

DACHSER magazine

The world of intelligent logistics ■

Top performance
in any terrain

Logistics management
for the off-road
tire specialist Camso



Elementary particles

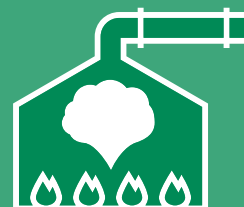
Hydrogen is many things: the lightest gas, the smallest molecule, the most abundant element, and chock full of energy. Dating back to the first moments of the universe, it still plays a key role in our lives today.

0.0899 kg per cubic meter is the density of hydrogen at an ambient temperature of 20 degrees Celsius—less dense than the air we breathe. Due to its low density, the gas—which is combustible in combination with oxygen—dissipates very quickly. This means that fuel cell vehicles, for example, do not pose any particular explosion hazard if, say, hydrogen were to escape from a pressure tank.



 **-252.88 degrees Celsius** is the boiling point of liquid hydrogen. Even at this low temperature, it already starts changing to a gaseous state. This doesn't happen with pure water until it reaches +100 degrees Celsius.

120 megajoules per kilogram is the nominal heating value of hydrogen. This puts its energy density at about three times that of gasoline and natural gas. Of all the fuels, hydrogen has the highest energy density per unit mass, or specific energy.



29,000,000 HP is what propels a modern rocket into orbit. The energy for this unimaginable power comes from a chemical reaction between liquid-cooled hydrogen and oxygen. A rocket is not exactly a model of fuel economy: it burns around 250 kilos of fuel per second. The approximately 150 metric tons of fuel it carries are enough for about ten minutes of flight time—the time it takes to reach zero gravity.

1,000 km and more is the projected range of the Mercedes-Benz GenH2 Truck. These zero-emission fuel cell trucks use liquid hydrogen as an energy carrier and are set to go into production in the second half of this decade.



Message from the CEO



Dear readers,

Hopes for a swift end to the uncertainties of our time have proven false. That's certainly become clear by now, here at the midpoint of 2022. Global supply chains remain under massive stress. Russia's war of aggression in Ukraine, which we at Dachser condemn in the strongest possible terms, is playing a role here. The war is causing immense human suffering and has no justification. In addition, reciprocal sanctions are having an impact on the supply of goods and on prices, especially for energy and fuel.

At the same time, the COVID-19 pandemic also remains a barrier to global trade. Tough lockdowns in Chinese economic centers are preventing global supply chains from achieving balance. Dachser teams around the world are pooling their efforts, working with great dedication and commitment to find solutions that will enable us to continue fulfilling our customers' orders at the level of quality they are accustomed to. This issue of the DACHSER magazine tells you all about it from a range of different perspectives.

It is in unusual times like these that people recognize and reevaluate the importance of logistics. Appreciation is due to all those whose efforts keep global supply chains running.

I hope you enjoy reading the magazine!

Kind regards,

A handwritten signature in dark ink, reading "B. Eling". The signature is fluid and cursive, with a large, stylized "B" and "E".

Burkhard Eling, Dachser CEO



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One for all – logistics management
for Camso from a single source

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Crossdocking

Links to the digital world of Dachser

LCL network expanded

Dachser has been offering additional routes between Scandinavia and China since March 2022. The logistics provider's direct LCL service runs once a week from Copenhagen and Gothenburg to Ningbo and Shanghai.
https://bit.ly/DAmag_02_22_LCL_network



In perfect harmony

Just like for a symphony orchestra, at Dachser Food Logistics it's all about precision: perfectly coordinated processes, excellent quality, and everyone working together in harmony. Cue the curtain for our musical short film.

https://bit.ly/DAmag_02_22_Food_Logistics



New management in Asia

Jesper Larsen took over as Managing Director Air & Sea Logistics South East Asia on April 1. Based in Bangkok, he is responsible for 220 employees across eight locations in Indonesia, Malaysia, Singapore, Thailand, and Vietnam.
https://bit.ly/DAmag_02_22_Jesper_Larsen



Passing the ASL baton

Javier Villahermosa is Dachser's new Managing Director ASL Southern Europe. He succeeds Federico Camaño, who is leaving logistics after a successful career spanning more than 44 years.

https://bit.ly/DAmag_02_22_ASL_Southern_Europe



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Top performance in any terrain

Camso supplies tires
for massive jobs





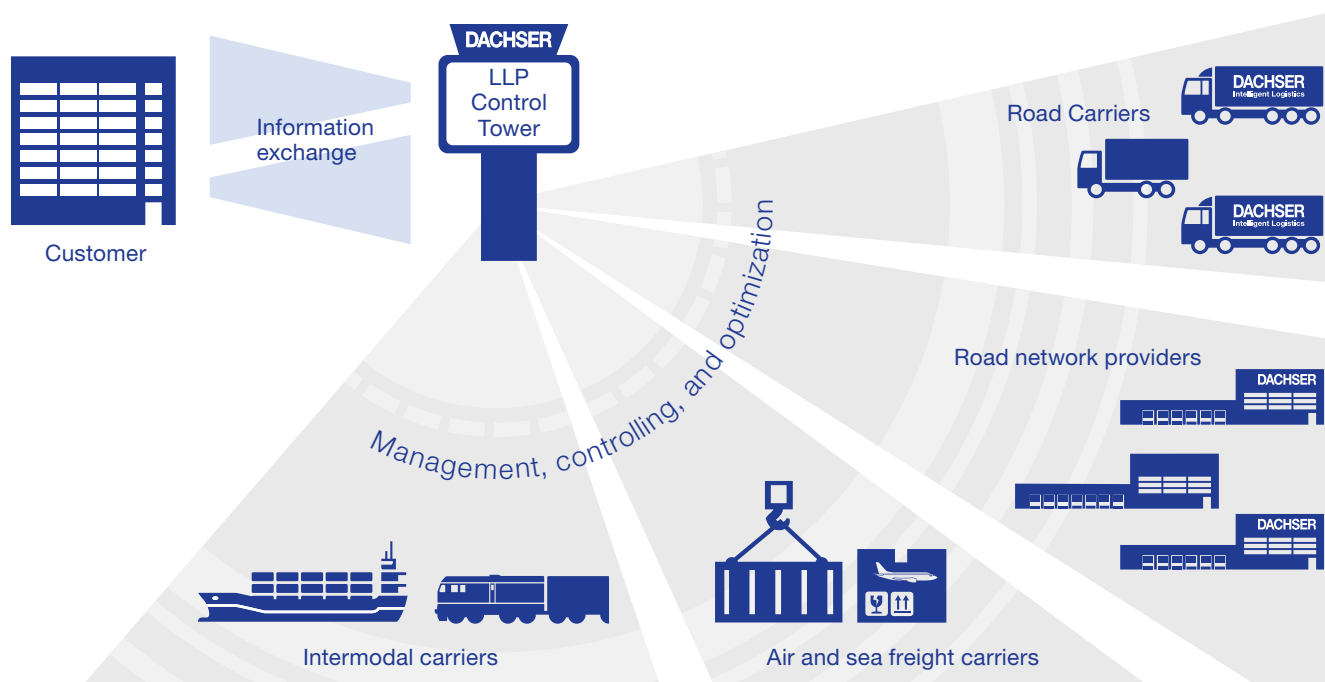
Camso specializes in off-road tires, wheels, rubber tracks, and track systems for commercial and powersport vehicles. To reach its customers in Europe as quickly and efficiently as possible, the company entrusted its logistics management to Dachser as Lead Logistics Provider—a solution with a future.

When things get really slippery, muddy, gravelly, or slick, that's when thick pneumatic rollers, rubber tracks, and hard rubber tires prove their mettle. They're indispensable for the high-performance equipment used in material handling, on construction sites, in agriculture and quarries, and even in outdoor powersports. The message is very clear: the more demanding the terrain, the better.

And that's precisely what Camso, a Michelin Group brand, specializes in. A global leader in the development, manufacture, and distribution of industrial tires, wheels, and rubber tracks, Camso has more than 8,000 employees in 26 countries across the globe, primarily in Asia, Europe, and North America. It also operates four research and development centers, 23 manufacturing facilities, and an international distribution network in more than 100 countries.

This setup puts as many demands on Camso's logistics operations as the areas of application put on its products. To keep the company on track for growth and to tap the full potential of digitalization, Camso began reviewing its global and European logistics network some time ago. "Having ten local distribution centers in Europe, each of them independently managed, was no longer in keeping with the times," says Pierrick Bouf, Supply Chain and Logistics Director EMEA at Camso. "As a result, we reorganized our network around three main distribution centers: one in the UK, one in Germany to cover northern Europe, and one in France to serve southern Europe."





Dachser's LLP Control Tower

A Lead Logistics Provider, or LLP, is a service provider that maintains a global network. Upon request, the LLP finds the most effective solution on the market, then buys it to combine with its own in-house options. The idea of the LLP arose from the 4PL Provider (fourth-party logistics), as the latter generally does not have any of its own transport or storage capacity, but procures only operational logistics services.

A reliable partner

The French distribution center in Grans, located near the Mediterranean port of Fos-sur-Mer northwest of Marseille, is operated by Dachser. "Its location, logistics capacities, and groupage network made it a good fit with our plans to be able to deliver goods to the French market within 24 or 48 hours," Bouf says. This cooperation would prove successful and resulted in Dachser being included in the discussion about handing over responsibility for all logistics services to a Lead Logistics Provider (LLP).

The LLP would be tasked with orchestrating twelve different transport service providers and ensuring that they deliver an average of 170 shipments per day from the three central shipping warehouses to the target customers in Europe with maximum efficiency and transparency. "In parallel with this new logistics organization, we wanted to improve our services by centralizing and standardizing them and having a knowledgeable point of contact for all logistics-related questions," Bouf says.

But first, an explanation of the term and the underlying concept is in order: a Lead Logistics Provider is a logistics company that acts as a neutral party in organizing all or at least the essential logistics processes for its customers, regardless of which service provider carries out the operational activity. LLPs are deeply integrated in their customers' (logistics) processes. After all, this comprehensive service approach isn't

restricted to conducting transports or performing terminal handling or warehousing services; it also involves designing, implementing, and organizing supply chains, optimizing transport and warehouse planning, coordinating suppliers, and integrating the latest (communication) technologies. Customer-specific services such as customs clearance, packaging management, and value-added services also fall under the range of LLP responsibilities.

The "premiere league of logistics"

That's why Stefan Hohm, Chief Development Officer (CDO) at Dachser, considers LLPs to represent the "premiere league of logistics": "The LLP concept requires a comprehensive and in-depth understanding of the customer's supply chain and all associated processes. Using the network and IT expertise that we have acquired and grown over the years, we continue to develop and refine this system to create sustainable complete solutions that our customers need for their business model. In addition to the shipments transported by Dachser, our portfolio will also incorporate the transparency and management of other logistics providers."

This made Dachser an obvious choice as Camso's LLP. "In our collaboration to date, Dachser has proven that it's capable of organizing and allocating transports exactly the way we want. Following our shared experience with the Dachser-operated Camso distribution center in France, we then began working to expand the

LLP solution to the other two distribution centers in the UK and Germany,” Bouf says. “Dachser is very familiar with our products and how we work, and it understands our special service-level requirements when shipping to another country.”

On the Dachser end, the various strands of the Camso LLP project all converge in the hands of Martin Poost, Department Head Lead Logistics Provider. “All supply chain information flows into the Dachser LLP Control Tower,” Poost says. “That’s the center where all data, independent of company and location, is pooled and monitored. To do this, we transform the physical supply chain processes and the specific customer requirements into an appropriate IT logic. We then display all relevant data in a transparent and traceable format on the Dachser Supply Chain Visibility platform, where it can be accessed at any time.”

For this to work, the Camso and Dachser systems have to be able to “talk” to each other and allow data to be shared in real time without losing information. According to Poost, this is a demanding challenge that, together with Camso, Dachser

succeeded in transforming into a practical solution. Paving the way for this success was a working group with IT teams from Camso, Dachser, and technology partner Siemens. “Working closely together, we were able to design the interfaces and the data structure in a way that ensures that communication between our ERP system and the Dachser Supply Chain Visibility platform functions securely,” Bouf says.

An integrated overall concept

Camso had formulated clear expectations for Dachser as LLP. It wanted an integrated concept for warehousing, distribution, and management of the various transport providers handling the groupage shipments, partial and full loads, and package deliveries. To this end, Dachser was tasked with managing and controlling all transports and service providers, including transmitting shipment data to everyone involved, printing barcode labels, and managing proofs of delivery. And last but not

Delivering tires to customers
throughout Europe



Moving forward in mutual trust





The close collaboration with Dachser as LLP has made our processes significantly easier and increased our responsiveness in extremely turbulent times.

Pierrick Bouf, Supply Chain and Logistics Director EMEA at Camso

least, the LLP is responsible for validating invoices. In other words, it was entrusted with the entire portfolio of highly developed and practical supply chain management processes.

For the Dachser LLP team led by Martin Poost, and for their partners at Camso, working together to draw up the detailed requirements and specifications once again showed very clearly that Dachser could provide the orchestration of all required logistics services far more efficiently and reliably than if Camso had to create a suitable structure itself.

A glance at the Control Tower and the functionalities of Dachser's Supply Chain Visibility platform shows just why that is: "Here, all transport-related data, independent of company and location, is pooled together in one system and presented graphically, making it practical for use in different media," Poost says. "This enables us and customers, regardless of location, to see where any shipment is at any given time and to intervene if necessary." Thanks to Dachser's proprietary Supply Chain Visibility platform, everyone involved in the transport has access to the latest information and can contact other parties directly if desired, regardless of which type of transport is used. "We cover full and partial loads as well as groupage and parcel services. And it's all part of a single solution for procurement and distribution logistics," Poost says.

Easy to use

As the logistics experts know, digitalized and automated processes are only as good and worthwhile as their level of acceptance in day-to-day operations. "That's why we pay particular attention to user acceptance of all the tools we use," Poost says. It's crucial that solutions be easy to use, for example via smartphone, app, and special web services.

If, for example, a rubber track needs to be sent from Germany to France, the Camso systems transmit the shipment data via an EDI to the Supply Chain Visibility platform, which Camso uses to control and release the shipment. The platform then transmits the data to the selected transport provider, who ultimately accepts the shipment.

This system is used in transport scheduling, in the transit terminal, and by the drivers. "This means everyone can always see where the track is on its journey through Europe," Poost says. That's more than conventional tracking and tracing. "The major advantage of consolidating all shipment data in a single system is that it enables us to work for and with customers from an early stage to plan all transport services. For example, to arrange delivery in accordance with the recipient's available time slots." After the rubber track is delivered in France, the proof of delivery is transmitted, enabling the immediate final review of the transport costs indicated on the transport provider's EDI invoice. "This carrier management," Poost says, "is a well-oiled process and everyone has their part to play in it."

The Control Tower and the Dachser Supply Chain Visibility platform also provide tangible benefits when it comes to analysis, for instance when creating reports or Excel tables and forecasts for such things as order planning and timely provision of container and transport capacities. And last but not least, Poost says, another key aspect of the Control Tower is quality assurance. "When evaluating the services agreed with suppliers and transport providers, an appropriately qualified LLP partner has the professional and technological edge over customers when this evaluation can be explicitly 'based on daily practice, for daily practice'."

Poost's and Bouf's preliminary verdict on the Camso-Dachser LLP partnership is thus a positive one. "Especially during the pandemic and the Ukraine crisis, the close collaboration with Dachser made our processes significantly easier and increased our responsiveness in these extremely turbulent times," Bouf notes with satisfaction. This also includes the parties having long since established a trusting and mutually appreciative connection on a personal level. "Since the start of our collaboration more than five years ago, we have had weekly operations meetings where we can discuss the events of the previous week and plans for the coming week, and where many potential problems can be anticipated and addressed proactively," Poost says. "For all the technology it uses and all the progress it is making toward digitalization, logistics is still and will remain a 'people business'—even, and especially, for a Lead Logistics Provider." **M. Schick**

LLP services from Dachser offer customers a wide array of options and benefits. For example, the Dachser LLP Control Tower's basic services include transport management and supply chain visibility. It is possible to select from these basic services to assemble a comprehensive package tailored to each customer's individual needs, with specific additional services integrated as required.



A win for reliability

Dachser revenue exceeded EUR 7 billion for the first time in 2021, which was an exceptional year. Increases in volume and high freight rates generated record growth.

In the 2021 financial year, Dachser increased its consolidated revenue by 26.0 percent to EUR 7.1 billion. The same year, the logistics provider handled a total of 83.6 million shipments weighing 42.8 million metric tons. When Dachser CEO Burkhard Eling presented the business figures for 2021 at the beginning of April, he was able to announce a record result. He said that

after the lockdown-driven lull of the previous year, Dachser was back on a dynamic growth track. The positive outcome for 2021 is due to organic growth in shipments and tonnage of 6.3 percent, or 7.7 percent at the Group level. High freight prices, caused by the shortage of load capacity experienced by all carriers, set the seal on this jump in revenue. Air and sea freight leads the way with an increase in revenue of 78.3 percent.

“There’s no question that 2021 was exceptional in many ways, with some extreme challenges to overcome,” Eling says. “It was marked by Brexit, the COVID-19 pandemic, and global supply chains pushed to breaking point, all of which caused great uncertainty among our customers. Even in this situation, we managed to offer reliable logistics solutions while still maintaining a high level of quality and service. In this way,



Even in challenging times, we managed to offer reliable logistics solutions while maintaining a high level of quality and service.

Burkhard Eling, Dachser CEO

2021 business development in detail

Net revenue in EUR millions	2021 (provisional)	2020	Change in 2021 vs. 2020
Road Logistics	4,992	4,444	+12.3%
European Logistics	3,918	3,465	+13.1%
Food Logistics	1,074	979	+ 9.8%
Air & Sea Logistics	2,074	1,163	+78.3%
Konzern	7,066	5,608*	+26.0%

* Rounding difference

we strengthened ties with customers and pursued targeted expansion of business, especially with our major accounts. This was an extraordinary achievement, where the difficult conditions meant that our teams had to give their all."

Strategic and future-oriented action

Eling adds that volatility and challenges continue to shape the marketplace in 2022. The war in Ukraine is causing extreme human suffering, and will also leave deep marks on the global economy. Then there are the record energy and fuel costs, the further exacerbation of the driver shortage, and persistent disruptions to global supply chains. This last is caused in part by further outbreaks of COVID-19 such as occurred recently in China and Hong Kong. "We must accept that we're in for yet another year in which maintaining supply chains will require crisis management, flexibility, and resilience," Eling says.

Nevertheless, Dachser is also providing for the future by investing in logistics facilities, digital technologies, and equipment. After investing around EUR 100 million in 2021, the company plans to spend some EUR 200 million in 2022. "This includes lighthouse projects such as our fully automated high-bay storage warehouse in Memmingen. Featuring 52,000 pallet spaces, this facility will open in October," Eling explains. "At the same time, we're also making substantial investments in digitalization, climate protection, and especially in our employees—after all, logistics is and will always be a business run by people for people." In 2021, Dachser hired some 1,000 new employees worldwide, and around 2,200 young people are currently doing an apprenticeship at Dachser locations across the globe.

Dachser, Eling adds, is on firm footing and well prepared for the future: "Dachser's high equity ratio of approximately 60 percent provides strong support for the company's investment policy."

The family-owned company in profile: Dachser SE is represented worldwide at 376 locations in 42 countries and employs some 31,800 people. In 2021, it transported 83.6 million shipments weighing 42.8 million metric tons on behalf of its customers.

People & markets

Time lapse

Following the maxim of “all in good time,” two researchers from ETH Zurich decided, without further ado, to reinvent our sense of time at work—or at least in an office equipped with virtual reality. As part of their “asynchronous reality” research project, they equipped an office with cameras to stream people and objects into the virtual environment in real time. But unlike in “real reality,” diversions such as colleagues coming in and out or any distracting objects or pictures can simply be edited out of the immersive, virtual reality workspace. In this way, the researchers effectively stop time for a while to allow people to maintain a high level of concentration. Events that have been edited out can then be played back as holograms within the virtual reality environment. After all, we shouldn’t and wouldn’t want to miss anything!



Buzzkill

When our computers stop working properly, we often “fly” off the handle. Frequently, the problem is caused by a “bug” in the system. But how did such “pests” enter the digital realm in the first place? The answer is simple. Back in the 1940s, computers were housed in machinery-filled cabinets that took up entire rooms. This was also the case at Harvard University. One day, when trying to work out why the “Harvard Mark II” had stopped working, the US computer pioneer Grace Murray Hopper discovered that a moth had gotten jammed in a relay. Hopper glued the insect into her logbook, writing underneath: “First actual case of bug being found.” And so it was that “bug” became a piece of computer jargon. But of course, in today’s world of microelectronics, debugging no longer involves hunting for moths.

Office politics

New York City's new mayor, Eric Adams, is worried about the city that never sleeps. The trend of working from home that started during the pandemic continues, leaving offices deserted. Researchers calculated that by working more from home, the average New York office employee now spends 50 percent less money a year in their office neighborhood. This is the biggest drop among all the major US cities studied. Hardest hit are cafés, restaurants, dry cleaners, and other small-scale service providers used by commuters. Mayor Adams is therefore calling for people to return to their offices: "You need to be out, cross-pollinating ideas, interacting with humans. We are social creatures, and we must socialize to get the energy we need as a city."



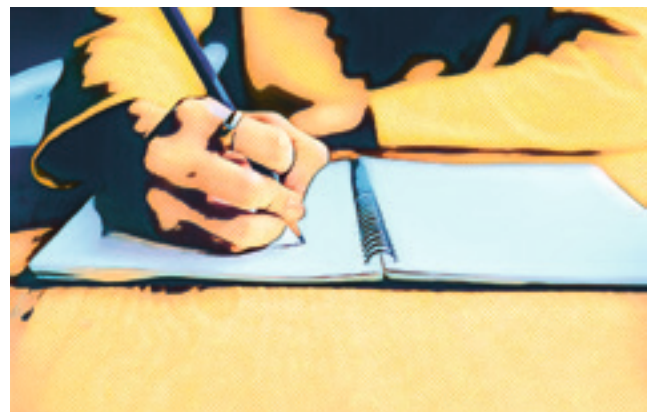
The top 10 breaktime snacks

These days, snacking at work tends to get a bad rep as an unhealthy habit that makes people fat and lethargic. But is that actually fair? Nielsen, the US-based research organization, surveyed around 30,000 people in 60 countries about their favorite workplace snacks. The results contain only a few surprises:

1. Chocolate 64%
2. Fruit 62%
3. Vegetables 52%
4. Cookies 51%
5. Sandwiches 50%
6. Yogurt 50%
7. Cheese 46%
8. Chips 44%
9. Nuts 41%
10. Gum 33%

Handwriting is dead – long live handwriting

In the digital age, we communicate by typing, swiping, and voice commands. Bad news for the handwritten word. But now, researchers at the Karlsruhe Institute of technology (KIT) in Germany and Université de Bretagne Sud (UBS) in France are fighting back with a smart pen. In addition to helping children learn how to write, the Kaligo-based Intelligent Handwriting Teacher is also designed to help parents and teachers. The pen is equipped with special sensors that can register even the slightest change in its position along three axes. The researchers believe that their pen offers fundamental benefits: "Again and again, studies show that the quality of a text written by hand is better than one that has been typed. In other words, if we stop writing things by hand, our knowledge society will lose one of its most effective tools."

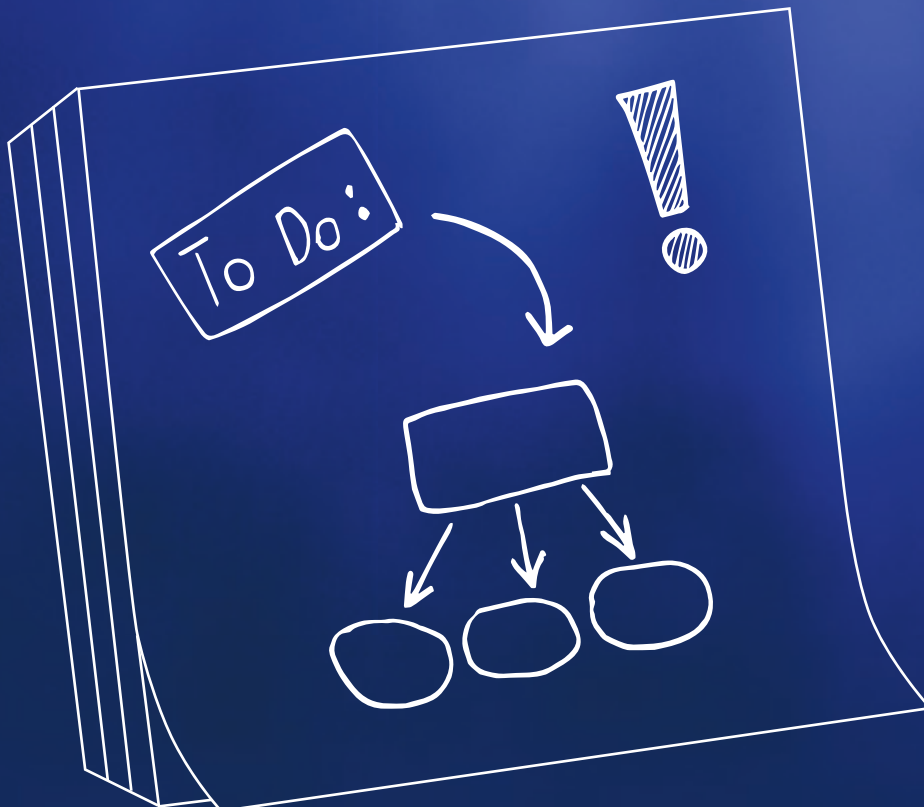


Panorama



Of big ideas and small pieces of paper

Progress lies between a sudden inspiration and product development: many ground-breaking inventions start out as the bright idea of a single inventor. But turning these ideas into innovative products takes entrepreneurial courage—and targeted creative work.



People stick them on left and right—and when there's no room left on the flip chart, they just move on to the windows. Whenever companies need a bit of creativity, demand for colorful sticky notes skyrockets. These little pieces of paper give rise—so it is hoped—to fleeting ideas. Related ideas can be grouped together nicely, and unsuitable ones crumpled up to great effect. Digitalization, quite surprisingly, hasn't put an end to this paper chain. In fact, sticky notes are now also available in digital form. But when it's time for a physical brainstorming session, even tech companies fall back on these brightly colored reminder notes.

There's a certain irony in the fact that Post-its, of all things, are a standard part of any innovation workshop. After all, the sticky notes themselves weren't precipitated by a brainstorming session—their origins trace back to a failed experiment: Spencer Silver, a researcher at American company 3M, was actually supposed to develop a particularly strong adhesive. What resulted in 1968 was a compound that had good adhesion but was easy to remove. Very disappointing. The idea to use this material for removable memos later came to one of his colleagues—while singing in his church choir: Art Fry always used scraps of paper to mark his entrances in his score. At one rehearsal, when these scraps fell out of the score for the umpteenth time, he thought of Silver's failed adhesive.

It's not uncommon for great ideas to be born from mishaps and accidents. Penicillin, rubber, the microwave—many revolutionary inventions have come about when researchers were actually trying to do something altogether different. And it's striking how often the crucial flashes of inspiration occur not at work but in a completely different environment. This provides material for some delightful anecdotes: the ancient Greek polymath Archimedes, for example, is said to have been taking a bath when he realized how to calculate volume and density. In order to jot down his insights as quickly as possible, legend has it that he hurried naked through Syracuse to get to his desk. In the case of Isaac Newton, a falling apple is said to have helped the physicist understand the laws of gravity during a lunch break.

Everything old is new again

Of course it's ridiculous for company managers to think they can spark these kinds of eureka moments with Post-it notes, but creative workshops do serve a valid purpose. Great ideas aren't only the result of one individual's brain cells forming new connections; linking the ideas germinating in different people's minds is at least as important. There's a reason why, throughout the history of civilization, urban spaces where many people converged were centers of progress. Also, many scientific papers are typically the result of group efforts, while many start-ups are founded by teams.

Developing an innovative product doesn't even require trailblazing inventions. Although an "innovation" is literally "a new creation," the new creation is usually made up of existing

components, as Joseph Schumpeter, an Austrian economist, elaborated in the early 20th century. He saw companies' contribution in the "realization of new combinations." In other words, the aim is to repurpose known things and cleverly use them for more productive purposes. Many of today's companies that are cited as beacons of innovative strength are prime examples of this. Apple, for instance, didn't invent either the smartphone or the touchscreen, but it combined the two into one, user-friendly device: the iPhone. Tesla followed a similar approach to give electric cars new impetus.

It's not the ability to buy especially brilliant minds that makes some companies more innovative than others. Start-ups, with their limited resources, truly understand how to disrupt entire industries. The primary determining factor is that they question familiar processes. They experiment and don't waste a lot of time worrying about ultimately failing. This can be difficult for major organizations, especially those whose roots go back a long way. Whereas the industrial age was all about efficiency and optimization, today's knowledge society calls for companies to break out of their routines: anyone who sticks to old, familiar paths isn't about to come up with new ideas.

AI brings new momentum

The conditions for simply giving things a try have never been better than they are today. Innovations that elicit a mere shoulder shrug at home may find enthusiastic customers on the other side of the world. And in any case, the digital space makes it possible to reach billions of people. Testing the minimum version of an app and improving it based on user feedback doesn't require a huge investment.

The possibilities digitalization offers are still far from exhausted—some economists even believe we are only just at the beginning of a new era. Stanford professor Erik Brynjolfsson, for instance, expects to see a "second machine age" that would make the upheavals of industrialization seem like a walk in the park by comparison. This age will be driven by artificial intelligence. This technology has now advanced to a point that it can be of great assistance to humans—when it comes to identifying the contents of photos, for example. Algorithms are even taking on creative tasks: researchers have developed a neural network that can produce deceptively real-looking portrait photos—of people who don't even exist.

The reason we don't see much of this AI revolution in our day-to-day lives, according to Brynjolfsson, is that innovation processes lag behind technological development. After all, there were also years of transformation between the invention of the steam engine and mass production. But one thing is certain: right this moment, somewhere in the world, some bright individuals are standing around a flip chart pondering how artificial intelligence can help their company develop new products. And maybe there's a Post-it there already heralding the crucial idea that will change an entire industry. **S. Ermisch**



“Together
we can achieve
great things”

Dachser and children's aid organization terre des hommes have enjoyed a close and trusting relationship since 2005—a partnership that opens up a host of opportunities and connections. We spoke with Joshua Hofert, Executive Board Member Communications at terre des hommes Deutschland e.V.

Mr. Hofert, how are children's rights, the environment, and the economy connected?

Joshua Hofert: Children's rights, the environment, and the economy are inextricably linked. They form a kind of magic triangle, albeit one that can easily be thrown off balance. When children grow up in poverty and have to work from a very young age to help support their family, children's rights—the right to education and healthy development, for instance—become structurally limited. The same goes for environmental matters, such as access to clean water, non-toxic air, and healthy food.

How does this manifest itself in practice with an eye to project work?

Take our project “Trash4cash,” which we're conducting with Dachser in Zambia. This was set up specifically with this magic triangle in mind. Young people generate income by collecting trash and recycling it in facilities they run themselves. Everywhere you look, it's a win-win situation: for the environment and for the people who sell their trash rather than leaving it lying around without a second thought; for the young entrepreneurs who've turned the project into a sustainable business model and can now provide for their families; and finally for the “copy-cats” in other parts of the country, who realize that they can emulate what these young people are doing to unlock enormous potential and build a better future for themselves.

How does the idea of network affiliation impact on the commitment of children and young people?

Nowadays, young people chat to each other in networks, where they find other like-minded individuals. This isn't surprising: children and adolescents all around the world are interested in very similar topics. These interactions can spark global movements. Fridays for Future, the global climate justice movement led by school and college students, is a great example of this.

“



The ability to bring different people and worlds together and the enjoyment that stems from this is something that young people share with terre des hommes and Dachser.

Joshua Hofert, Executive Board Member Communications at terre des hommes Deutschland e.V.

”

How has this affected your project work?

A lot of the young people participating in terre des hommes projects in Africa, Asia, and Latin America are actively involved in Fridays for Future. The ability to bring different people and worlds together and the enjoyment that stems from this is something these young people share with terre des hommes and Dachser. And this is also evident in our projects: it takes an awful lot of like-minded people to initiate change in a community—people who can express themselves freely within the safety of a network and join forces to really make a difference.

What about on an individual level?

One individual can also effect change, but young people and their families have seen firsthand some of the great things that can be achieved as part of a network. And young people in particular increasingly view this as their strength. They're able to look past religion, culture, and socioeconomic status, and build bridges between existing traditions and new ways of coming together that are still respectful and sustainable.

Why is the collaboration with Dachser important to terre des hommes?

Sustainable development needs time and perseverance. It's not something that happens overnight. The collaboration between Dachser and terre des hommes is characterized by reliability and an open exchange. This has been especially important during the pandemic. Life came to a



In India, the aim of the programs is to help people help themselves

halt, particularly in countries such as India or Nepal, and we in Germany found ourselves literally speechless as we saw the images of people dying in the streets. When schools and social institutions were closed, we continued to check in with the individual projects as best as we could and carried on supporting the children and young people.

What spurs you on in these moments?

It was really impressive to see how in Nepal and India, for example, relief supplies and protective equipment were also distributed through the youth networks. Young people were going from door to door, providing information about the vaccination and hygiene measures. This meant navigating some tricky conversations dispelling myths of alleged vaccination side effects, as well as allaying fears that the streets might be contaminated, a worry that was making people reluctant to leave their homes. Similar examples of proactive social outreach initiatives undertaken by young people are also found in other areas of life, including the environment, education, and self-determination. This shows that we are heading in the right direction; our strong networks mean we can achieve great things.

Joshua Hofert is Executive Board Member Communications at terre des hommes Deutschland e.V. The 26-year-old children's rights expert previously managed the organization's Programmes and Policy Division. Prior to this, he spent several years on the terre des hommes Presidential Board, which works on a voluntary basis and assumes the role of supervising body.



Creativity as a tool for social change in Brazil



Backyard highlights:
Let the grilling season begin!



Perfectly done

As soon as the sun comes out, people start firing up their grills. Products from US grill manufacturer Char-Broil need to be in DIY stores or delivered directly to customers' homes in time for the start of the season. The Dachser teams in Malsch and their colleagues in DACHSER DIY Logistics tackle this logistical challenge together.

When it comes to grilling, the biggest question is: gas or charcoal? Gas is easier and requires less prep time. It's also easier to clean the grill afterwards. But charcoal is the only way to get the flavor that many grill fans are so keen on. "With our Char-Broil Gas2Coal, customers get both. This hybrid grill is our best seller in Germany," says Gerrit Gabert, Head of Logistics Europe for the company based in Georgia, US. Char-Broil launched the first cast-iron charcoal grill on the US market in 1948. Today, its products range from gas, charcoal, and electric grills to smokers. →



The “grill wall” in the Dachser warehouse

The “grill wall” in Malsch

Grilling is a seasonal business. “We’re definitely not an easy customer for our logistics partner,” Gabert freely admits. More than 80 percent of goods movements happen in the first six months of the year. At the start of the year, products from Asia come to Europe by sea. The goods are first checked at the Dachser warehouse in Malsch, near Karlsruhe, Germany, then stored in block stacking. A clamp truck takes the grill cartons and stacks them up to ten high. In Malsch, this structure is fondly known internally as the “grill wall.” At the start of the season, as many as 60,000 grills are stocked here. Then there are accessories such as pizza stones, rotisserie spits, and care utensils. These products are sorted onto pallets and stored. In total, some 250,000 Char-Broil items make their way

to Malsch. But these products need to be in stores no later than early March. “It’s always a bit weather dependent, but our high season starts no later than Easter,” Gabert says.

Experience in DIY

The warehouse in Malsch was chosen because it’s right in the center of the European sales area. The grills go to customers in 16 countries, particularly Germany, France, Italy, Spain, and Poland. Char-Broil’s preferred retail partners are garden centers and home improvement stores, but online retail plays an important role, too. “We chose Dachser for two reasons,” Gabert says. The first is its combination of warehouse and transport. The second is the specific expertise that the company combines in its DACHSER DIY Logistics industry solution. DIY (do-it-yourself) or home improvement stores refer to specialist retailers, garden centers, and building supply stores.

“Our standard services combined with bespoke logistics solutions and our industry expertise create a competitive advantage for our customers,” says Jens Wollmann, Head of Corporate Solutions at Dachser. “Our specialists are on-site in numerous countries. They maintain close contact with local retailers and suppliers and can advise on a wide range of supplier and retailer options.” In addition, the DACHSER DIY Logistics Pipeline offers a comprehensive, industry-specific solution. The service modules form a seamless chain from suppliers to points of sale and consumers, channeling a continuous flow of goods to stores.

Profile

Char-Broil is America’s oldest grill brand. Since its founding in 1948, the company has introduced many innovations in cooking and grilling to the market—from the first cast-iron charcoal grill to today’s gas grill technologies. The company has been operating in Europe since 2011. charbroil.com



We have some very ambitious growth plans, which is why we've signed a long-term contract with Dachser.

Gerrit Gabert, Head of Logistics Europe at Char-Broil

"This industry expertise pays off in day-to-day logistics routines," adds Steven Croissant, Sales Manager at Dachser in Malsch. "For example, deliveries to home improvement stores normally have to follow strict guidelines." Time slots are just one of the things that are precisely managed. Given its wide range of customer relationships, Dachser can include several different products in each delivery to home improvement stores. Each year, the company delivers 8.4 million shipments to more than 18,000 DIY retail locations, not to mention the delivery locations for other retail formats such as specialist retailers. Delivering multiple products in one trip reduces the delivery traffic at each individual DIY store site, as well as the amount of time that store staff have to spend handling deliveries. Store managers are notified thanks to standardized electronic delivery lists that are transferred directly to their own IT system. At the same time, Dachser's industry solution, established over the past 20 years, offers corresponding concepts for in-store logistics. These include putting products on the shelves and in stands, as well as picking them up again at the end of the season. Dachser handles these services for Char-Broil, too.

The BBQ Brothers whet the appetite

"Our services also include drop shipments," says Florian Steinbrunn, Contract Logistics Manager at Dachser in Malsch. When a customer orders a grill from a DIY store's online shop, it's sent to the customer directly from the Dachser warehouse. The same applies to orders from Amazon. Char-Broil serves a young clientele that likes to shop online. The company's own website is an important advertising channel, as is Instagram. The "BBQ Brothers," popular YouTubers, act as brand ambassadors. They use the American company's products in their videos. "We also focus on training the staff in DIY stores," Gabert says. After all, these employees are often the first contact that customers have with the brand.

Dachser provides the appropriate displays, advertising materials, and catalogs for the perfect

staging at the building supply and garden centers. In Germany, for example, where the grill market is served by one major brand and many smaller ones, Char-Broil has a market share of around 4 percent. "But we have some very ambitious growth plans, which is why we've signed a long-term contract with Dachser," Gabert says. He appreciates the flexibility of his contacts in the company and makes the growth of both companies a priority.

A look at their shared history shows where this mutual trust originated. Char-Broil started selling its products in Europe just over ten years ago and opened its first store in Germany in 2016. Prior to that, it sold its products through Dancook in Denmark, which it later bought out. Dachser had already been working with Dancook in Denmark, which led to the initial contact and a lasting positive impression. Starting in 2019, the two companies began talks regarding more extensive collaboration in Europe, initially only in transport, but later also in warehousing. "Working together optimizes the logistics balance sheet of our customers by maintaining a high quality of service—thanks to our combination of a range of logistics services, our IT, and the people at Dachser," says Bernd Großmann, General Manager of Dachser in Malsch. With around 15,000 shipments per year, Char-Broil is one of the biggest customers at the location.

Quality meat and more vegetables

When asked about the next big thing in grills, Gabert names the electric grill: "This is already a hot topic in the US, and it will make its way to Europe soon, too." As for what goes on the grill, the trend is toward high-quality products. "People are increasingly moving away from cheap sausages from discount supermarkets," Gabert says. In addition to high-quality meat, people are serving up more and more grilled vegetables and other alternatives. Gabert, too, describes himself as a flexitarian who eats very little meat: "I prefer to put things like broccoli, zucchini, and vegetarian pizza on the grill—exquisite." **D. Kunde**

The unofficial world champions of grilling are Argentinians. There, whole animals are traditionally roasted on iron crosses over an open fire for the asado feast. With that kind of enthusiasm for grilling, it's no wonder the Argentine city of General Pico made the Guinness book of world records for the world's largest grill party. There, 90 grillmasters fed some 20,000 guests with huge quantities of traditionally prepared beef.

Opportunities in logistics

Sea freight expert
Carolyn Choy

DACHSER
intelligent logistics

Winning endurance

In logistics, the pandemic is making dispatch processes more complex, especially for sea freight. As Ocean Freight LCL Manager Asia Pacific, Carolin Choy sees these challenges as opportunities. Luckily, she has a hobby that helps her.

Carolin Choy is an avid runner. On a good day, it takes her just over an hour to complete her favorite eight-kilometer route in Hong Kong. "Running is good for the body and refreshes the mind, getting it ready for the working day," she says. Naturally, being such a dedicated runner has taught her a thing or two about endurance. This is precisely what helps this Dachser Ocean Freight LCL Manager through challenging times, such as those the sea freight business is currently experiencing.

The pandemic and the changes it has brought have turned the work Choy does upside down. Supply chains are constantly being interrupted, port closures have become commonplace, and higher transport costs are here to stay. In addition, face-to-face contact has largely given way to online meetings. "Times are tough right now. Our customers expect us to provide a high degree of flexibility and reliability so that they can successfully develop their business," Choy says. →

Profile: LCL services

LCL stands for “less than container load.” At Dachser Air & Sea Logistics, it also means effective logistics solutions for global groupage transport by sea freight. Customers benefit from regular, reliable departures, efficient handling, and full transparency. The number of options for global connections is constantly expanding and the service has developed into a proven and cost-effective alternative to air freight. The close interaction of Dachser Air & Sea Logistics and Dachser Road Logistics generates additional advantages, with customers benefitting from end-to-end logistics solutions comprising global transport, warehousing, and value-added services.



Sea freight connects Asia to the rest of the world

The good news is that she has a strong team behind her, and everyone benefits from her positive attitude: “I always say: be part of the solution, not the problem. And for every problem, there are multiple solutions. Thanks to our exceptional team spirit, we find the best solution practically every time.”

Choy’s scope of responsibility includes more than ten high-volume Asian countries, from China to the Indian subcontinent. “These countries differ massively in terms of culture, price structure, customer behavior, and transport infrastructure, so we always have to be flexible and innovative,” Choy says.

Shouldering responsibility

It was this challenge that motivated Choy to take the position of Ocean Freight LCL Manager at Dachser three years ago. She’s been working in the logistics industry since 1998, during which time she has gathered a wealth of experience in everything from sales to key account and operational management. Choy gained

many of her fascinating insights in Hong Kong, an international hub with connections to places all over the world. “When managing major customers, I was on the move a lot. Through my trips to Europe, Asia, and the US, I’ve become familiar not only with different market segments, but also different cultures,” she says. This is also where she learned how to be a leader. At Dachser, Choy was to reap the benefit of these and similar experiences.

She feels she has now really found her place at this family-owned company. “Dachser gave me the opportunity to continuously add to my knowledge and skills, and grow into the person I am today. I’m in the driver’s seat, so to speak, and am in a position to effect some real change.” A glance at the latest business figures motivates her even more: in 2021, the Asia Pacific region recorded an impressive 34 percent increase in LCL export volume. For Choy, a key part of her job is the regular, focused exchange of ideas with colleagues and customers about best practices in the logistics business. “It’s often a great deal of fun.”

LCL is an attractive segment of sea freight transport and one that's becoming more and more popular, especially among small and medium-sized customers. LCL stands for "less than container load" and LCL sea freight containers carry products being shipped by different customers. Dachser markets what it calls "consolidation boxes"—customers pay only for the space they actually occupy in the containers. Also dubbed "groupage of the seas," this service is proving popular among customers. One of Choy's responsibilities is to expand the LCL service. Dachser currently offers its consolidation boxes on more than 100 trade corridors, and that number is set to rise.

Sustainability plays a role here as well. "Climate protection is a major topic in logistics. Unused capacity serves only to produce unnecessary emissions; in addition, it is uneconomical because it impairs export volume," Choy says. "LCL helps us achieve our goal of maximizing container utilization, which in turn makes logistics more sustainable." This can prove challenging from

time to time, and has certainly been the case over the past two years. But Choy reports that her team always finds a way to keep things moving. "Our flexibility, and the fact that we can count on our robust, global network, means that our customers can successfully shape their business even when times are tough," Choy says.

She shoulders a lot of responsibility in a number of different areas, including profit management, volume development, and product enhancement. "Dachser has signed long-term contracts with those carriers that guarantee a high level of service quality and price stability. This benefits us and in turn also our customers," Choy explains.

What Choy really enjoys about working at Dachser is the sheer diversity of tasks and topics: "Overcoming challenges gives me a tremendous feeling of satisfaction. Especially in these difficult times, working in logistics is like being on a long-distance run. With the right attitude, passion, and hard work, you can achieve almost anything."

L. Becker



Always close to the customer

New solutions for for a new age

Edoardo Podestà, born in 1962, has been Chief Operations Officer (COO) of the Air & Sea Logistics business field since October 2019. He also leads the ASL Asia Pacific business unit, where he has been at the helm for the past eight years. We talked to him about global logistics in turbulent times.

Mr. Podestà, we're currently video conferencing with you in Hong Kong, where you live and work. Are you back to taking more business trips now?

Podestà: Business trips had indeed completely disappeared from our daily work routine for a long time due to the pandemic, and they're still a challenge. For instance, I first had to quarantine when I came here from Europe in the spring. I wasn't allowed to leave my hotel room in Hong Kong for a week and I had to get tested every day. Only once all my tests were registered as negative was I able to move about freely again. The pandemic simply isn't over yet, and Hong Kong and China have tight security measures in place and strictly enforce them. We're living in unusual times.

And the pandemic is only one of many challenges we currently face. There's also the war in Ukraine, disruptions and congestion on key trade routes, high fuel costs, and numerous other shortages.

The outbreak of the pandemic two and a half years ago caused an unprecedented shift. We live in a different world today. This is particularly noticeable in logistics: lockdowns in China, faltering supply chains, and capacity bottlenecks, not to mention heavy workloads for employees—and now the war in Ukraine, too, with major consequences for global trade. Many things really are happening all at once. But they also say there's an opportunity in every crisis. Holding its own in situations like these is the mark of a well-positioned company.

What do all these developments mean for logistics?

In the corporate world, logistics had generally tended to play second fiddle to products and production. Sure, it was important to keep an eye on transport costs—above all, they ought

be as low as possible. But this crisis is now making it clear to everyone that supply chains and logistics are more than mere accessories and a cost factor. They are highly relevant and of systemic importance. This is especially true in societies based on the division of labor, where many production steps and components need to be combined in a balanced and meticulously planned process—often even across borders and continents. So logistics is an important part of the business model and has moved us into the spotlight as a competent solutions provider.

There's nothing new about transporting products and ensuring their just-in-time delivery. What, specifically, has changed?

Capacity in air and sea freight was already at its limit even before the pandemic. The crisis greatly exacerbated this situation. Some ports were brought to a complete standstill or, as a result of COVID-19, were operating at reduced capacity. Many aircraft remained on the ground, and "belly freight"—cargo transported in passenger aircraft—was unavailable for a long time. In Europe and Asia, plants scaled back their production; economic centers in China—and especially Shanghai—went into lockdown, affecting more than three million people. This, in turn, put increasing pressure on high-quality logistics solutions. Anyone can book a container, but being able to offer reliable services even under these extraordinary circumstances—that's what makes the difference. Our employees performed extraordinarily under this stress. And our customers notice this, too, and now place greater value on service and quality.

How is the war in Ukraine impacting global supply chains?

The trade lanes between North Asia and Europe have been hit hard by the war and the sanctions. For air freight, the closure of the airspace over the warring countries means that flights take about two and a half hours longer. This means they need to carry more fuel, the cost of which has gone up and the weight of which reduces the possible cargo load. This, in turn, impacts costs and pricing. Rail transportation between Asia and Europe has come to a standstill, since most of the route passes through Russia. European customers, in particular, had recently begun to favor this option as an attractive alternative to sea freight. All this, combined with the lockdowns in China, means that for resilient, efficient supply chain management, the focus is on mature logistics networks like Dachser's.

“

In everything we do—especially in the middle of a crisis—our aim is to provide solutions for our customers.

”

Edoardo Podestà, COO Air & Sea Logistics at Dachser

How are these unusual times showing up in the business figures?

In 2021, our revenue in the air and sea freight business increased 78.3 percent, from EUR 1.2 billion to a current figure of over EUR 2.1 billion. All three Dachser regions played a part in this extraordinary growth: ASL Americas increased its revenue by 60 percent, APAC by 74 percent, and EMEA by 80 percent. The short supply and high demand in air and sea freight led to a particularly sharp rise in prices in this segment. We also saw a significant increase in shipments. But it's not just our numbers that have been growing, it's also our quality.

In what way?

There are many examples. First and foremost is that our customers can benefit from how closely air and sea freight interlock with overland transport. When the pandemic saw the lion's share of available freight capacity disappear in one fell swoop, we set up our own charter connections and tightly linked them to the European Road Logistics network, for instance to distribute masks and personal protective equipment throughout Europe as quickly as possible. In 2021, we operated a total of 230 charter flights and established our own transport network between Asia, Europe, and North America. Demand for our charter connections remains high. Nevertheless, we're aware that 2021 was an exceptional year. We'll have to see how development continues given the ongoing unpredictability of the economic situation. For the long term, we plan to rigorously expand our charter connections on selected routes as a backbone for future services between Asia and Europe and between Asia and the Americas.

Is a charter model like this also an option for Dachser in sea freight?

Chartering a ship is different than chartering an aircraft, if for no other reason than because of their respective sizes. An average container ship loads around 5,000 20-foot standard containers, and this space first has to be sold. In addition, we do a lot of business with less-than-container loads (LCL), which we then often transport end-to-end to their destinations using our European Road Logistics network.

What strategic approach is Dachser ASL pursuing here?

In everything we do—especially in the middle of a crisis—our aim is to provide solutions for our customers. This includes being in a position to feed goods

arriving from overseas into our overland transport network and being able to distribute them throughout Europe. The smooth dovetailing of our air, sea, and road solutions is an important component in our mission to optimize our customers' logistics balance sheets.

When you look back at the time since your appointment to the Dachser Executive Board, how does your personal scorecard stack up?

It has been an extremely interesting time for me. I enjoy meeting challenges with creativity and robust solutions. Particularly in demanding times like these, though, I would have liked to be able to be out on the road more, to meet face to face with employees throughout our network, and with our customers and my Executive Board colleagues. Unfortunately, the possibilities for doing that were very, very limited. Video conferencing often ended up being the only option. I very much hope that we can get back to more normalcy as soon as possible.

Down to earth
around the world:
Edoardo Podestà



Network expertise



Advancing food logistics in Europe from a Belgian base

A boost to Belgium

At the beginning of April, Dachser Food Logistics established its own country organization in Belgium. This opens up new and exciting opportunities for the Belgian food industry.

By establishing its own country organization in Belgium, Dachser Food Logistics can better serve the Belgian food industry from its base in Tournai, a municipality near the French border. "We see enormous potential in Belgium. With our short transit times, broad product portfolio, and focus on high quality, we can make new, attractive offers to the export-oriented Belgian food industry," explains Alfred Miller, Managing Director, Dachser Food Logistics.

Located some 90 kilometers southwest of Brussels, Tournai belongs to the cross-border metropolis of Lille-Kortrijk-Tournai and ensures coverage of western Belgium. The new location's main focus is on providing transport solutions to Germany and the rest of Central Europe as well as Italy. With daily freight

services to Germany, deliveries can reach recipients in under 24 hours. This direct connection to the European Food Network also facilitates efficient deliveries across Europe with fixed transit times. The network's 23 members provide coverage for a total of 34 European countries.

Dachser Food Logistics has chosen the TDL Group as its operational cooperation partner. Dachser already works closely with the group on distribution. The company is one of the leading providers of temperature-controlled logistics in the Benelux countries and has an extensive network with three cross-dock facilities in Belgium. Eastern Belgium continues to be served from Dachser's Alsdorf branch, situated close to the tri-border region of Germany, Belgium, and the Netherlands.

Demand for quality air freight services

Dachser Air & Sea Logistics is extending its charter program on the route between Shanghai and Frankfurt to cover the period from May 2022 to April 2024. Two days a week, a passenger aircraft modified into a freighter flies between Asia and Europe, transporting 33 metric tons at a time. Since the air freight network is closely linked to Dachser's European overland transport network, customers benefit from end-to-end transportation of their air freight shipments between Asia and Europe.

At the end of May, Dachser's two airport locations in India—Hyderabad and Mumbai—renewed their certification for the transport of life science and healthcare products. The certification is granted by IATA's Center of Excellence for Independent Validators in Pharmaceutical Logistics (CEIV Pharma). As an industry standard, CEIV Pharma certification covers the specific requirements of senders of pharmaceutical products with regard to safe, efficient air freight services that comply with all relevant regulations.



Air freight in high demand

Network expansion continues

Dachser has further expanded its warehouse capacity at its Hannover logistics center. In Langenhagen, the branch is establishing a new 9,500 m² warehouse complete with eleven loading bridges, two van gates, and two level-access gates.

Meanwhile in Dettelbach near Würzburg, the groundbreaking ceremony has taken place for a new logistics facility—with an area of just under 10,000 m² and offering some 15,000 pallet spaces—which Dachser will rent from mid-2023 onward. The focus here will be on providing contract logistics solutions to customers in the industrial goods and food sectors.

And in Hörsching near Linz, Dachser Austria has begun the expansion of its ultramodern warehouse. On an area of 5,640 m², 10,500 pallet spaces will be added to the existing 20,000. Operations are scheduled to commence in mid-November 2022.

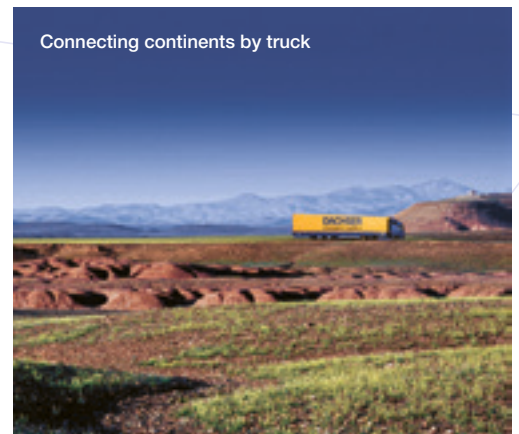
Full truckloads from China to Europe

To ensure that Chinese production facilities continue to have a direct truck connection to customers in Europe, Dachser Cargoplus is currently handling full load transports via an alternative southerly route. Transports exit China at the Alashankou border crossing into Kazakhstan. They then travel via ferry across the Caspian Sea to Azerbaijan, then Georgia, then through Turkey, and on to recipients in Europe. Total transit time is between 26 and 30 days. This service is aimed predominantly at the fashion, automotive, chemical, and DIY industries, as well as at manufacturers of electronic devices and components and medical products.

Dachser Food Logistics: Certified quality


Quality is key in the food industry. Dachser Food Logistics renews its DIN EN ISO 9001:2015 certification at regular intervals. DEKRA has now recertified that the business unit meets all the relevant criteria. The recertification applies to the storage, picking, finishing, and distribution of temperature-controlled and non-temperature-controlled food for large and small senders. The certificate attests that all 30 Dachser Food Logistics locations and warehouses in Germany have implemented and maintain a quality management system that is in accordance with DIN EN ISO 9001:2015. In addition to this standard, the business unit is also certified to the latest version of IFS Logistics criteria.

Connecting continents by truck



European logistics: Iberia on the upswing





Dachser has begun a new chapter in its history on the Iberian Peninsula: opening a new location in Lisbon, beginning construction on a new branch in Alicante, completing the rollout of the standardized European Logistics product family for customers in Spain and Portugal, and starting emission-free deliveries to central Porto and Madrid.

May 9, 2017: at the transport logistic trade fair in Munich, history is being made. At the Dachser booth, a small celebration is underway, attended by the members of the Executive Board and the Managing Director of the EL Iberia business unit. The announcement was big news within the industry: “Azkar is now part of Dachser—the company integrated its Iberian subsidiary Azkar Group into its European Road Logistics network in just four years.” Since then, the overland organizations have operated under the names Dachser European Logistics Spain and Dachser European Logistics Portugal. This was an important step toward fully integrating the Iberian Peninsula into one of Europe’s most comprehensive groupage logistics networks.

Moreover, Dachser is present in both Spain and Portugal with its Air & Sea Logistics organization, which connects Europe to markets in Asia Pacific and the Americas.

What began as a partnership with the transportation company Azkar in 2007, and led to the rebranding in 2017, is today a success story in the history of Dachser Iberia that unfolds through a series of impressive numbers. In 2021, the logistics provider employed more than 2,900 people across 66 locations in Portugal and Spain, and generated some EUR 758 million in revenue. This involved transporting more than 17.1 million shipments, which represents a total volume weighing approximately 3.2 million metric tons.

Dawn of a new era

Now a new chapter in company history has begun. In the course of expanding its network on the Iberian Peninsula, Dachser has completed the national rollout of its entargo product family in both Spain and Portugal. These standardized transport services comprise the four product lines targospeed, targoflex, targofix, and targo on-site, which combine clearly defined logistics services with a transparent cost structure and consistent performance standards.



With entargo, Dachser Iberia opens up access to the European network



Now that all of Dachser's Iberian branches have fully rolled out the standardized European Logistics product family, customers can enjoy significant network benefits.

Celestino Silva, Managing Director European Logistics Iberia at Dachser

"Following complete operational restructuring—including implementing new processes at transit terminals and for short- and long-distance transport, and optimizing in-house quality management by introducing a new monitoring system—all Iberian branches have now fully implemented the same Dachser process standards that apply all over Europe," says Celestino Silva, Managing Director European Logistics Iberia at Dachser. "This paved the way for launching entargo, our Europe-wide standardized transport products with fixed transit times and quality standards. Such a setup is possible only within a seamless network underpinned by uniform logistics processes and means significant network benefits for customers."

Investing in the future

This modernization was accompanied by investment in the existing infrastructure and the creation of increased capacity. At the end of May, Dachser opened a new logistics center near Lisbon,

part of a EUR 13 million investment in the region of the Portuguese capital. Following the groundbreaking ceremony at the beginning of this year, the EUR 14 million investment in Alicante in south-eastern Spain is currently taking shape. Occupying a total area of approximately 51,200 m² in the city's port, the new facility will provide some 11,300 m² of logistics space and is scheduled to open at the beginning of 2023. "We are equipping our new branch in Alicante with the latest and most innovative technologies for handling freight," Silva says. "Our aim here is to enhance the quality of our services, optimize transit times, and expand the ranges of possibilities for future growth."

New developments are also happening in Porto and Madrid, where the DACHSER Emission-Free Delivery concept is now being rolled out. Since the spring, all shipments destined for a defined delivery area in the two city centers have been delivered emission-free using an all-electric 7.5-ton FUSO eCanter truck. The plan is to roll out DACHSER Emission-Free Delivery in a total of eleven major European cities by the end of 2022.

Dachser Iberia is also now operating two duo-trailer combinations for its daily scheduled services between Madrid and Barcelona. With a total length of just over 30 meters and pulled by a single tractor unit, each of these can transport up to 134 pallets of goods at a time. "Thanks to this transport combination, we can optimize daily transport operations between these two Spanish economic centers, while also reducing the number of journeys needed and the vehicles it takes to complete them," Silva says. This has reduced the greenhouse gas emissions per transported kilogram. "By the end of this year, we want to be operating an additional four duo-trailer combinations as well as more than 100 mega trailers, which offer more load capacity compared to standard trailers," he says.

Silva sees these developments as important signals in these turbulent times: "Dachser is committed to doing its part for the environment, actively pursuing a strategy for increasing efficiency as regards energy consumption and production and logistics processes, but one that also addresses innovation and inclusive responsibility."

M. Gelink

The entargo product family

■ **targospeed:** Goods are transported throughout Iberia and Europe with transit times that are set according to distance. This optimized lead time applies to all countries within the Dachser European Logistics network. With targospeed 12, customers can accelerate deliveries even more and receive their goods by noon.

■ **targoflex:** For shipments that are not urgent or time-sensitive, this product provides integrated transport services at competitive rates and standard transit times—with all the benefits of the entargo product family.

■ **targofix:** The product that offers scheduled delivery dates.

■ **targo on-site:** Dachser's integrated service concept for B2C shipments, offering morning and afternoon curbside deliveries at a prearranged time. With targo on-site plus, deliveries are made to the place of use.



Aid for Ukraine

Children and their families, whether still in Ukraine or fleeing the war to other countries, are in desperate need of help. By providing transports free of charge, Dachser Road Logistics is helping aid organizations across Europe to distribute urgently needed goods and food. Dachser's Berlin branch, for instance, is providing children's aid organization terre des hommes with free transports of medication. What's more, Dachser and terre des hommes are in the process of launching a long-term project aimed at helping children and young people overcome the psychological fallout of the war.

Fully integrated.

How you benefit from DACHSER IT solutions:

- User-friendly and customer-oriented applications
- A high level of integration through connectivity with customer systems
- Secure data exchange in real time
- Maximum transparency across all logistics functions
- Efficient processes thanks to systems that are stable and reliable