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# 304.2

million passengers and 59 million tonnes of goods were transported by the SBB in 2001. In a difficult business environment characterised by contra trends on the major markets, they have achieved a good overall result.



The big events of the year 2001 have left their mark also on the SBB which have been directly affected in particular by the accident in the Gotthard road tunnel. With swiftly set up substitute offers for the transport of private cars, and with a rolling highway from Central Switzerland to the Ticino, the SBB gave proof of their flexibility, and made a substantial contribution towards the mastering of this crisis.

Economically, the year was marked by contra developments in the two major markets. Passenger traffic benefitted from a very keen demand. The number of transported passengers increased by 6%, for many years the highest growth rate, and for the first time reached a figure of over 300 million. In freight traffic, however, the economic downturn taking effect in the second half of the year impacted fully on the results. Only thanks to a good first half year, the quantitative effects remained moderate overall. The profit margins, small anyhow, were additionally squeezed by increased competition in the "open access".

The impact of the deterioration of the economy on freight traffic, increased depreciations and lower payments from the Confederation for the infrastructure, as well as reduced grants for regional passenger traffic were the main factors that led to a decline of the operating result to 245.7 mn CHF (previous year 321.4). The strong increase of the group result to 314.1 million CHF is due to the sale of part of the shareholding in Sunrise, and the dissolution of reserves that were set aside in connection with the then planned Joint Venture with FS Cargo.

Also in 2001, the SBB were spared from bigger accidents. The big efforts in the area of safety have again resulted in a reduction in the number of work accidents. Also punctuality improved, in spite of a "big" timetable change in June with around 4 percent more train kilometres in passenger traffic. However, the decline in customer satisfaction in passenger traffic is deplorable. The reason for this development is the increasing scarcity of seats at times of peak traffic. This is the reverse side of the gratifying increase of demand. But now as before, 81% of the customers are still fully satisfied with the performances and services of the SBB.

For the first time in 10 years, there was an increase in the number of staff. The slight increase is due to the recruitment of employees to be trained. In many areas, shortage of staff made itself felt. A survey among employees, carried out for the second time, revealed a significant decline in job satisfaction, and with a score of 52 points, shows an insufficient value. Very clearly,



the reforms carried out very quickly throughout the enterprise had their repercussions here. The Board of Directors and the Management Board are aware that there is need for action here, as the challenges of the future cannot be met without committed and satisfied employees.

The fact that the way to a more market-driven attitude is not easy for a former state agency, is also evidenced by the public debate concerning the remuneration of the top executives. The discussion of this theme in the broad public was launched on the example of the SBB. With our commitment to transparency, we have set an example.

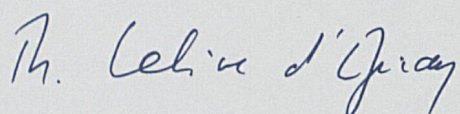
Essentially, the pace of market liberalization is set by the railway policy of the EU. Although many things are as yet unclear, a trend towards "Europeanization" is unmistakable. The European market for regional and suburban traffic alone, is worth over 25 billion Euro, and according to the intentions of the EU Commission, contracts shall be awarded by way of public tendering. Reason enough for the big concerns to dig the starting holes for the conquest of these markets. With the intention to gain experience with tendering procedures of this kind, the SBB have participated in the bidding for contracts for regional transport services in the southwest of London, together with a British partner. After the rules of the game of this tendering process were changed, the SBB have withdrawn from the procedure.

Internationality is even more obvious in goods transit. In addition to the domestic, import and export services, we concentrate our efforts on the north-south axis through our country. The Italian "Ferrovie dello Stato" (FS) are a vital partner on this corridor, now as before. The vision, through a merger with FS Cargo to become one of the big players in European railfreight traffic, has been abandoned by us. Instead of one single step-change, the SBB have achieved quality improvements in many small and often even the most minute steps at operation level. In the north, we cooperate commercially and operationally with the "Häfen und Güterverkehr Köln (HGK)". In the area of production, we rely on an intensive cooperation with DB Cargo.

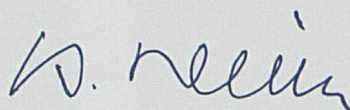
Something that is of equal importance as the question of alliances, is competitiveness. Even if the very big structural changes are past, efficiency improvement of all processes and adapting them to the progress of technology, is an ongoing task. After the strong productivity increases of the first two years as a limited company, a progress could be achieved in this regard also in the past fiscal year, despite a 2.3 percent decline in freight traffic and the recruitment of more staff. Since 1998, the average yearly productivity increase has been 7%. The SBB are not only



a big company in the services industry, but a national institution contributing to the national identity. Thousands of railwaywomen and railwaymen give this enterprise a personal face. The Board of Directors and the Management Board thank their personnel for their untiring commitment to the well-being of our customers.



Dr. Thierry Lalive d'Epinay  
Chairman of the Board of Directors



Dr. Benedikt Weibel  
Chief Executive Officer