

Freight Connections



THE CUSTOMER MAGAZINE OF DHL FREIGHT

FOOD LOGISTICS
Juice up your life

DRIVING STYLE
COMPARISON
Speeding is not worth it

CILLOX
Digital big break



MANUFACTURING LOGISTICS

PRIZE-WINNING

DHL gains Best Performer Award by Airbus

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IMPRINT

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DELIVERY 2020

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EXCITING TIMES

The year 2016 has had a few surprises in store for us, but also interesting opportunities.

Time is relative – we feel as though we are still right in the middle, when the year is actually already slowly coming to an end. But we can safely say – without any exaggeration – that 2016 really was a turbulent year full of surprises. Hardly anyone seriously expected the British majority to vote in favour of exiting the EU. And the long-term effects of Brexit cannot yet be foreseen. But we have to expect that transportation to and from the UK will become more complicated in the future. European free trade has been struck a serious blow by Brexit, which can hardly be compensated by the considerations of some companies to relocate their corporate headquarters to mainland Europe.

And market uncertainty is also being fuelled by the signals regarding free trade coming from across the Atlantic. Donald Trump, whose election was the second political mega-surprise of 2016, seems to be counting on a policy of isolation. TTIP is on hold, other international trade agreements may be revoked.

Expertise required

So what does this mean for us as an international logistics provider? And above all, what does this mean for our customers, who rely on the smooth transport of their goods? In future, they will have to rely even more on the expertise of their logistics partner. And what about us? We have to anticipate possible problems that might arise in international freight even more than before, and develop solutions that work for our customers.

But of course 2016 was not only defined by potential problem areas. It also provided new opportunities and opened up new markets. For example Iran: After the end of the sanctions, exciting opportunities can be seen here for European companies. And this is where we take on the role of bridge builder: In Frankfurt and Istanbul, we have set up special competence centers. Our experts

assist companies in exporting their quality products to the region. In addition, we are now working together with an experienced logistics provider on location, who takes care of customs clearance and delivery in the country itself.

No standstill

Another example is the increasing volume of shipments we are seeing on our intermodal connections between China and Europe. By combining the strengths of road and rail, we offer our customers real added value. And our new digital land transport marketplace CILLOX enables us to bring shippers and carriers together in Europe. We have been in the testing phase since September and are working flat out to optimize the platform before it is made available to all market participants in January 2017. CILLOX will enable us to fundamentally change the logistics market and to push ahead the digitalization of the logistics industry.

Standstill is simply not a good condition in logistics, which is why we are constantly developing ourselves. We are currently working on Europe-wide customer service in order to maintain an equally high level of consulting in all countries for all customers. And in order to really know where our customers are feeling the pinch and which new issues we have to address together with them in 2017, we will again start our annual customer survey at the beginning of next year. I'm already looking forward to the input. But those who work hard also deserve some time off – which is true for our customers as well as for us at DHL Freight. I therefore wish you and us a quiet, peaceful holiday season, Merry Christmas, and happiness and health throughout the New Year.

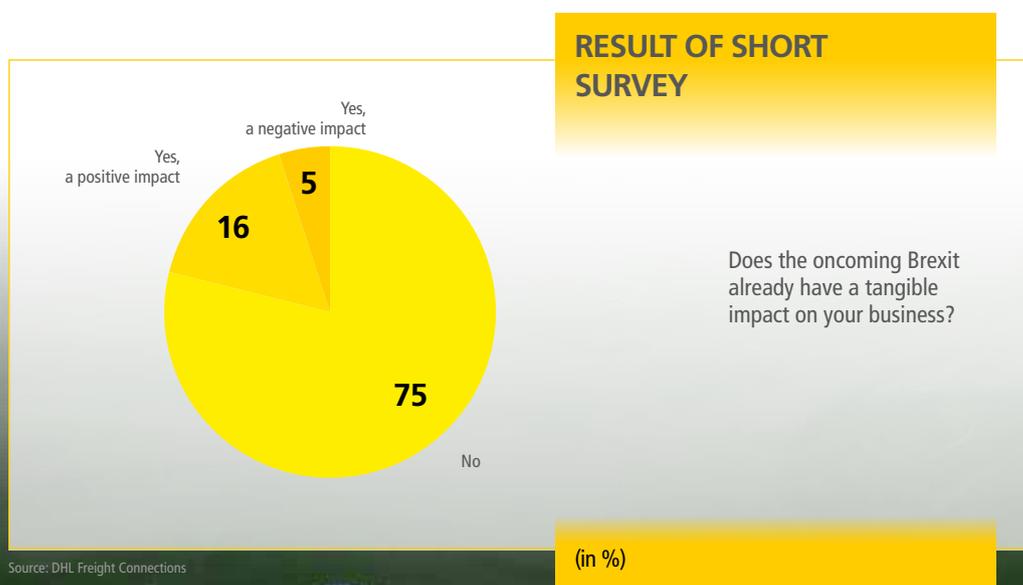
Best wishes,
Amadou Diallo, CEO DHL Freight

NEVER MIND!

Results of the Freight Connections survey on the impact of BREXIT on businesses.

The Pound Sterling recently hit it's lowest exchange rate in a five year period. Nevertheless, logistics experts are rather limited in their pessimism concerning the impact of the impending exit of Great Britain from the European Union to the commodity flow. The results of our quarterly survey draw a very distinct message: The majority of our readers do not yet notice any effects.

A heartfelt thank you to all participants! The detailed results are as follows:





The Chinese motorway network
(National Trunk Highway System, NTHS)
is more than

108,000

kilometers long.

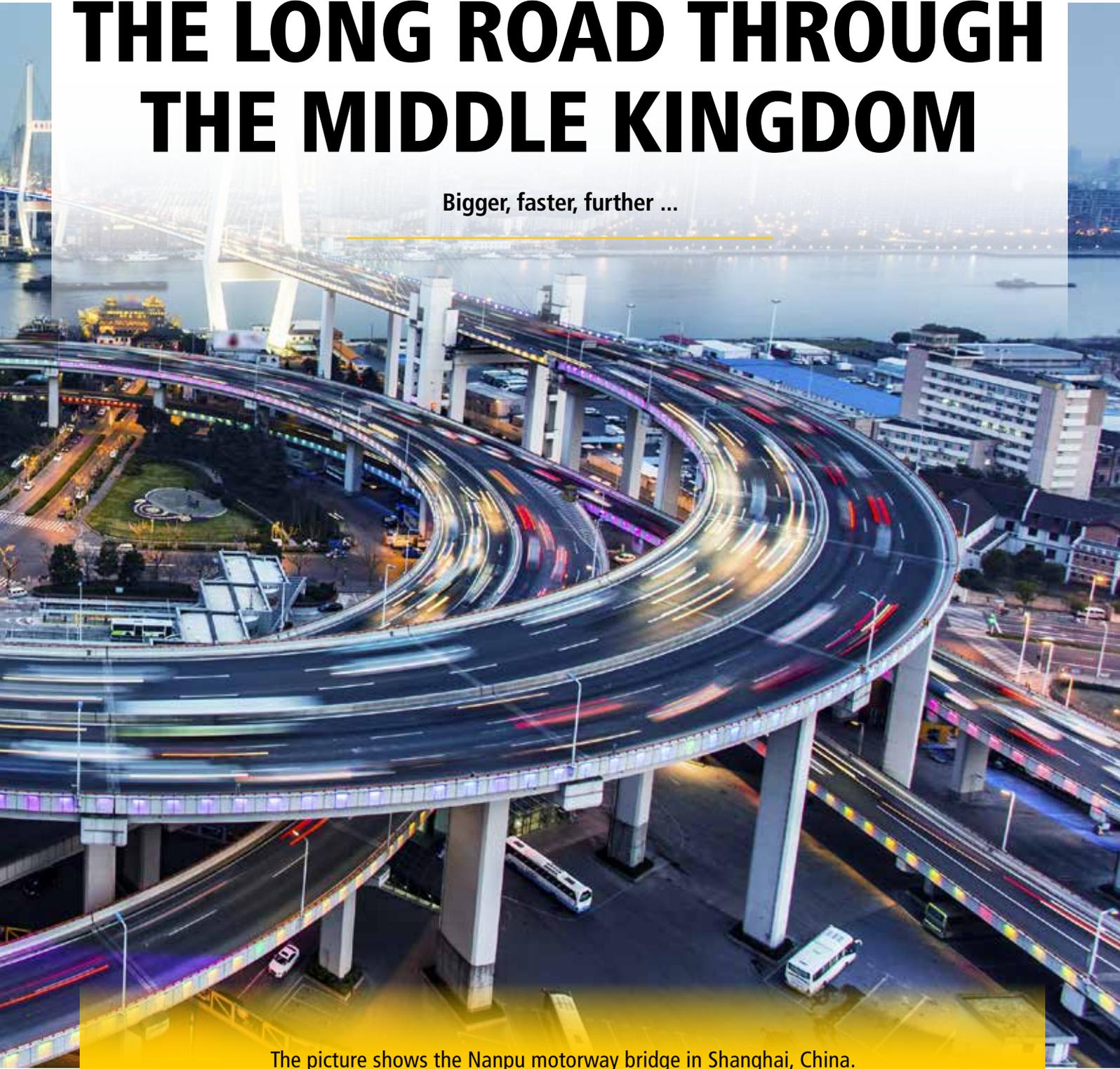
It thus holds the **record** as the **largest motorway network in the world**. The US Interstate Highway System is just under 76,000 kilometers long.

Sources: Guinness World Records, www.german.china.org.

STATISTIC OF THE MONTH

THE LONG ROAD THROUGH THE MIDDLE KINGDOM

Bigger, faster, further ...



The picture shows the Nanpu motorway bridge in Shanghai, China.

DELIVERY 2020



WHERE WILL TECHNOLOGY TAKE US?

Advanced technology is just arriving in the delivery space and by 2020 it will be in full swing. What will it look like and how can we prepare?

An essay by Dr. Michael Lierow.

Drones, Amazon Flex, Uber, crowd-sourced delivery, in-store production, 3D printing, driverless vehicles, digitalization, industry 4.0... Did I miss any of the recent buzzwords that are currently swamping the tech blogs when it comes to delivery innovation? Will delivery in 2020 really be that different from how it is now? Let's have a look at what we know and what we don't know and connect the dots.

It's all about the consumer: 2B and 2C consumers will drive delivery volumes in the future. 2B in terms of, for example, spare parts for cars, IT servers, machines; and 2C of course largely driven by ever-newer segments of e-commerce coming online.

Customer convenience

Even more so, it's about customer convenience. And

customer convenience can be driven by many dimensions, such as different delivery speeds and locations, customer-defined delivery times, return options and packaging. It also includes product dimensions, like individualization of a running shoe, installation of a TV or hi-fi set, seamless replenishment.

These changes imply not only ultimate speed, like Amazon's 90-minute deliveries, but also more customized, value-added services like 'collect all parcels and send them to me Saturday morning when I am at home with the family', or 'install the TV in the morning to ensure I don't miss the afternoon soccer game'.

Thus, it's about the customer use cases that will drive delivery, the upstream supply chain and even production. In 2020, we will see a much more integrated – some say digitalized – delivery chain, where each good or parcel chooses its path through the supply chain and through different delivery options to best (1) fulfil

the customer use case and reduce its hassle and (2) align with the customer's willingness to pay. It's all about technology and data:



Why did all of this not happen 10 years back? Besides the internet and online players, important new elements have come into play, including the availability of customer data (such as through connected devices), knowing and digitalizing the consumer's current need, processing the data and routing goods accordingly.

It's a journey from batch processing to real-time predictive forecasting and analytics. By 2020, mobile devices are likely to know when and where the consumer will be, and machine-learning algorithms will not only offer suggestions on when/where goods should best meet consumers but also suggest how much the consumer would be willing to pay for the service.

Increasing options

For Delivery 2020? If we take only the two elements of (i) 2B and 2C customer convenience and (ii) digitalization as our likely underlying drivers, we can already see significant implications:

- Increasing options. The range of delivery modes will increase, especially in cities and urban areas. The rationale is simple: as long as it further reduces the hassle for a relevant customer use case and the customer is willing to pay, it makes sense. Thus, yes, we will see more drone delivery, more integrated solutions of drones and parcel stations, more Amazon Flex-like services that allow for high service levels at low fixed costs but also still classic road-based, door-to-door services.
- Network response. It's all about connecting the different supply chain and delivery options to a seamless supply chain network, which will replace the current (nearly) one-size-fits-all approach. Customized running shoes might find their way to the consumer via a direct injection into a drone depot parcel locker. The empty pack of diapers gets replenished by pressing the Dash button, while a predictive algorithm 24 hours earlier triggered fulfilment and put the parcel in the delivery truck.
- Joint value creation. Are the current 'owners' of delivery the best and most likely owners in 2020? That's not impossible, but will require more innovation and change management than before. Value pools will shift toward data management, analytics

Dr. Michael Lierow

He is a partner at Oliver Wyman in Munich. Within the transportation and retail practices, Michael supports postal, parcel and logistics companies, retailers and other multinational companies in the European market. He specializes in strategy, operations, supply chain and multichannel retailing.



and further development of platforms and interfaces. New technologies like managing a fleet of drones or exchanging batteries in self-driving vehicles at service locker stations are just two examples. At the end of the day, it's a fair and strategic question as to which elements delivery companies should seek to control and where partnerships and a joint value creation approach would be more useful.

Who will win?

Who will win and who will lose, and what should companies do in 2016 to prepare for 2020?

- Understand 2B and 2C consumers and their use cases. Much of it is about owning consumer data, connecting the dots and drawing the right conclusion from multiple data points. Delivery players who understand this should seize territory quickly, as it won't be up for grabs for much longer than the coming six to 12 months.
- Develop delivery solutions jointly with horizontal and vertical partners, from the consumer perspective of reducing hassles.
- Be fast and a lot more flexible than in the past. Don't think in terms of fixed budgets but of trial and error and rapid testing of new ideas. Failure is not in abandoning 90 percent of your ideas, but in having tried only the wrong ones.

Overall, delivery in 2020 will be significantly different than it is today. We are now beginning to see the start of logistics digitalization. By 2020, it will be in full swing, with new players and new forces at work and, most of all, a step change in delivery convenience.

DR. MICHAEL LIEROW

Additional

Delivered. The Global Logistics Magazine from DHL



INFRASTRUCTURE

AMERICA IS CRUMBLING

The United States are going under in traffic jams, as roads and bridges are increasingly falling into disrepair. But that should now change thanks to the FAST Act.

Motorists in the US State of Rhode Island have to pay twice – not only taxes and insurance, but also 476 dollars every year for repairs that are caused by the poor state of local roads. Gina Raimondo, Governor of the New England state, had that average calculated. Potholes, broken bridges, crumbling roadways – the public road network is in a miserable state. 411 out of 757 overpasses have serious structural problems. And the smallest US State is merely the tip of the iceberg – America's infrastructure is rapidly falling apart.

Falling concrete

Alone the number of bridges that are in a state of disrepair is breath-taking. According to research by CNN, roughly 60,000 are in serious need of repair. The American federal lawmakers have a prominent example right in front of their noses: The Arlington Memorial Bridge, a mere five kilometers away from the Capitol in Washington, D.C., may have to be closed for traffic in five years.

Chunks of concrete are already falling into the river now, and the supports are from the year 1932 and need to be completely renewed. There's no telling what will happen

if 68,000 vehicles every day have to switch to other routes to get into the notoriously congested capital city. The competent National Park Administration estimates the renovation costs for this structure alone to be roughly \$ 250 million.

A question of money

The transport infrastructure in the United States generally suffers from chronic under-funding, coupled with a difficult tangle of local, state and federal responsibilities. President Herbert Hoover introduced the gasoline tax in 1932 as a means of financing, and it is used to this today exclusively for road maintenance and construction. However, the last increase of this tax was in the year 1993.

Since then, the amount has been unchanged at 18.4 cents per gallon. For the former Transport Minister Ray LaHood that is far too little. "Our infrastructure looks like that of a third-world country. There is a simple way of fixing it, namely to raise gasoline tax!"

A trillion dollars

However, for congressman Bill Shuster that can by no means be the final solution, as "even an increase in tax



The highway system in the United States

In the United States there are two major road systems, which differ significantly in terms of age and state of development. On the one hand there are the so-called “numbered highways”, which are officially referred to as “U.S. Route XX”. The usually single-lane roads cover the entire USA and have an overall length of 253,000 kilometers. They were built between

1926 and 1956 with a particular focus in the mid 1930s. The individual Federal States and local authorities are responsible for their maintenance. The expansion of the Interstate system then followed under President Dwight D. Eisenhower in 1956. These currently 77,000 kilometers usually have several lanes, are maintained by the Federal States and 70% financed by gasoline tax revenues.

will not solve the long-term financing issue”. Dilapidated bridges alone will cost about \$ 76 billion to renovate, estimates the professional association of American civil engineers. And that doesn't include building a single new road or relieving a single important traffic hub. This has far-reaching consequences, as America is already in the midst of a serious traffic jam now. The engineers have also calculated the cost for that: American companies will lose about \$ 1 trillion within the next eight years through traffic jams, detours and other traffic obstructions alone.

New financing law

However, there is a ray of hope on the horizon. Last year, Congress passed the so-called FAST Act (Fixing America's Surface Transportation Act), a five-year, \$ 305 billion investment program for road construction, security, and public transport. Since then the responsible Federal Highway Administration has begun to ascertain the most urgent projects, and to draw up guidelines for the respective funding.

The U.S. Chamber of Commerce has explicitly welcomed the measures taken so far and the law itself. “The law provides long-term financing and planning security

for important road construction projects”, explains Bruce Josten, Executive Vice President Government Affairs, in a letter to members of Congress. But: “In the long run this measure is not sufficient in order to deal with all important projects. Congress must consider how it can raise the funding required for modern road infrastructure in the long term. And this also includes a possible increase of gasoline tax”.

Maybe America needs a “new deal” for its road network. That would be fitting as many of today's ramshackle structures date from the period of the New Deal by Franklin D. Roosevelt, which enabled the United States to escape the great depression in large part also due to infrastructure measures.

KAI ORTMANN

Additional

The most important facts on the FAST Act



DRIVING STYLE COMPARISON

SPEEDING IS NOT WORTH IT

The DVZ driving style comparison shows: less is more.
Whoever reduces the cruising speed only a little can save a significant amount over an entire year.



Often it is the little things that make a difference. And not even experts will notice the difference between 82 km/h and 85 km/h. Yet this small difference can already save considerable costs when driving an articulated lorry. This was determined by the Deutsche Verkehrszeitung (DVZ) in a long-term test from mid 2015 to spring 2016 with different semitrailer in the 450 hp range.

In particular, the editors examined the fuel consumption of a truck that consistently limited its cruising speed to 82 km/h. At the same time a vehicle with the same motorization was on the road with the maximum speed of 85 km/h. The result is clear. A daily mileage of 500 kilometers leads to a difference in operating costs of 1.5 cents per kilometer. This at first appears to be nothing spectacular, but does add up to a tidy sum over a complete year: The cost advantage provided by the somewhat unhurried driving style sums up to EUR 1,875.

Hardly any loss of time

But will these savings not be at the expense of journey time, i.e. will punctuality not suffer from the slower driving speed? The question that any critical dispatcher will immediately ask himself can be clearly answered: The time advantage achieved by faster driving is usually marginal.

The DVZ's comparison of driving styles shows that over a distance of 500 km fast drivers on average arrive at the destination merely three minutes before those travelling at a maximum of 82 km/h. At the same time the increased speed also causes additional costs of EUR 7.50 per day.

The economic advantage is particularly evident when trucks travel along easy to medium sections of motorway. This is where the fuel savings can at times add up to eight per cent (see table). On difficult, i.e. steep sections of motorway, however, the difference is less pronounced. Which is logical: After all, all trucks have to drive at full throttle on steep ascents to even stay above 80 km/h.

Eco-friendly

Whatever lowers operating costs is at the same time also good for the environment. With a restrained driving style emissions are noticeably reduced. A four percent reduction in CO₂ is reached by the 82 km/h limit compared to the 85 km/h limit.

MICHAEL WAYAND

Fuel consumption in liters per 100 kilometers

	Cruising speed 82 km/h	Cruising speed 85 km/h	Difference (%)
Motorway total	31.5	33.1	4.1
Motorway easy	23.0	24.9	8.1
Motorway medium	33.0	34.9	5.7
Motorway difficult	45.0	45.8	1.8
Country road	38.0	38.0	0.0
Test total	32.7	34.0	4.1
CO ₂ -emissions (payload-related, in g/km)	34.5	35.9	4.1

 ILLEGAL CABOTAGE

A LOSS OF CONTROL

Illegal cabotage has become a mass phenomenon. What is needed is state intervention and control.



Whoever travels along European highways will inevitably come across a large number of trucks with Eastern and South-Eastern European license plates. This is a sign that Europe is growing together. But those who look closer will also discover an undesirable development. It can be observed in Germany just as much as in Belgium, France, Italy or Austria. Many truck drivers who are licensed in Eastern and South-Eastern Europe are often on the road throughout Europe for several weeks and take on one tour after the other. In some cases, the trucks may not even be loaded with freight for a recipient in the EU when they first cross the border. In that way the EU's cabotage regulations (see box) are deliberately circumvented. And we are not talking about a few isolated cases but a methodical approach. It is thus that the German Federal

Office for Goods Transport issued more than 540 fine notices and imposed fines to the amount of more than 650,000 Euros in 2015 alone. What's more, the contracting parties for the illegal cabotage are often based in precisely those western EU countries in which the tours take place. Moreover, many of the trucks actually belong to foreign subsidiaries of freight forwarders that are located in exactly these countries.

Joint liability of client

In addition to the economic damage caused by such distortions in competition (the cost keys of Eastern and South-Eastern European companies are particularly low), these illegal transports are no trivial offence: Forbidden cabotage journeys constitute illicit road freight transport. This has an impact on transport liability insurance,



Fixed rules

Cabotage is the right of a company to provide logistics services in an EU country in which it does not have its registered office. Fixed rules apply for this issue. It is thus that in accordance with Regulation (EC) 1072/2009 the company may carry out up to three cabotage transports within seven days of a cross-border transport. If these rules are not adhered to, it is referred to as illegal cabotage.

as insurers generally only cover losses for permitted freight transport. The consequence: a high risk that a foreign cabotage contractor may not be able to pay for major damage. And the contracting party may also get into trouble with the insurance, for example if it can see that the next transport is illegal. If it nevertheless allows it, this constitutes conditional intent which can lead to the loss of insurance coverage.

In the end, illegal cabotage also has a strong social component. These illegal trips undermine the established wage and social standards of Western European countries. Many truckers become nomads on the highways. They are victims in an illegal price battle, who sleep in their trucks and see rules on resting and driving periods as mere recommendations.

Solution via IT

State inspectors are therefore increasingly taking action across Europe – with mixed results: “To prove misconduct in respect to cabotage has proven to be very difficult in practice,” explains Wilfried Lehner, Head of the Austrian financial police. One way to solve the issue may be with the support of IT. The German Association for Road Haulage and Disposal (BGL), for example, is considering setting up an Internet portal for foreigners who provide transport services in Germany. If the journeys have to be registered there, this would make the presence of drivers in the country and the respective times more transparent. And dumping practices would come to light quicker. Prosecution would be made easier, and illegal cabotage would become less attractive.

JÜRGEN ESCHMEIER



ILLEGAL PRICE-FIXING

EXPENSIVE CLIQUE

Record fine for truck cartel – compensation for aggrieved parties.

It took five years until the decision was finally made. Four truck manufacturers were fined the amount of € 2.9 billion by the European Commission for breaching EU antitrust rules. Daimler, DAF, Iveco, MAN and Volvo/Renault had fixed prices across the EU over a period of 14 years – between 1997 and 2011 – for medium (6-16 tonnes) and heavy trucks (over 16 tonnes). Also part of their agreement: The companies unanimously passed on the costs incurred by the more stringent emission requirements to customers.

According to estimates, the cartel prices were about 15 percent higher than the actual purchase prices. Exact numbers will be made available when the respective expert reports are completed. Even with a small fleet, this can quickly lead to a considerable sum.

EU Competition Commissioner Margrethe Vestager justified the record fine based on the special importance of road transport for the European economy. “We have today put down a marker,” said the Danish Commissioner. More than 30 million trucks travel on European roads, and take on 75 percent of goods traffic on land. It can therefore not be tolerated, says Vestager, that companies “which together account for around 9 out of every 10 medium and heavy trucks produced in Europe, were part of a cartel, instead of competing with each other.”

Four manufacturers admitted their involvement in the cartel and agreed to a settlement. MAN was exempt from the fine, as the company was the principle witness in the proceedings. The Swedish firm Scania did not agree to the

settlement, and the proceedings against it are ongoing. In addition to the fines the cartel members now have to pay to the EU, third parties can also claim damages. The sums in question may even be several times higher than the actual cartel fines.

Who is affected?

All persons or businesses damaged by the price fixing can sue for compensation. This includes freight forwarders, freight carriers and ultimately all those who bought medium or heavy trucks by the respective brands in an EU country between 1997 and 2011.

What happens next?

Those affected can try to achieve an out-of-court settlement with the respective truck manufacturer(s). In other words: they offer a settlement amount. If the manufacturer declines, they then have the possibility of suing for damages. Of course, the latter is also possible without prior settlement negotiations. In general, there are several ways of suing. The damaged parties can proceed with individual action, class action or in accordance with a pooling model. To do so, they set up a company to which the compensation claims are transferred. But remember: The claims are subject to a period of limitation. The first deadlines for damaged parties already expire at the end of 2017.

ANNE GOERGEN

THE FIVE HIGHEST CARTEL FINES OF THE PAST YEARS

2.93 Billion €	Truck Cartel
1.7 Billion €	Libor cartel (fixing the reference interest rate)
1.4 Billion €	Picture tube cartel
1.384 Billion €	Car glass cartel
1.1 Billion €	Gas cartel

Source: European Commission



GOGREEN INDIA

STANDING UP FOR FORESTS

The area covered by forests around the world is constantly receding. But every single new tree can help, as shown by DHL in India.

The world's forest resources that are so important for the climate and the animal kingdom are constantly diminishing through deforestation, acid rain and economic exploitation. Particularly in the 1990s, the development was alarming, especially with regards to the largely untouched tropical and subtropical rain forests. And even if the rate of deforestation has slowed down, roughly thirteen million hectares are still lost every year, which roughly corresponds to the land area of Greece.

To counteract this development, every project counts. The employees of the DHL Global Service Center (GSC) in Mumbai were also of that opinion. The idea: to assign tree sponsorships to colleagues in the context of the GoGreen program. And this was to be taken literally, from the initial planting of the tree. To do so, young sala trees were procured, and a biologist informed the DHL volunteers about how to best care for the young trees.

Thanks to the overwhelming response from GSC colleagues at DHL Global Forwarding and Freight more

than 200 seedlings were distributed in no time. The following workshop for the "tree parents" explained all the aspects that have to be taken into account in terms of location and planting. These included issues like the required amount of light, the distance to other vegetation, and the right amount of water in the first week. The distributed trees were later planted in carefully chosen areas and are now constantly looked after by the tree guardians.

"Even if this drive is rather small compared to the vast forest areas that are being lost, it is nevertheless a significant step in the right direction. Because, GSC takes GoGreen very seriously and we are constantly trying to do something for the environment", explained Navin Mascarenhas, GSC Head of Solution Management Freight. He further adds "Once the process is managed in the GSC, we strive for a less-paper office environment. More than 90 per cent of our processes are managed paperless and digitally."

KAI ORTMANN

FIA WORLD ENDURANCE CHAMPIONSHIP

LE MANS ON WORLD TOUR

DHL transports equipment for the
FIA World Endurance Championship around the
globe – from racing cars to fuel.





The WEC races in 2016

- 6 Hours of Silverstone
- 6 Hours of Spa-Francorchamps
- 24 Hours of Le Mans
- 6 Hours of Nürburgring
- 6 Hours of Mexico
- 6 Hours of Circuit of The Americas
- 6 Hours of Fuji
- 6 Hours of Shanghai
- 6 Hours of Bahrain

The racing experiences of the FIA World Endurance Championship (WEC) really know how to thrill fans. The long distance race series has been carried out according to the rules and guidelines of the 24 Hours of Le Mans since 2012 and sees sports prototypes and Gran Turismos take to the racetrack. The series currently includes four European and five overseas races.

DHL ensures that everything from racing car to screwdriver is always in the right place at the right time. In cooperation with the WEC, the automotive partners and the teams, the logistics expert takes care of the transport between races as well as the associated logistics tasks.

New partnership agreement

DHL has been on board since the beginning of the WEC. At the 6 Hours of Nürburgring, the last European race of the series this year, the cooperation between the global series and DHL was intensified through a new partnership agreement. WEC CEO Gérard Neveu commented: "We are delighted to have formalized our partnership with DHL while in Germany, and we know that we could not be placing our championship's logistics in better hands than DHL's. They have a great understanding of what is required to move a racing series around the

world, and provide a faultlessly efficient service to our competitors, our partners and ourselves."

With the new agreement, the cooperation has now been taken to a new level: As the official logistics partner of the WEC, DHL Global Forwarding is responsible for the delivery of all motorsport materials and supplies of the race teams for the overseas races. This includes the transport of 33 racing cars, three safety cars, one training car (T car), 10,000 tires, 198,000 liters of fuel and a variety of equipment around the world.

Flexibility required

For the DHL VAS Motorsport Logistics and Event Team the partnership brings with it a wide range of tasks. This ranges from the organization and booking of chartered cargo aircraft as well as ocean freight and trucking to the handling of all transport and import documents.

In addition, the team's flexibility is also required for the coordination and monitoring of ad hoc shipments at the respective race locations. In the current season DHL has transported 2,100 tonnes of cargo with 22 charter flights and 250 standard containers (twenty-foot equivalent units, TEU) of sea freight.

JÜRGEN ESCHMEIER



PRIZE-WINNING

BIG BIRDS TAKING OFF

Aviation logistics is an extremely complex business, which DHL understands masterfully. This was once again proven by the Best Performer Award from Airbus.

The aircraft manufacturer Airbus is a flagship project of European unity. A look at a map shows you why: The individual parts for final assembly in Toulouse, France come from all over Europe. For example, the wings of the A 380 come from England, fuselage parts from Germany and tail components from Spain – and those are only the major components. And that is where an absolutely reliable logistics partner is required. DHL has already been offering a wide range of services for the aerospace giant as a fourth-party logistics provider (4PL)

since 2009. The scope of these services and the extraordinary performance of the world's leading logistics company were decisive for the award of this year's Best Performer by Airbus in the category General Procurement. "It's an honor to be recognized as Best Performer. Only market leading team work makes it possible to deliver these performance levels," said Marja-Liisa Turtiainen, Vice President Aviation & Aerospace DHL Customer Solutions and Innovation, at the award ceremony on 5th October 2016 in Hamburg.



Award ceremony in Hamburg (left to right): Patrick Fanget (Airbus Group), Klaus Richter (Airbus Group), Thomas George (DHL), Marja-Liisa Turtiainen (DHL) and Frank Lebeuf (DHL)

Wide range of services

DHL provides a wide range of services for Airbus in pretty-much all dimensions, whether air, sea, land or rail transport. The company even handles express shipments for the aircraft manufacturer. In addition, DHL supports Airbus with emergency aid for Aircraft-on-Ground situations, Inbound-to-Manufacturing and Control-Tower services as well as storage, including packaging services, general cargo, customs clearance and numerous other services.

The DHL Customer Solutions & Innovations division is responsible for customer relations with Airbus and ensures

that the services from all DHL business areas are provided in a coordinated fashion. "DHL is proud of its long standing partnership with leading aerospace manufacturer Airbus and is delighted to have been awarded Best Performer by the business. Throughout our partnership with Airbus we have worked collaboratively to ensure the solution we provide is right for this customer. Achieving this accolade is testament to the continuous efforts of our teams to satisfy any of our client's requests, regardless whatever it takes. We look forward to supporting Airbus on their journey in the coming years," said Thomas George, CEO DGF Europe and Global Airbus Group sponsor. **KAI ORTMANN**

FRESH FRUITS

JUICE UP YOUR LIFE

Food logistics – how produce moves from farm to consumer – is not well-known by the public. These behind-the-scenes steps are vital to ensure quality, safety and traceability in a global food supply.

At dawn on Evaldo da Costa Mello's citrus farm in Paranapuã, a small town within the São Paulo region of Brazil, you can see the fields overflowing with citrus trees. Hanging from these trees, under thick green leaves, await the multi-colored jewels that ripened overnight: Chinese Honey Oranges, Indian Sweet Limes, Sweet Oranges, Sour Oranges and even Papaya. From 7:00 am until 5:00 pm, workers pick the newly fresh fruit in the scented fields. After harvesting, sorting, storing and packaging, da Costa Mello's farm sends out 20 million kilograms of this colorful bounty during the year. This level of activity might be expected from a farm within Brazil's "Citrus Belt". Brazil, overall, is the world's largest single producer of oranges, providing more than one-third of the world's fresh fruit supply and half of the world's orange juice supply. 80 percent of these oranges come from Brazil.

Creating Consistent Quality

The time between harvest and arrival at CEAGE-SP, South America's largest central fruit and flower market, is only five days, including travel time. Maintaining quality is a major priority, da Costa Mello explains: "After the fruit is harvested and taken to the packing house, it is washed and dried. A carnauba-based (palm leaf) wax – for gloss and durability – as well as a preventive fungicide are applied." Damaged fruit is removed and sent to the juice industry.



500 kilometers southeast of Paranapuã is the Alfa Citrus farm and export company, owned by Pedro Luiz Favero. All day long, Favero has an eye on food safety, given his work with multiple large retail distribution networks, including Walmart und Carrefour. "Chemical analysis reports are issued by the major networks, and our company is audited to make sure we are within the required standards." In no more than 24 hours, harvested fruit arrives at the packing house, says Favero. "The fruit reaches its destination four hours to 15 days later, depending on where consumption will take place, since we supply the entire country."

Directing the Overall Orchestra

One ocean and almost 10,000 kilometers away from the Brazil citrus farms are the headquarters of DHL Freight. Andreas Lenz is the manager of DHL FoodLogistics. He guides the flow of food across Europe and throughout the world. While the farms of Brazil are still asleep, Lenz keeps the fruit moving, overseeing all of the logistics steps that

ensure consumers have oranges and all other foods in their markets as quickly as possible. At the same time, he aims to save transportation resources and energy: "With an eye on logistics timing, the less food we waste. We do our part to ensure that the world is fed sustainably." Lenz has expert knowledge of food producers and their key markets. As an example, he explains that for European consumers, Spain, Turkey, and Egypt are the main suppliers of whole oranges, whereas Brazil is main supplier of orange juice concentrate, NFC (non-frozen concentrate). For Lenz and his team to get these oranges and NFC to their markets – or to markets anywhere in the world – careful advance planning is the key. About six to eight weeks before products arrive on the market or at an additional processor, farmers or exporters, the shippers and the recipients (such as major food chains) make a coordinated plan with Lenz. Considerations include shipping volumes, quantity and the type of product. In the case of oranges, Lenz and his team have to understand the farming harvest periods throughout the world – as well as seasonal consumer demands. Lenz also maintains expertise in the regulations of international import and export of live foods. With laws varying by country, a logistics company has to understand how transportation timing will affect food quality. Overall, DHL FoodLogistics manages separate parts or the entire logistics chain for customers. The public, Lenz adds, is unlikely to be aware of this specialized division within the company. "And many people are under the impression that logistics is done by pressing a button. With the example of citrus, we can see that every case is special." Lenz takes pride in his role in the fruit logistics chain – not the least of which is due to the end result: "We provide high quality care at every step, so that food is available at acceptable prices for consumers. In the end, the oranges are available – and customers are supported at every step along the way."



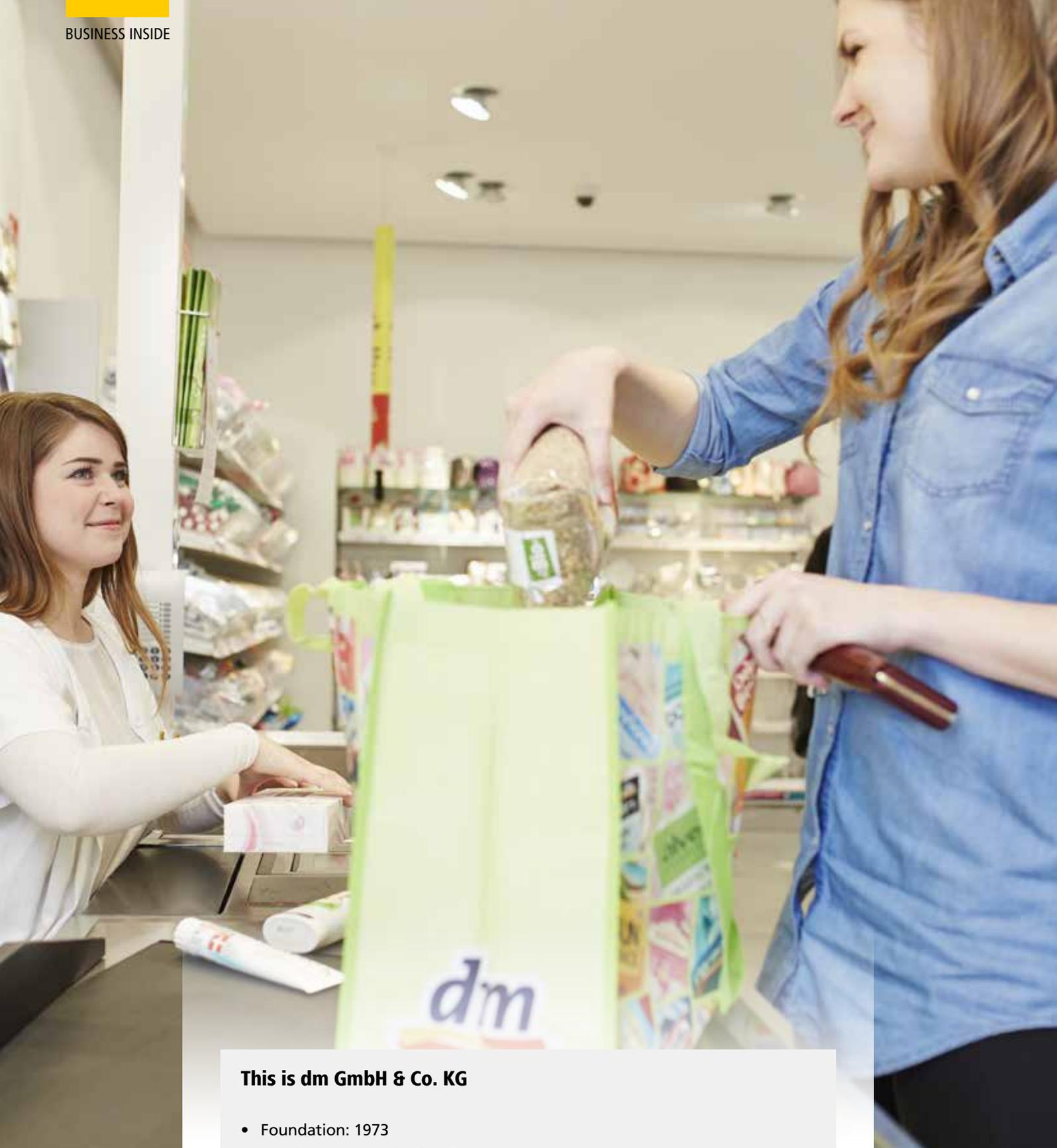
Andreas Lenz, DHL FoodLogistics



Additional

The complete article on the website of Bayer Crop Science





This is dm GmbH & Co. KG

- Foundation: 1973
- Headquarters: Karlsruhe, Germany
- Turnover of dm Group in the business year 14/15: EUR 9.075 bn.
- A total of 3,282 branches in twelve European countries (in central and south Europe), 1,786 branches in Germany
- Around 55,000 employees in Europe, incl. more than 38,000 in Germany
- Largest drugstore chain in Europe

GOOD DISTRIBUTION

For nearly a decade, the drugstore chain dm has been counting on the expertise of DHL Freight.

A turnover of more than nine billion Euros, approximately 55,000 employees and nearly 3,200 branches in twelve European countries – dm is the clear no. 1 among Europe's drugstore chains. From beauty masks and detergent to baby food, the flagship company provides pretty-much everything customers want. In order to ensure that shelves are always full, DHL Freight has been successfully handling the seamless procurement logistics behind the scenes since 2008.

The proximity factor

What now works like a well-oiled machine was at first something of a revolution for dm. Because, before signing the contract with DHL Freight, the drugstore worked together with various different transport companies. "The advantages of bundling are obvious", explains Daniel Pape, the responsible Account Manager at DHL Freight Deutschland. In addition, the close-knit national DHL network also knows to convince. It is thus that the majority of dm locations are less than 60 kilometers from a DHL hub.

Ever since, DHL Freight has been picking up articles every day at more than 130 industry collection points – primarily in Germany, but also in Italy, Poland, France, the Netherlands and Spain. From there, the logistics company transports the shipments as general cargo, partial or full loads to the dm distribution points

throughout Germany. And one trend is becoming ever clearer. "The business is becoming more international from year to year", confirms Pape.

Everything under control

The logistics for the drugstore chain is based on the regional control tower concept at the DHL Freight branch in Koblenz. From here, all orders from throughout Germany are accepted and monitored. The Control Center is not only the central communication interface between dm, suppliers and internal DHL offices. This is where staff also take care of billing, claims processing and the monitoring of performance targets.

Continuous development

The processes are now very well attuned to one another – but nevertheless, things can always still be optimized: "We regularly meet with dm in order to interlink processes better, to discuss existing issues and to talk about current challenges", explains Pape. "This is where we explore how we can make our services even better for dm." Some of the issues that are discussed include green logistics solutions with the help of hybrid and electric vehicles, training and industry co-operation, the potential of automated loading and unloading technology, and the optimal gate and resources management via GPS under the motto "information follows goods". So there are still a lot of exciting things to do. SONJA TERBRÜGGEN

FREIGHT PLATFORM CILLOX

DIGITAL BIG BREAK

DHL Freight brings together shippers and transport providers in Europe – with the introduces new fully customized digital Freight platform CILLOX. It facilitates processing from one pallet to full truck load.

CILLOX helps companies to match their full truck load, part truck load and less than truck load offerings with transport providers' capacities and find the appropriate provider according to their needs. With CILLOX, shippers no longer need to deal with challenges such as lengthy price inquiries and comparisons or unreliable providers – they enjoy end-to-end control of their shipment processes within a single platform. Transport providers profit from guaranteed fast payment with streamlined invoicing and payment processes that improves accuracy.

Early user testing during the pilot period has been implemented successfully in September and showed high customer satisfaction. As of January 2017, the platform shall be fully operational for all market participants.

“Both companies and carriers benefit from this new business model”, explains Amadou Diallo, CEO DHL

Freight. “With CILLOX, DHL offers a solution to promote the digitalization of the logistics industry and disrupt the traditional road freight business. The launch of the platform is a result of our strategy 2020 and promotes further growth due to its innovative and agile business model.”

Fast and easy

CILLOX enables companies to find a suitable transport service provider at the touch of a button. The platform seeks to address common problems while searching for an appropriate and reliable transport service provider, such as lengthy price inquiries and comparisons or delays in the Proof of Delivery process, by offering instant access to a large number of DHL pre-qualified and peer-rated providers for fast quotes and easy transport booking. Shippers can pay, manage and track their shipments using a convenient dashboard.



At the same time, CILLOX offers carriers of all sizes a platform to market their company's assets and capabilities to expand their customer base and locate suitable loads to further optimize their vehicles' capacity. CILLOX also facilitates accurate invoicing, payment and electronic Proof of Delivery submission processes so carriers can profit from guaranteed fast payment. Truck drivers using the CILLOX mobile app receive jobs directly on their smartphone, and automatic status alerts throughout the transportation journey. The extensive range of services provided by CILLOX increases not only DHL's own, but also its customers' efficiency and competitiveness.

Customer experience at the core

User needs and requirements are at the core of CILLOX and actual users have been involved from the start of design and development of the platform. The iterative product development allows the software design to

evolve in response to user needs and feedback. After the initial launch, further functionalities will be added gradually, including a real-time chat option and mobile document scanning via the mobile app.

MICHAEL WAYAND



Additional

The CILLOX website



DHL FREIGHT FINLAND

THE NORTHERN STAR

DHL Freight Finland handles approximately 1.8 million tons of freight a year – and has a service to offer for every logistics need.

Finland, with its approximately 188,000 lakes, is a feast for the eyes of nature enthusiasts – but also an important bridge between East and West. One of the most sparsely populated countries of the continent, Finland is the home of high tech and other specialized industries.

The three distribution centers of DHL Freight Finland are all in the south of the country. Vantaa is located in the direct vicinity of Helsinki, and also the location of DHL Freight's headquarters. This is where the traffic for Western and Eastern Europe is handled. Deliveries for the Scandinavian countries are handled in Turku, located further to the west. The hub for the Russian transit business is located in Hamina, almost directly on the border. That is where 65,000 square metres of storage space are available for transit cargo.

"Of course the sanctions have caused difficulties for the trade between Finland and Russia in recent years, resulting in a decline of roughly 30 percent. But Finnish businesses have been able to more than compensate the losses through growth in other business areas.", is how Ben Angelvirta, Director Sales & Marketing DHL Freight Finland, explains the effects of politics on the business.

Hear the voice of the customer

Finnish customers appreciate personal contacts and want cooperation to be simple and swift. DHL Freight Finland attaches particular importance to excellent customer service and is interested in understanding the customer's business. "We use many channels to hear the voice of the customer. Based on their feedback, we have been able to build tailor-made solutions for

certain industries," Ben Angelvirta says. The needs of smaller customers with ad hoc needs are considered as well: for example, the inclusion of a live chat on the website was a very successful idea. This is where sales staff answers questions without delay, and customers do not have to click their way through the product offer first, but can simply type in their query directly. Ben Angelvirta explains: "This was exactly the right thing to do. Our freight volume in the area of smaller, short-term deliveries has more than doubled as a result."

Widest delivery network in Finland

When it comes to the business with Western Europe, sea routes play a crucial role, since Finland is practically an island. Ferries depart from Helsinki every day, destined for all major European ports. 2,500 trailers equipped with GPS trackers are available to customers, no matter whether for Complete Truck Loads (CTL), partial loads or groupage. In particular for the latter, DHL Freight Finland has a country-wide partnership network to ensure the highest quality for pick-ups and deliveries. Furthermore, DHL Freight customs consulting also helps all customers, which is particularly important for shipments bound for destinations or coming from outside of the EU.

"The last customer survey confirms our arrangement. Accordingly, 85 percent of our business partners are convinced that we have perfectly understood their logistics requirements. Our main strengths are thus considered to be our sales staff, our network throughout Europe and our on-time delivery. And that is the way we wish to continue – as a strong partner for our customers", explains Ben Angelvirta.

BIRGIT KUPAS

EXPORT MARKET

BRIDGE TO IRAN

DHL Freight is opening up the Iranian export market for German and European companies. Teams of experts are organizing Iran transports from the gateways in Frankfurt and Istanbul. An experienced partner is at hand to ensure everything goes smoothly on location.

The end of the sanctions against Iran is reflected in real numbers: Exports to the Islamic Republic increased by 15 percent to EUR 1.1 billion in the first half of 2016. And Michael Tockuss, Managing Director of the German-Iranian Chamber of Commerce is sure that there's still more to come: "For the whole year we expect a plus of about 20 to 25 percent." The products that are now increasingly demanded in Iran include machines and equipment as well as chemical primary products, electro-technology and renewable energies such as wind power stations. For the coming year, the Iran expert predicts a further increase in

exports. But he also urges patience: "The sanctions were developed over several years", he says, "and it will now also take a number of years to reverse them all completely and to develop new business relations". German trade associations find the developments encouraging and are expecting an increase in bilateral trade. However, this will also require functioning logistics and stable delivery chains.

DHL Freight enables streamlined access to the Iranian market for European companies. For this purpose the pro-

DIHK: German companies very much interested in Iran business

“Due to the Joint Comprehensive Plan of Action for the settlement of the atomic controversy in the year 2015, the interest in doing business in Iran has increased noticeably. 43 of the 79 German Chambers of Industry and Commerce noted a general increase in 2015 and 26 even a strong increase of consulting requirements compared to the previous year.”

Source: Federation of German Chambers of Industry and Commerce, Foreign Trade Report 2016

vider of road freight services has installed two competence centers at the gateways in Frankfurt, Germany, and in Istanbul, Turkey, for seamless exports to Iran. DHL Freight supports companies exporting their goods to the region by offering pan-European part- and full-truck loads as well as weekly departures for groupage shipments.

“We are delighted about the new possibilities arising in the Iranian market. The recent political and economic developments present great potential for doing business. With their years of expertise, our competence centers want to support companies in realizing this potential by expanding their trade relations in Iran,” stated Amadou Diallo, Chief Executive Officer, DHL Freight.

DHL Freight has defined multiple core services such as weekly departures of groupage shipments to Teheran from the gateway in Frankfurt am Main. The services also cover transportation of dangerous goods, temperature controlled shipments (+2 to +25 degrees Celsius), warehouse logistics, customs clearance and GPS tracking of cargo. In addition, cargo from all over Europe destined for Iran can be handled via the DHL Freight network.

DHL Freight has found a competent logistics partner on location in order to ensure the smooth and reliable flow of shipments: Aryamasir International Transport Co. Ltd has many years of experience in road and rail transport and is very familiar with the regional needs. The company operates from Tehran as well as the port city of Bandar Abbas in the south of Iran. “We are the only logistics company in our country that has its own storage capacities in customs clearance – thus our customers save time and administration expense in regard to the import formalities”, explains Chairman Amir Shirazian.

German-Iranian economic relations have evolved historically. About 30 percent of the industrial infrastructure in Iran is made in Germany. With the enforcement of international sanctions, the economic relationship slowed down since 2007 and only started a positive development in 2014 with a trading volume of EUR 2.69 billion. However, in 2015 this amount decreased again by 10 percent. With the Joint Comprehensive Plan of Action, the sanctions on Iran are now being lifted in multiple phases. The second phase will be completed by October 2023 at the latest and the full removal, the so-called Termination Day is supposed to be achieved in 2025.

“For the German economy this provides the chance of receiving orders worth billions”, says the Head of Foreign Trade of the Federation of German Chambers of Industry and Commerce (DIHK), Volker Treier. Iran has the fourth-largest oil reserves and the second-largest gas reserves in the world. In the oil business alone, the state is planning to initiate projects to the amount of roughly EUR 170 billion.



Aryamasir Chairman Amir Shirazian

ANNE GOERGEN

Additional

The website of Aryamasir International Transport Co. Ltd



UPDATE ON DHL FREIGHT NETWORK

Network improvements

UPDATES	ROUTE	DESCRIPTION
Service improvement	Germany to Hungary	Gateway setup in Nuremberg has been optimized, so that we can now offer a 48h e2e service from Germany to whole Hungary.
New direct connection	Italy to Switzerland	A new daily line from Milano to Zurich connects Northern Italy and Switzerland now with a direct and more reliable 48 hour service.
Service improvement	Sweden to Germany and Finland	Network Connections from Sweden to Finland and Germany have been re-designed to allow now for a 48h country to country.
Service improvement	Florence to France	Connections from Florence area to France have been improved to offer a faster and more competitive service for our customers.
New direct connection	Europe to Iran	DHL Freight established a new Euroconnect service to Iran with Frankfurt and Istanbul as the main gateways and competence centers for our Network. An experienced partner is at hand to ensure everything goes smoothly on location.
New direct connection	South-west Germany to South France and v.v.	A new daily roundtrip has been established between Herbolzheim and Lyon. The new setup allows for a more reliable 48h e2e service from South-west Germany to South France and v.v.
New direct connection	Berlin to Warsaw	A new daily connection has been installed to allow for a 24h service door-to-door from north-east Germany to Warsaw's main industrial areas.
Service improvement	Denmark to Europe	Export setups from Denmark to Austria, Switzerland, Czech Republic, Spain, France and Italy have been optimized in regards to service levels, quality and reliability for our customers.

Lead time information can be obtained via the [DHL Freight LeadTime Calculator](#).

NEW HEAVY TRUCK REGISTRATION

UK impacts EU market

In September 2016, the EU market for heavy trucks grew by moderate 3 percent only – impacted by weak numbers in Great Britain. New registrations in the UK were down 34 percent in September. Leaders of the month:

- Italy (+38 %)
- Spain (+22 %)

The year-to-date growth is less marked than earlier in the year. Nevertheless the EU market for heavy trucks grew by 14 percent with the larger markets lead by

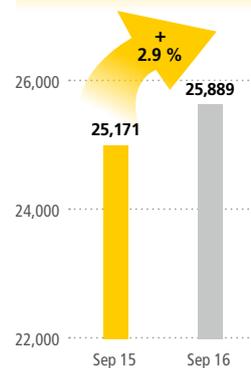
- Italy (+37 %)
- Poland (+27 %)
- France (+16 %)
- The Netherlands (+ 15 %)

REGISTRATIONS (OVER 16T) Q1-Q3 2016

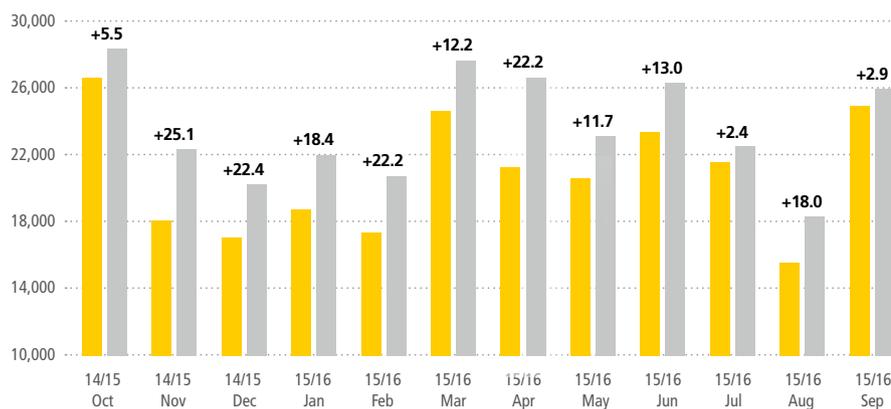
		vs. LY
EU	215,495	+14 %
Germany	49,709	+8 %
France	30,683	+16 %
UK	24,559	-3 %
Poland	17,852	+27 %
Spain	13,670	+10 %
Italy	12,167	+37 %

Source: European Automobile Manufacturers Association (ACEA), October 2016

HEAVY TRUCKS OVER 16T



NEW HEAVY TRUCK REGISTRATIONS IN THE EU (HEAVY TRUCKS OVER 16T)



Source: European Automobile Manufacturers Association (ACEA), October 2016

■ From October 2014 to September 2015
■ From October 2015 to September 2016

TOP AND FLOP COUNTRIES

IN FOR A FAST CROSSING?

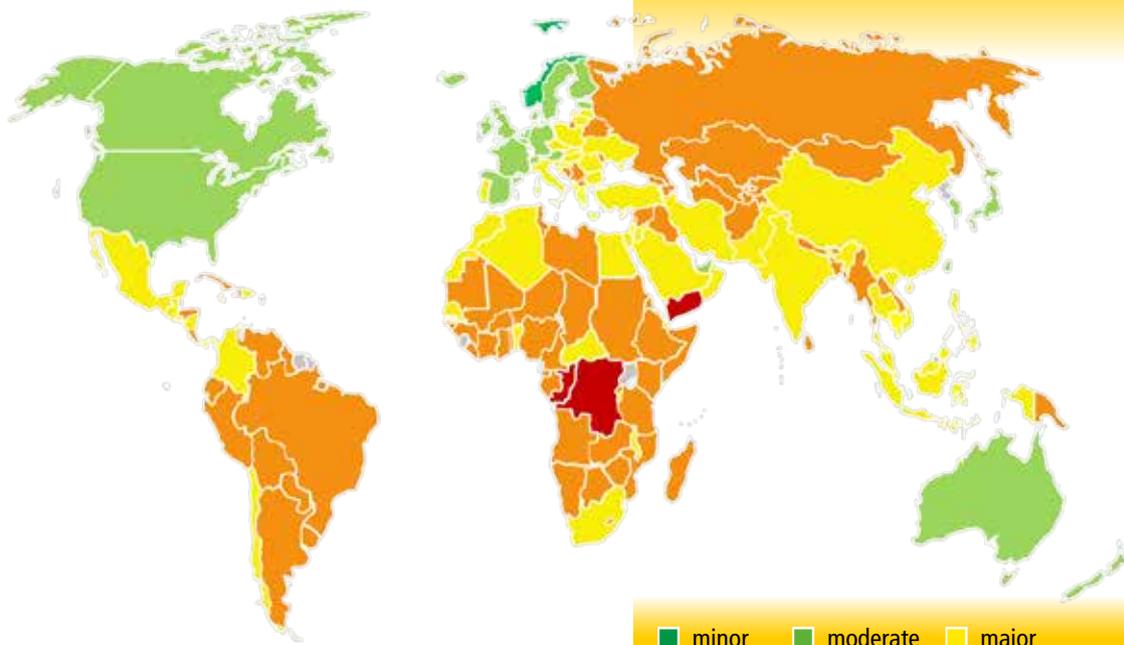
About the efficiency of customs procedures

Customs efficiency describes the speed, simplicity and predictability for goods to pass through the import and export controls of a country. DHL Resilience 360, the end-to-end supply chain risk management platform by DHL, analysed customs procedures all over the world with regard to non-efficient customs procedures. Seven of the top 10 countries are European, with Singapore

in 3rd, New Zealand in 6th and Australia in 10th being the exceptions. Affected by a stable political culture and a strong economy, the best efficiencies can be seen in Norway and Germany, while Congo Republic and Yemen show the highest risks due to bureaucratic inefficiency and prevailing corruption.

RICK TILLENBURG

CUSTOMS EFFICIENCY WORLD-WIDE



- minor
- moderate
- major
- severe
- extreme
- no data available

Source: DHL Resilience360, "Customs efficiency", September 2016

PLACES WHERE CUSTOMS WORK RATHER FAST

Worldwide

Tops

1. Norway
2. Germany
3. Singapore
4. Netherlands
5. United Kingdom

Flops

1. Congo Republic
2. Yemen
3. DR Congo
4. Uzbekistan
5. Cameroon

Europe-wide

Tops

1. Norway
2. Germany
3. Netherlands
4. United Kingdom
5. Switzerland

Flops

1. Russia
2. Macedonia
3. Serbia
4. Bosnia and Herzegovina
5. Belarus

Source: DHL Resilience360, "Customs efficiency", September 2016

LA REPUBLICA DE
RIZO LOS LIBERTADORES
CHILE
WELCOME TO
BUSES 1 AUTOS 2 CAMIONES 3

DHL Resilience360

DHL Resilience360 is an end-to-end supply chain risk management platform that alerts customers about global incidents and risks to their global supply chain in almost real time – enabling customers to maintain an advantage over their competitors by immediately responding to incidents and pre-empting or minimizing business interruption.

Resilience360 is used by customers across Asia, Europe and the Americas. The largest uptake has been in the automotive industry, followed closely by chemicals, life sciences and the technology sector.

Additional

DHL Resilience360



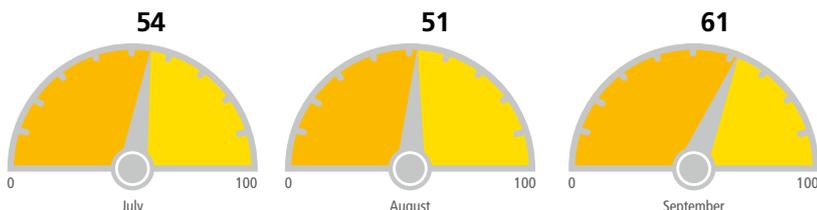
TRANSPORT BAROMETER

Autumn upwind



CURRENTLY FREIGHT CAPACITY UTILISATION

Share of freight* (in %)



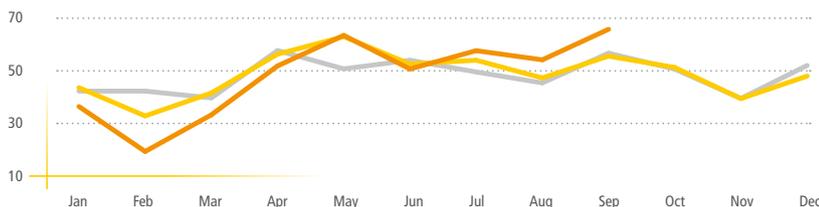
■ Freight ■ Storage space

*Share of freight capacities compared to all capacities traded at the transport platform TimoCom (the sum of freight and vehicle capacity)

Source: TimoCom Transportbarometer: www.portatio.com/Transportbarometer, October 2016

YEARLY COMPARISON OF FREIGHT CAPACITY UTILISATION

Share of freight* (in %)



■ 2014 ■ 2015 ■ 2016

*Share of freight capacities compared to all capacities traded at the transport platform TimoCom (the sum of freight and vehicle capacity)

Source: Transport barometer app, <http://www.timocom.co.uk/TimoCom/TimoCom-mobile>, October 2016

The TimoCom transport barometer for the third quarter of 2016 showed a cargo to cargo space ratio of 55:45. This makes it so far the most freight-intense quarter of the year. And this time each one of the three months was above the theoretical optimum of 50:50 – and thus clearly better than the comparison periods of the past two years.

Positive summer effects: more freight

- In July TimoCom recorded a freight share of 54 percent. When looking at the month of July over the past years, one can see that the value has constantly increased from year to year.
- In August freight fell to 51 percent. Thus, the freight levels remained relatively stable. All in all the European transport market was this time much more active during the summer period than in recent years.
- In September a freight share of 61 percent was the annual and quarterly highlight and thus heralded the possible start of a golden freight autumn. "The significant increase is attributable to the good late summer, which caused a lot of movement in terms of people and freight," explains TimoCom Company Spokesman Marcel Frings. Furthermore, September was also much better than in recent years: The freight share in 2015 was significantly weaker at 52 percent while in 2014 it was 53 percent.

A look at the absolute figures also shows that in the third quarter 2016 more freight and vehicle offers were entered in the TimoCom transport platform than in the same period of the previous year.

DIESEL PRICES

Comment by Eugen Weinberg,
Head of Commodity Analysis at Commerzbank.



The diesel price has recently had an upward tendency with strong fluctuations. This was preceded by the renewed rise of the Brent oil price in combination with a strong US dollar (USD). This made oil, which is traded in USD, additionally "expensive" for European customers.

Reduction in output increases prices

In addition, the OPEC producer countries have unexpectedly agreed on future voluntary production cutbacks. And this has caused oil prices to rise by more than

grow considerably more. Furthermore, it is currently still debatable whether the OPEC countries will actually stick to the agreement, as in the past they have often "cheated". Significant political differences and a difficult financial situation in many OPEC countries make strong solidarity and good cooperation rather unlikely.

Above all, the rise in prices should please the shale oil producing countries like the USA. Given the current high prices, they can hedge their future production against

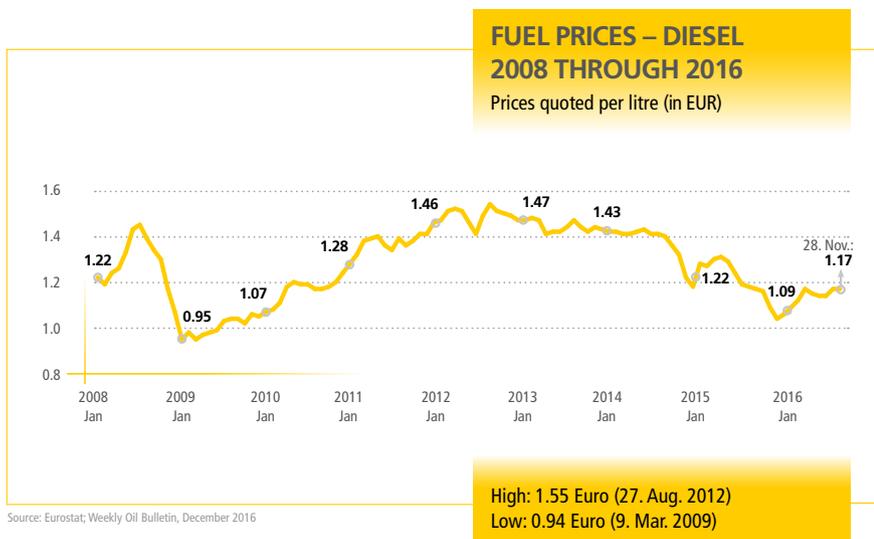
a decline in prices and expand it irrespective of any price capers in the months to come. Not to mention: Donald Trump has frequently made positive comments about shale oil and is likely to support it.

Outlook

Although we believe in higher prices for crude oil and fuels in the short term due to the OPEC agreement, we expect lower prices in the long term. The agreement made by OPEC countries in Vienna is expected to be counterproductive in the long

ten percent. This is likely to have a negative effect on consumers, at least in the short term, as the production surplus of oil that was primarily responsible for the low oil prices is therefore likely to disappear for a while. However, the surge in oil prices is not likely to continue indefinitely, as this would require demand to

term, as the non-OPEC countries will be able to increase their production and revenues, and gain market share. In addition, the recent oil and diesel price hike is driven by highly speculative elements. That makes it vulnerable to profit-taking and stronger downward fluctuations in the medium term.



CARTOON



A WIDE CHOICE

DHL Freight Services



Environmental protection with DHL





DHL FREIGHT IRAN AS NEW MARKET

Your expert with solutions for groupage shipments, part loads and full truck loads to Iran.

DHL Freight – Excellence. Simply delivered.

