



Q&A

We are going to attempt to address some of the questions that we are asked about PNO Ventures through an Q&A with Lasse.

How do you approach innovation whilst taking into consideration that this industry is now rapidly changing?

*L: I consider a rapidly changing industry a huge opportunity, not a threat. The freight industry is changing **because** of innovation - because we challenge the established and rethink how to build stuff with modern technology and today's industry know-how. I welcome those rapid changes and try to keep myself at the forefront of them.*

A huge question: What is the biggest problem with tech innovation in the industry?

L: I think we can save ourselves a lot of headaches by not arising good old smart business development into "tech innovation". There is a HUGE gap between "innovation" and "value". In the middle of that gap is "customer". As in many industries, the hype machine takes over instead of focusing on what can set us out from the competition and make us less dispensable in an unknown future.

How do you set the stage for future growth in our unit?

L: Growth can easily be doing more with less, because we're working smarter and prioritizing what matters. You can do anything, but you can't do everything. Personally, I stay mean by staying lean - I'll apply that concept to any growth strategy.

How do you see PNO Ventures evolving?

L: Our innovation hub will be a starting point for new ventures particularly focused on tech solutions. We'll hire further resources in the coming year, but the goal is to keep the team lean and focused, by extracting projects into business units as they mature.

How do you access if PNO Ventures is delivering successful products?

L: There are some easy-to-access traction numbers that we use as key performance indicators. But more importantly, we're continually looking at how we succeed in supporting the core business in growing customer value.

List three things that excite you about PNO Ventures?

L: Personally, I'm excited to build tech within an established successful business. It's challenging to take charge of a broad product mix and multiple stakeholders while retaining a laser focus. Longterm, I'm passionate about developing future technology and business opportunities within the freight industry.