

# MAKEEN Energy

v. Christian Fredberg, Business Development Director



# Profitabel vækst under turbulente omstændigheder

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**MAKEEN**  
ENERGY

# Going from a dusty engineering company to a technology pioneer

Christian Fredberg \\ Business Unit Director, MAKEEN Gas Solutions A/S \\ Employed since 1994

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# MAKEEN Energy at a glance



**19**  
offices worldwide

Average length of  
customer relationships:  
**26 years**



**+3,500**  
employees



In 2022, we handled  
**55**  
FM/FS contracts  
for customers worldwide

Customers in  
**140**  
countries

Average portfolio:  
**200 projects**

**87 years**  
of experience





An aerial photograph of a long, multi-span bridge connecting several small, green islands in a clear, turquoise sea. The bridge has several large concrete piers supporting its spans. The surrounding landscape is rugged and green, with some small buildings visible on the islands. The sky is a pale blue with some light clouds.

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# Bridging gaps in global energy supply

# From one business segment to 5

– safeguarding against being vulnerable



LPG Solutions



CRYO Solutions



Gas Equipment



EnviroTech

Customer Support



# LPG solutions

**World no. 1**  
in LPG cylinder  
filling equipment

**+3,700 LPG filling plants**  
sold in more than  
**140 countries**

The only provider of  
**high-speed filling systems**  
in the world, ***FLEXSPEED***



# Expanding with the use of our competences

- **Engineering**
- **Project management**
- **Innovative mind-set**
- **Interest in greener alternatives**
- **Long experience in the energy industry**
- **Global presence**



# From a machine shop to a global player

– in impressive numbers



# From a machine shop to a global player

– in passionate employees





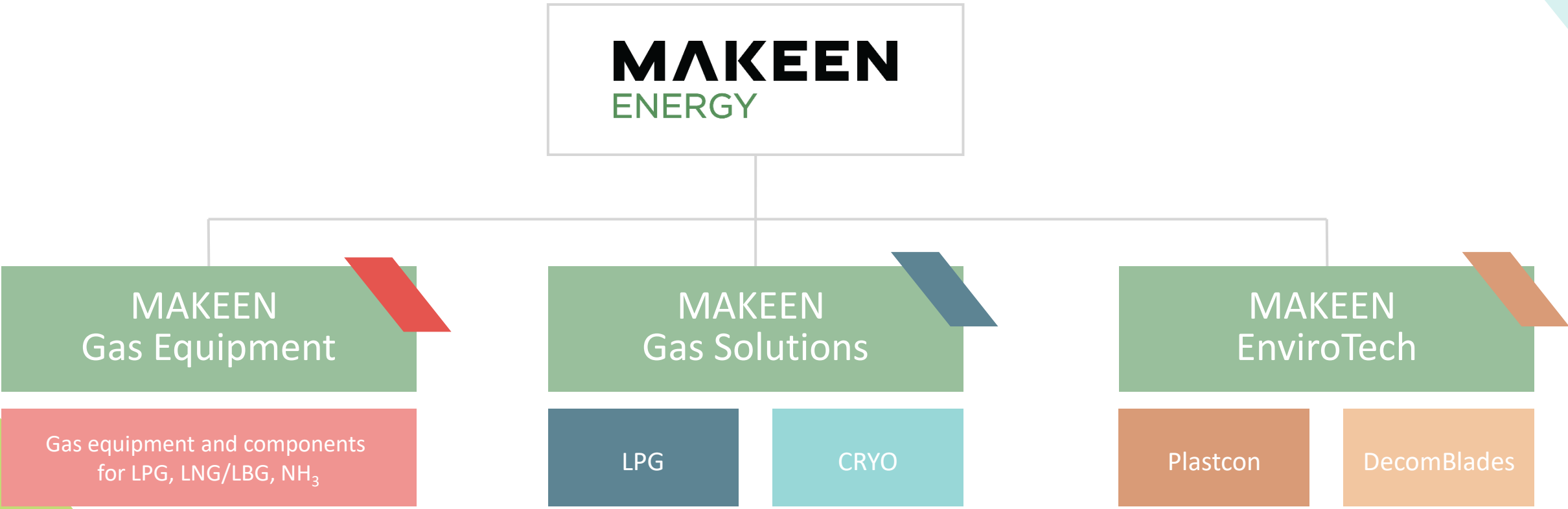
# From several sub brands to ONE global brand

– united as One Global Team



# Business segments diagram

More lean organisation

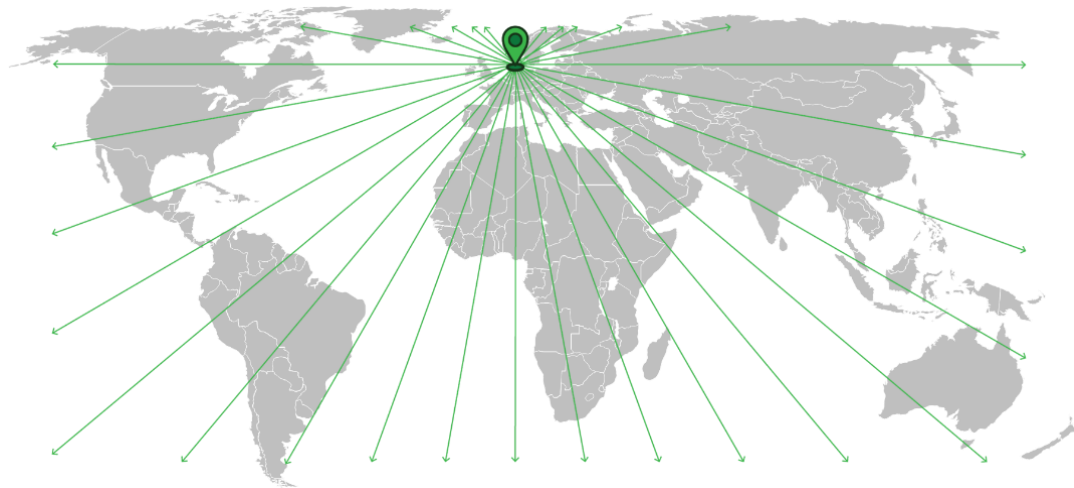




# Engineering the energy technology of today and tomorrow

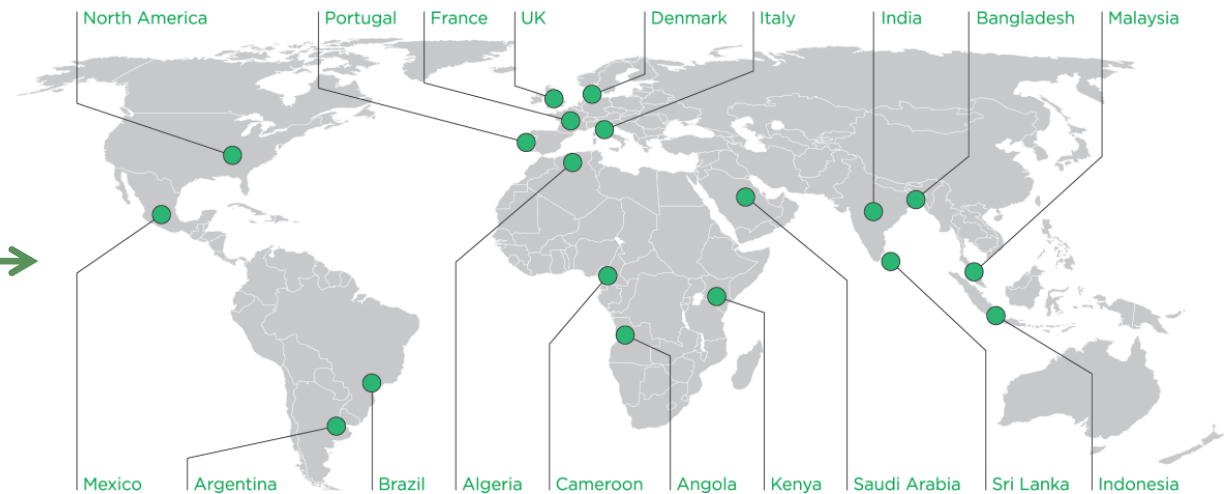
# Strategy on global presence from 2003

*Wherever you are, we are*



**2000**

1 office with lines to the world  
approx. 100 employees



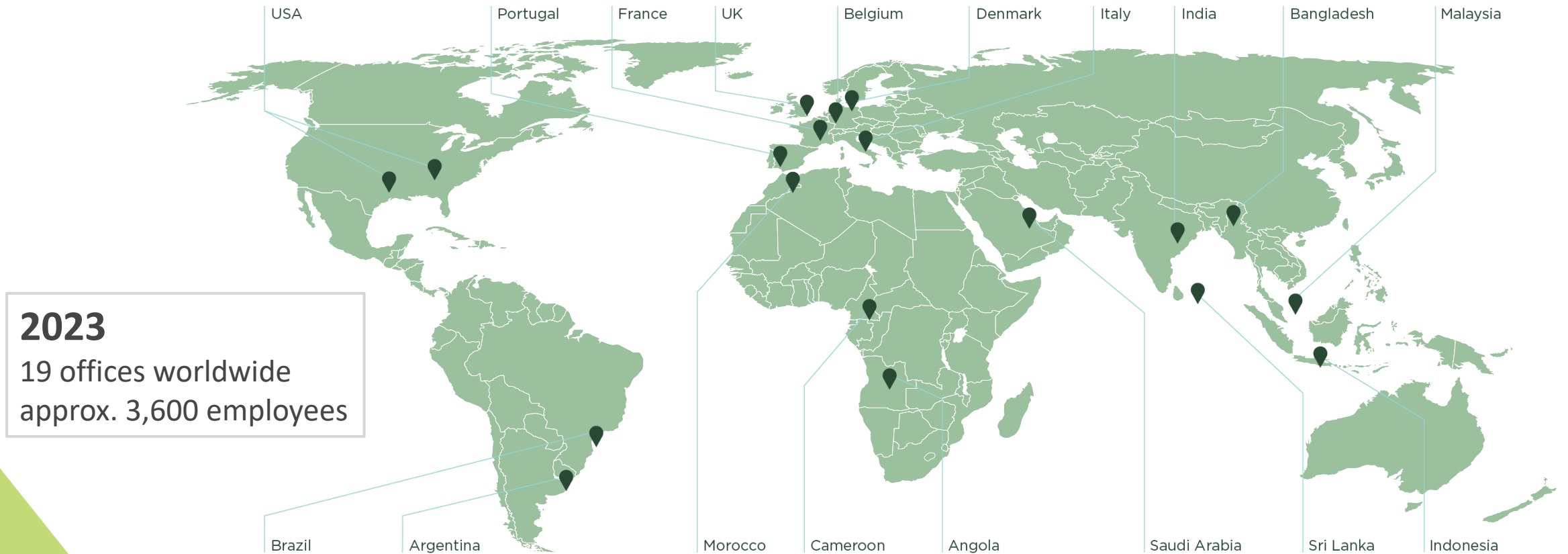
**2019**

19 offices worldwide  
approx. 1,600 employees



# Strategy on global presence

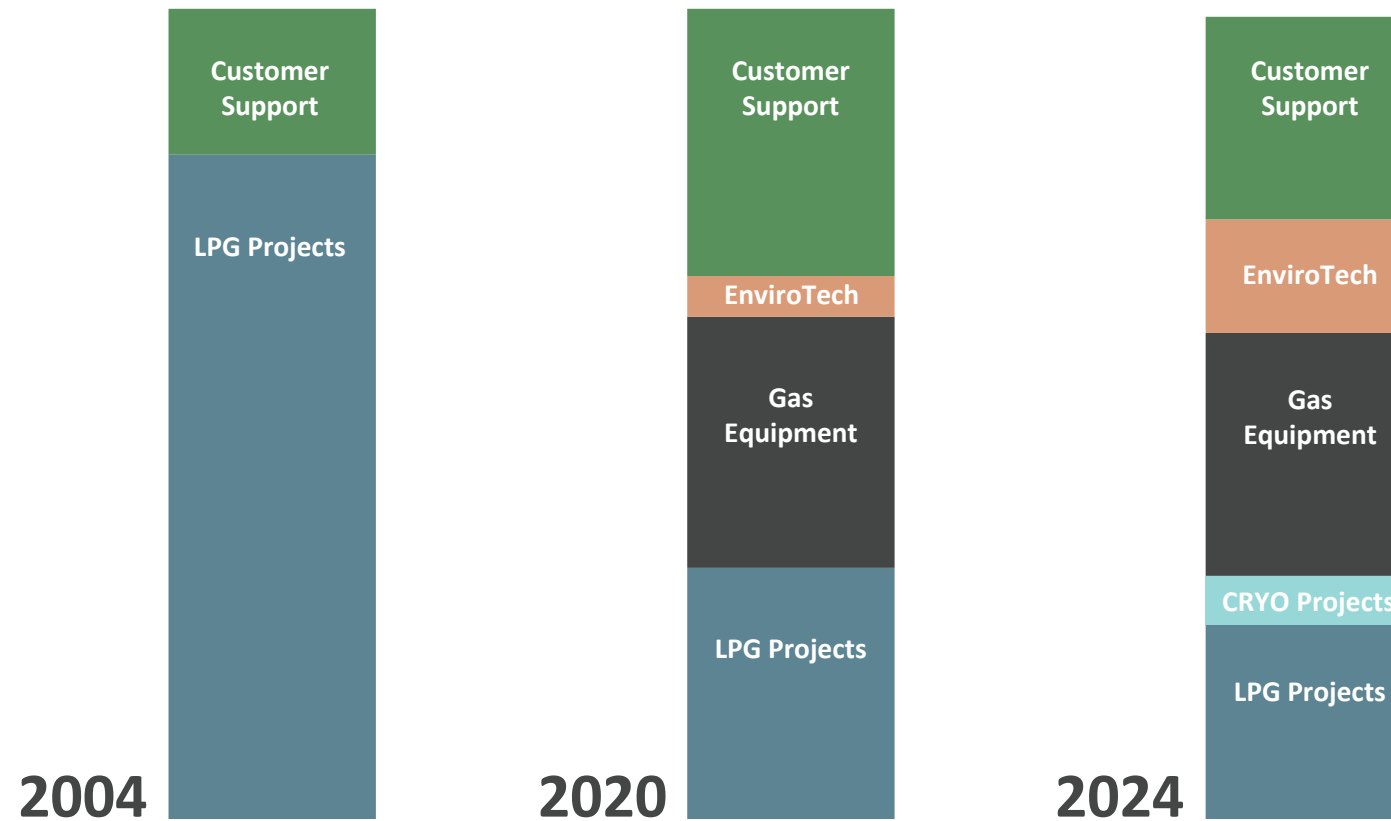
*Wherever you are, we are is now a reality*



Enabling our partners  
to embrace the energy  
market of tomorrow

# Development of the business

Service in particular is key to growth!





# Customer Support

**We offer:**  
Service & Spare Parts,  
Facility Management and  
Technical Support & Training

In an average year,  
our technicians complete  
**1,900 service visits**  
across 50 countries

**Global service network,**  
with trained staff  
all around the world



# Facility Management / Facility Service

We offer to handle **the daily operation and maintenance**

In 2022, we handled **55 FM/FS contracts** for customers worldwide

We offer **agreements across all sectors** in which we operate



## One-stop shop for gas equipment and components

# EEN Gas Equipment

Shop for gas equipment and components

The image displays a variety of industrial gas equipment and components. In the top row, there's a large blue valve, a small mechanical device, a hand holding a digital gauge, and a green valve. The second row features a silver valve, a large metal flange, and a white pressure-reducing valve. The third row includes a white LPG scale, a handheld electronic device, a circular tank volume gauge, and a yellow ECII valve. The bottom row shows braided hoses and other smaller components. The background is a light blue grid pattern.

We offer  
**more than just a product**

We can use our already  
existing **global presence**

We can use our already existing **global presence**

Easy to adapt to other greener alternatives





# Cryogenic small-scale solutions

– energy sources of the future, with low emissions of CO<sub>2</sub> and pollutants

**Liquefaction systems:**  
Producing LNG and LBG  
the smart way

**Refuelling systems:**  
LNG and LBG refuelling stations  
that leave your options open

**Bunkering systems:**  
Shipping with a  
green conscience

# EnviroTech

Environmentally friendly technology



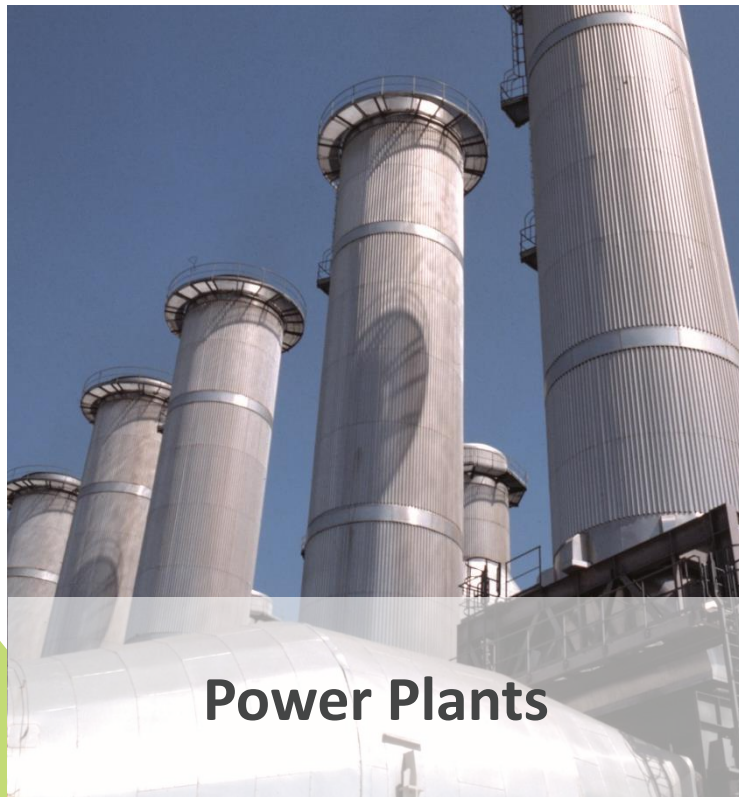
**Plastcon**  
– converting plastic waste into a resource

**DecomBlades**  
– a circular economy for wind turbine blades



# Learning from our mistakes

Not all business areas turned out to be a good match...





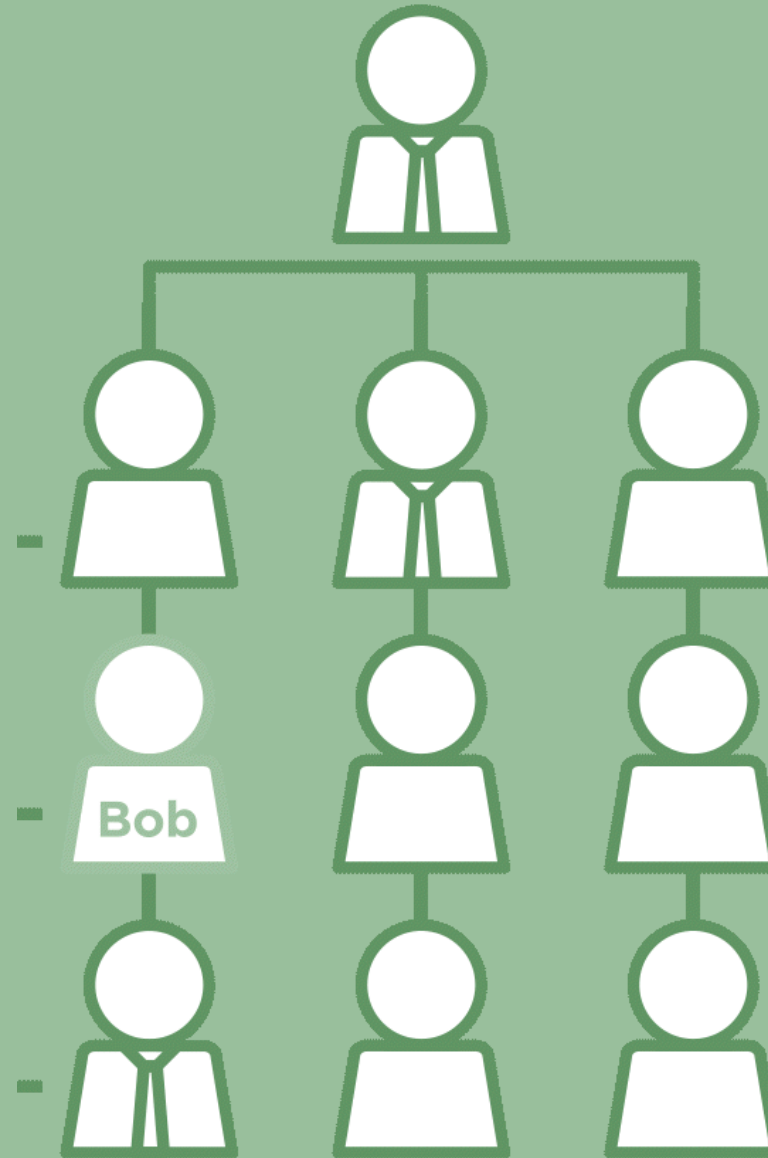
A photograph of two men in a power plant setting. The man on the left wears a green hard hat and a denim shirt, while the man on the right wears a white hard hat and a white shirt with a 'MAKEEN' logo. They are both looking at a large set of blueprints held by the man in the hard hat. The background shows industrial equipment and a walkway.

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**Empowering our  
people to innovate**

# A matrix organisation

Our challenge today is to integrate a workflow across the organisation



# Knowledge sharing inside a global team

The newcomers learn from the experienced





# One multi-cultural Global Team

Aligned and equipped with the same training and tools

- **Project training**
- **Commercial training**
- **The Holistic work-method**
- **Leadership training**
- **E-learning**

# One global team – Strategy 2024

Improve our skills globally and support each other as a global team to continue to bridging gaps in global energy supply

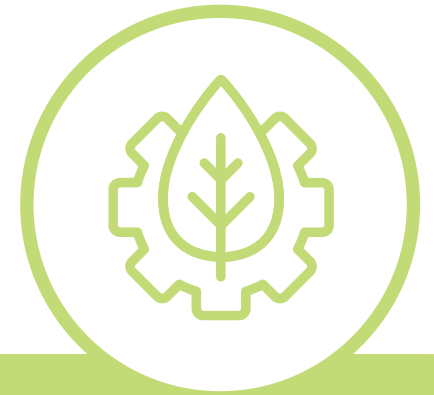
**Same goals worldwide!**



**Overall growth  
of the company**



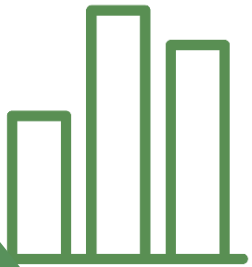
**Digitalise to  
futureproof our  
performance**



**Sustainable  
future**

# A company driven by values

Empowering our people to innovate



Be proactive  
and take  
ownership



Be  
passionately  
involved



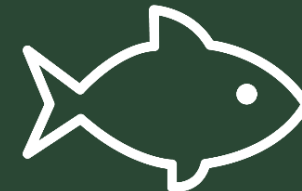
Share your  
knowledge  
– make  
others good



Understand  
and help  
your  
customers



Don't leave  
anybody  
behind



Put the  
fish on  
the table





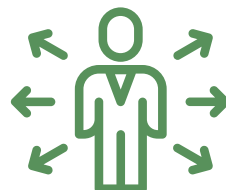
# LEADERSHIP Principles

From 10 to 150 leaders worldwide



## Lead by example

Adopt the same behavior you want to see in your team. Be self-aware and make sure your own practices are in line with your request.



## Empower the team

Trust your team. Give them the authority and responsibility to set goals and make decisions. Help them grow by sharing knowledge and developing skills. Let them learn from mistakes and guide them through challenges.



## Keep focus

Clearly communicate goals and guidelines to empower your team and eliminate doubt. This allows us to focus on the priorities and needs of the organisation.



## Listen to lead

Be approachable and show empathy. Listen and work with your team to build a positive culture. Promote an environment of trust and co-operation. Challenge decisions respectfully when you disagree.



## Inspire and embrace change

Anticipate the need for change and embrace it proactively. Create an environment of confidence where our teams embrace the change, contribute with their own ideas, and are allowed to make mistakes. Clearly communicate the vision and value of the change, set clear goals, and celebrate successes with your team. Lead the change – don't expect others to be like your-self but meet them where they are.



## Be customer-centric

For all actions and decisions, ask yourself and your team: "how does this add value to our customers?" If it does not have a positive influence, the time can be better spent on something more important.



## Be clear and honest

Be authentic. Use common sense and show respect for transparency. Dare to express the truth without transforming it. Have clear and direct talks. Always seek the facts as the foundation of all arguments.



## Code of conduct

Our code of conduct applies to all employees in MAKEEN Energy's subsidiaries and others who act on our behalf. It considers topics like anti-corruption, conflicts of interests, and discrimination, and it guides us like a compass in cases of doubt.







# The course is set towards a more sustainable future

Responsible energy solutions for people and planet

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