

# DACHSER magazine

The world of intelligent logistics ■

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People & data

Programming the **future**



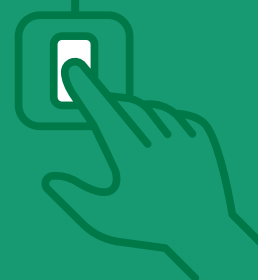
# Powered up

Electricity is everywhere. Now that we understand how to harness it efficiently, (almost) nothing seems impossible.

**100,000** is the amperage a flash of lightning can reach. In the lightning channel, the temperature then rockets to up to 30,000 degrees Celsius within ten to a hundred millionths of a second. But this power yield is hardly usable in practice. For one thing, the whole spectacle is over in the blink of an eye. And for another, lightning releases most of its energy into the environment even as it is generated—it simply fizzles out.



**0.0018 kph** is the maximum speed at which electrons move within an electric current at the usual power supply voltage of 230 volts. Nevertheless, the light comes on at the flick of a switch. This is because the associated electromagnetic wave propagates at an incredible 720 million kilometers per hour. The wave nudges all the electrons along the entire cable, and the lights come on.



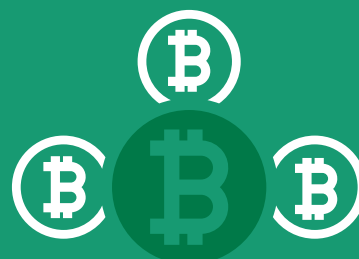
**105.882 kph** was the speed racing driver Camille Jenatzy reached in his electric car “La Jamais Contente” (The Never Contented) in the French town of Achères near Paris on April 29, 1899. This was the first time a road vehicle had broken the 100-kilometer-per-hour barrier. The record-breaking car, which Jenatzy had designed himself, was powered by two 25 kW electric motors that drew their current from a lead-acid battery.



**50 hours** is how long one kilowatt hour of electricity will let you actively work on your laptop. With the same amount of electricity, you can prepare a hot dinner for four people. But it's computers, television sets, and game consoles that account for the largest share of total household consumption: 28 percent.

# 108 terawatt hours

of electricity (1 terawatt hour = 1 billion kilowatt hours) is how much power is used each year—at a minimum—to support Bitcoin transactions. In other words, the internet currency consumes about twice as much electricity per year as the whole of Switzerland. Overall, the internet is the fifth largest consumer of electricity in the world, consuming 900–1,000 terawatt hours per year and causing about as many CO<sub>2</sub> emissions as global air traffic.



# Message from the CEO



Dear readers,

We are headed in the right direction. The many conversations and encounters I've had recently, especially those related to the transport logistic trade fair in Munich in May, are proof of that. Yet how can this be, when the economy in Europe is sputtering and the market environment in air and sea freight is becoming much more difficult? The answer is simple: because Dachser continues to consistently pursue its overarching goal—with an unwavering mission and clear strategies that address the most important issues in logistics. In this way, we can shape the future of logistics under our own steam and always optimize our customers' logistics balance sheets.

The intelligent interaction of physical and digital processes and the people at Dachser is hugely important here. That's what this issue's cover story is all about. For this piece, the editorial team conducted a double interview with Dachser Chief Development Officer Stefan Hohm and myself.

Another key point is to continuously expand and develop the Dachser network in the Asia Pacific region. "Growing with the opportunities" reads the headline of the story on the Asia Pacific region, which I'd like to recommend to you. It starts on page 32.

I hope you enjoy your DACHSER magazine and make some interesting discoveries within its pages.

Kind regards,

A handwritten signature in blue ink, reading "B. Eling". The signature is fluid and stylized, with a long horizontal stroke at the end.

Burkhard Eling, Dachser CEO





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# Crossdocking

## Links to the digital world of Dachser

### Growth leap

Record year: Dachser generated an additional EUR 1 billion in revenue in 2022 and is planning to invest over EUR 300 million. This puts revenue growth in the double-digit percentage range for the second year in a row.  
[https://bit.ly/DAmag\\_02\\_23\\_Financial\\_figures](https://bit.ly/DAmag_02_23_Financial_figures)



### Aid for Ukraine

Dachser is transporting aid supplies for Ukraine from Turkey to Slovakia on behalf of the International Organization for Migration (IOM). In 2023, Dachser completed another massive expansion of its warehouse in Slovakia.  
[https://bit.ly/DAmag\\_IOM](https://bit.ly/DAmag_IOM)



### Follow the CEO on LinkedIn

Dachser CEO Burkhard Eling posts on LinkedIn about the logistics of tomorrow. His focus topics include digitalization and global connectivity, sustainability, and attractive career opportunities.  
[https://bit.ly/DAmag\\_02\\_23\\_LinkedIn](https://bit.ly/DAmag_02_23_LinkedIn)



### Secure pharma transports

Dachser has undergone good distribution practice (GDP) audits in Frankfurt, Madrid, Barcelona, and Mumbai, as well as at the Head Office in Kempten. The focus was on safe and secure transport chains in the pharmaceutical sector.  
[https://bit.ly/DAmag\\_02\\_23\\_GDP\\_Certification](https://bit.ly/DAmag_02_23_GDP_Certification)



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# Programming the future

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By enabling transparent processes, real-time shipment tracking, short response times, and precision control of supply chains across countries and continents, digitalization is taking logistics services at Dachser to a new level. What does that mean for the Dachser network? And what quantifiable benefits does IT offer customers? These are the questions we put to Dachser CEO Burkhard Eling and CDO Stefan Hohm.

The worlds of work and of everyday life are becoming more and more digitalized. What is the situation at Dachser?

**Stefan Hohm:** In the digital transformation, we basically focus on three core areas. First, the consistent but always practical digitalization of business processes and the development or provision of tools and solutions that deliver tangible added value to customers, employees, and partners. Second, the continuous modernization of our own core systems for transport and warehousing. Here, the IT department takes on the role of an orchestrator, as this task increasingly includes the secure integration of third-party systems. Third, it's important to get employees on board for this journey and create a "digital mindset," by which I mean a positive digitalization culture within the company. We're working very hard on all three core elements of the IT transformation and are already seeing some successes.

**Burkhard Eling:** These three areas of digital transformation make it clear that in a multilayered company like Dachser, we need to think far beyond technology issues. It's not enough just to change processes and systems; we also have to look at the way we think, how we work together, and how we can effectively harness the opportunities and potential of digitalization in our daily work to benefit our company and our customers. →

“

Digitalization has a fundamental role to play if we are to reliably fulfill our mission in the future.

”

Burkhard Eling, Dachser CEO

But digitalization isn't exactly uncharted territory at Dachser. What foundations is the company building on here?

**B. Eling:** Dachser was already setting great store by systems and transparent data exchange at a time when other players were still purely analog. As a result, over the years we've been able to devote internal resources to developing software and systems that are precisely tailored to the needs of our customers and the Dachser network.

**S. Hohm:** This has brought us excellence in processes, in operational implementation, and in the information world above it, aka eLogistics, at a very early stage. We can now build on this very well. And there's a lot in the pipeline. For example, we're working on enabling completely end-to-end data flows, especially for intercontinental cross-modal transports. There are also still too many paper documents in circulation and the level of automation in logistics facilities and processes is often rather low. That's why there's still a lot of repetitive, manual work.

**B. Eling:** At the same time, the requirements for transparency and adaptability as well as for the efficient and sustainable use of scarce resources are increasing. We therefore need to think and act even more digitally in all areas.

## New paths with the DACHSER Platform

Delivering digital added value and combining it with a progressive, digital mindset—this is both the aspiration and the approach of the DACHSER Platform project. The DACHSER Platform combines the services of the Road Logistics and Air & Sea Logistics business fields within a user-friendly and modern customer interface. Supplemented by innovations such as end-to-end tracking across all freight routes, the result is a tailored digital one-stop solution. Dachser is thus taking a major step toward fully transparent flows of goods and data, especially with regard to intercontinental transports. As part of the agile, iterative approach, pilot customers have been involved since April in active testing of the first version. Dachser plans to roll out the platform across its network in 2024.

To what extent have the recent crises had an impact on Dachser's digitalization strategy?

**B. Eling:** They have certainly served to again raise awareness of the importance and necessity of digitalization. The better the information about the current situation and about unusual occurrences in the network, the faster and more targeted our response. Identifying weak points early on and finding solutions—that's what customers expect from Dachser in challenging times.

**S. Hohm:** For many of our customers, the question uppermost in their minds is: How can I build more resilience into my supply chain? In addition to building up transparent inventories in our warehouses, digital technologies play an important role: when supply chain disruptions occur, greater transparency plus fast and accurate information shorten response times. Customers from the home and garden, cosmetics, and fashion sectors are currently hard at work on omnichannel sales concepts that place high demands on a logistics partner's IT capabilities. We're also seeing great interest in zero-emission delivery to stores in downtown locations as part of our DACHSER Emission-Free Delivery concept.

**B. Eling:** We've launched research projects on certain topics, such as AI or digital twins, in our DACHSER Enterprise Lab with Fraunhofer IML. We've also set up a dedicated Competence Center Data Science & Machine Learning within the company, and it has already put a number of algorithms into practice—most recently for the machine classification of B2C delivery addresses.

The more interfaces there are to the digital world, the more urgent the question of cybersecurity becomes. What is the situation at Dachser?

**B. Eling:** The number of cyberattacks has increased rapidly in recent years, so the security of our software and of our digital infrastructure takes top priority. With the ISO 27001 certification and our IT setup, the consultants from Gartner have confirmed that we have a certain maturity here compared to the competition. But we must never allow ourselves to become complacent and have to weigh all the risks carefully.

**S. Hohm:** We're going to transform central software and hardware structures in IT—paying particular attention to security—so as to increase availability while also ensuring greater flexibility and safeguarding the improved scalability of our applications.



“ For many of our customers, the question uppermost in their minds is: How can I build more resilience into my supply chain? ”

Stefan Hohm, Dachser CDO

#### Where is Dachser's digital journey headed?

**B. Eling:** Digitalization has a fundamental role to play if we are to reliably fulfill our mission in the future. In line with customer requirements for usability and transparency, we're further developing our eLogistics applications for order placement and shipment tracking into an integrated, digital customer platform. Initial feedback from test customers shows that we're on the right track, even though we're still just getting started.

**S. Hohm:** Another pioneering move was our acquisition last year of kasasi, a logistics software provider that was founded in 2009. It develops innovative software products that optimize and bring transparency to transport processes for road, rail, and sea. This means we can offer our employees in the scheduling department as well as our customers further digital added value for transport planning, shipment tracking, and shipment control. For example, we can take telematics data from

our more than 8,500 swap bodies and 5,000 trailers, combine it with shipment and planning data from our core transport management system, Domino, then analyze and clearly structure it.

**B. Eling:** Our target picture for 2030 sets the course: we want our customers and partners to see us as the most digitalized logistics provider, one they can look to as an innovation leader in all areas, while at the same time living up to our high standards as a quality leader. As a global logistics provider, we are able to map door-to-door shipments across different modes of transport in a single system and have complete transparency about the situation in our network at all times.

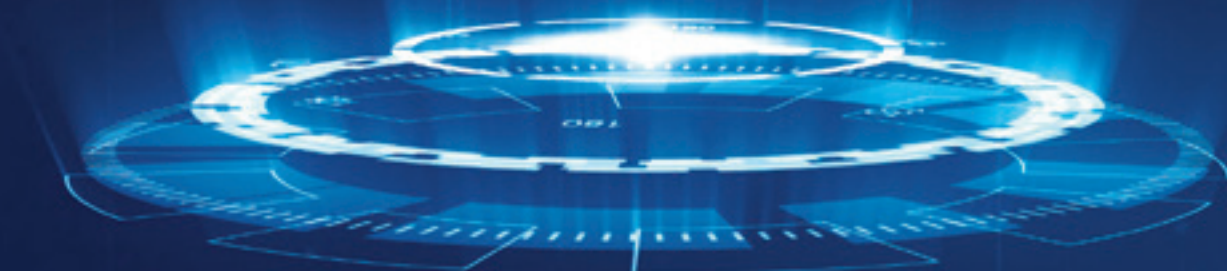
**S. Hohm:** If our customers say, "I prefer to work with Dachser because it's the most professional, the most unflappable, the most convenient option," then we've done a lot of things right. And that's precisely our goal.



Digitalization is an opportunity, say  
Stefan Hohm (left) and Burkhard Eling

# On the safe side

The scale of progress that logistics is making in digitalization is matched by that of the challenges in IT security. Dachser's IT security team works to ensure that the company's data and systems are protected around the clock.





At Dachser, data is in safe hands

IT security is one of Dachser's top priorities. The company's IT security team provides protection across all corporate levels. Christian von Rützen, Department Head IT Security at Dachser, reports directly to CDO Stefan Hohm. "In a digitalized world, greatly complex and highly optimized value chains can function only if the corresponding data also flows in parallel with the flow of goods. This data must be available, accurate, and sometimes confidential as well. It must also meet all legal requirements worldwide. Availability, integrity, confidentiality, and compliance: at Dachser, we rigorously align IT security to these four dimensions," Hohm says in outlining the challenge.

### Certified IT security

For many years now, Dachser has been certified to ISO 27001. This internationally recognized standard for information security describes how a company can safeguard its data and covers all aspects of information security: the technical

disciplines of virus protection, anti-spam filters, and security of internet applications; fail-safe security and contingency planning; and organizational aspects such as confidentiality regulations concerning external IT service providers and consultants, or guidelines governing acceptable IT use. In addition, to achieve recertification, Dachser must demonstrate that it has made progress in IT security during annual surveillance audits.

### Everyone must play their part

At Dachser, IT security is first and foremost a team effort. Security is always the result of the interaction of technology and the correct operation of that technology, Hohm warns: "It's not enough to have a lock on your front door—you also need to lock it and not keep a spare key under the doormat." This means that every day, all employees should exercise a healthy amount of caution and awareness when dealing with e-mail and the web, report any incidents, and always follow security policies.

"Logistics companies are increasingly becoming targets of cyberattacks. Companies are strengthening their security measures, and quite rightly," says Dr. Bernhard Rohleder, CEO of Bitkom, Germany's digital association for the IT and telecommunications sector. "People are the weakest link. Companies must therefore regularly refresh their employees' awareness for security risks and provide them with the tools they need to protect themselves and their organization."



## People & markets

# Setting the focus

Beep. Pling. Brrr... A messenger notification here, an e-mail there, the smartphone and the smartwatch vibrating in unison: the struggle for attention in the digital age is a real challenge to our concentration. Everything is vying to be a top priority. Psychologists refer to this as the Zeigarnik effect, named after Bljuma Wulfowna Zeigarnik. In the 1920s, the Russian psychologist observed in a café that the waiter had no problem remembering large orders from various guests—until he had worked through them all and brought them to the respective table. When asked later, he couldn't even recall whether he had served a guest coffee or a piece of cake. From a psychological point of view, the Zeigarnik effect suggests that, in the context of day-to-day work, it's best to complete a task rather than leave it half-done, as we are more likely to dwell on unfinished tasks than finished ones. That way, we can fully direct our concentration and cognitive abilities to other, new things, knowing we can safely forget the rest.



# Lightness inspires

Ideas need lightness and space to gain weight. This has been demonstrated by neuroscientists at the University of Würzburg in a creativity test. Students were asked to come up with new uses for items such as “chair,” “table,” “newspaper,” “towel,” and “lipstick” within three to four minutes. During that time, they could walk around the room freely, follow a marking on the floor, sit comfortably on a chair, or focus on a point on a screen. Subjects averaged more than ten ideas in seven to eight categories when walking around or sitting freely. Restricted walking and sitting still yielded more than nine ideas, but in only three to four categories. Without movement, being creative also becomes much more difficult. The subjects came up with only five to six ideas in two to three categories. The researchers concluded that less freedom means fewer ideas—and fewer different ideas in particular. “It’s not movement per se that helps us think more flexibly, but rather the freedom of not having to suppress movement or force it into certain paths.”

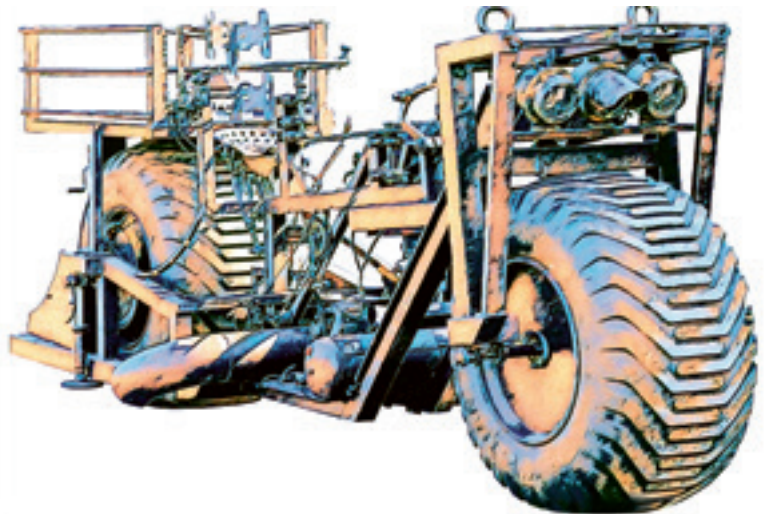


## Attractive moon

Someone standing on the moon has it easy. They can jump six times as high as they can on Earth—with the same effort. This is due to gravity. On Earth, each kilogram of mass is pulled downward with a force of about 9.81 newtons. On the moon, it's only about 1.62 newtons. Nevertheless, the moon's gravitational pull on Earth is known to have significant effects, such as influencing the ebb and flow of the tides. Does this mean that the full moon is also responsible for sleepless nights? "Studies have shown that the moon has no explicit gravitational effect on humans," says Professor Jürgen Zülly of the University of Regensburg in an interview with German news magazine *Der Spiegel*. He reports that sleep researchers in Austria compared 5,000 nights over six years. "They found out that people were just as likely to sleep poorly in all the other phases of the moon." But if you realize after a bad night that there was a full moon, it's simply easier to remember than after a moonless night.

## Weighty performance

"Little Johanna," as this cargo bike is affectionately called, is 5.20 meters long, almost 2 meters tall, and weighs over 2 metric tons. She was built by Sebastian Beutler from Saxony-Anhalt, who loves to create new things from scrap metal. She has 35 forward and seven reverse gears and is currently the heaviest bicycle in the world. To propel this colossus forward with pedal power, Beutler combined a truck transmission with a bicycle gearshift. Little Johanna also has an engine: "But it only runs the alternator and charges my cell phone," Beutler says. He plans to ride his heavyweight vehicle to the Baltic Sea in the summer. "The fastest she can go is 18 kph, but in continuous operation at a speed of 8–9 kph, I should be able to complete the 389-kilometer journey in a month."



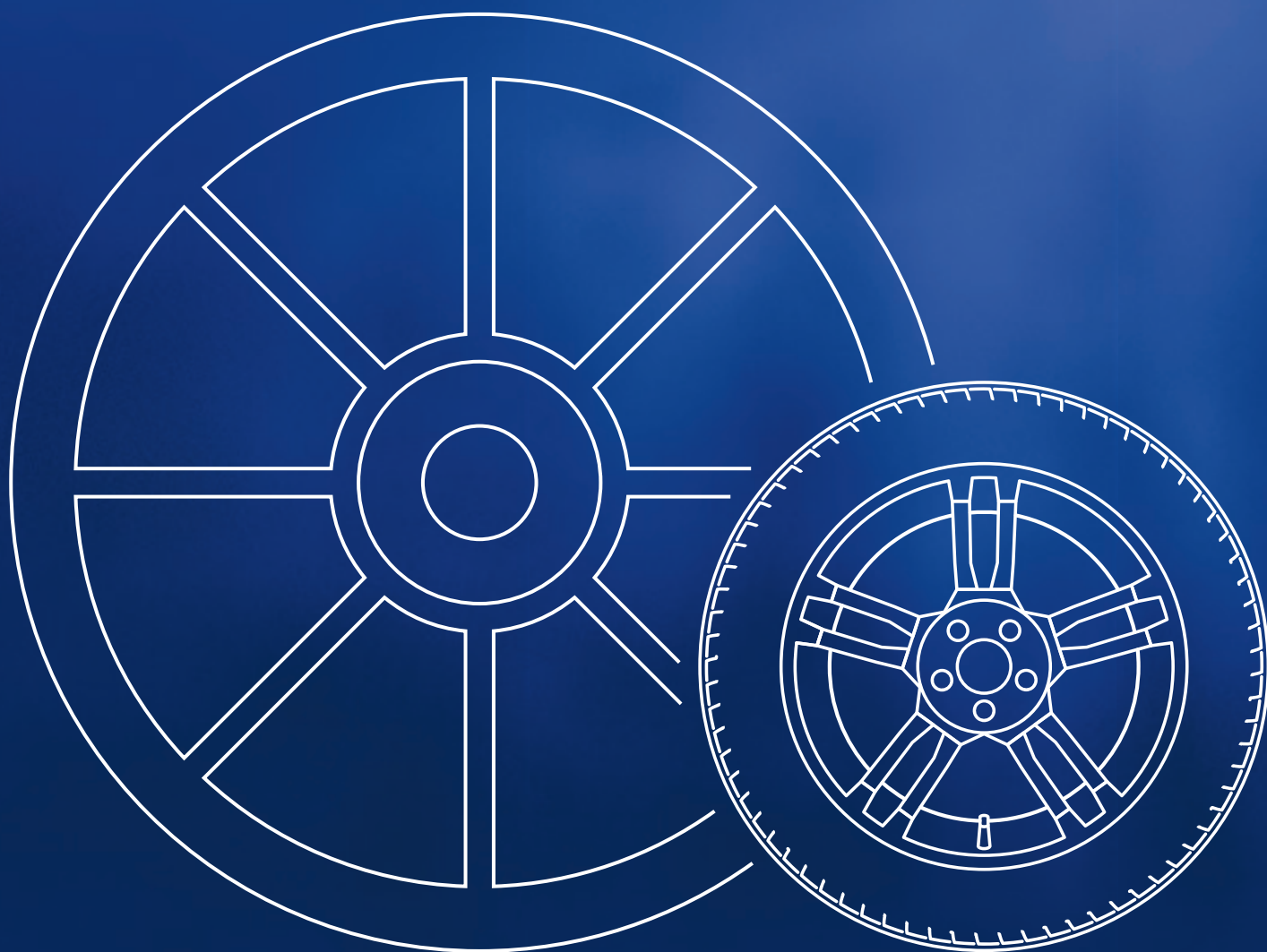
## Keeping your feet on the ground keeps you young

"Stay grounded, man!" seems an apt response to Einstein's theory of gravity. The physicist found out that mass, or matter, affects the course of time. With stronger gravity, time elapses more slowly, which means that we age less quickly if we keep our feet on the ground. Nowadays, the latest timing technology lets us measure this effect even between two stairs. In an experiment, an atomic clock placed just 33 centimeters higher than another one ran faster. Does this mean we should all move to the ground floor? That hardly makes sense. Over a life span of about 80 years, this difference in altitude would amount to an age difference of no more than 90 billionths of a second.



## Panorama

# The joy of moving forward





Over the past 150 years, people have come up with all kinds of faster and more convenient ways of getting themselves and goods from A to B. But not every propulsion technology ever hailed as the wave of the future actually stuck around all that long.

Around 100 years ago in Paris, Marcel Leyat had a plan to swiftly conquer the fledgling automobile market. At his plant near the Eiffel Tower, the former aircraft designer was adding a propellor to the front of each of his road vehicles. The idea was to combine fast propulsion with a comparatively lightweight and inexpensive design. Although Leyat did obtain road approval for his invention, fewer than 30 units were ever produced. In addition to finding the controls too unwieldy and the road noise too intrusive, potential buyers were put off by the very real danger that the rotor blades might accidentally chop up any pedestrians who strayed in front of them (later models were at least equipped with a protective wire grill).

A look through automotive history reveals that Leyat's propellor car is in good company. Rocket engines, wood gas, solar cells, and even nuclear reactors: engineers have tried everything to give cars that extra push. Competition to corner the propulsion market began at the end of the 19th century, when inventors were attempting to adapt the major innovations of the day for the world of mobility. At the first auto race in 1894, organizers counted no fewer than 20 different propulsion systems among the entrants—including some with combustion engines and some with electric motors.

## Horsepower

This Sturm und Drang phase was preceded by a long period of stagnation in propulsion technology. People began early on to look for ways of getting around that didn't require their own physical strength. A major role was played by horses, which were domesticated in Europe and Asia some 5,000 years ago. Appearing around the same time was the sail, which helped the ancient Egyptians and many others since to reduce the amount of rowing required. Over the millennia, vehicles for traveling over land and sea were continuously improved. But it would be a long time before our ancestors came up with a wholly new means of propulsion. Given the lack of alternatives, even the first streetcars were pulled by horses.

It wasn't until the advent of industrialization that humankind ended its dependence on the strength of animals and nature. At the beginning of the 19th century, steam engines were taking over—and not just in the factory. Clever inventors tried incorporating these steaming boilers into all kinds of vehicles: steam-powered cars outstripped horse-drawn buggies, steamships took first to the rivers and then started crossing oceans, and steam trains made long-distance travel affordable for the first time. Later, these became the backbone of more and more efficient logistics networks. However, steam engines were not

particularly practical. Forget about taking your steam-powered car out for a spontaneous spin—you first had to wait for the boiler to reach the right temperature. And on the infamous Titanic, three shifts of 150 stokers had to shovel coal around the clock to keep the liner moving.

## Early success of e-mobility

Combustion engines promised greater convenience, but their success was by no means assured at first. The enthusiasm for electricity triggered by Edison's incandescent lightbulb also spread to the world of mobility. In 1879, Werner von Siemens presented the first electric locomotive, and two years later, prolific French inventor Gustave Trouvé unveiled a vehicle powered by a battery and an electric motor. Around the year 1900, one in three cars on the streets of major US cities was battery-electric. The technology was based on rechargeable lead-acid batteries, which were usually installed under the seats. Up to 24 batteries provided a range of 20 to 40 kilometers. Since only cities offered sufficient charging opportunities, these electric cars were best suited to urban mobility. "The silent motor is as clean and smooth as one could possibly wish," wrote motoring journalist Louis Baudry de Saunier at the time. By way of contrast, cars with combustion engines were considered noisy and smelly.

The change came through the prospering oil industry, which turned gasoline from an exotic fuel sold by drugstores into a cheap, mass-produced commodity. As the 20th century dawned, the network of refueling stations for gas and diesel cars grew faster than the charging infrastructure. Moreover, the invention of the electric starter motor in 1911 eliminated the tiresome task of cranking combustion engines into life. Whether travel was by road, sea, or air, the mobility boom of the 20th century was soon to be powered exclusively by petroleum-based fuels. People were by no means oblivious to the problems the high emissions could cause, but the main objective was moving forward—faster, higher, further.

## Changing course

Climate change is now forcing people to rethink their priorities. With protecting the environment the order of the day, the focus has shifted toward electric drives, fuel cells, and biogas engines. But propulsion technology is not the only factor in achieving a mobility transformation. Attention must also be paid to how we use and make the most of carrier capacity and where they get their energy from. Electric cars don't do much for the environment if the power they run on comes from burning coal. In contrast, jet aircraft powered by sustainable aviation fuel (SAF) can reduce their carbon footprint.

The consensus is clear: the transport sector is once again facing major upheaval. And just like a hundred years ago, researchers and ambitious entrepreneurs are driving new technologies forward. Not every idea being hailed today as future-defining will prevail. But in the fight against climate change and for sustainable mobility, the biggest source of hope is our ingenuity.

**S. Ermisch**



Groceries for Europe

# United in freshness

Ten years of the European Food Network: Since 2013, the European partner network for temperature-controlled groupage transports has successfully evolved and positioned itself in the market. It now comprises 23 network members operating regular scheduled services between 34 European countries.

For many people, eating is about more than just satisfying their hunger. It's about enjoyment and health, culture, diversity, and sustainability. They like to prepare regional as well as international recipes, and they take it for granted that retailers provide fresh products from their home region, Europe, and the world.

Producers and retailers are keen to cater to consumers' more discerning nutritional trends. This explains why they no longer think along national lines as they used to for decades, especially in the food industry. Rather, they expect internationally reliable logistics services, comprehensive country coverage, and uniform standards in the physical supply chain and in information logistics. The overarching goal of all this is to ensure that food shipments within Europe can be transported quickly, regularly, and at a high quality, and that they reach their end customers with maximum freshness.

This is precisely what drives the European Food Network, which is celebrating its tenth anniversary this year. In 2013, twelve established food logistics providers from all over Europe, Dachser among them, joined forces to form the European Food Network. Their objective was to combine the regional know-how and strengths of successful family-owned companies and integrate them into a Europe-wide logistics network.



Europe needs high-quality and cost-effective food logistics services. This is where the European Food Network can and will continue to serve as a strong and reliable anchor.

Alfred Miller, Managing Director Dachser Food Logistics

## A living network

This network enables dumping manufacturers in Germany to supply their customers in France just as reliably as they do their local distributors and retailers. In the same way, producers of Spanish specialties manage to provide their partners in Austria with the same high-quality products as traders in Poland. The European Food Network also delivers major efficiency gains. Under Dachser's system leadership, the network uses the vivengo product line for temperature-controlled groupage transports. With fixed transit times, the logistics providers pick up export shipments from their customers, pass them on to other members, and at the same time distribute their export shipments in their own region to retail companies, restaurants, wholesalers, and the processing industry. The product range is large and diverse. It includes meat and sausage products, dairy products, wine and spirits, baked goods and confectionery, convenience products and specialty foods, and foodstuffs.

Over the course of ten years, the European Food Network has been continuously expanded and enhanced. Today, it has 23 network members connecting the markets of 34 countries. One milestone was when the European food hub at Dachser Erlensee near Frankfurt am Main went into operation in 2016. With its central location in the Rhine-Main region and terminal handling operations running Monday through Saturday, Dachser Erlensee is an important hub for trans-European food shipments. It has allowed transit times to be optimized, meaning goods are on the road for an average of one day less—a significant time saving for fresh products. What's more, Dachser Food Logistics also collects goods from customers on Saturdays as part of its weekend service. The goods are then delivered on the following workday: another way of optimizing transit times.

In addition to the physical network, the logistics operatives' technical skills, and the specially trained drivers, the network's great strength comes from the uniform standards and the networked IT systems. On this basis, a receiving member can seamlessly take over export ship-

ments as an order, regardless of whether those goods are destined for Lisbon, Katowice, or Edinburgh. The high quality standards in the European Food Network constitute a strong unifying element. The temperature-controlled food transports—from ultra-fresh to ambient—are subject to comprehensive quality management by qualified personnel, end-to-end IT-controlled processes, and over 200 warehouse locations certified to store food within Europe.

## On the road in 34 countries

Thanks to the network's high density, with its 2.31 million m<sup>2</sup> of space dedicated to storing food and its around 12,000 refrigerated vehicles, each of the 23 network members can offer its own customers regular scheduled services with fixed transit times between 34 European countries. Every year, it delivers more than half a million food shipments extremely cost-efficiently to retail companies, restaurants, wholesalers, and processing companies in the food industry.

"Together we are stronger!" This networking principle applies all the more in extraordinary and challenging times. Take Brexit, for example, when Europe's trade relations with the UK became subject to new regulations. Not to mention the pandemic, when disrupted supply chains, lockdowns, and temporary border closures also put pressure on pan-European food logistics. The European Food Network proved its worth under these difficult conditions and was able to continue delivering at the expected quality.

Alfred Miller, Managing Director Dachser Food Logistics and co-founder of the European Food Network, believes that in its anniversary year, the network is also very well positioned for consolidation in food logistics in Europe: "We're convinced that food exports will continue to offer very large growth opportunities and that the market—that's European food producers, distributors, and retailers—calls for high-quality and cost-effective services. This is where the European Food Network can and will continue to serve as a strong and reliable anchor."

K. Fink

More than 160 million metric tons of food products reach retail consumers in Europe every year. Making such quantities reliably and readily available to increasingly demanding end customers through retailers' Europe-wide distribution channels requires highly efficient and intelligent food logistics. The European Food Network creates the conditions for this.

More online at [europeanfoodnetwork.com](http://europeanfoodnetwork.com)









# Dedicated to fashion

The fashion world is fast-paced, seasonal, global—and increasingly sustainable. When garments arrive at fashion stores, they have to be pristine, wrinkle-free, and on time. A challenge the DACHSER Fashion Logistics industry solution is happy to take on.

London, Milan, New York, Paris—in the world's fashion capitals, shows of the major fashion and luxury brands regularly attract fans and the trade press. Following these events, the exciting creations and trends are spreading to the global markets faster and faster. To be successful in this business, companies need a suitable logistics strategy so that the right goods reach their customers in top quality and on time.

This is where Dachser comes in, with all its experience and an innovative range of industry-specific solutions. DACHSER Fashion Logistics focuses exclusively on the product categories of clothing, shoes, and accessories for customers in the luxury, high fashion, and mainstream segments.

“The fashion industry puts high demands on the delivery of its products and the supplementary industry-specific services. Key topics here are the wrinkle-free shipping of hanging items and the →

A sophisticated logistics solution for a sophisticated sector





Prêt-à-porter: Wrinkle-free  
onto the rack

fastest possible collection of returns and faulty goods. In addition, the industry requires the rapid exchange of products between individual stores through shop-to-shop services,” explains Uwe Riechel, Department Head DACHSER Fashion Logistics. “With our industry solution, we have equipped ourselves to handle the fashion world’s diverse requirements.”

Riechel says this capability is based on standardized processes and procedures in all branches of the Dachser network. Added to this is the close integration of European overland transport and overseas transport as part of Dachser Interlocking. “As a result, we are able to offer tailor-made, transparent, and integrated logistics solutions from a single source to our fashion industry customers, which are often global players. And we do it with trained personnel who specialize in the needs of the industry.”

## A fashionable logistics “zipper”

This holistic approach is reflected in the concept of the DACHSER Fashion Logistics Zipper. The Zipper combines the full range of logistics services: procurement, value-added services, warehousing, distribution in the B2B sector and to the point of sale, and returns management. “We consider the entire spectrum of logistics tasks and offer a solution portfolio that integrates them. In this way, Dachser offers real added value for the industry,” Riechel says.

Special attention is paid to the professional handling of high-quality and delicate clothing. After all, products need to reach the store in top condition. The fashion logistics experts at Dachser rely on two innovative solutions here: the Roll&GOH and the ProFashionable Box.

## The moving closet

The “GOH” in Roll&GOH stands for “garment on hanger.” In this rolling container, hanging goods can be transported throughout Europe and brought directly from the truck to the store. To make optimum use of the space in the Roll&GOH, flat goods can be stowed in boxes on its floor. A special cover keeps the products safely packed and protects them from rain and dust. Once in the store, workers can put the clothing away immediately and in perfect condition without time-consuming additional work. “With Dachser’s Roll&GOH solution, we’re finally able to offer our exacting customers the option of receiving their wares, including hanging garments, overnight and in top quality. We can’t give up this competitive advantage,” says Martina Buckenmaier, CEO of the family-run fashion label RIANI.

As a wide-ranging distribution solution for hanging garments, DACHSER Fashion Logistics offers fast and reliable transit times — next-day delivery within Germany, 48- to 72-hour delivery within Europe.

## Perfect shipping by air freight, too

DACHSER Fashion Logistics has another innovative solution: the ProFashionable Box. It was specially designed for efficient global shipping of hanging and flat goods in air-freight containers called unit load devices (ULDs). The ProFashionable Box is easy to use and cost-effective, as it allows protective transport of delicate goods and can be used several times.

Both the Roll&GOH and the ProFashionable Box were designed with sustainability in mind. “Transporting hanging goods is a challenge if you want to make optimum use of





We are able to offer tailor-made, transparent, and integrated logistics solutions from a single source to our fashion industry customers, which are often global players.

Uwe Riechel, Department Head DACHSER Fashion Logistics

the cargo space that that takes up,” Riechel says. The rolling container Dachser developed can simultaneously hold hanging garments and cartons underneath for flat goods, enabling highly efficient transport right up to the point of sale. Moreover, it can be used over and over again, saving time and money on the disposal of packaging materials.

### To the clothing rack with zero emissions

In twelve European metropolitan regions, Dachser also offers its Emission-Free Delivery option, in which battery-electric vehicles serve a defined downtown area. This is a key plus regarding the

climate footprint, especially for the fashion trade, as its stores are often located in city centers.

Reducing the CO<sub>2</sub> footprint is just one of the benefits of DACHSER Fashion Logistics: customers can also rely on logistics processing standards that apply across Europe and a fully transparent shipping process. Regardless of where the clothes are to be transported, the Dachser network of road, air, and sea logistics always produces appropriate fashion solutions with uniform process and service standards throughout the entire global network.

Warehouse locations in all of Europe and around the world offer the greatest possible flexibility to enable precise delivery to discerning fashion customers. Riechel says: “Our motto is ‘Getting the right goods to the right place at the right time in perfect condition.’” **L. Becker**

The global fashion industry produces more than 150 billion individual items every year. According to the WTO, China is the top garment exporting country in the world (2021) with an export value of USD 176.05 billion, followed by Bangladesh with USD 35.81 billion and Vietnam with USD 31.18 billion. Looking at the IFDAQ index, the world's most important fashion nation is France, followed by Italy and the US.



New:  
Roll&GOH  
for retail

## From the laboratory of the future

# Synfuels: A beacon of hope or a dead end?

Time and time again, the debate over synfuels flares up in discussions on climate action in the transportation sector. Some see synthetically produced fuels as a valuable technology of the future, while others describe them as uneconomical and absurd.

Synfuels are gaseous or liquid fuels that can be produced using electric power. They are also referred to as power-to-X (PtX) fuels or power-to-liquid (PtL) or power-to-gas (PtG). The term powerfuels is sometimes used as well. At the EU level, synfuels are defined as renewable liquid and gaseous fuels of non-biological origin (RFNBO)—in other words, fuels produced with electricity generated from renewable sources (mainly solar and wind). The European Commission issued rules for the production of RFNBO in early 2023 as a supplement to the Renewable Energy Directive (RED II). Under these rules, nuclear energy will continue to not be considered renewable energy, but in the opinion of some EU member states, it should definitely play a role in the production of synfuels in the future. This issue is still under negotiation.

### Energy-intensive production

Producing kerosene, diesel, and gasoline as synfuels generally relies on a century-old process called the Fischer-Tropsch process. In it, long hydrocarbon chains are formed from the synthesis gas—a mixture of hydrogen (H) and carbon monoxide (CO)—and the resulting “e-crude oil” can then be refined into fuels. For synfuels to qualify as “green,” the hydrogen must be

produced using electricity generated from renewable sources in accordance with RED II. In general, this is done by means of electrolysis. The carbon monoxide must come from carbon dioxide (CO<sub>2</sub>) previously extracted from the ambient air (direct air capture). Recent studies indicate that this entire process, including seawater desalination to meet the water demand for hydrogen production, results in the energy content of the e-crude oil being equivalent to only one-third or even less of the electricity used to make it. The subsequent refinery process then requires even more energy. As a result, this option is considered highly energy-intensive and uneconomical compared with fossil fuels or the direct use of electricity in electric motors.

### Use in air and sea transport

Nevertheless, synfuels produced using the Fischer-Tropsch process are currently the only way for the aviation industry to reduce CO<sub>2</sub> emissions on long-haul flights to almost zero. Along with biogenic sustainable aviation fuels (SAFs), e-kerosene is currently seen as the beacon of hope for the industry. The refinery process that creates e-kerosene also produces renewable diesel as a byproduct. Some believe that this means there might be a future for synfuels in road transport after all. However, this will not be the case in either the short or medium term, as the following figures illustrate: In Germany, e-kerosene production is expected to account for 2 percent of total production in 2030, or around 200,000 metric tons per year. This process would also generate around 100,000 metric tons of renewable diesel. Yet this corresponds to just 0.3 percent of Germany’s diesel consumption today. Due to its limited availability and significantly higher costs, renewable diesel will therefore be used only in special applications where there is no technical and economic alternative to the diesel engine, or as an admixture to fossil fuels, similar to today’s bioblends in gasoline and diesel.

Synfuels are in demand in the shipping industry as well. Today’s big cargo ships run on heavy oil, but soon they’ll be bunkering e-methanol (CH<sub>3</sub>O). Container shipping company Maersk has already ordered 19 such ships. E-methanol is produced directly from green hydrogen and CO<sub>2</sub> in a separate process. Apart from the shipping industry, this product is mainly in demand in the chemical industry. Further processing into diesel is also possible, although again, this is very costly.

In addition to e-methanol, the shipping industry is focusing on e-ammonia (NH<sub>3</sub>) over the long term. The engine technologies



Synfuels are climate-friendly,  
but not the solution for all carriers

for this are not yet fully developed, and the fuel is highly toxic, so handling it makes sense only on large ships. Looking ahead, however, this synfuel could replace e-methanol in the coming decade. This is because producing e-ammonia requires green hydrogen but no CO<sub>2</sub>. Instead, nitrogen (N) from the ambient air is used, in a process that is much more efficient than the capture of CO<sub>2</sub> molecules.

Synfuels are part of the new green hydrogen economy and thus a technology of the future that

society urgently needs for the transformation to zero-emission technologies. However, they are produced in very different processes and are needed for widely different purposes—including in particular intercontinental energy transport and the decarbonization of maritime shipping and aviation. As things look today, synfuels will not play a major role in European road traffic.

**Andre Kranke, Head of Corporate  
Research & Development at Dachser**

The "From the laboratory of the future" feature presents findings from the Corporate Research & Development Division, which works in close collaboration with various departments and branches, as well as the DACHSER Enterprise Lab at Fraunhofer IML and other research and technology partners.





Application specialist  
Dennis Adler (r.) speaks  
with Muhammet Yilmaz  
from Transport Scheduling



A photograph of two men in a meeting. The man in the foreground, on the right, is seen from the side, wearing a blue long-sleeved shirt. He has dark hair and a beard. The man in the background, on the left, is wearing a dark green sweater and is looking towards the right. They appear to be in a professional setting, possibly a logistics center, with a wooden table in front of them. A blue overlay with white text is positioned on the right side of the image.

# Comprehensive overview

The pulse of logistics is particularly palpable in short-distance transport. To maintain an overview here and for optimum process control, Dachser has launched new software in Europe: Short Distance Planning. This is the story of a system change.

While others still lie fast asleep, or are perhaps just turning over in their beds, here things are already heating up: at Dachser's Augsburg logistics center in Gersthofen, rush hour starts at five in the morning. The gates are a blur of action. Trucks dock every minute and are then unloaded and loaded before setting off a short time later to their destination. →



Paperless  
data exchange

As a graphical planning interface, Short Distance Planning is a result of the Dachser Idea2net project Short Distance 2.0. The system was developed together with the XDP route planning algorithm. This partially automates conventional transport scheduling and increases transparency along the entire planning process. "Short Distance Planning makes scheduling work much easier and sets another important milestone in Dachser's digitalization," says Thomas Schmalz, Head of Production Management.

That sounds like mayhem. But Markus Spanrunft and Muhammet Yilmaz are utterly relaxed, saying that everything is going exactly to plan—just the way it has to be. The two dispatchers have their workstation some distance away from all the hustle and bustle in the open-plan office, where the first signs of dawn are beginning to appear beyond the windows. Each of the men has two large screens that show the entire transport and loading process in real time. There's no sign of the papers, dockets, or forms that usually pile up on a dispatcher's desk. "Welcome to the paperless world," Spanrunft says, grinning.

Short Distance Planning is the name of the program that Dachser is using to completely reorganize and digitalize its short-distance transport scheduling. At its core is software that uses algorithms and artificial intelligence to optimize the shipment process and greatly advance supply chain visibility. "And it's all as clear and as user-friendly as possible," says Carina Klaus from Dachser's Production Processes & Applications department. Together with her colleague Dennis Adler, she came to Gersthofen today from the Head Office in Kempten to see how the new software performs in everyday use and to exchange ideas with the dispatchers on how it might be optimized.

## From everyday practice for everyday practice

"The decision to digitally record and manage short-distance transport in a completely new way came about from a research project that Dachser launched several years ago together with the Fraunhofer Institute for Transportation and Infrastructure Systems IVI," says Dominik Schnatterer, Department Head Production Processes & Applications at Dachser. "This project later became the Idea2net project Short Distance 2.0. As part of the company-wide Idea2net idea management program, employees were then asked to contribute ideas from their everyday experience—and we ended up receiving over 340 proposals." Based on those, Dachser's IT specialists then worked up the first graphical user interface and tested its user-friendliness and practicality in several user interviews. "The result is Short Distance Planning—a transport scheduling innovation that emerged from everyday practice to benefit everyday practice," Schnatterer says.

Following an initial beta version and extensive testing, ten pilot branches were equipped with the new software last year. A Europe-wide rollout got underway in the fall. "From the very beginning





Short Distance Planning puts a whole new control panel at our fingertips, which we can use to trigger automated processes and to see all shipment data at a glance.

Christian Schnabel, Operations Manager Dachser Logistics Center Augsburg in Gersthofen

of our development work on the system, we always had all of Dachser's European Road Logistics branches in mind. We had no intention of creating an isolated solution that works only in individual countries," Schnatterer says. System implementation in Europe is now running in seven waves over about two years, with 142 branches expected to be using Short Distance Planning by 2024. Branches on the Iberian Peninsula will also be added as soon as Dachser's own Domino transport management system has been introduced there.

"It takes a strong team to deliver a new software program that supports users, partners, and customers throughout the European network in such a short time," Schnatterer says. "Our core team brought together around 20 colleagues from the branches, IT, requirements management, and my department, so we definitely benefited from meshing a lot of different skills and experience."

## Noticeably easier

The IT developers were especially keen to receive feedback from users in the pilot branches—and this turned out to be highly positive right from the start. "In transport scheduling, we come from a very heterogeneous landscape with different data sources and delivery situations," Klaus says. "This has left us with lots of different forms, documents, and dockets that emerged in the past, which create plenty of administrative work for the dispatchers and drivers, but don't do anything to support the flow of information in the ongoing process." In contrast, Short Distance Planning delivers a great deal of

process harmonization and standardization with an intuitive user interface. "It makes everything noticeably easier and does so right off the bat, because the system is practically self-explanatory and you can start working with it right away."

Maximum supply chain visibility is the goal, and for the Dachser team it also stands as a clear message. "At Dachser, digitalization is never an end in itself; it serves people, not the other way around," Schnatterer points out. "That's why algorithms aren't in charge with Short Distance Planning. Rather, they make suggestions that offer scheduling staff and drivers the best possible support in their daily work."

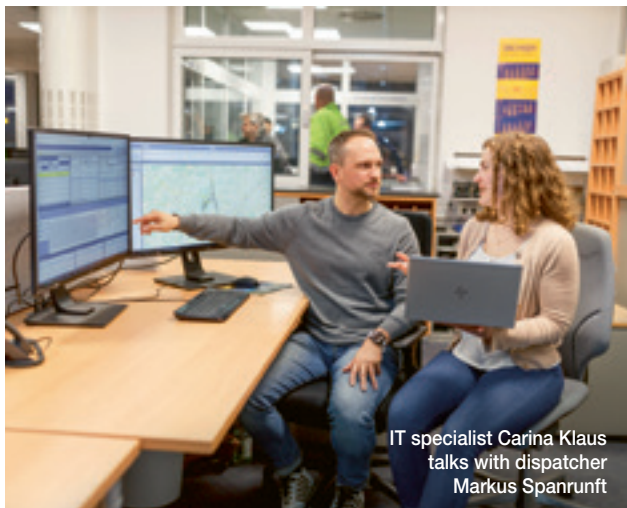
For instance, the use of this new software has already tangibly improved communication between dispatchers and drivers. This is very much in evidence in Gersthofen, where paperwork no longer piles up at the dispatch counter, because Short Distance Planning transfers the data wirelessly to handhelds—leaving people noticeably more relaxed. But this hasn't brought direct interaction between scheduling and the drivers to an end. "While the delivery process is still ongoing, we can communicate things like a route change due to traffic events," Spanrunft says.

## Everyone's a winner

"Our goal is to always deliver to customers on time and to achieve the precise delivery window with the capacity available at that time," says Christian Schnabel, Dachser's operations manager in Gersthofen. This sums up people's expectations of the new system—and the experience gained with it so far in logistics practice confirms his team's outlook. "Short Distance Planning puts a whole new control panel at our fingertips, which we can use to trigger automated processes for things like notification and to call up all shipment data in real time," Schnabel is pleased to say. "That means we can be proactive in our route planning, not just reactive." It also brings maximum transparency to scheduling processes. "The fact that this also greatly increases delivery rates in the selected delivery windows is something that our employees, the drivers, and our customers all very much appreciate. And because it produces scheduling results earlier and more precisely, Short Distance Planning also optimizes the flow of goods in our transit terminal. So everyone's a winner."

It is now daylight in Gersthofen. By eight o'clock, things have quieted down considerably in the transit terminal. For Spanrunft and Yilmaz and their visitors from Kempten, this was an opportunity to take another look at the processes. "It's just great how easy the system is to understand and use," Yilmaz says. "It's so much fun."

M. Schick



IT specialist Carina Klaus  
talks with dispatcher  
Markus Spanrunft

# A passage to India

Transporting oversized industrial equipment by truck and ship is quite the logistical challenge. This is particularly true when the heavy load in question is traveling across two continents.

Weighing in at just under 60 metric tons, measuring over 15 meters in length, and with a diameter of more than 5 meters, this pressure vessel had to get from where it was manufactured in North Rhine-Westphalia, Germany, to an aviation company in Bangalore in southern India. The technical term for such lockable airtight pressure vessels is autoclave (derived from the Greek/Latin for “self-locking”), a device whose uses include curing individual and composite materials.

The machinery and plant construction firm that made this colossus commissioned Dachser Air & Sea Logistics to transport it. Adding another five metric tons to the shipment are the autoclave’s pivot assembly and cradle. “The success of this kind of project shipment hinges on close collaboration and coordination with all parties to ensure everything runs like clockwork,” says Claus Freytag, Managing Director Air & Sea Logistics Germany at Dachser. “With our customer-oriented approach, tailored solutions, and global network of logistics experts, we are a reliable partner for project shipment transports.”





“



Our teams work hand in hand to deliver top logistics performance.”

Edoardo Podestà, Dachser COO Air & Sea Logistics

After a great deal of planning and preparation, the autoclave left the plant in Coesfeld, Germany, and traveled on a low-loader to nearby Lüdinghausen. There, a 450-metric-ton mobile crane loaded the green giant onto an inland waterway vessel bound for the port city of Antwerp, Belgium, where it began its 21-day journey as break bulk—in other words non-containerized heavy goods—to Chennai on the Bay of Bengal.

### Meticulous transport planning

Once this unusual cargo arrived in Chennai, the teams from Dachser India took over. Using their considerable ingenuity and experience, they organized the cargo's onward journey of around 350 kilometers from the port to the customer's site in Bangalore. Even before the ship docked in Chennai, all preparations had been made for transporting the oversized industrial equipment by road.

This included procuring the relevant permits from city hall to drive the low-loader on public roads. It also meant paying attention to a wide variety of details and finding the right solution for each one. For example, the trailer had all its 28 tires replaced to allow it to fit beneath a railroad underpass. At the destination site, concrete barriers had to be removed to enable the vehicle to turn. And in preparation for delivery, construction trenches at the plant were filled in.

During the two-week journey in India, an escort vehicle was on hand to monitor and coordinate the heavy transport. “Thanks to the teams' meticulous planning and the close collaboration among all involved, we were once again able to handle a rather uncommon shipment,” says a delighted Huned Gandhi, Managing Director Indian Subcontinent at Dachser. “The customers were most satisfied.” Edoardo Podestà, Dachser COO Air & Sea Logistics, adds his positive review of the project shipment: “It's always impressive to see how our international teams work hand in hand to deliver top logistics performance.” **M. Gelink**

Industrial turbines, wind power rotors, oversized parts and machinery: when transporting exceptionally large goods, it is essential to have a logistics partner with a particular grade of expertise and reliability. Dachser's air and sea freight teams plan the project shipment of special freight in every detail—from the workflow and analysis of logistics processes to transport and delivery.



Challenging road transport



## Network expertise

Private and business customers have different daytime availability

# AI improves daily logistics operations

Home or business address? An AI-based algorithm is helping Dachser classify recipients using their addresses—a big win for process quality.

Being able to differentiate between businesses and private households has a major impact on the plannability and reliability of shipment deliveries in day-to-day operations. Help has now arrived in the form of B2X, an algorithm based on artificial intelligence. Over the past few months, Dachser European Logistics has rolled out the B2X algorithm in Germany and Austria. By recognizing B2B and B2C recipients, the algorithm is solving classification problems that arise in daily operations. Among the many benefits are the improvements to productivity in short-distance transport, the optimization of transit terminal processes, and the overall improvement in data quality.

Now performing at a recognition rate of over 97 percent, B2X was developed by the Machine Learning & Data Science Competence Center together with a service provider. After creating a promising prototype, the research project was made

a rollout project. The next steps were to analyze millions of shipment data points, enhance the algorithm, and finally integrate B2X into Dachser's Domino freight forwarding software.

## Proven performance

"Thanks to our algorithm, we can now make better delivery decisions, which greatly enhances process quality overall—for instance, for delivery notifications," says Denise Schwiefert, who works in Consultant Quality Management for Network Management Organization at Dachser. "Integrating the B2X algorithm into Domino for shipments to Germany or Austria is a major first step. In the future, we aim to use the algorithm to check all shipments within Europe. We're also planning to tie in additional Dachser systems as well as partners."

## Growth in Vienna

In light of steadily increasing demand in the Austrian capital, Dachser is investing around EUR 25 million to expand and modernize its Vienna logistics center. At the Himberg location, there will be a total of 12,470 m<sup>2</sup> of floor space available for the industrial and consumer goods sectors starting around mid-December 2023. The roof area of the new building is being prepared for a photovoltaic system; the electricity this generates will later be used in plant operations.



Deniz Gül, Warehouse Manager, Marcus Zöhrer, Head of Facility Management and IT, Manfred Dolezal, Deputy Branch Manager, Andreas Schweiger, Head of Domestic Freight Forwarding, and Daniel Brunnauer, Operations Manager Outbound (l-r)



Pollution-free downtown

## Zero emissions in Dortmund

Dachser also delivers small items and groupage shipments in Dortmund's central Innenstadt-West district with zero local emissions. DACHSER Emission-Free Delivery has already been implemented in twelve European metropolitan regions: the major German cities of Berlin, Dortmund, Freiburg, Munich, and Stuttgart, plus Copenhagen, Madrid, Oslo, Paris, Porto, Prague, and Strasbourg.

## Hydrogen truck in service

Dachser has put its first hydrogen fuel-cell truck into regular operation. During the day, the Hyundai Xcient Fuel Cell is used for short-distance transport in Magdeburg. At night, the zero-emission vehicle operates with a tandem swap-body trailer and heads to Dachser's branch in Berlin-Schönefeld. The truck has a permissible total weight of 27 metric tons and can accommodate 18 pallets. Its tank holds 31 kilograms of hydrogen, giving it a range of up to 400 kilometers. Dachser uses a public hydrogen filling station on the A2 highway, which is conveniently located very close to the Magdeburg branch. The pioneering truck is driven by a female and a male professional driver who both recently completed their training at Dachser in Magdeburg.



SAF is better for the atmosphere

## More sustainable air freight

Since March of this year, Dachser's air freight customers have had an additional booking option: Sustainable Fuel. The addition of sustainable aviation fuel, or SAF for short, means air freight shipments can be transported with 30 percent less greenhouse gas emissions. SAF is made from organic raw materials, e.g., residual and waste materials from the food industry, catering, agriculture, and forestry, or from synthetic basic ingredients. Since today's aircraft engines require fossil fuels to operate, SAF is blended with conventional kerosene. This makes sustainable fuels an important lever for improving aviation's environmental impact and climate protection.



Hydrogen powers the mobility transformation




# Growing with the opportunities

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Economic growth is stagnating or even declining in many places, but in the Asia Pacific region, it is surprisingly strong. Dachser is greatly expanding its network there for customers from all over the world.

Believe it or not, but there is still such a thing as good news about the economy. In spring of this year, it came from the International Monetary Fund (IMF) and the Asian Development Bank (ADB). Economists from these organizations are predicting solid growth of 4.6 to 4.8 percent for the Asia Pacific region in 2023—meaning it would account for some 70 percent of global economic growth. This is mainly due to China ending its zero-Covid policy, which revived the country's economy, and to robust development in India. According to the Asian Development Outlook, "growth in the People's Republic of China will reach 5 percent in 2023, up from 3 percent in 2022." The situation looks even better for up-and-coming India, with ADB forecasting 6.3 percent growth for 2023.

The IMF regards Asia Pacific as "still the world's most dynamic region," predicting that in 2050, it will account for around half of global GDP. One of the reasons for this, the IMF says, is the Regional Comprehensive Economic Partnership (RCEP). The world's most extensive free-trade agreement, RCEP was signed on November 15, 2020, during the 37th ASEAN summit by the ten member countries of Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, the Philippines, Singapore, Thailand, and Vietnam. ASEAN Dialogue Partners China, Japan, South Korea, Australia, and New Zealand are also signatories. India, also a Dialogue Partner, was involved in the initial negotiations, but withdrew at the end of 2019, in particular due to fears that the dismantling of tariffs set out in RCEP would flood the market with Chinese goods.

The dynamics of this complex yet attractive market environment have been reflected in logistics for a long time. Dachser's Air & Sea Logistics Asia Pacific (APAC) Business Unit has been active in the region for many years. In 2022, it employed more than 1,500 people at 45 locations in 9 countries.

### Proximity to customers and markets

Base of operations for all Dachser APAC activities and for their integration into Dachser's global network is the company's location in Hong Kong. "We're close to customers and to →

Tokyo, the economic metropolis  
at the foot of Mount Fuji



The five largest container ports in the world are in the Asia Pacific region, most of them in China. The top spot belongs to Shanghai, which handled some 47.28 million TEUs in 2022, followed by Singapore (37.29 million TEUs), Ningbo-Zhoushan (33.36 million TEUs), Shenzhen (30.04 million TEUs), and Qingdao (25.66 million TEUs). The only port in the western hemisphere to make the top ten of the world's ports is Los Angeles (19.04 million TEUs) at number nine. (Source: Alphaliner information service)

the markets,” says Edoardo Podestà, COO Air & Sea Logistics and Managing Director Air & Sea Logistics APAC. He adds that this was especially important during the pandemic, when supply chains were severely disrupted, transport capacity was chronically tight, and ports that are essential for global trade were temporarily closed. As a result, freight rates skyrocketed like never before. Sea and air freight containers became both scarce and expensive.

At the beginning of 2023, however, China ended its zero-Covid policy and thus set the course for recovery. “When the global economy restarted, we poured considerable effort into renegotiating contracts with shipping lines, airlines, and charter companies, as well as into getting supply chains fully back up and running,” Podestà says. “Now we can once again turn our attention to growth, focusing on the reliability of our services and providing the best quality possible.”

Underpinning these efforts is the systematic expansion of Dachser's Air & Sea logistics network in the Asia Pacific region. In March of this year, for instance, the company opened sales offices in Chiang Mai, Thailand, and in Da Nang, Vietnam, to meet growing demand—particularly from customers in the electronics, fashion, and sport sectors.

In May, Dachser launched a joint venture with Japanese logistics provider Nishi-Nippon Railroad Co. Ltd. The first office of “Dachser Japan K.K.” will open in Tokyo toward the end of 2023. The Japanese location will offer air and sea transports with close connections to Dachser's European overland transport network. This is expected to benefit customers in the automotive and electronics industries. Dachser also sees a great deal of potential for pharmaceutical and medical products.

## Looking up Down Under

Dachser achieved another important milestone Down Under. With its most recent acquisition of ACA International—an air and sea freight forwarder headquartered in Melbourne, Australia—Dachser rounded off its own air and sea freight network in that region. Australia and New Zealand are attractive points on the logistics map due to their strong economies and close ties to Asia, Europe, and North America. Founded in 1982, ACA International launched the integration process and began trading under the names Dachser Australia and Dachser New Zealand at the start of June. The company employs 56 people and generated revenue of around EUR 75 million in 2021.

“Through our acquisitions, new branches, and offices in the Asia Pacific region, we're moving



Dachser Air & Sea Logistics further along its growth trajectory and systematically closing the gaps in the global network of our own locations,” Podestà says. “That means we can offer our customers seamless access to dynamic economic markets that boast attractive local conditions and significant levels of investment.”

## Change in leadership

Dachser has already laid the groundwork to ensure the long-term viability of operations in the region. Dr. Tobias Burger will succeed Edoardo Podestà as COO Air & Sea Logistics and member of the Executive Board, effective January 1, 2024. After a Dachser career spanning 20 years, a little over four of them at the helm of ASL, Podestà will step down from active working life at the end of 2023.

Regarding Podestà's additional function as Managing Director of Dachser's ASL APAC Business Unit, he will be succeeded by Roman Müller as of January 1, 2024. Born in Switzerland, Müller has spent his entire working life in Asia. Over the past 15 years, his management positions at Dachser include Manager of the Korea country organization and Head of Sales for the entire APAC region. Most recently, he has served as Podestà's deputy at ASL APAC. “Roman Müller knows the Asian markets and their requirements inside out. In all his previous positions—especially those in sales—he achieved outstanding success and helped advance our presence in Asia,” says Dachser CEO Burkhard Eling. “So he is ideally placed not only to continue the stellar development of the ASL APAC business unit but also to take it to a whole new level by focusing even more on offering integrated services.”

M. Schick





## 25 years of DACHSER DIY Logistics

Since the industry solution was launched back in 1998, the sector serving people's desire to improve their own four walls has changed dramatically—and so have the logistics and delivery structures that make it all possible. DACHSER DIY Logistics has grown from handling around 300,000 shipments a year in Germany to 7.9 million shipments a year worldwide. "Proximity to all players—manufacturers, suppliers, and retailers—is what gave us the crucial advantage of always knowing precisely where we would encounter new challenges and how to tailor the expansion of our solution," says Jens Wollmann, Department Head DACHSER DIY Logistics, in summarizing this success story.



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