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SUSTAINABLE BUSINESS MODELS Espen.Slyngstad@e2y.no







The Challenge: Poor capacity utilization and inefficiencies require changes in industry structures and business models



A European Green Deal

Striving to be the first climate-neutral continent

Accelerating the shift to sustainable and smart mobility:

- Transport accounts for a quarter of the EU's greenhouse gas emissions, and still growing.
- A 90% reduction in transport emissions is needed by 2050.
- Achieving sustainable transport means putting users first and providing them with more affordable, accessible, healthier and cleaner alternatives to their current mobility habits.





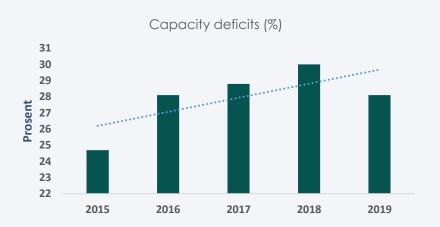


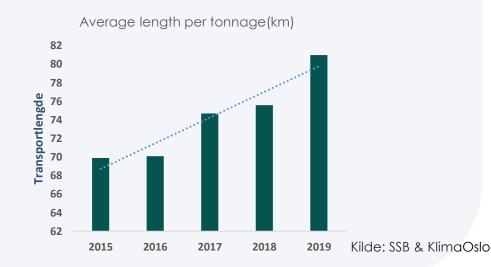






We drive longer distances and with less capacity utilization despite aggressive environmental targets

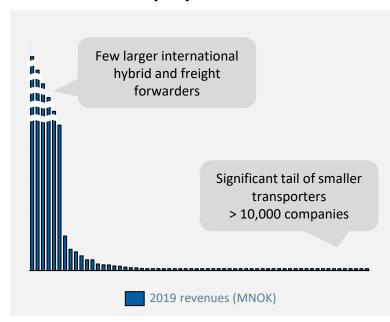




A fragmented competitive landscape, low margins and lack of digital maturity create several structural market challenges

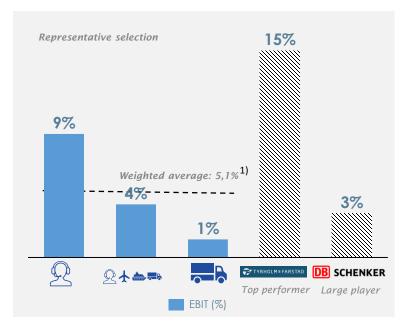
High-level market characteristics Norwegian transportation service market

Highly fragmented competitive landscape with long tail of smaller players...



- Time consuming and complicated for customer to identify best option
- Low degree of transparency

... low margins across an already vertically integrated value chain...



- Generic transportation service indicating tougher price competition
- Over time lower level of investments in R&D

... overall lower level of digital/technological maturity amongst both shippers and carriers

«Innovation and a push for digitalization will force its way forward because the current profit levels and return on invested capital are not sustainable long-term... Given the current low level of digital maturity I expect the digitalization to be disruptive – its just not a question of "if" rather how, who and when»



Lacking innovation capabilities and resources

Combined the transportation services market is mature for technological disruption or structural changes to achieve a sustainable return on capital

Users first – Creating the best customer journey

Engaged – Customer Oriented – Innovative - Transparent



Use IT technology to facilitate value creation by contributing to increased capacity utilization and thereby reducing the burden on infrastructure and preventing unnecessary public investment



Through offering the best customer journey, we are the leading digital platform for trade and logistics services of the 21st century



We keep an overview of the market, have a large supplier base, utilize spare capacity while you can gather all your logistics services in one digital platform and reduce the time spent on transport administration by 50-80%



Achieving sustainable transport means putting users first...

Overview Easy2You platform service offering **Carriers:** ~10-15 Shippers: ~40 Faster **Carriers bid for** Gain access to customers -Reduced time spent on logistics management transportation orders maintain relevance through digitized and automated process **Easier Complete information - lower risk** Access to more options and availability of communication errors through a user-friendly platform Connecting platform Cheaper easy2you **Automation and cost reduction** Reduced transportation costs by competitive tendering and demand pooling scale effects Selected shipper customers: Selected carriers on the platform: PartnerPlast **AMEKA** luminell® **Shippers optimize** EIDE STEIN AS ULMATEC STORM CRANES selection of carrier shm **Shippers Public** White label **Customs** handling solutions

Providing them with more affordable, accessible, healthier and cleaner alternatives to their current mobility habits.

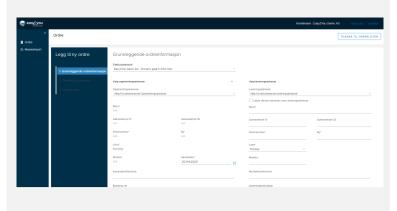
Customer describes transportation need and preferences

Customer selects preferred service among presented alternatives



Customer and Easy2You monitor shipment

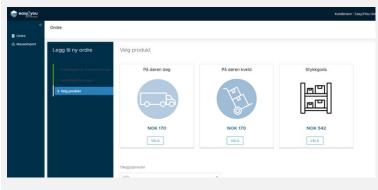
Easy to book



- Shipper enters transportation details including type of freight, pick-up date, time, address and/or other special requests
- Automated order generated

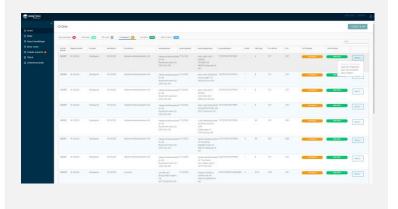






- Software generates optimized suggestions corresponding to selected details and preferences, and customer selects preferred option
- Transportation request automatically sent to selected carrier
- Order confirmation and carrier details distributed to shipper

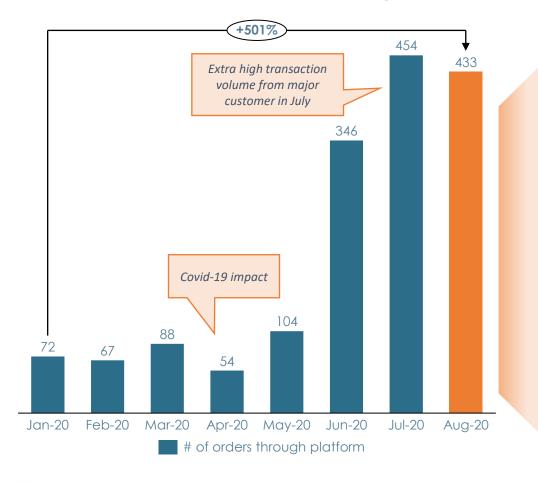
Easy to manage



- Transportation carried out with opportunity to monitor shipment through Track&Trace function
- Integrated payment solution
- Fully automated customs handling through Maritech with integrated payment solution through Stripe

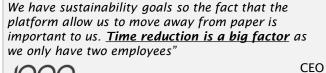
Successful commercial development - satisfied customers with rapidly growing number of order placements

Number of transportation orders booked through the platform



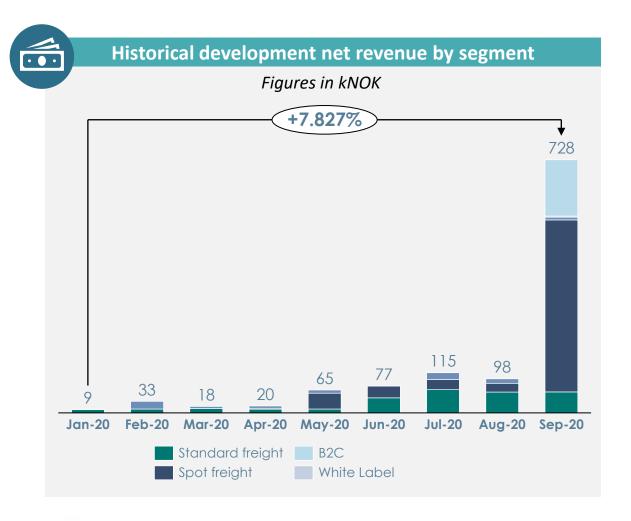


~40 customers already using the platform on a frequent basis "I am really impressed by the Easy2You platform. We get the best price very fast, and save a lot of time on follow-up and price negotiations with carriers. The user friendliness is super, I am almost surprised that it can be done so easily. Easy2You has nailed it" CEO STORMCRANES "I really like the platform, it is easy to use. I use maximum 5 minutes to make an order through the platform. Roughly 80% of our shipping volume goes through the platform" 🐧 Stranda Logistics and Procurement "The platform is very user friendly and intuitive.





Affordable alternatives to current mobility habits



Revenue streams

STANDARD FREIGHT



- Solution for standard freight, further categorized and 'productified' for efficient and automated offer process
- Packages, unit load and full load
- Can include customs handling

SPOT FREIGHT



- On-demand transportation solution offering for all special items; project, on-demand or rush orders
- Can include customs handling

Public



- Waste management
- Orchestration of mobility needs
- Resource optimization and reduce the need of infrastructure investments





Key Take Aways

