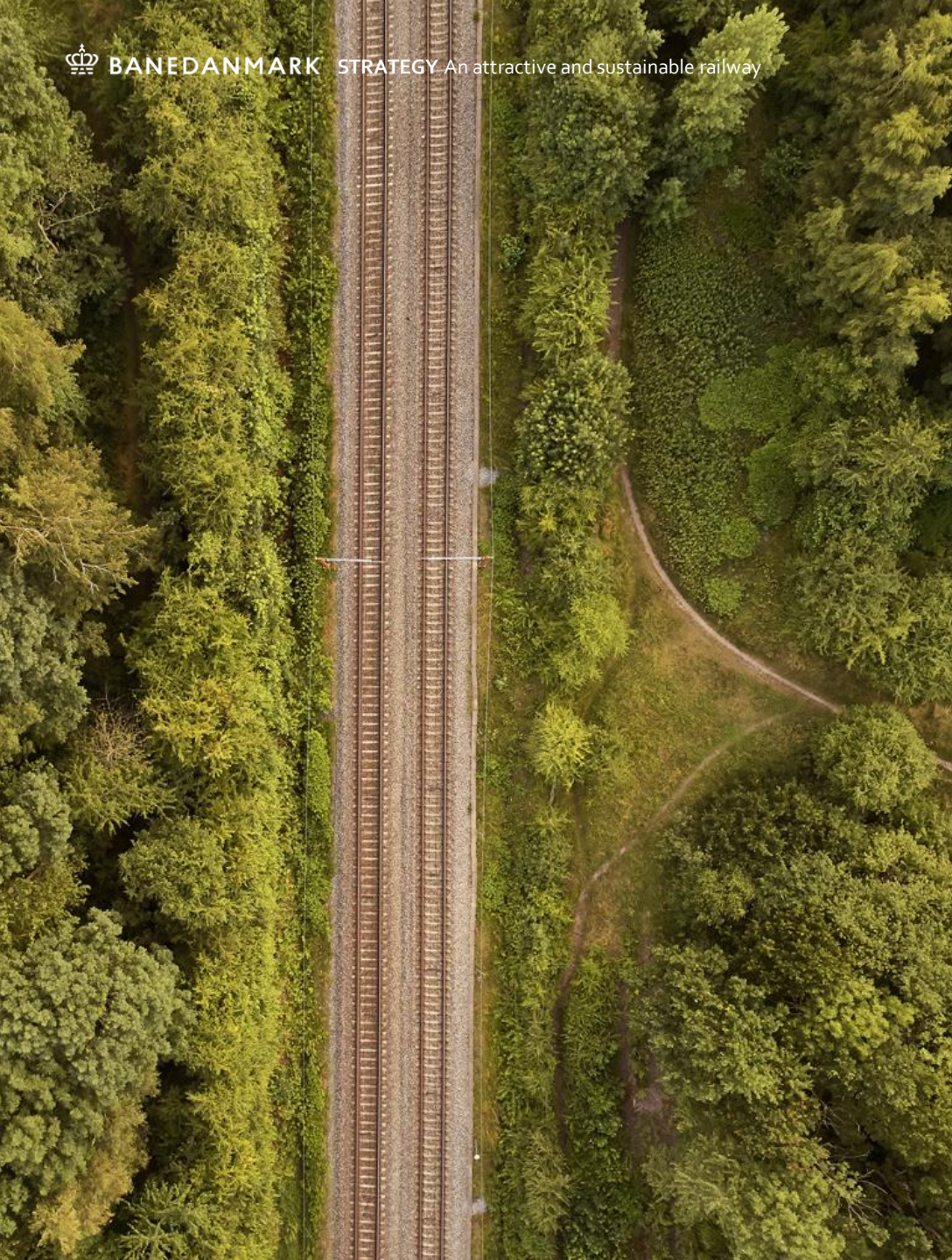




BANEDANMARK

An attractive and sustainable railway

BANEDANMARK'S STRATEGY



Towards an attractive and sustainable railway of the future

Everyday, thousands of passengers commute to work, go on holiday or meet friends and family using the network Banedanmark provides in Denmark. We also transport thousands of tons of freight across the railway network.

We are building a completely new attractive and sustainable railway for new modern electric trains, while we keep the existing railway running. We maintain and upgrade existing sections while building a new train corridor to Europe and rolling out new signals and electrify the railway.

The attractive, sustainable railway of the future will enable trains to run faster, closer and smarter for the customers' benefit. Congestion will be reduced. Electric trains are better for the climate and the environment. We will do our utmost to show consideration towards nature and to strengthen the biodiversity lineside.

The four most important challenges on the journey towards an attractive and sustainable railway



An outdated and worn infrastructure



Punctuality



Railway projects are often delayed and exceed budget



Exercising public authority

Our key areas of focus : Punctuality, Projects and Accountability

To deliver a sustainable and attractive railway we must focus on our key areas: punctuality, projects and accountability:

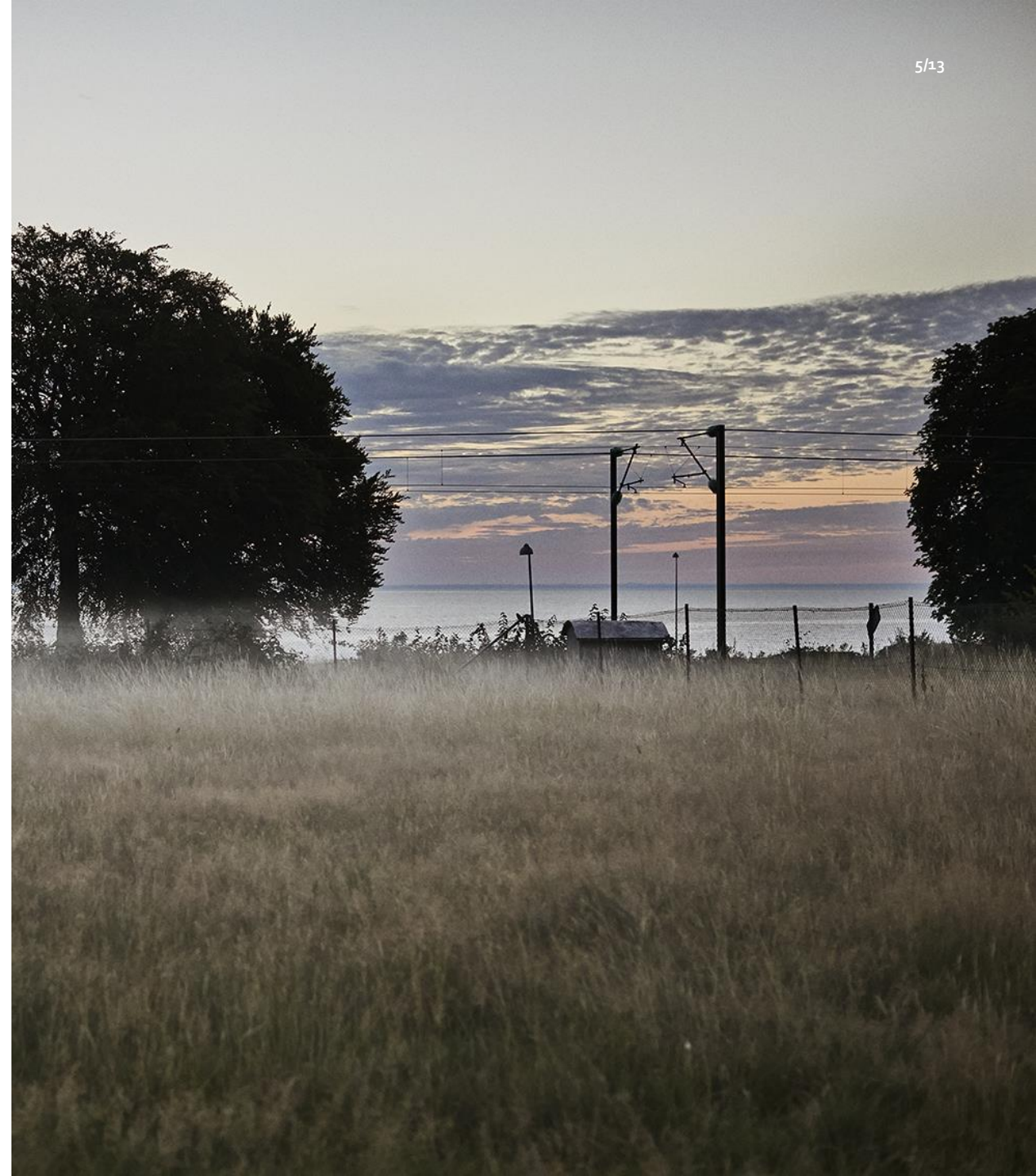
- Many people are involved in the operation and building of the railway – Everybody makes a considerable contribution
- Attaining punctuality is dependant on the cooperation between the divisions at Banedanmark that control the trains on the railway, maintain the railway and rollout of new signalling systems etc. All divisions and support functions contribute to our construction projects and programmes.
- Working to high professional standards, we need to cooperate closely with the Danish Transport Authority, contractors, consultants and other stakeholders and ensure proper communication and administration towards citizens, municipalities and other stakeholders and clients of the railway
- There are many cogs in this large machine. It is a huge challenge to get all the cogs to run as smoothly as possible and it has not always succeeded
- We must master the complexity, cooperate internally and externally. Therefore, we will introduce coherent objectives and visual management boards throughout the organization
- We emphasize *accountability* towards the society we are part of by respecting climate, nature and the environment, by developing smarter solutions for the railway's clients, suppliers, conforming with regulations and exercise good public administration

Well on track

Punctuality: We have built a thorough data infrastructure and models for analysis, like the machine learning model and a solid organization. We have also improved the maintenance of the railway in an intelligent manner, leading to improved punctuality

Project and programme management: We have improved management of the Signalling and Electrification Programmes, as well as, the large construction and renewal projects

Accountability and management: We have engaged in creating a common culture and initiatives supporting accountability and compliance with regulations. We focus on good leadership with our new leadership model



Banedanmark's strategy: An attractive and sustainable railway

VISION (where are we going)

We develop and build an attractive, sustainable, safe and efficient railway

MISSION (what does it take)

We deliver on our key areas: Punctuality, Projects and Accountability



PUNCTUALITY

Primary objective

We will deliver prime punctuality to the clients today and tomorrow as well as targeted traffic information in case of deviations

Strategic objectives

1. *Deliver on the annually established passenger punctuality targets*
2. *Deliver robust timetables*
3. *Deliver immediate as well as long-term improvement initiatives to solve punctuality challenges*
4. *Deliver satisfying traffic information to customers*



PROJECTS

Primary objective

We will build the railway infrastructure of the future by delivering construction projects on time, at agreed cost and quality

Strategic objectives

1. *Govern SP and EP to success in order for the trains of the future to roll in to Aarhus and Aalborg stations in 2026 and to Fehmarn Belt in 2029*
2. *Establish a 'project factory' enabling Banedanmark to deliver projects at agreed time, cost and quality*



ACCOUNTABILITY

Primary objective

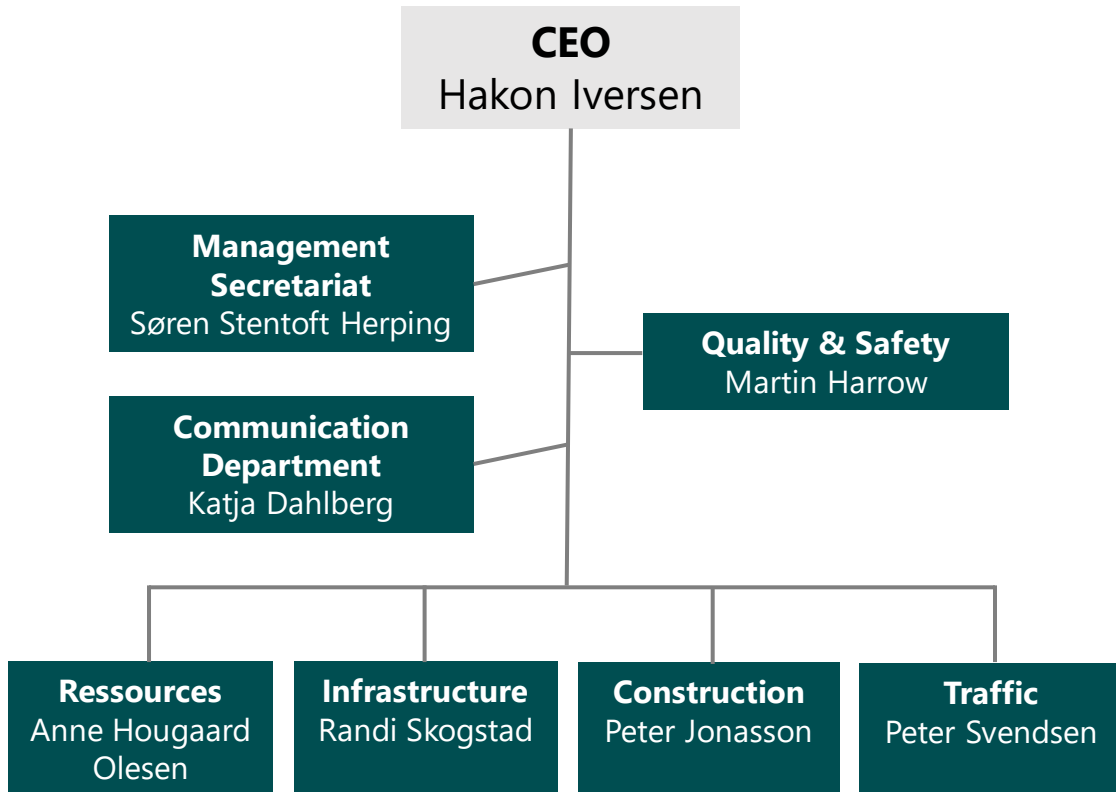
We will ensure accountability in our conduct both regarding public authority, timely business development and sustainability

Strategic objectives

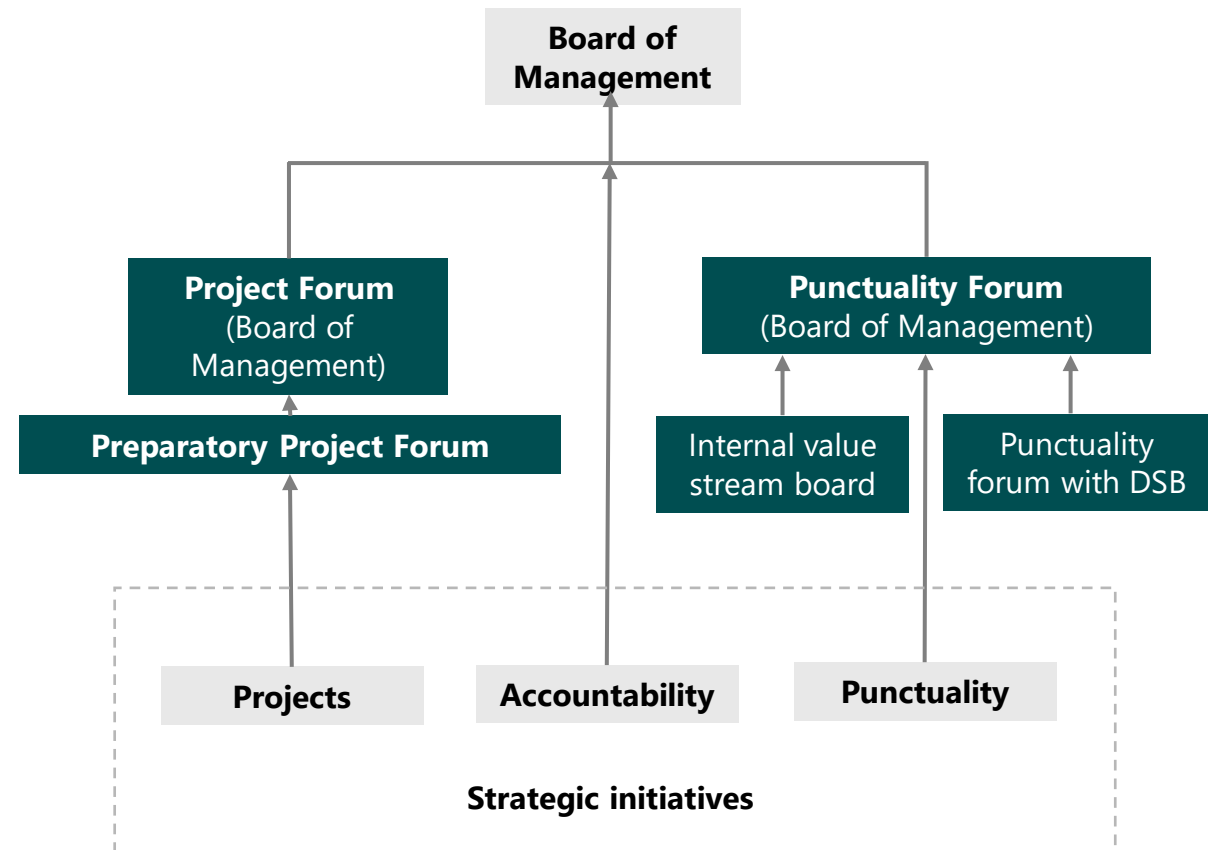
1. *Ensure compliance with regulations according to public authority, railway safety and cyber security*
2. *Deliver initiatives according to plan for business development*
3. *Provide a more sustainable railway*

The organization supporting the strategy

Organization



Management fora



How we create the strategic changes together

