

THE CORPORATE SCALE ENGINE

NATASHA FRIIS @SAXBERG



The background of the slide is an aerial photograph of a turbulent ocean surface, showing deep blue and greyish-green waves with white foam, creating a complex, swirling pattern.

THE CORPORATE SCALE ENGINE

@SAXBERG - NATASHA FRIIS SAXBERG

HEAD OF VENTURE DEVELOPMENT - MAERSK GROWTH



DIGITAL TRANSFORMATION

= CUSTOMER CENTRIC

FROM SLOW TO FAST TECH

NEW
OPERATION

NEW
BUSINESS
MODELS

NEW
CUSTOMER
EXPERIENCE


The background of the slide is a blurred image of a road with multiple lanes, receding into the distance. The image is overlaid with a semi-transparent dark blue filter. Streaks of light, likely from long-exposure photography of traffic, create a sense of motion and speed, radiating from the center towards the edges.

TRANSFORMATION OF ORGANISATION

ORGANISATIONS AS WE KNOW
THEM ARE OUTDATED



LOOK FOR PROBLEMS
THEY REVEAL OPPORTUNITIES

A black and white photograph of a hallway with a person's legs in the background. In the foreground, there are three LEGO Star Wars figures: two Stormtroopers and one Darth Vader. One Stormtrooper is holding another Stormtrooper in the air. The text "THE DNA OF OUR CULTURE" is overlaid on the right side of the image in a green box.

THE DNA OF OUR CULTURE

A high-speed train, blurred by motion, travels through a dense, lush green forest. The train is positioned diagonally across the frame, moving from the bottom left towards the top right. The surrounding trees are thick and vibrant green, creating a textured background. Overlaid on the center of the image is a black rectangular box containing the text "EVOLUTION IS SLOW" in a bold, white, sans-serif font.

EVOLUTION IS SLOW

A close-up photograph of a wooden dowel being cut by a machine. The dowel is light-colored wood and is positioned on a green, textured surface. A horizontal line, likely a blade or a guide, is visible above the dowel. The background is a light blue-grey wall with some visible texture and a vertical line.

*ALL INDUSTRIES WILL
BE TRANSFORMED*

*THE CUSTOMER EXPERIENCE
DEFINES THE DOMAIN
DIFFERENTIATION*



ENTREPRENEURSHIP SINCE 1904

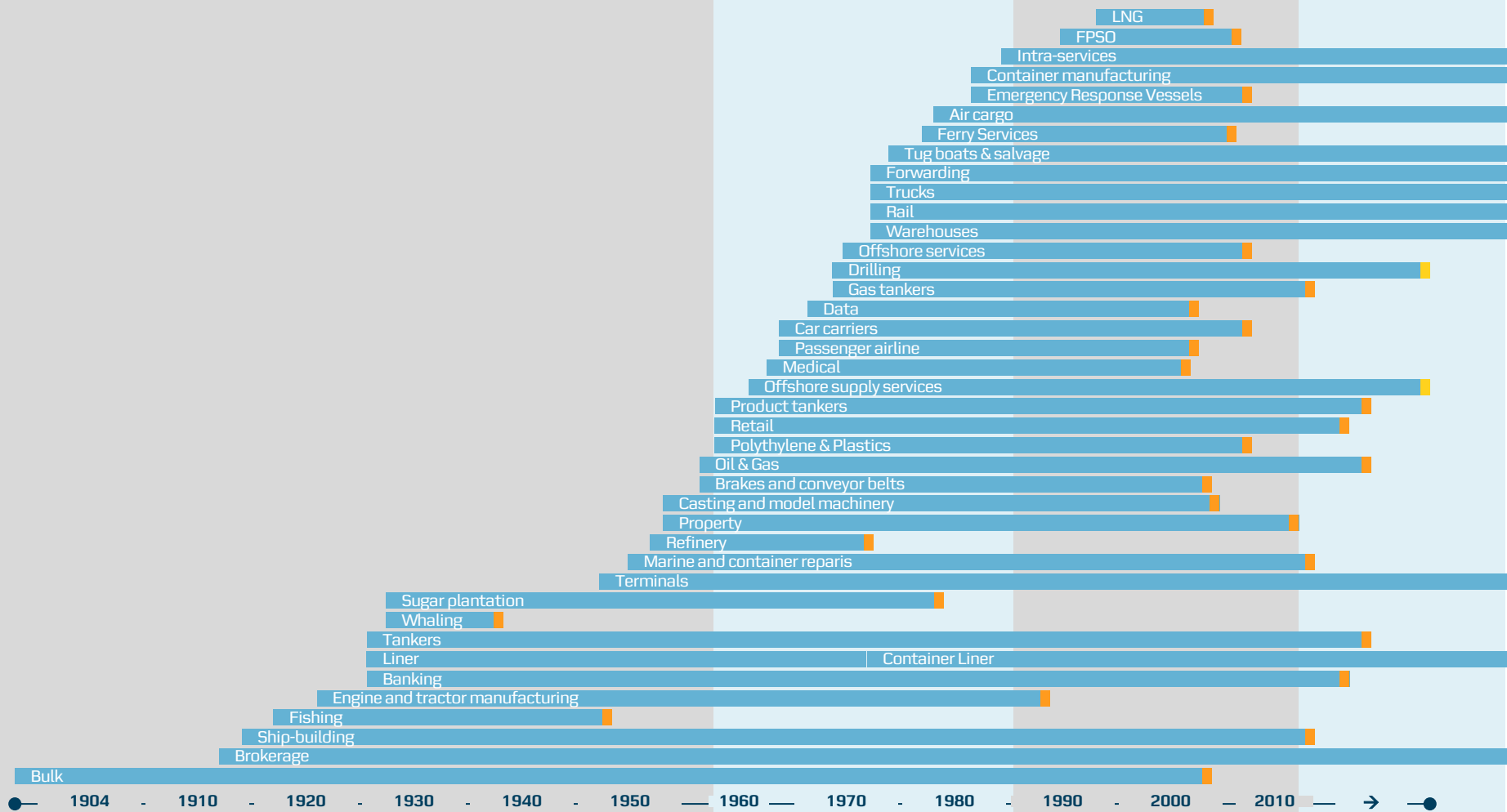
+80.000 COLLEAGUES AND +100 YEARS HISTORY

THE BEGINNINGS

INTENSE GROWTH

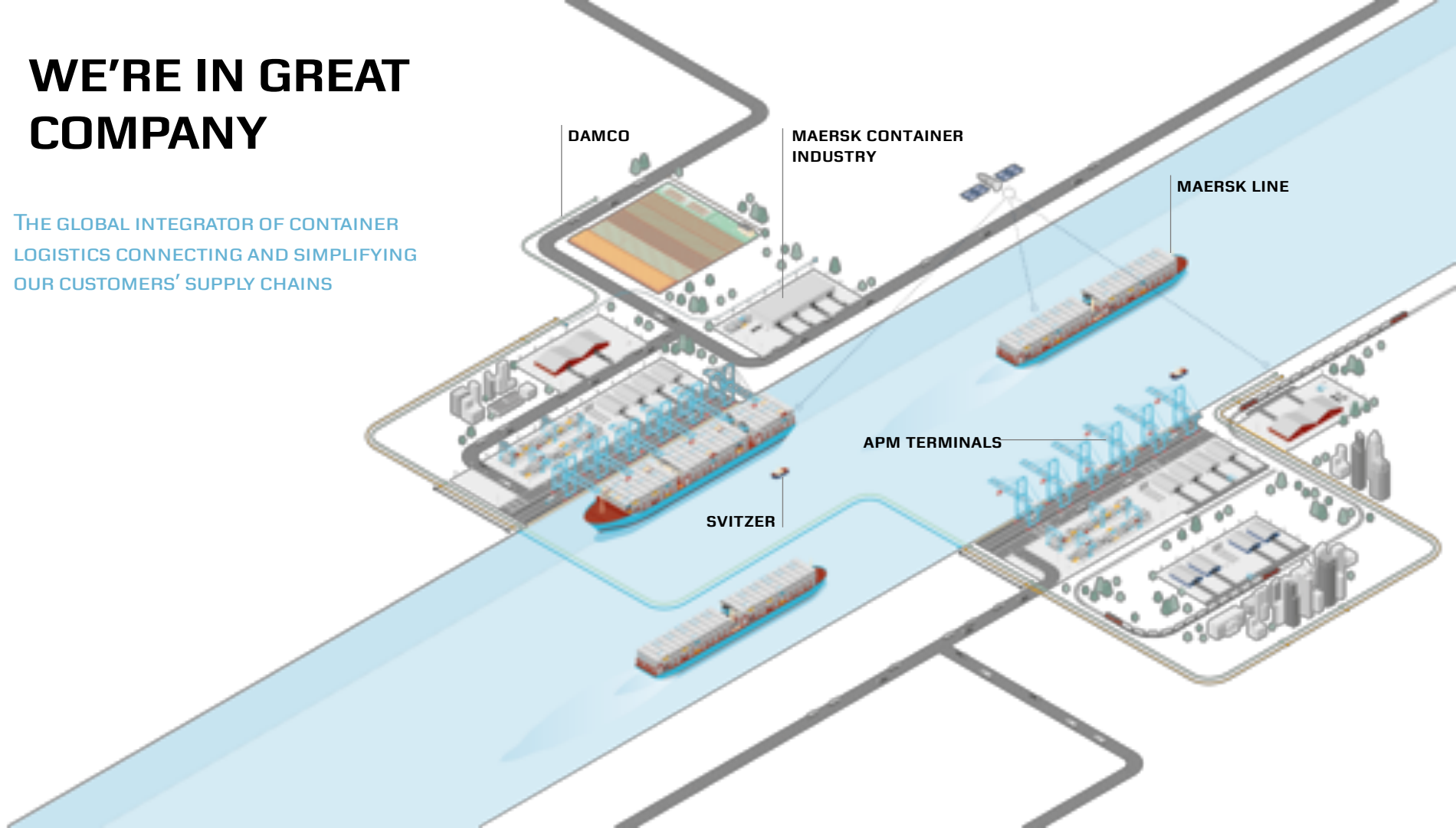
CONGLOMERATE FOCUS

TRANSPORT & LOGISTIC



WE'RE IN GREAT COMPANY

THE GLOBAL INTEGRATOR OF CONTAINER LOGISTICS
CONNECTING AND SIMPLIFYING
OUR CUSTOMERS' SUPPLY CHAINS



BEHIND MAERSK GROWTH

ABOUT MAERSK GROWTH

MAERSK GROWTH IS A CVC THAT INVESTS IN
AREAS WHERE WE HAVE A STRATEGIC ACT TO PLAY
ADD NON-CASH VALUE IN EARLY STAGE STARTUPS



GROWTH HAS 3 CLEARLY DEFINED OBJECTIVES



**DEVELOP & LAUNCH
NEW BUSINESSES**



**HOME AND PLATFORM
FOR NEW IDEAS**



**ENTREPRENEURIAL
NEXUS**

WHY INVEST IN THE FUTURE?





**CAPITAL & SCALE IN A
DIGITAL ERA**

WHAT WE INVEST IN



FIGHT FOOD WASTE



FUTURE TRADE

MAERSK GROWTH

WE INVEST IN



SCALE

SCALE



TECHNOLOGY

TECHNOLOGY



AMBITION

AMBITION



ROCKET FUEL

ROCKET FUEL



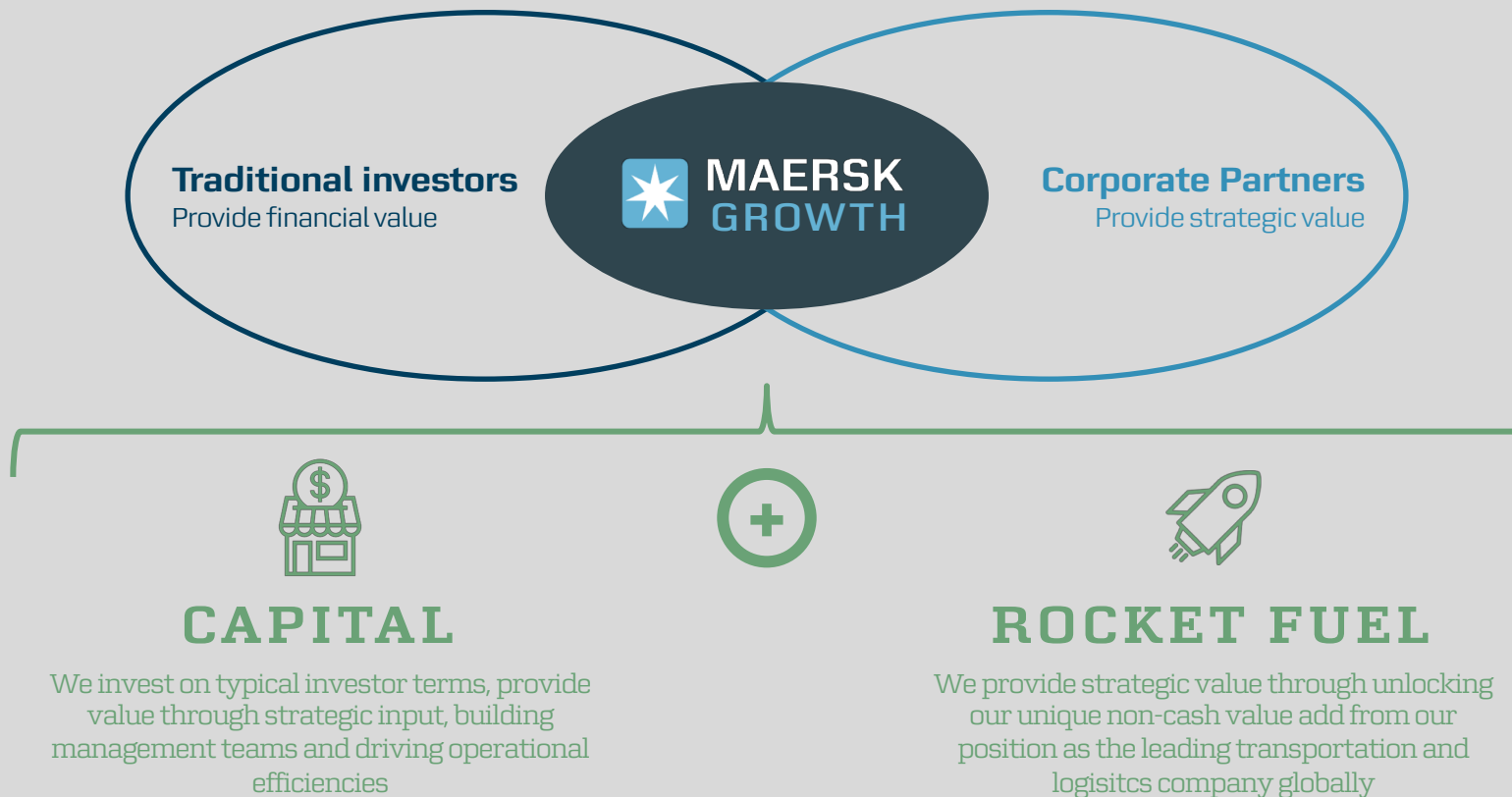
SKILLS

SKILLS

ADDING VALUE AS A SCALE ENGINE

WE PROVIDE THE BEST OF BOTH WORLDS

We are a strategic investor with strong emphasis on our **non-cash value-add**



HOW WE ADD VALUE

With our unique tool box...



BRAND



CUSTOMERS



ASSETS



DATA




EXPERTISE



XYZ

... we can deliver many services!



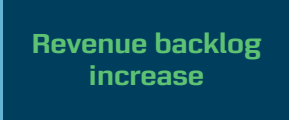
Vertical
expensation



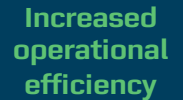
Maersk as a
customer



Product
development




Revenue backlog
increase



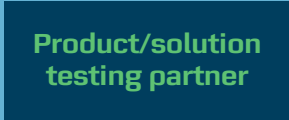
Increased
operational
efficiency




Regional
expansion



Model algorithm
improvements



Product/solution
testing partner



Co-presentation
at conferences



...Bespoke

BUILDING THE FUTURE OF TRADE

Portfolio as of November 2018

TRACKING



A solution that combines mobile apps, sensors and smartphone connections to make real shipment visibility attainable and simple.

COLLABORATION



A digital trade documentation solution enabling SMEs to create, communicate and collaborate in real time to overcome informational constraints

OPTIMIZATION



Industrial IoT company that uses a combination of wireless sensors and data tracking to help improve the food supply chain, with a current focus on grains

VISIBILITY



Creating full supply chain visibility in food, essentially creating the blockchain of food. Improving coordination, optimization and more.

DIGITALIZATION



Open and neutral industry blockchain platform that promotes a more efficient, predictable and secure exchange of information across the supply chain

TRUCKING



Platform to receive instant quotes, book a truck in seconds, and track your shipment from pickup to delivery. Providing a database of curated carriers and increased transparency

INVENTORY



Changing the way that wasted food is handled, forever.. The software analyzes waste and suggest reduction tactics, but also integrates donation into the workflow

TRADING




Utilizing our knowledge and global logistics network to build and support world class companies focused on developing novel trading offerings

An aerial photograph of a city harbor, likely Copenhagen, showing a mix of historic and modern architecture along the waterfront. The water is dark blue, and the sky is clear. The text 'FOODTRACK' is prominently displayed in large yellow letters, with 'by Maersk' in smaller white letters below it.

FOODTRACK

by Maersk



WE ARE NOT WAITING FOR TECHNOLOGY

“Create your future from your future, not your past”

-Werner Erhard



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