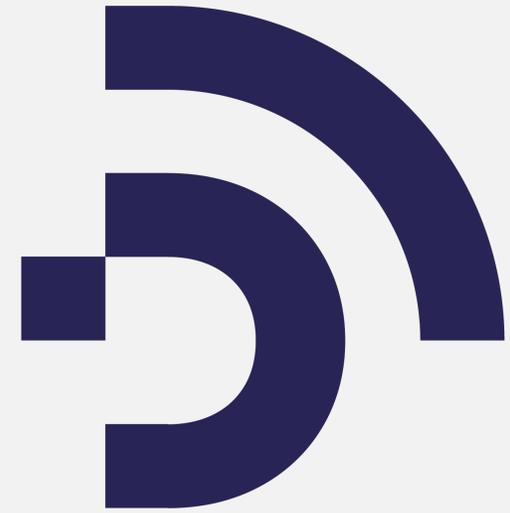




Derisque



Pitch Deck

November 2025

“Our vision is to create a world where *impact and profit* exist in harmony.”

- *Derisque*



Derisque

The issue

The issue

“How is it possible?”

How can it be that **major corporations** with proper internal policies and third-party screening systems can still be **accused of unethical conduct?**

Rolls-Royce to pay £671m over bribery claims

Voluntary payments will mean UK manufacturing giant avoids being prosecuted by anti-corruption investigators



Rolls-Royce is Britain's leading manufacturing multinational. Photograph: Rolls-Royce plc

Rolls-Royce, Britain's leading multinational manufacturer, is to pay £671m in penalties after long-running investigations into claims it paid bribes to land export contracts.

The settlement means the engineering giant will avoid being prosecuted by anti-corruption investigators in the UK, US and Brazil, though individual executives may still be charged.

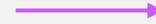
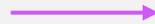
Maersk Tankers under suspicion of violating sanctions in Spain

Spanish authorities have denied oil carrier Maersk Magellan access to unload in the Port of Tarragona. The ship is suspected of violating EU sanctions on Russia.



The Rolls Royce case

“How is it possible?”



Rolls-Royce to pay £671m over bribery claims

A news paper headline from 2017

Rolls Royce was not aware that the agents sometimes were using **bribes** to secure deals.

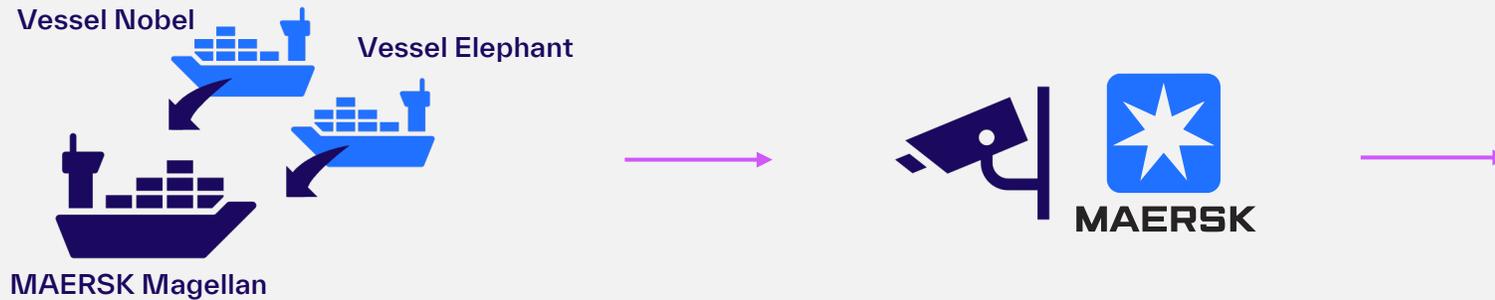
Although it has implemented new **anti-bribery and corruption policies** in 2010.

Rolls-Royce plc (UK based) hired a network of agents to find lucrative deals in at least 12 different (high risk) countries around the world.

Resulted in **financial and reputational damage**

The Maersk case

“How is it possible?”



Maersk Tankers under suspicion of violating sanctions in Spain

Spain refused entry to the Maersk tanker.

MAERSK: “A full sanction check was conducted before the operations, included a check of the two vessels, Nobel and Elephant, based on which was decided to proceed with the operations.”

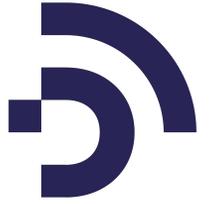
MAERSK Magellan picking up a cargo by means of a ship-to-ship transfer in 2023.

Spain, 2023: The vessel had picked up a cargo which originated from a tanker that had been Russian flagged before July 1, 2022 (Shadow fleet) and therefore breached EU regulations.

The issue

The real issue is the lack of **effective tooling** to uncover hidden unethical practices.

As a result, even the most sophisticated companies keep running into the same ethical risks across their global operations.





 Derisque

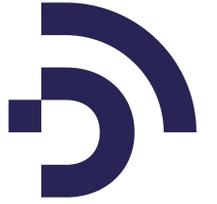
The solution

The solution

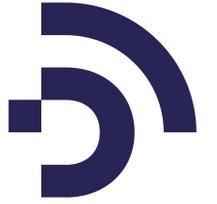
Our solution is a **community** designed to help each other to see what others overlook.

Through a dedicated platform, experts from around the world contribute data and insights, following the **RRR approach**.

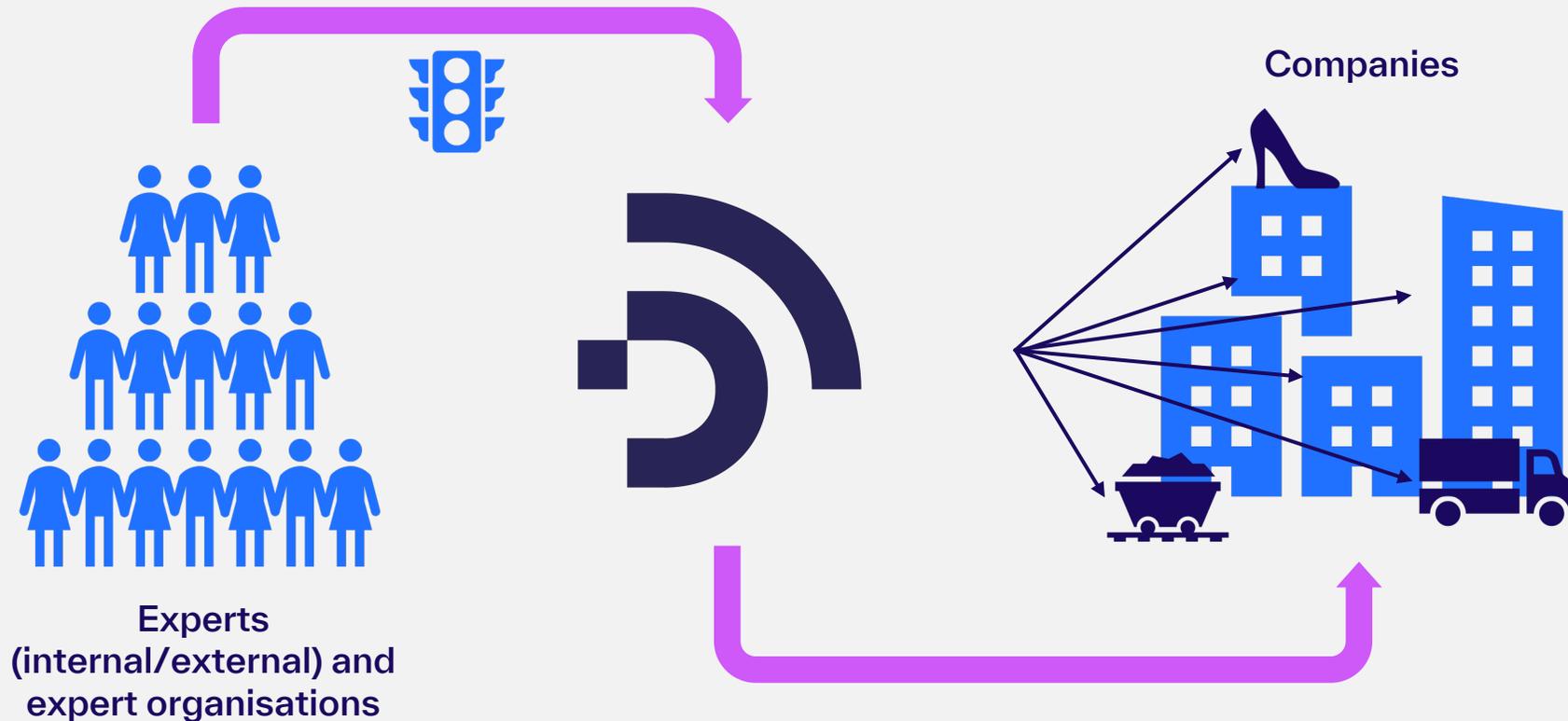
Smart tooling ensures this expertise flows directly to the parts of the business where it matters most, **turning hidden risks into actionable intelligence**.



Community of experts & companies



Experts providing reliable ethical and integrity data, strategic insights, and practical tools to safeguard the reputation and economic growth of companies.



Derisque channels expertise to the places in the business where it matters most, giving experts the platform to create real impact and companies an extra layer of safety.

RRR approach

Derisque works with three mutually reinforcing building blocks

Risk Indicator

Seeing what you don't know (yet)

- ❖ Derisque systematically collects external signals from NGOs, researchers, regulators, and media.
- ❖ These signals are matched with risk indicators, providing **early warnings** of hidden risks.

Reputation

Trust starts with early action

- ❖ Indicators are not accusations but guideposts showing where to look.
- ❖ Acting early helps companies prevent scandals and turn **reputation management** into a competitive edge.

Reporting

From signals to accountability

- ❖ Derisque links indicators directly to frameworks such as GRI, SDGs, and OECD Guidance.
- ❖ This makes sustainability and integrity reporting more **credible, consistent, and efficient.**

Contextualize data and expertise



Ethical themes contextualised for business purposes



Selection of reliable sources



Areas in the business (supply chain, products and HR)



AI-supported internal team of experts



Systematic collection of external signals



Easy to comprehend and verifiable explanations



Reports for internal and external purposes (e.g. SDG and GRI)



Direct links to the data sources



Connecting with external experts for further support

Themes

Derisque searches for signals on the following themes



Integrity

Bribery & corruption
Fraud
Money laundering
Tax evasion or tax avoidance
Terrorism financing
Green washing
Occupational health & safety
Sanction evasion



Human rights

Child labour
Conflict materials
Discrimination
Forced labour
Gender inequality & oppression
Modern slavery / human trafficking
Conflict minerals
Supply chain exploitation
Indigenous rights



Environment

Climate change impacts
Environmental degradation
Water scarcity



Politics

Political instability
Freedom of Association & Collective Bargaining



Tech & data

Cybercrime
Data privacy violations

Sources

Derisque retrieves data, *inter alia*, from the following sources



Scientific research

Universities
Research platforms
EPI Yale



Reports

Worldbank
Transparency.org
Unicef
CPI
World Justice Project
Global Slavery Index
Walkfree
Global Cybersecurity
Index
UN reports
Ecovadis



News

Reuters
CNN
BBC
The Times
Bloomberg



Regulation

Local law
European law
International treaties
FATF
OECD
Basel



Public opinion

Market research
Social media
News papers
Talk shows
Podcasts

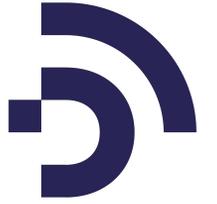
Users of the platform

Customers

- **The ideal customer is a scale-up company** in the metal (and mining), food or fashion industry, or a major investor in these fields. These businesses face growing pressure from banks and investors to prove control over ESG and integrity risks, where failing to demonstrate compliance can block access to funding and jeopardise further growth.
- **Other users:** banks, investors, journalists, insurance companies can run simulations in order to get useful data for decision making, policy making or market researches and governments. The tool can be used as benchmark on ethical issues.

Experts or expert organisations

- **Experts distribute data** that can contribute to conducting business in an ethical manner.
- **Experts advise companies** on handling ethical themes, mitigating risks, performing risk assessments and sustainability assessments



Experts in the community



External data providers



Derisque expert team



External consultants

Community building

Derisque will use the following techniques



Excellent service

The data channeled to the companies is accurate and useful.



Profit sharing

Profit sharing system with experts that provide data.



Connecting

Companies and experts can connect on the platform.



Consultancy

The platform facilitates consultancy services (bookings, invoicing, consultancy profiles) from experts without being a consultancy firm itself.



Dashboards

Both companies and experts will have tailormade dashboards.

The Rolls Royce case

With Derisque



The case

Rolls-Royce plc (UK based) hired a network of agents to find lucrative deals in at least 12 different (high risk) countries around the world. **Rolls Royce was not aware** that the agents sometimes were using **bribes** to secure deals. Although it has implemented new anti-bribery and corruption policies in 2010.

OECD Risk indicator

Intermediaries or advisors based in a high-risk country or in a country where the taxpayer's business is not active.

Corruption Perception Index

per country, 0-100 means high to low risk on bribery and corruption.

CPI score	Country	Rank
34	Brazil	107
38	India	96
43	China	76
37	Indonesia	99
41	South Africa	82
32	Angola	121
26	Iraq	140
23	Iran	151
40	Kazakhstan	88
22	Azerbaijan	154
26	Nigeria	140
59	Saudi Arabia	38
78	The Netherlands	9
71	United Kingdom	20

Source: *Transparency International 2025*

Explanation in Derisque:

this is an **indicator** concerning the parties to transactions, as the location of the intermediary may be chosen to avoid scrutiny.

Derisque found the following relevant **signals**:

- ❖ The CPI ranking of countries provide an warning to look into the potential risk on corruption when doing business in these countries.
- ❖ Similar cases: Siemens in 2008, Kellogg Brown & Root (in Nigeria) in 2009, BAE Systems (in Saudi Arabia) and Total (Oil) in 2010.

“If Rolls Royce would have had Derisque, it would have been *alerted* for the way of working of agents in the countries it was making deals in.”

- *Expert data in Derisque*

The Maersk case

With Derisque



The case

The vessel **Maersk Magellan** picked up a cargo from two vessels, Nobel and Elephant by means of a ship-to-ship transfer in 2023. According to Maersk a **full sanction check was conducted before the operations**, included a check of the two vessels, Nobel and Elephant, based on which was decided to proceed with the operations. But later **Spain refused entry to the Maersk tanker**. According to Spain Maersk Magellan had picked up a cargo which originated from a tanker that had been Russian flagged before July 1, 2022 (Shadow fleet) and therefore breached EU regulations.

Explanation in Derisque:

Indicator: Shipments of commodities are routed through a number of jurisdictions without economic or commercial justification (FATF, 2021)

Derisque would have found the following signal in 2023: Recent re-flagged/deflagged vessels engaging in ship-to-ship (STS) transfers to obscure Russian origin of oil.

Source: EU Regulation 2022/1904 (Article 3n, based on the update of Febr. 5, 2023)

The Maersk case will be added to the knowledge base of Derisque, functioning as a warning for other shipping companies, adding context to warnings like shadow fleet, grey fleet and zombie fleet.



“The shadow fleet was first reported after the war in Ukraine in 2022. Not sure if Derisque could have warned Maersk on time. But any other container shipping company afterwards would have been alerted.”

- Expert data in Derisque



 Derisque

Our mission

Mission statement

Through data and expertise, we help companies to protect their reputation, strengthen growth, and embed integrity in every decision.

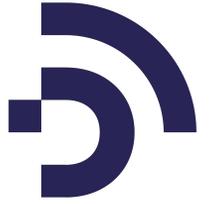


Our mission

“Strengthen growth through protecting reputation”

Sustainable growth depends on the engagement of all stakeholders. Strong companies are built on returning customers, loyal employees, trusted suppliers, engaged communities, and satisfied investors.

Reputation reflects how all these groups together perceive the company, **making managing reputational risk a key driver of long-term value creation.**



Impact

By channeling data to the areas within a company where it matters most, **Derisque empowers experts to create real impact.**

Every research insight, report, or article helps companies conduct business with integrity and ethics and directly drives sustainable growth.



Contributing to sustainable development

8 DECENT WORK AND
ECONOMIC GROWTH



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



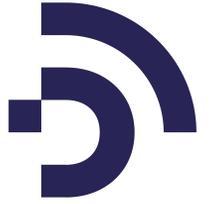
Derisque channels data on ethical themes, such as child labour, forced labour, bribery and corruption, and money laundering, into critical business areas like the supply chain and product portfolio, **enabling companies to operate ethically and contributing to SDGs 8, 12, and 16.**



Derisque

Clickable Product/MVP

Supply chain



Derisque

JD

- Dashboard
- Supply chain
- Logistic route
- News
- Legislation
- Public opinion
- Company profile

Supply chain ● Low risk ● Medium risk ● High risk

The following threats have been identified based on your company profile and the available data in our database as of [date].

Export report

1 Raw material sourcing

Brazil - Cotton

Threats

- Bribery & corruption
- Money laundering
- Environmental degradation

Threat Intelligence Breakdown

Benin - Cotton

2 Manufacturing

Germany - Clothing

Morocco - Clothing

3 Retail / Point of Sale

Netherlands - Clothing

1 Raw Materials Sourcing

Threat	Risk indicator	Risk level	Explanation
Bribery & corruption	Management lacks an anti-corruption philosophy or regime, or is lax in enforcing it.	High	This is an indicator concerning the internal taxpayer, as a weak "tone at the top" is a failure that enables corrupt practices.
			Petrobras lacked effective internal controls employees, including the CEO, received an indicating a failure in ethical enforcement.
			World Bank, (2020), Enhancing Governance and Transparency: The Fight Against Corru
	Has previously been suspected of or prosecuted for a financial crime.	High	This is an indicator concerning the history of as past behavior is a strong predictor of fut
			Odebrecht's involvement in Operation Car Wash, the largest corruption scandals in history, in risk of recurrent corrupt behavior and system failures.
			World Bank, (2020), Enhancing Governance and Transparency: The Fight Against Corru
	Owens or controls a legal entity that serves little or no commercial purpose, particularly an entity established offshore.	High	This is an indicator concerning the legal structure taxpayer, as such "shell companies" are a cover for hiding and moving illicit funds.
			The Lava Jato scandal revealed that shell companies used to channel kickbacks in public procurement contracts, particularly within state-owned Petrobras.

Logistic route



Derisque

JD

Dashboard

Supply chain

Logistic route

News

Legislation

Public opinion

Company profile

Logistic route ● Low risk ● Medium risk ● High risk

Export report

The following threats have been identified based on your company profile and the available data in our database as of [date].

Sea freight

Air freight

Road freight

Brazil - Germany

Benin - Morocco

Germany - Netherlands

Morocco - Netherlands

Threats

- Bribery & corruption
- Money laundering
- Environmental degradation

Threat Intelligence Breakdown

Future features

Dashboard ^

- Supply chain
- Logistic route
- Product**
- News
- Legislation
- Public opinion

Company profile

Product ● Low risk ● Medium risk ● High risk [Export report](#)

No threats were identified based on your company profile and the available data in our database as of 09/09/2025.



- 1 Shoe lace - Polypropylene
Environmental degradation
- 2 Toe tip - Leather
Child labour
- 3 Outsole - Rubber
Forced labour / Modern slavery
- 4 Heel counter - Thermoplastic
Climate change impacts

Legislation

News

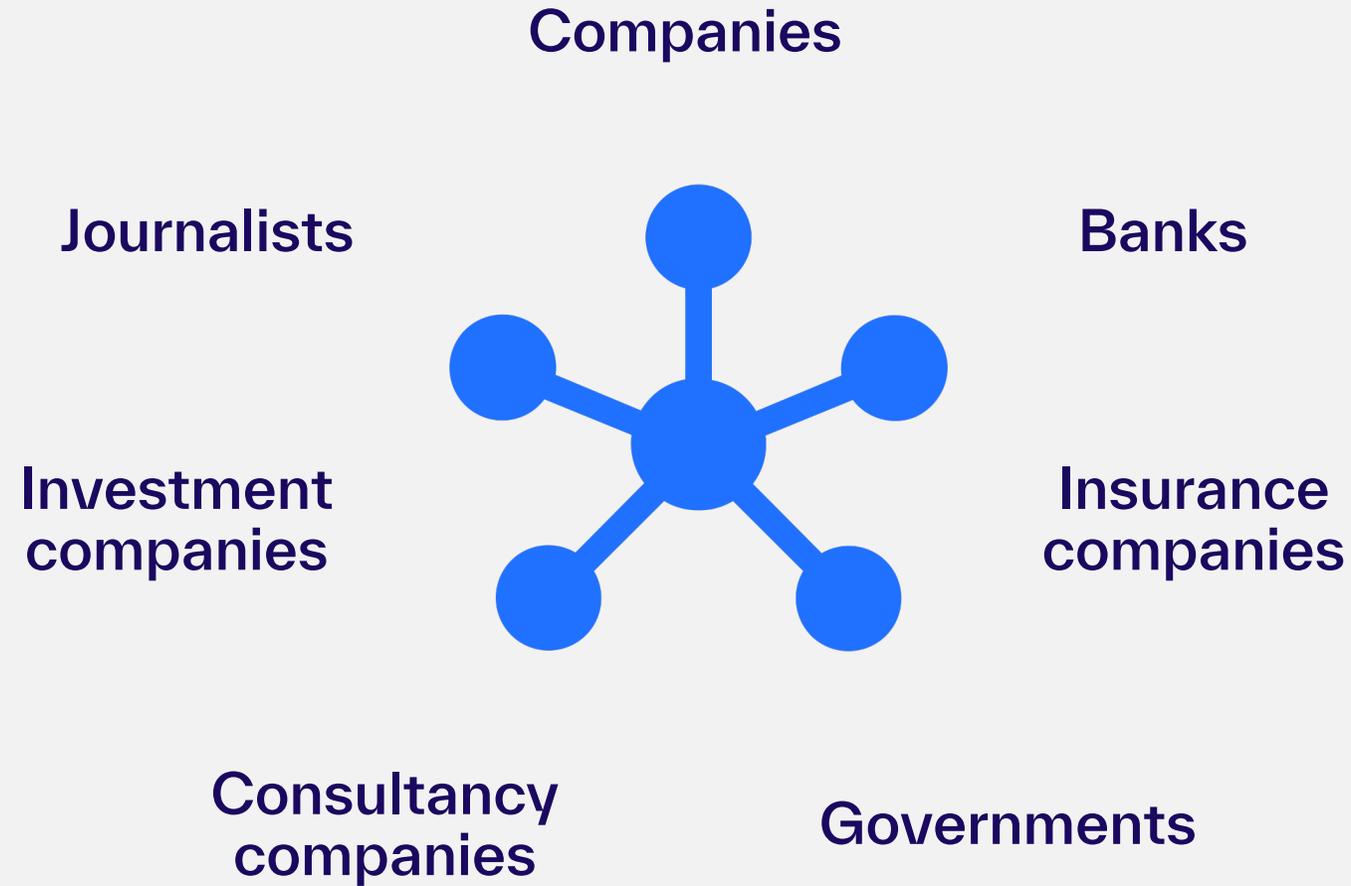
Public opinion



Derisque

Market

Our market



Initial sector

First focus will be on the metal and fashion sector



Retail sector



Consumer goods
sector



Fashion sector



Metal sector



Mining sector

Internal drivers

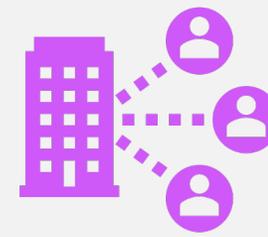
To use Derisque



Excellent
reputation



Sustainable
growth



Effective
ESG reporting

External drivers

To use Derisque

Financial institutions

Banks and other financial institutions are increasingly demanding that their multinational clients take measures to prevent their bank accounts from being used by criminals for money laundering, sanctions evasion, corruption, bribery or terrorist financing. Derisque reports help companies better communicate with banks.

Legislation

The Corporate Sustainability Reporting Directive (CSRD) requires companies to map their impact on people and the environment. The impact analysis spans the company's entire value chain, from suppliers to consumers and waste management. Derisque data is crucial for the impact analysis.

ESG frameworks

Well-known (voluntary) frameworks such as e.g. Voluntary reporting standard for SMEs (VSME), Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB) and, of course, the Sustainable Development Goals (SDGs) all demand credible evidence. Derisque provides the critical data foundation that makes compliance with these frameworks both effective and trustworthy.

Competitive advantage



No training or skill requirements



Direct actionable and verifiable intelligence



Daily updates



Easy onboarding, fast implementation



Low cost (no cost) implementation



Invented by seasoned risk managers



No organisational disruption

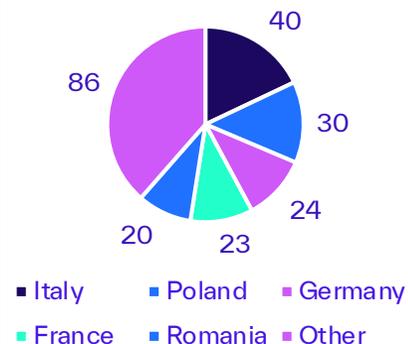
Scale-ups in key European sectors (2023)

Eurostat database

Derisque's ideal client

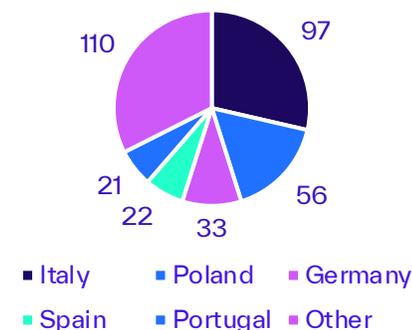
High-growth firms (20%+ per year) are Europe's engine for innovation, jobs and exports. But investors demand stronger proof of ESG risk controls, while scale-ups lack the compliance muscle of corporates. This gap puts both their funding and future growth at risk.

Food



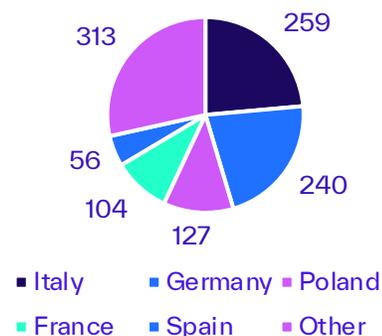
- **223 scale-ups**
- Italy (40) and Poland (30) in the lead.
- Key to sustainable food chains, but funding access under pressure.

Metal



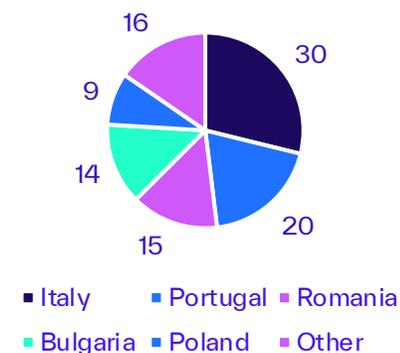
- **339 scale-ups**
- Italy (97) and Poland (56) dominate.
- Essential for the green transition, but exposed to resource & integrity risks.

Logistics



- **1,099 scale-ups**
- Italy (259) and Germany (240) lead.
- Backbone of supply chains, but vulnerable to AML and corruption.

Fashion



- **104 scale-ups**
- Italy (30) and Portugal (20) as main hubs.
- High reputation risks; transparency is critical.

Competitors

Derisque is a hybrid solution that integrates real-time data with strategic insights from research, reports, news and public opinion.

Strategic GRC research platforms



Third party risk tools



ESG data sources



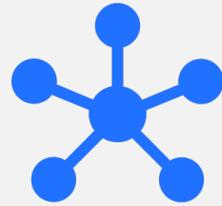
Business intelligence tools



Integrity risk management tools



Easy to copy?



The combination of the **specialized know-how, frameworks, and credibility** behind the platform makes it difficult for potential competitors to replicate Derisque.



 Derisque

About us

The expert team



Fatima Ait Barghane

Risk & compliance expert,
Business analyst



Leon Bex

Risk & compliance expert,
Legal expert



5 Analysts;

1 Senior risk & compliance expert,

4 Juniors law school graduates

(bachelor) - (to be hired)

The technical team



Cyril Diamandi
Technical director &
Strategic advisor



Project
management &
external
development
partner



UI/UX developers &
external
development
partner



Data expert &
external
development
partner



Data engineer &
external
development
partner





 Derisque

Thank you

derisque.com



Fatima Ait Barghane

COO, Risk & compliance expert

Fatima.aitbarghane@derisque.com

+31 6 4196 9363



Leon Bex, LL.M, MBA

CEO, Risk & compliance expert

Leon.bex@derisque.com

+31 6 1319 8189



 Derisque

Join us!

Your business, Your reputation, Your future