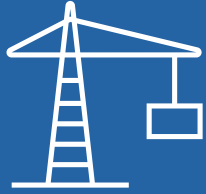




Luka Koper, d. d. and Luka Koper Group

**Strategic Business Plan –  
Summary**

**2024 - 2028**



## MISSION AND VISION

### MISSION

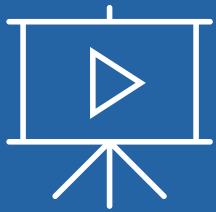
To provide reliable and high quality port services in line with sustainable development guidelines.

### VISION

To become the first choice among ports on Europe's southern transport route while creating added value for our customers.

LUKA KOPER -  
GREEN EUROPEAN GATEWAY

The Company's mission is to provide our business partners with reliable and high quality port services that are in line with sustainable development guidelines. To achieve growth, we have identified four pillars which, together with maintaining our multi-purpose port model, are crucial for delivering our Strategic Business Plan in 2024 - 2028.



## OUR PILLARS

### Maintaining the multi-purpose port model

1 To increase infrastructure capacity and prepare for the growth in throughput that will be made possible with the opening of the second railway line.

2 To accelerate the deployment of the “Smart Port” concept through the implementation of digitalisation and business process renovation / automation.

3 To ensure an adequate personnel (HR) structure to support growth and be ready for the climate transition and the introduction of the “Smart Port” concept.

4 To provide for sustainability of our business and reduce negative impacts on the environment and society.



# STRATEGIC OBJECTIVES

To increase our total throughput to 26 million tons by 2028 (3.5% average annual growth from 2023 to 2028) while focusing on our customers' needs in a comprehensive and qualitative manner.

To achieve a throughput of 1.4 million TEUs at the Container Terminal in 2028 (5.5% average annual growth 2023-2028).

To achieve a throughput of 1.1 million vehicles at the Car Terminal in 2028 (4.8% average annual growth 2023-2028).

To increase total operating revenue to €413 million in 2028 (6.6% average annual growth 2023-2028) by gaining new commodity groups and customers in strategic/new markets, and by focusing the revenue structure on higher value-added commodity groups,

To ensure long-term profitability and to achieve an EBITDA margin of 29% and an ROE of 9% for Luka Koper d.d. in 2028.

To invest €785 million over 5 years until 2028 to increase the port's capacity and fluidity in order to be ready for the second railway line opening.

To obtain co-financing for investment projects, with a focus on the project to build an onshore electricity supply system for ships.

To develop land outside the port area through a strategic partnership model.

To implement a digital transformation of key processes using new technologies, with the objectives of automation and optimization - Smart port (raising digital maturity by at least 1 level). This will enable us to achieve connectivity between all internal and external stakeholders in the logistics chain and increase cost-efficiency.

To maintain environmental sustainability standards (EMAS) and meet sustainability reporting commitments, as well as to reduce the company's carbon footprint through measures aimed at improving energy efficiency and increasing the use of renewable energy sources.



# STRATEGIC GUIDELINES

We will offer our customers a comprehensive and high-quality range of port services, thereby achieving a comparative advantage.

We will consolidate our position as the first container port in the Adriatic and the first car port in the Mediterranean.

We will develop a multi-purpose port with a focus on developing higher value-added commodity groups, faster turnaround and finding new commodity groups and markets.

We will intensively accelerate the investment cycle to expand operational quayside and warehousing capacity and improve port fluidity.

We will increase operational efficiency and optimize capacity utilization, thereby improving revenue and cost efficiency.

By digitising the port, we will develop into a Smart Port.

We will keep up-to-date with changes in the logistics industry by constantly adapting our business processes.

We will upskill our employees in digital competences, goal and project management and sustainable development.

Sustainable development, ecology and environmental protection will be the cornerstones of our coexistence with our surroundings; Luka Koper will use the best available technologies to reduce greenhouse gas emissions and increase energy efficiency, and will invest rapidly in the use of renewable energy sources for its own energy supply.

The safety and health of employees and other port users is a prerequisite for all activities. With continuous improvements, we will reduce occupational injuries and health impacts on employees.

We will develop the hinterland infrastructure and seek to acquire available land in the immediate vicinity in line with National Spatial Plan, and develop activities on it that are not related to the concession area.

We will focus on innovation and link the company with development institutions to apply new technologies and create a comparative advantage.

We will look for opportunities in the market to create capital links (acquisitions, mergers) in the direction of vertical or horizontal integration.