

NTG Air & Ocean  
Nordic Transport Group



# NTG Air & Ocean

May 2023

Decentralisation

Empowerment

Collaboration

People



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## Today's presenters

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**CHRISTIAN D. JAKOBSEN**

Group CFO



**SØREN HOLCK PAPE**

CEO, Air & Ocean



**FRANK D'AMBRA**

CEO, Air & Ocean USA

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## A&O Strategy

- Update on high-level strategic direction for the division

04



# NTG at a glance



Founded in **2011**



**10.2BN** in revenue<sup>1</sup>



~**2,000** Employees<sup>2</sup>



**23%** Revenue CAGR  
(2018-2022)



**66** Subsidiaries in **22**  
countries<sup>2</sup>



**758M** In adj. EBIT<sup>1</sup>

## Business segments

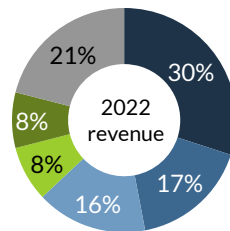


Road &  
Logistics



Air &  
Ocean

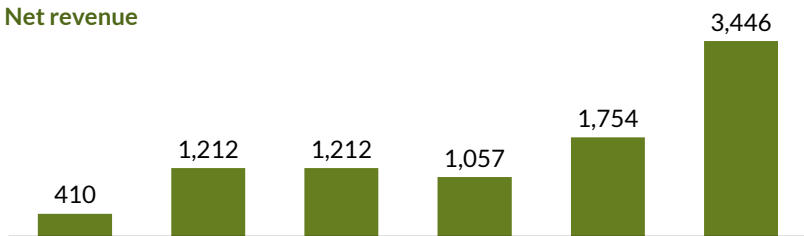
## Geographical footprint



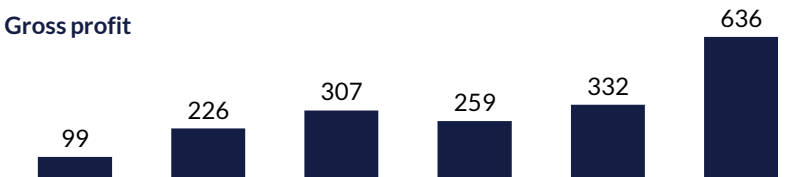


# Air & Ocean financials

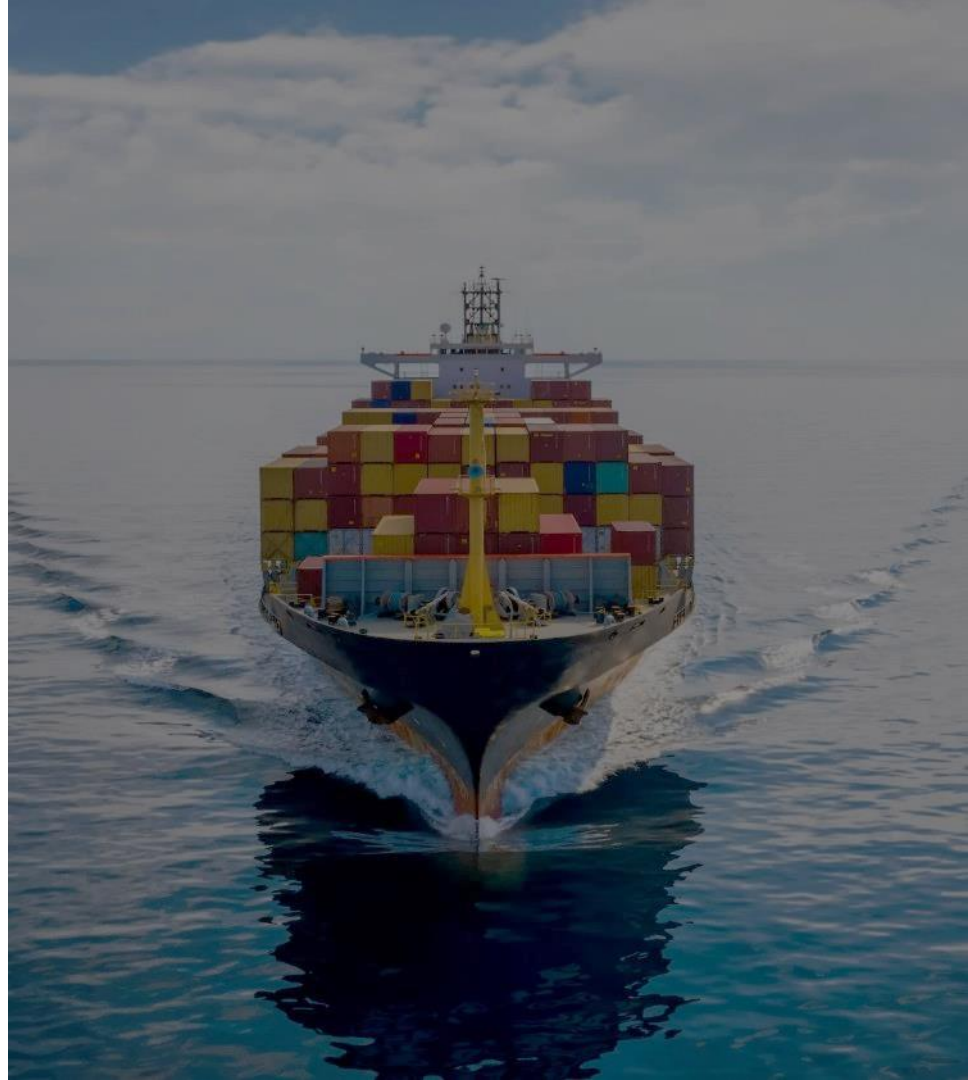
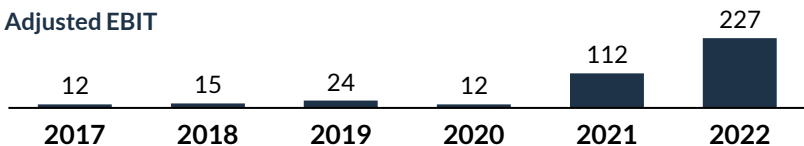
## Net revenue



## Gross profit



## Adjusted EBIT



# Building the foundation to scale a global Air & Ocean business



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# Air & Ocean market update



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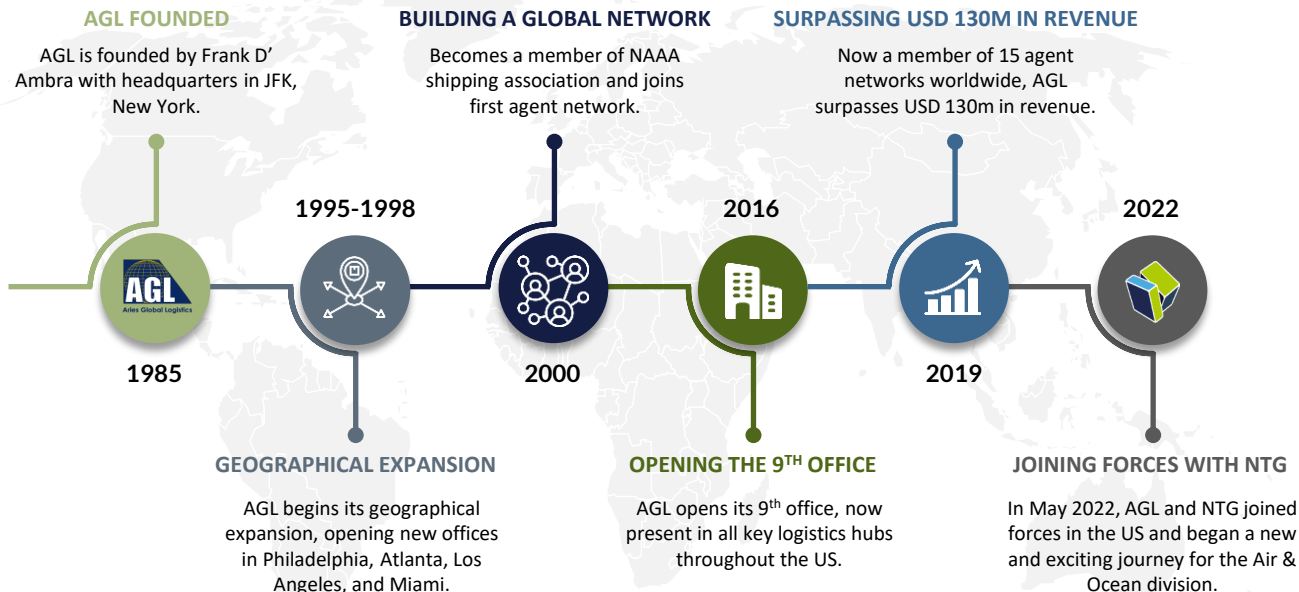


# The journey of Aries Global Logistics (“AGL”)



**Frank D'Ambra**

CEO of NTG Air & Ocean USA  
 and founder of Aries Global  
 Logistics.



# AGL at a glance

## Geographical footprint



## Business segments



**9 offices**



**~185 employees**



**USD 285m**  
reported revenue 2021



**USD 15m**  
adjusted EBIT 2021<sup>1</sup>

1) Local GAAP. Excluding effects of IFRS 16.

# Update on integration

	SELECTED POST-MERGER INTEGRATION TASKS	STATUS	SYNERGIES
<b>COMMERCIAL</b>	<ul style="list-style-type: none"> <li>Office relocations and mergers.</li> <li>Consolidate procurement across AGL and NTG.</li> <li>Leverage network selling opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Office relocations completed.</li> <li>Procurement is consolidated.</li> <li>Cross-selling is an ongoing effort.</li> </ul>	<ul style="list-style-type: none"> <li>All cost synergies related to merging of locations have been realised.</li> <li>Network-selling efforts continues and expect full effect during 2024.</li> </ul>
<b>IT &amp; PROCESSES</b>	<ul style="list-style-type: none"> <li>Migrate the previous NTG business onto CargoWise.</li> <li>Migrate AGL onto NTG's finance systems.</li> <li>Leverage AGL's well-organized back-office setup to oversee pricing and procurement.</li> </ul>	<ul style="list-style-type: none"> <li>CargoWise now used for the entire US operation.</li> </ul>	<ul style="list-style-type: none"> <li>Most synergies have been realised.</li> <li>Synergies from CargoWise will increase over time, when the rest of NTG A&amp;O has migrated.</li> </ul>
<b>LEGAL</b>	<ul style="list-style-type: none"> <li>Merger of NTG's entities with AGL to form one single legal entity for NTG's Air &amp; Ocean activities in the US.</li> <li>Rebranding from Aries Global Logistics to NTG Air &amp; Ocean USA.</li> </ul>	<ul style="list-style-type: none"> <li>All entities have merged in the US.</li> </ul>	<ul style="list-style-type: none"> <li>All synergies have been realised.</li> </ul>



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# Growth pillars rooted in Air & Ocean's divisional values





# Q&A

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