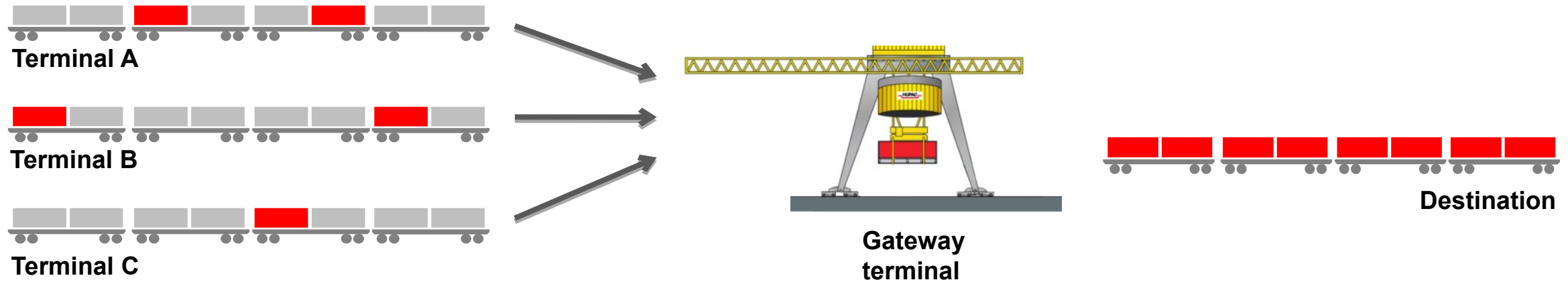


- > Own resources and local competence in Europe and Russia
- > Poland as entrance gate to Europe
- > Branch offices in Moscow and Shanghai

Connections Europe Japan/South Korea



Traffic bundling via Gateway

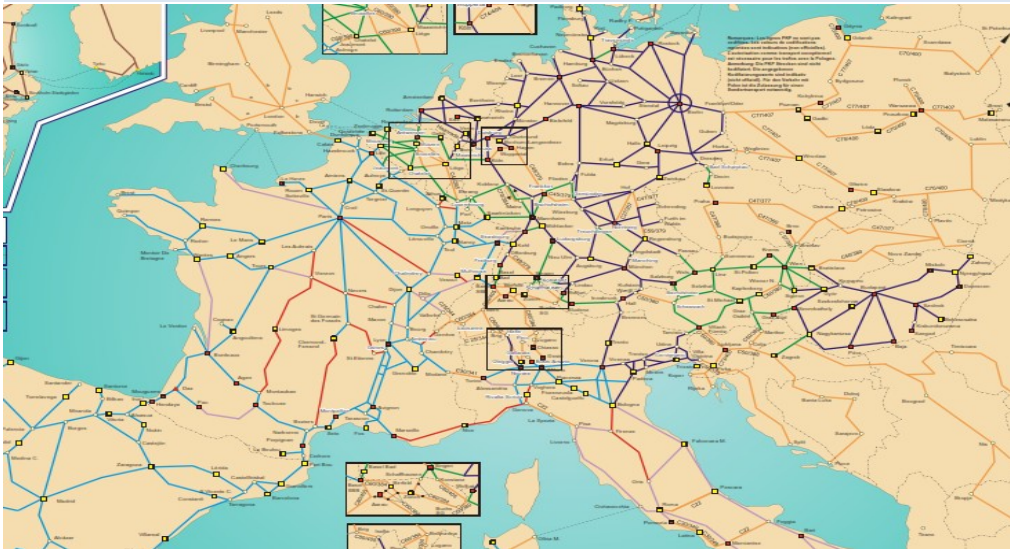


- Transshipment of the loading units from one train to another
- Bundling of traffic volumes
- Connection of remote areas (e.g. southern Italy) to the European shuttle network
- First introduced by Hupac on the Cologne/Mannheim-Busto-Pomezia line in 1992

Combined transport – future-oriented system

EU target: transportation > 300 km on rail or ship; 2030 = 30%, 2050 = 50%

Standardized system



- Hundreds of thousands of standard loading units (containers, swap bodies, semi-trailers)
- 700 terminals and ports
- 60,000 rail platform
- 2,000 cargo locomotives
- Long-term system commitment

Advantages for all

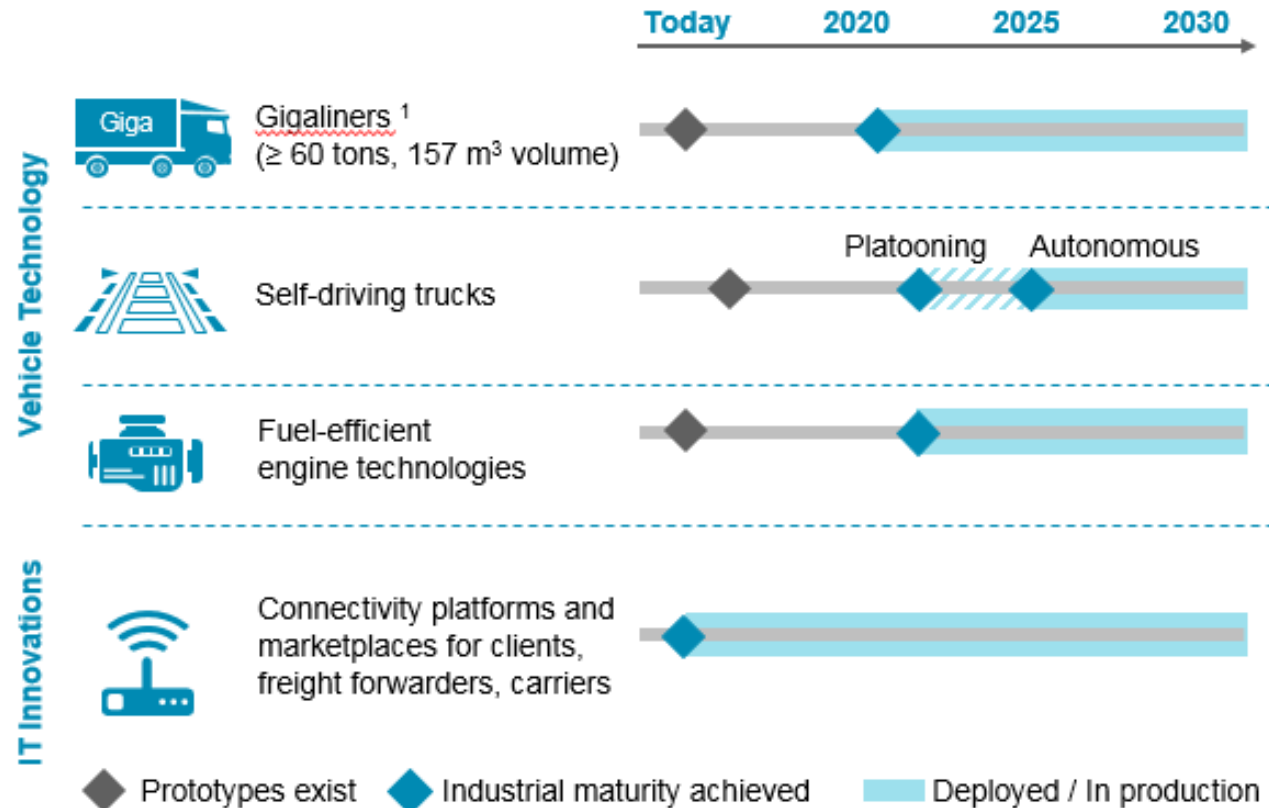


- 5.9 billion EUR turnover
- 41,000 jobs
- 18.1 million tons CO₂ reduction
- 2.2 billion EUR less external costs

Competitiveness of road

Production costs Low fuel prices: impact minus 5-7%

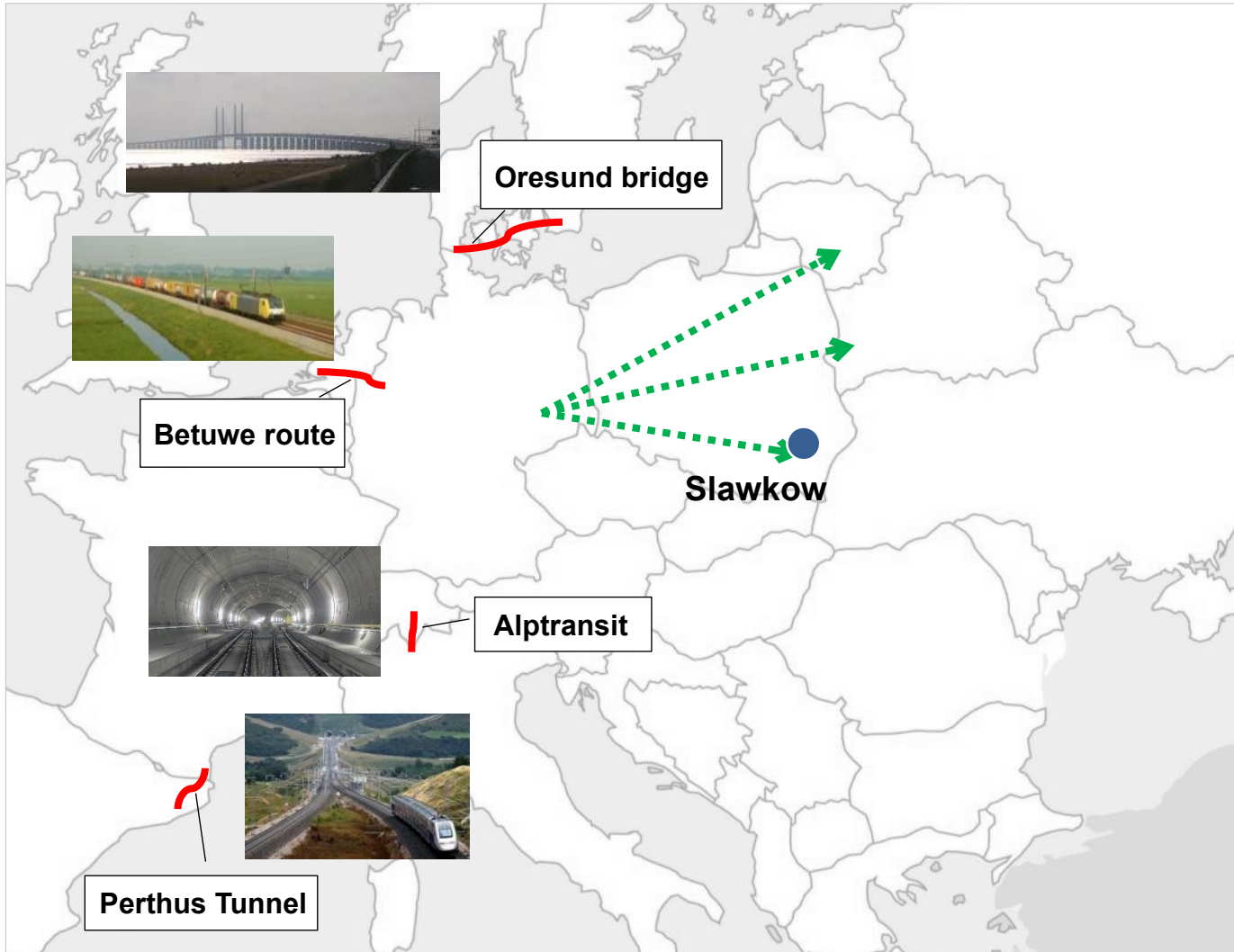
Innovations Enormous productivity boost: potentially up to minus 25%



Competitiveness by rail?

- > 2000 t / 740 m / P400 parameters not implemented throughout the corridors
- > No 740 m-long trains in Germany until 2030?
- > No increase in capacity in southern Germany until 2040?
- > Axle weight 22.5t in Eastern Europe? Profil P/C 400 in France?
- ETCS Level 2?
- Harmonization of rules (i.e. immatriculation, train circulation....)
-

The usage of new railway infrastructures and the readiness for new ones



Increase of the competitiveness and productivity of Multimodal transport

Infrastructure

- Longer and heavier trains: in addition harmonisation in Europe as well as between 1435 EU, 1520 and in China

Simplification of communication among the railways in the Eurasian platform

- Telegraph.....among all the railways.....solutions to overtake this system
- Customs clearance operations: please just one language and one form.

Cost of empty positioning

- A reduction of costs for empty container and empty wagon positioning

Transportation of dangerous cargo

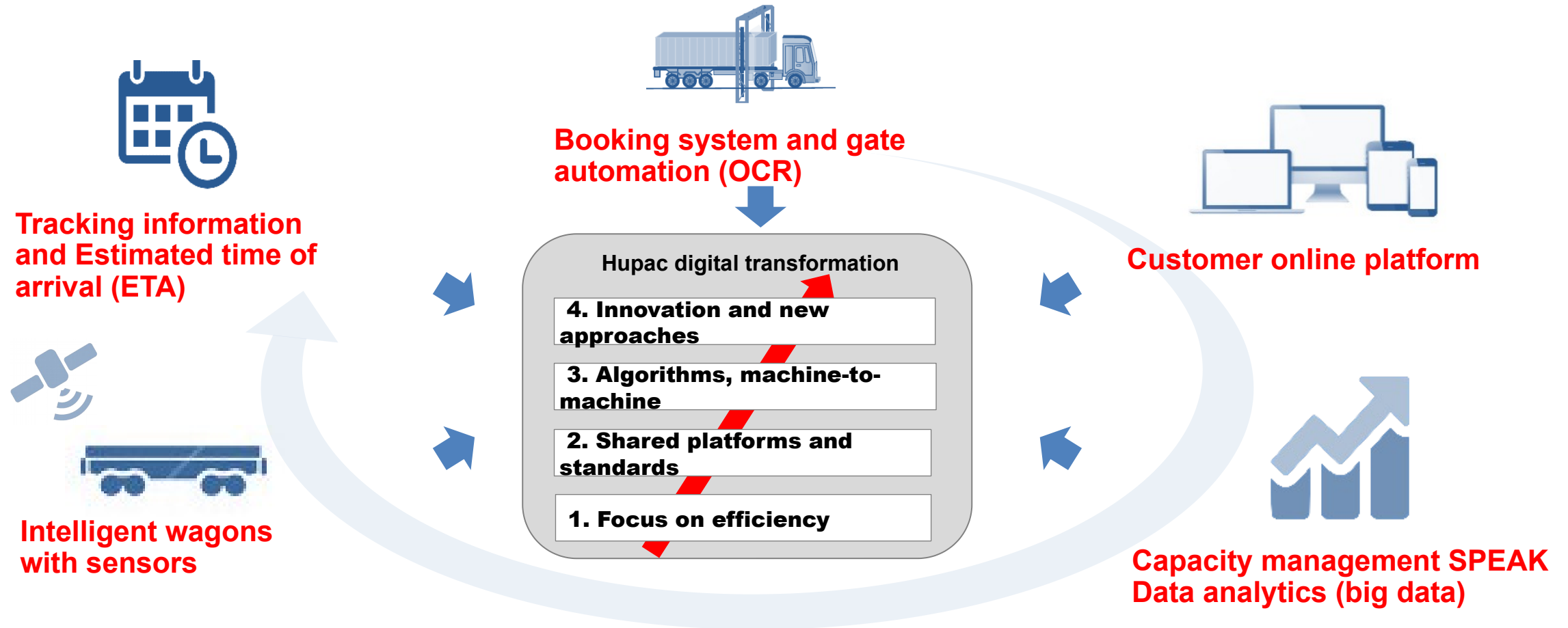
- Harmonization among all railway networks

Transportation of tank container and chemical goods

- Better harmonization among all the railways networks

- Location for use of CIM/SMGS equipment and

Digital transformation focus



Innovation with focus on:

- > Service to customers: booking-to-billing, tracking information & Estimated time of arrival
- > Production: capacity management, information flow, processes
- > Safety: detection of irregularities
- > Rolling stock: predictive maintenance



Thank you for your attention!

