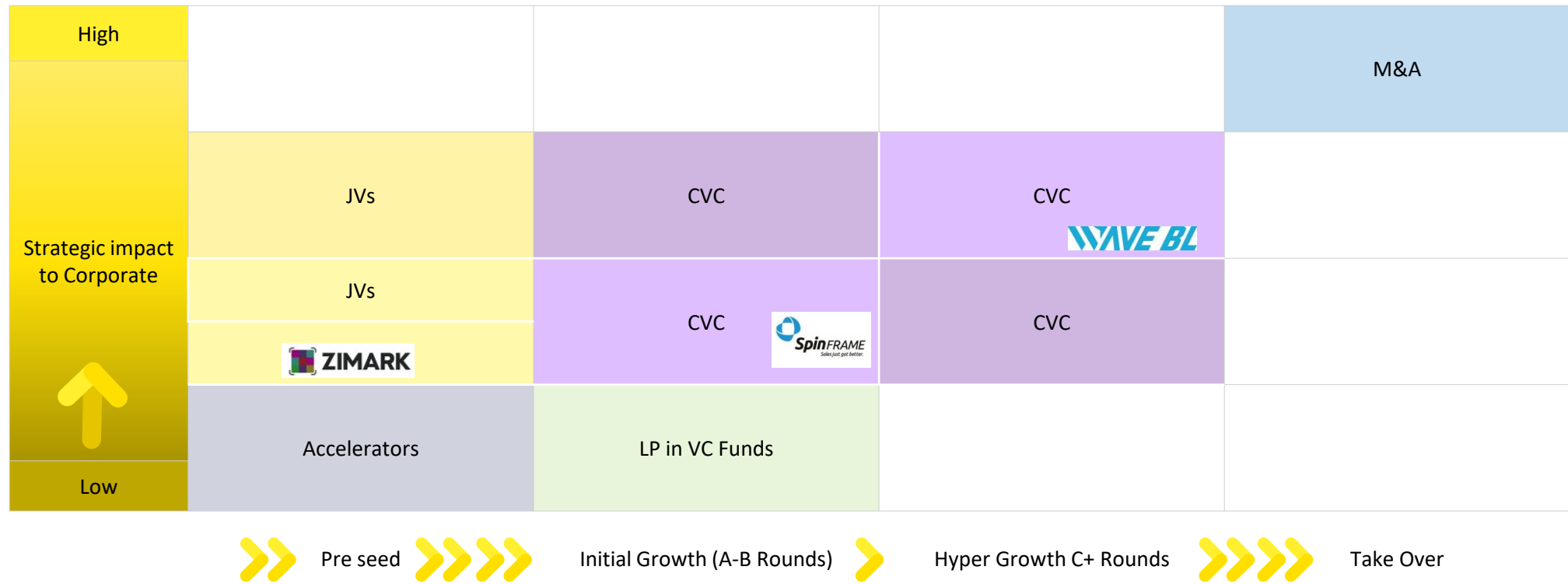




Creating Strategic Value to your Org via External Innovation

By Ruby Chen, ZIM CVC

Complementing Strategies to Leverage Innovation





What are ZIM CVC Objectives?

- Position ZIM as the most innovative shipping company
 - Leverage Israel Startup Nation
- **Stay ahead of the competition** - Gain low risk visibility to new technologies and emerging business domains that can potentially become strategic assets
- Support company's growth strategy and create new **growth engines**
- Create long term **financial gains** (direct and indirect)



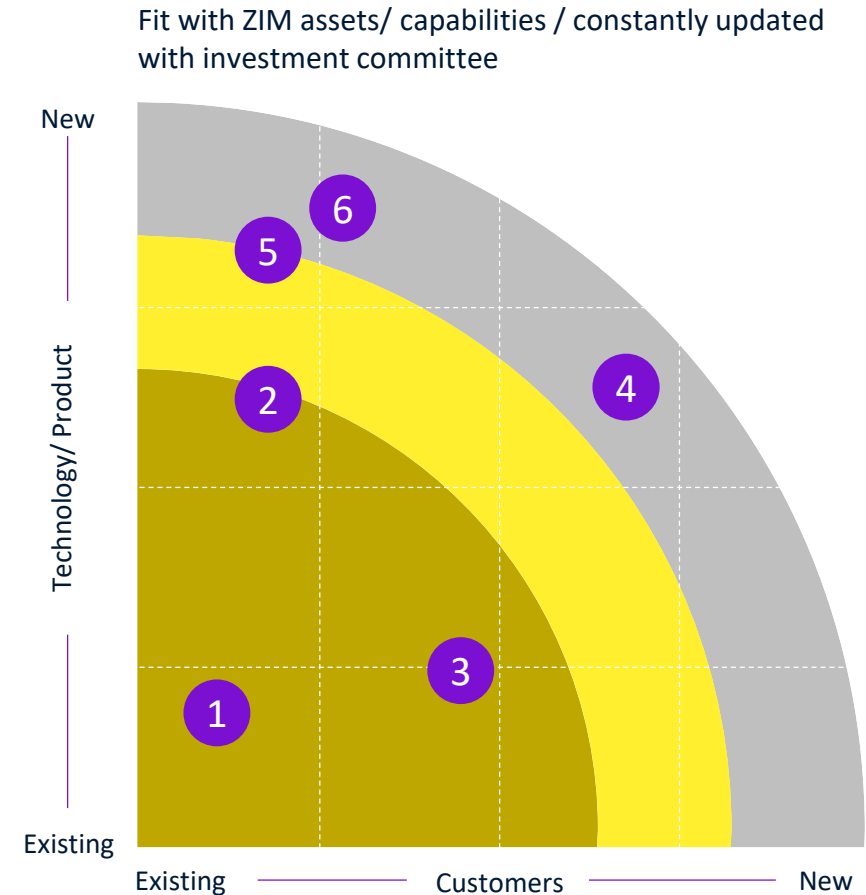
CVC Focus Model

Link to Operational Capability		Corporate Investment Objective	
		Strategic	Financial
	Tight	Driving advances strategy of current business 	Emergent allows exploration of potential new business 
		Enabling complement strategy of current business	Passive provides financial returns only
	Loose		

ZIM Current Areas of Interest

Opportunities

- 1 Smart Shipping
- 2 Supply chain
- 3 Logistics
- 4 Maritime Sustainability
- 5 Trade Finance
- 6 Maritime Cyber security

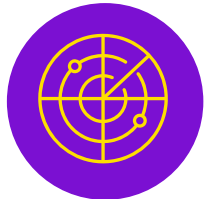


Technical areas of focus: Digital Business, Enterprise applications, AI/ML, Big Data, IoT

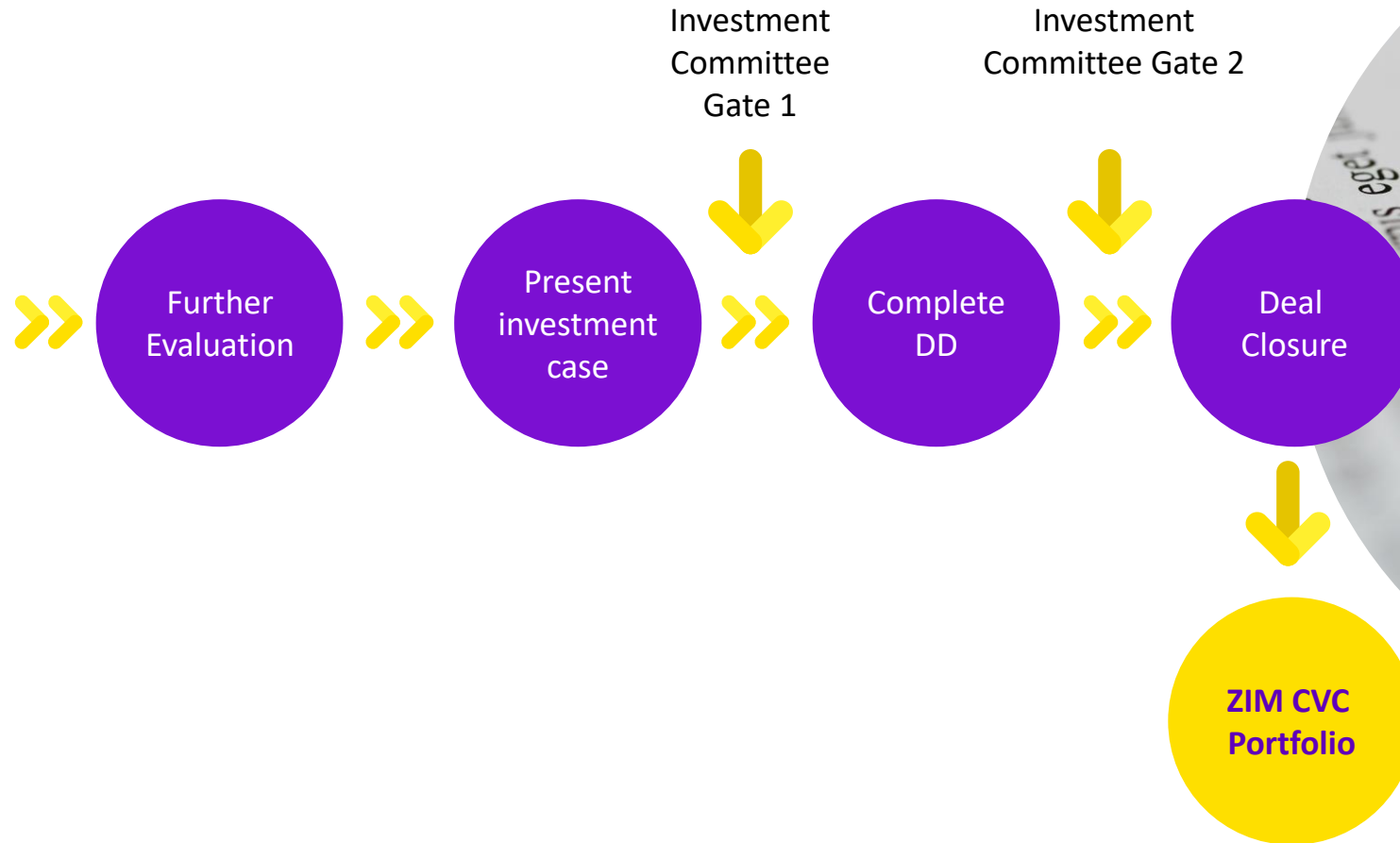
ZIM CVC Investment Process



Incoming leads



Active Radar



Open Innovation and Procurement

- There is typical misalignment between Procurement and Startups
 - Startups poses high risk for corporates to collaborate with (limited funding, ability to deliver, change strategy)
 - Procurement needs to protect its organization while pushing for best prices
- Recommendations - work together with open your org innovation functions
 - Create a special procurement process for startups of strategic value (shorter time to approve as vendor, special class vendor with lower initial requirements)
 - Different weight criteria for vendor approval of new initiatives tenders (cash balance statements)
 - Shared risk/upside pricing models leveraging startups goal to work with large corporates

Thank You

