

*While both parties connected to the Visible SCM acquisition successfully closed the transaction on August 2<sup>nd</sup>, please note that the acquisition of B2C Europe is subject to regulatory approvals and the transaction is expected to close in Q4, 2021. Until then, Maersk and B2C Europe remain two separate companies and thus will perform their business as usual.*

## External Q&A in connection with the acquisition of Visible SCM and intended acquisition of B2C Europe

### **Q: What has been announced?**

A: We are pleased to share that we have acquired Visible Supply Chain Management, a US-based business-to-consumer (B2C) logistics company focused on parcel delivery and e-fulfillment services in the US, and reached an agreement to acquire Dutch-based B2C Europe, a logistics company focused on B2C parcel delivery services in Europe.

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### **Q: Why are we acquiring these two companies in the B2C / e-commerce sector?**

A: Market dynamics are changing, and we see more and more consumers doing their shopping online. With an increasing relevance of business-to-consumer supply chains and in line with our strategy to become the global integrator of logistics, we have set out to further build on our e-commerce capabilities and we are optimistic about the opportunities this will bring to the final mile delivery.

Our aim is for you to be able to sell through any sales channel and deliver in any way while at the same time improve flexibility and supply chain resilience when navigating risks and opportunities.

### **Q: What does this mean for Maersk's integrator strategy?**

A: An essential part of our business transformation is to offer end-to-end solutions for our customers, and this will allow us to offer you the broadest set of integrated logistics capabilities available, enabling end-to-end connectivity and control. Adding the capabilities, reach and technology of Visible SCM and B2C Europe will aid us in serving you better by significantly increasing our coverage and capabilities in B2C fulfillment and B2C parcel delivery.

This is a big step forward and important additions to the logistics product portfolio - providing us a platform that allows us to upscale our e-commerce capabilities globally to enable you to in turn better service your customers' current and future needs.

**Q: Why are we acquiring Visible SCM?**

A: Today, Maersk is a leader in B2B supply chains, and we are strengthening our capabilities in B2C and E-commerce Logistics to meet all customer needs.

Visible SCM is a business to consumer (B2C) E-commerce-focused logistics company with leading strengths in e-fulfillment and parcel delivery services building on a strong technology platform. The acquisition accelerates Maersk's business model transformation to enable global end-to-end container logistics by adding E-commerce fulfillment capabilities integrated with final mile parcel delivery.

This allows Maersk to offer multi-site fulfillment capabilities that enable faster deliveries to residences and at lower cost.

**Q: Why are we intending to acquire B2C Europe?**

A: B2C Europe is a strong match to our goal of quickly establishing strong E-commerce Logistics capabilities and coverage.

B2C Europe is a significant multi-carrier delivery company in Europe, and one of the few European multi-carriers with a substantial reach and volumes into all European countries through their extensive carrier network. B2C Europe will be a cornerstone for Maersk in building ECL capabilities and products in Europe, and their Western Europe operations will provide a good base for further geographic expansion.

While most large B2C delivery companies are asset-heavy, B2C Europe's network of over 100 connected carriers brings an asset-light delivery product that uses technical integrations to collect parcels at their customers' warehouses and inject these into all important European carrier networks.

In combination with our growing fulfillment and warehousing footprint in Europe, we will see additional upsides to how the acquisition adds to our value proposition of integrated logistics in Europe.

Located in Europe, B2C Europe and their capabilities will enable us to handle last mile delivery to all of Europe. We will be able to offer Europe-wide last mile rates to our customers with one technical integration and full visibility on all parcels.

*Note: The closing of the acquisition is expected in Q4 2021, after obtaining regulatory approvals. Until then, Maersk and B2C Europe remain two separate companies and thus will do their business as usual with no effect on employees, customers or suppliers.*

**Q: What E-commerce Logistics products does Maersk offer today?**

A: Maersk supports our customers with integrated logistics solutions that support end-to-end supply chain control, agility and cost competitiveness. As part of these solutions, Maersk supports customers' B2C / E-commerce supply chains by offering integrated fulfillment, delivery and returns products in key regions across the globe.

**Q: What overlaps are there between these two acquisitions and existing Maersk activities?**

A: Visible SCM, B2C Europe and Maersk activities are complementary, rather than overlapping. Where Maersk traditionally has focused on the international B2B supply chain by transporting goods from our customer's factory to their warehouse and adding the B2C capabilities, reach and technology that Visible SCM and B2C Europe are going to bring, will enable us to serve you better by significantly increasing our coverage and capabilities in e-fulfillment and e-delivery. Jointly, we will be able to connect B2B and B2C and deliver on the end-to-end supply chain needs of our customers.

**Q: As a current customer of Maersk, what can I expect from the Maersk offering going forward?**

By providing you with more key e-commerce capabilities, you will be able to sell through any sales channel, deliver in any way and manage your supply chains seamlessly through:

- **A true end-to-end supply chain experience** by adding e-commerce logistics capabilities such as B2C fulfillment and B2C parcel delivery solutions.
- **Reliable, operationally integrated solutions** to fully embrace growth opportunities in e-commerce **without losing the direct interface to your consumers.**
- **The opportunity to sell online independently** with market competitive service levels.
- **Seamless omni-channel** integration between B2B and B2C supply chains for future growth plans.
- **Globally connected supply chain solutions** within Maersk's suite of products and services.

**Q: If I am a current customer of Visible SCM, what can I expect going forward?**

A: Today, much will stay the same for Visible SCM customers. The Visible SCM brand and key contacts will remain the same, so will the Visible SCM customer value proposition and customer service. We are now identifying select opportunities with customers within the retail, lifestyle, and other customer verticals where additional opportunities can be brought forward. Nevertheless, the intention is to maintain "business as usual" for our companies during peak season to safeguard your critical business handlings.

Indirectly, customers will benefit from Maersk's and Visible SCM's combined talent and expertise, warehousing space, trucking capabilities, and information systems while maintaining the same level of service and customer experience they've enjoyed previously.

**Q: If I am a current customer of B2C Europe, what can I expect going forward?**

A: Everything remains the same until the acquisition receives regulatory approval and closes, which is expected in Q4. B2C Europe will continue to offer their products and services to their customers and once the acquisition is completed, customers of B2C Europe will benefit from more connected global supply chain solutions and additional products and services to support their overall supply chain effectiveness.

Throughout this process we aim to give as much clarity and notice as possible and should we expect significant changes to the way you currently do business with us, a local company representative will reach out in due course.