



# Strategy 2025

RiskIntelligence

[riskintelligence.eu](http://riskintelligence.eu)

CEO statement, September 2022

# A strong vision and strategy to 2025

For the past year, under the direction of the Board of Directors, Risk Intelligence's management group has followed a strategy process to identify the strongest opportunities for the next three years.

The result is the Strategy 2025, with five core focus areas and strong financial goals, outlining how we plan to achieve an average 30% year-on-year growth for the next three years.

The strong growth in revenue and significantly lower growth in costs will result in a positive net result from 2023, and a total revenue of 50m DKK by 2025.



CEO, Hans Tino Hansen

# The 2025 strategy:

Future-proofing our position as global market leader in security risk intelligence



# The vision:

## A global market leader in security risk intelligence

Risk Intelligence will be a leading global supply chain security intelligence provider to the entire supply chain market by air, on land, in port and at sea.

From a position as the main unbiased security intelligence capacity, Risk Intelligence will dominate its core market of relevant commercial and government organisations and deliver actionable intelligence to all relevant allied countries with an international naval presence.



# The roadmap:

## Five strategic milestones

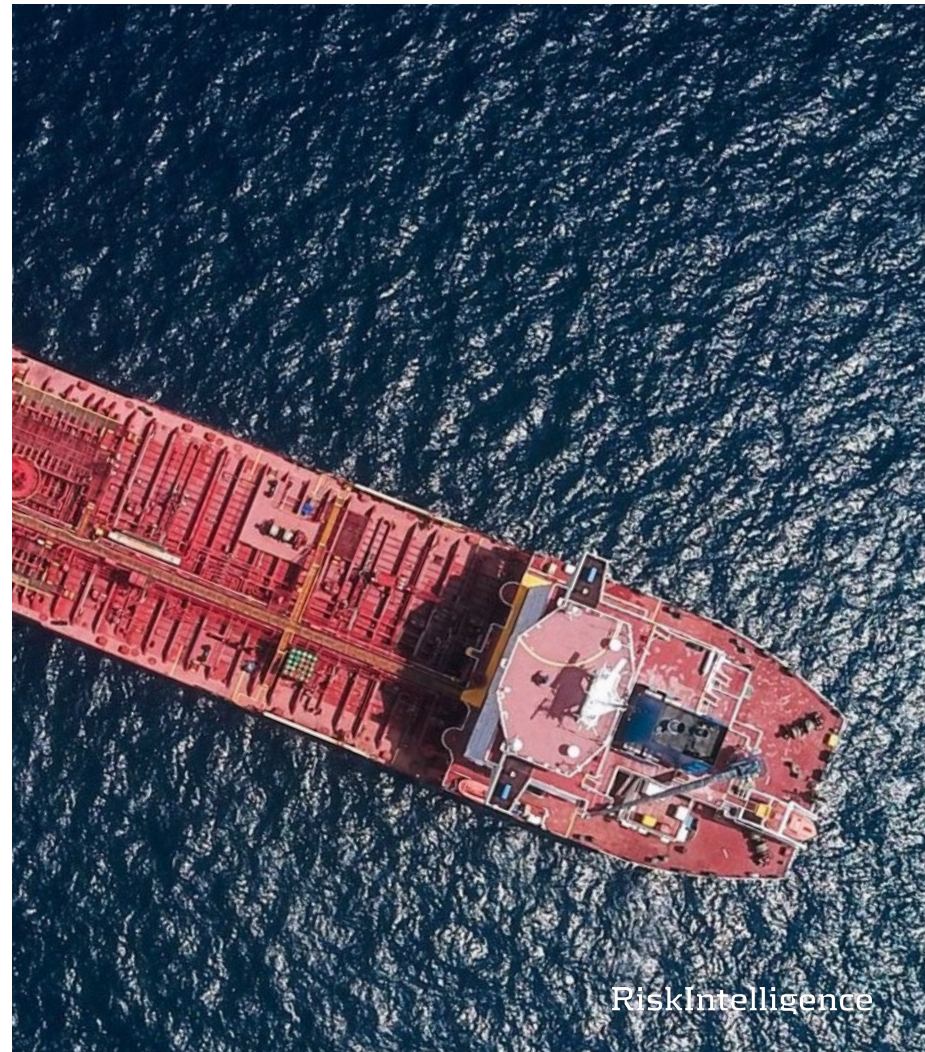
1. Refocusing the business on maritime security
2. Land-based security as an independent business area
3. Strong commercial partnerships
4. Average year-on-year growth of 30% to 50m DKK
5. A positive net result from 2023

# The milestones

## 1: Refocusing the core business on maritime security

The strategy marks a return to a focus on maritime security and intelligence analysis. Product, market, partner, and technology development mainly will take place within this area, and Risk Intelligence will partner with the best technology partners to power its solutions.

The first major step will be the launch in 2023 of a new technology platform for the maritime products within the Risk Intelligence System (MaRisk and PortRisk), delivered by a partner company, and this, as well as new partnerships, will be strong enablers for the renewed focus.



# The milestones

## 2: Land-based security as an independent business area

LandRisk and LandRisk Logistics will continue on the existing platform and will increasingly become a scalable yet bespoke product. The land-based business will have its own dedicated team, managing solution sales to existing clients and potential clients in the pipeline.

Additional resources will be added when needed and warranted by revenue.

The land-based business and especially LandRisk Logistics will still be a strong potential upside.



# The milestones

## 3: Strong commercial partnerships

Risk Intelligence will significantly increase partnerships, which will deliver Risk Intelligence System data to partners' clients and thereby expand the market horizontally and vertically.

The partner sales will expand horizontally through the addition of new markets that have only been addressed marginally until now, or not at all.

The partner sales will also expand the market vertically, as existing Risk Intelligence clients can acquire navigation, fleet management, or similar systems for their fleet with integrated Risk Intelligence System data, without that cannibalising existing revenue.





# The milestones

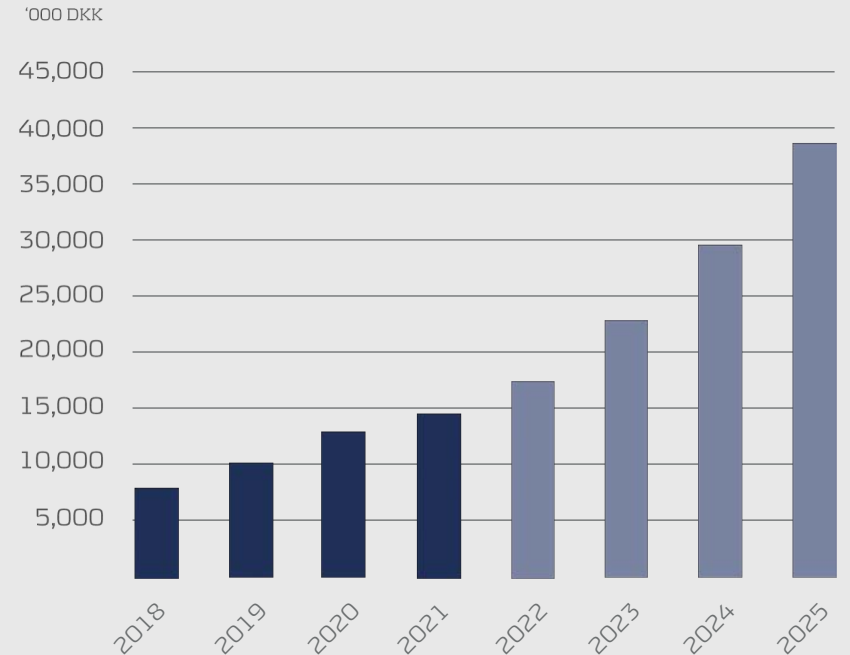
## 4: Average Y-o-Y growth of 30% to DKK 50m in 2025

Historically, Risk Intelligence has had an average growth of about 20%, which is the basis for future growth.

A combination of new clients, upselling to existing clients, and revenue from partner sales will deliver the additional 10% growth. A new unique platform with a range of new features and new third-party data will provide additional revenue from existing and new clients and subsequently increase the ARPU and ARR. ARR is targeted to grow with an average of 30% per year.

The revenue target for 2025 is DKK 50m.

Projected ARR growth 2022 - 2025



# The milestones

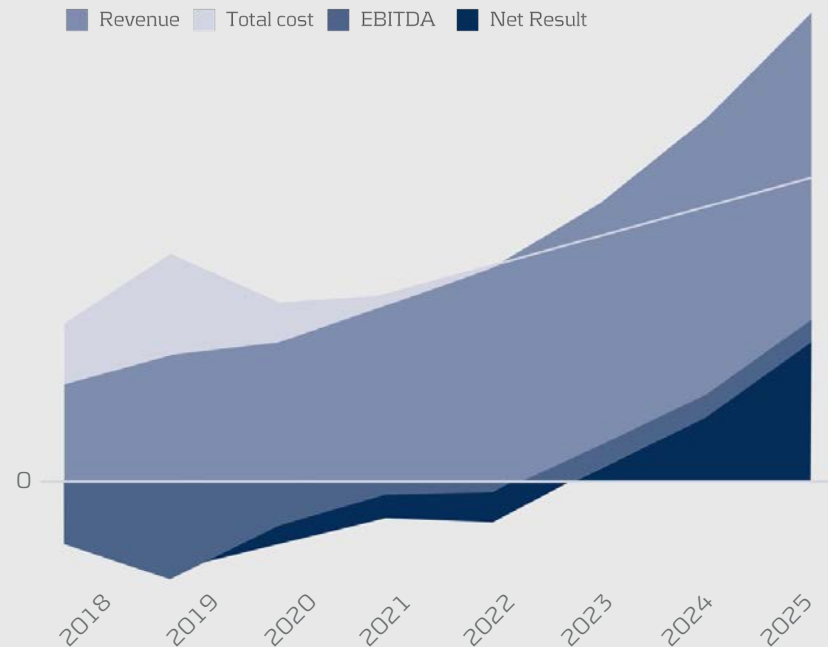
## 5: A positive net result from 2023

With the new strategy, Risk Intelligence will see an average growth of 30% year-on-year during the period to and including 2025.

The growth in revenue will be markedly higher than the growth in cost and deliver a positive EBITDA for the full year 2023.

The positive EBITDA and reduced financial costs will lead to positive net result from the full year 2023 and onwards.

Projected revenue, EBITDA and net result 2022 - 2025



# The objectives:

An optimised foundation for the future

1. **Commercial:** Calibrating the commercial engine for growth
2. **Technology:** Outsourcing development
3. **System:** A new platform for the Risk Intelligence System
4. **Quality:** Adding ISO standards for quality management
5. **ESG:** Preparing for a sustainable future
6. **People and culture:** Continuing a strong people focus

# The objectives

## 1: Commercial objectives

The company will increase revenue with a new platform for the maritime products, which will deliver growth in revenue through additional revenue streams and price increases.

Risk Intelligence will significantly increase partnerships, which will deliver Risk Intelligence System data to partners' clients and thereby expand the market horizontally and vertically.

The company will have a focus on marketing, lead generation and sales for the maritime business.

The independent land-based business will have its own team generating leads and sales.

A Customer Success Team responsible for the entire customer journey will be set up.

These initiatives will raise the growth in revenue from historically on average 20% to 30% year-on-year.



# The objectives

## 2: Technology objectives

Risk Intelligence will outsource development and maintenance of platform(s).

Risk Intelligence will still own the backend production system and will further develop it by adding more machine learning and AI to consistently increase quality and scalability at the same time.

The production system will then via API be able to distribute tailormade intelligence feeds to clients and partners.



# The objectives

## 3: System objectives

Risk Intelligence will develop a partnership with a platform provider to become fully focused on delivering the best possible intelligence analysis and let market leading partners drive technological platform development.

The new technological platform for the Risk Intelligence System will be tailored to Risk Intelligence content and feature specifications, and branding.

The new platform will have integration of third-party data such as AIS, weather data, sanctions etc, which Risk Intelligence can market to its clients to create a customised solution at user level and create more revenue streams.



# The objectives

## 4: Quality objectives

Risk Intelligence will get ISO 9001 certification for quality management and 27001 information security and possibly 28001 security management certification to support the existing Risk Intelligence quality management based on Australian/New Zealand AS/NZS 4360 Risk Management Standard and NATO standards.



# The objectives

## 5: ESG objectives

### Social

The company will seek to increase its social responsibility by sponsoring local development projects areas in regions that are affected by the security threats the company generates revenue from.

Furthermore, since a large part of the revenue originates from the maritime area the company will support seafarers but also marine environment projects.

The company will also include projects supporting veterans.

### Governance

Since the IPO in 2018, Risk Intelligence has had an objective of complying with the main market governance criteria to the highest degree possible, given the company's listing in a growth marketplace and the size of the company. Towards 2025, we will continue to pursue this objective.





# The objectives

## 5: ESG objectives

*- continued*

### **Sustainability**

Sustainability will become a guideline for the company towards 2025, and the company aims to become CO<sub>2</sub> neutral over time as part of the process. This goal will be achieved through relevant reductions in company emissions, but also through actively engaging in offset compensation.

### **Diversity**

Diversity will be implemented through a balanced approach that is based on the natural recruiting basis of the company. In practice, Risk Intelligence's hiring options reflect the diversity in the wider security sector, a sector dominated by males. Therefore, a large part of Risk Intelligence's analysts with security background

are male, while in other areas such as e.g. marketing, the recruiting basis is predominantly female.

The company has never applied any distinction with regards to race, religious belief, or sexual orientation and will continue this approach. The only area impacting our recruiting profile is security and the national background of a potential employee, where certain countries of origin, that are not seen as allied to Denmark or even hostile, may not be considered.

The company will not make targets as the recruiting basis may change over time.

# The objectives

## 6: People and Culture objectives

People and culture are inseparable elements that support each other. We seek to employ people that fit our culture, but we also accept that the people working in Risk Intelligence will ultimately be directly or indirectly involved in evolving the culture.

Our company culture reflects “who are we”, “what do we do”, “why do we do it” and “how do we do it”. It should universally factor in history, traditions, and people but we allow for regional variation to include cultural or religious differences.

Our people are our most valuable resource and asset, and we seek to support each employee’s individual need and to ensure their well-being. We strive to employ the best possible candidates for open positions.



An aerial photograph of a large container ship docked at a port. The ship is filled with stacks of colorful shipping containers in shades of blue, red, and white. Two prominent red gantry cranes stand on the pier in front of the ship. The water is dark, and the sky is a deep blue. The text 'RiskIntelligence Strategy 2025' is overlaid in white on the center of the image.

# RiskIntelligence

## Strategy 2025

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**RiskIntelligence**