DHL PRESENTATION
REFERENCE GROUP MEETING MARCH 29
Agenda

• Introduction to DHL
• DHL GO Green Strategy
• DHL Wind & Energy Transportation
• Sector Trends
• Introduction to DHL LLP Services
• LLP Inbound to MFG case study
Corporate structure: One company with two strong pillars

Deutsche Post DHL Group

Deutsche Post

The Post for Germany

The logistics company for the world
Who we are – a global company with a unique portfolio

Europe’s largest postal service

No. 1 in international express delivery

Deutsche Post DHL Group

Leader in the forwarding business

Partner for e-commerce and a pioneer in secure digital communications

No. 1 in contract logistics
Key facts about Deutsche Post DHL Group

- More than 500,000 employees in more than 220 countries/territories (including nearly 60% outside Germany)

- 61mn letters/3.9mn parcels each workday in Germany/more than 28,000 sales outlets in Germany

- Group revenues\(^1\): EUR 59.2bn / Group EBIT\(^1\): EUR 2.41bn / Market capitalization\(^2\): EUR 31.483bn

- ~ 753,000 international express shipments per day (2015) (Time Definite International) (+8.7% vs. previous year)

- 2.3mn tons of air freight/2.9mn TEU\(^3\) of ocean freight in 2014. No. 2 European road freight

- 13.7mn square meters of warehouse space in contract logistics

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1) Financial year 2015; 2) As of 12/31/2015; 3) TEU = Twenty-foot equivalent unit
# Overview Global Forwarding, Freight

## Business model
- Specialist in air, ocean and road freight as well as industrial projects and end-to-end transport management solutions
- Tailored sector solutions
- Asset-light business model, based on brokerage of transport services

## Customers
- Strong customer orientation, with a portfolio that spreads over more than 150 countries
- Established customer base including >50% of Forbes 500 companies
- Delivers solutions tailored to customer needs that simplify their operations and maximize their opportunities

## Market position/trends
- Global No. 1 in air freight and No. 2 in ocean freight
- Strong and fast growth of ocean freight
- Focus markets: BRIC+M, further Emerging Countries/Markets, Europe
- No. 2 in European road freight with presence in more than 50 countries and territories

## Strategy
- Strategic focus on sustainable growth, customer and operational excellence as well as maximizing profitability
- Improve Forwarding operating performance while implementing step by step IT renewal
- Further strengthen market position as industry leader
Our bold long-term mission

MISSION 2050: ZERO EMISSIONS

Source: Deutsche Post DHL Group; Zero emissions refers to net zero emissions
In Summary

We are the leader in green logistics and we build on our extensive knowledge and experience. For us, **ZERO** emissions logistics is the logical next step!

We have achieved a lot…

- 30% Carbon efficiency increase compared to 2007 achieved in 2016 – four years ahead of schedule
- More than 2,000 of our self-developed electric StreetScooter delivery vans are already on the road
- DHL GoGreen Solutions support our customers by making their supply chains greener
- Won numerous awards for our GoGreen program
- Pioneered Carbon Accounting & Controlling

…and have now set out on a bold mission!

- Our ambitious mission: **ZERO** emissions by 2050
- We actively support limiting global warming to below 2°C
- We will increase the quality of life in urban areas
- We will make our customers’ supply chains greener and embed green solutions into the DNA of our company
- Success is built on the ideas of our employees
- We designed our targets specifically to support the UN Sustainable Development Goals

MISSION 2050: **ZERO** EMISSIONS

Source: Deutsche Post DHL Group

Deutsche Post DHL Group

Introduction to DHL, Copenhagen, 29th March 2017
DHL AND WIND ENERGY TRANSPORTATION
WHO WE ARE, WHAT WE DO, OUR CUSTOMERS, AND OUR END-TO-END EPCI WIND LOGISTICS STRATEGY
Our global coverage for oversized and non-standard movements

We are organized with 3 Regional Wind Competence Centers supported by 60 offices world-wide.

Industrial Projects offices in 45 countries / + 60 offices.

Regional Wind Competence Center’s (RWCC) in Copenhagen / Houston / Shanghai

Introduction to DHL, Copenhagen, 29th March 2017
Our wind energy end-to-end transport EPCi competencies
What we do within wind energy on a global basis

**End-to-end** management & execution of logistics aspect of complex projects globally

**Dedicated project** teams at origin, transit points and destination/site + client implants

Transportation of **WTG & BOP** by air, sea, river/canal, road & rail

Customisable, in-house **Material Management**

**IT System** providing end-to-end visibility of project from initiation to completion with live access and client-tailored reporting

Integrated **Turn-Key** Project Forwarding Services including (but not limited to):

- Route Surveys & feasibility studies
- Transport and logistics design
- Project logistics management / Execution
- Project cargo logistics monitoring
- Heavy load installation
- Fully integrated HSSE teams
Our end-to-end portfolio vision for offshore wind
We have a strong offshore wind track-record based on our onshore heritage
We are proud to serve!
A selection of customers who have agreed for DHL to share that we are in a partnership together.

OILCOS
- Shell
- PDVSA
- Exxon
- ConocoPhillips
- Chevron
- Gazprom
- Statoil
- Luk

EPC’s
- Bechtel
- Foster Wheeler
- Fluor
- Worley Parsons
- Amec
- Aker Solutions
- Technip
- Iberdrola

OEM’s / PRIME EQUIPMENT
- ABB
- Sinovel
- Siemens
- Vestas
- Acciona
- Halliburton
- Schlumberger
- Goldwind
- Andritz
- TESCO
ENERGY SECTOR INDUSTRY TRENDS
The Energy sector is operating in a new normal...

- **Oil Price Drop**: creating Supply Chain complexity as a rebalancing of supply and demand occurs.

- **A Leaner, Stronger Industry**: driving powerful innovation in the way oil is being developed and produced.

- **Renewable Energy Focus**: resulting in technological advancements and price parity between unsubsidized renewables and convectional energy.

- **Game-changing mega trends**: are driving need for continuous improvement and ongoing ability to transform.

- **Carbon Emission Cuts**: translates into need for Oil and Gas companies to improve brand image in order to attract investors, talent and customers.

- **Company Diversification**: leads to need for quick supply chain integration & flexible, adaptable structures.
And our customers are…

- ...increasingly looking at **alternative methods for reducing supply chain costs** and SC rationalization beyond the typical procurement approach

- ...developing a **growing need for supply chain visibility**, control, compliance, and flexibility

- ...increasingly shifting from a segmented geographical approach, to a **more integrated regional/global end-to-end approach**

- ...experiencing increasing need to **access best practices** and **accelerate time-to-value** while also delivering **cost variability** in line with sales

- ...seeking SC flexibility that supports business changes in increasingly volatile market while also delivering **variability of cost**

- ...experiencing an increasing need to **invest in technology** that will drive compliance and efficiencies across the enterprise

- ...seeking a **Business Partner as a catalyst and enabler of change**

<table>
<thead>
<tr>
<th>Cost</th>
<th>Visibility, Control &amp; Compliance</th>
<th>SC Integration</th>
<th>Best Practice</th>
<th>Flexibility</th>
<th>Technology</th>
<th>Partner</th>
</tr>
</thead>
</table>

**DHL**
Market Research: Supply chain challenges and priorities.

What is the greatest challenge shippers face?

- Cutting Transport Costs: 47%
- Business Process Improvement: 26%
- Improving Customer Service: 23%
- Supply Chain Visibility: 17%
- Managing Inventory: 16%
- Finding, Retaining, Training Qualified Labor: 15%
- Reducing Labor Costs: 15%
- Regulations, Security, Other Compliance Issues: 14%
- Expanding to New Markets, Selling: 13%
- Expanding to New Markets, Sourcing: 11%
- Vendor Management: 11%
- Technology Strategy and Implementation: 11%

What strategies are shippers and 3PLs using to manage current challenges?

- Supply Chain Design: 55%
- 4PL/LLP Partnerships: 53%
- Intermodal Transportation: 50%
- DC Network Realignment: 49%
- Demand-driven Logistics: 46%
- Lean Best Practices: 44%
- Alternative Sourcing Arrangements: 43%
- Managed Technology Services: 41%
- Co-locating, Collaborative Distribution: 39%
- Nearshoring/Reshoring: 34%
- Supply Chain Decentralization: 22%

Source: Inbound Logistics “Market Research: 3PL Perspectives 2015”
LLP INTRODUCTION & INBOUND TO MANUFACTURING CASE STUDY
LEAD LOGISTICS (LLP) Definition and Scope

LOGISTICS is an outsourced partner that manages activities within the end to end supply chain to deliver cost & Service optimizations

- DHL LEAD LOGISTICS is an outsourced management partner that manages activities associated with strategy, management, execution, control and visibility within the end to end supply chain with the value proposition that it works, delivering cost optimization and performance management.
- Key is to optimize the supply chain (processes/data-, physical- and financial flows) with goals to decrease costs, improve efficiencies/performance (increase revenue opportunities), reduction in assets (inventory, facilities etc.) and increase flexibility and scalability
- Offers a consolidated global systems platform
- Any supply chain partner of choice can be incorporated into the solution including all 3PL’s, freight forwarders, direct carriers, express, brokers, consular services and DC’s managed through a central program
- Includes standard services such as visibility and reporting over all Logistics partners
- Includes complex customized/ industry specific solutions that are redesigned and managed in close collaboration with our client base
As companies further specialize on core strengths, logistics companies have to develop models to manage more functions / activities in customer supply chains to deliver value and competitive advantages in a long term win-win relationship.
LLP Operating Model

Lead Logistics Partner

IT Systems

Supply Chain Configuration & Design
Sourcing of Logistics Providers
Order Management, Tracking & Visibility
Freight, Bill & Audit of Logistics Invoices
Performance Reporting

Continuous Improvement & Value Creation

Management of 3PLs
Customs Management
Total Logistics Management

Inbound
- Suppliers
- Raw & Pack Material Flows
- Consolidation
- Inbound Warehouses

Control Tower

Outbound
- Production
- Outbound Warehouses
- Customer Warehouse
- Return Flows
- Finish Product Flows

Sourcing of Logistics Providers

Order Management, Tracking & Visibility

Freight, Bill & Audit of Logistics Invoices

Performance Reporting

Total Logistics Management

Sourcing of Logistics Providers

Order Management, Tracking & Visibility

Freight, Bill & Audit of Logistics Invoices

Performance Reporting

Total Logistics Management

Introduction to DHL, Copenhagen, 29th March 2017
LEAD LOGISTICS key solution elements

DHL provide a tailored LLP solution; key elements are a dedicated team and IT integration

**People**
- Dedicated and experienced team in regional Control Centres world-wide
- Clearly defined responsibilities and governance structure
- Close working relationship with customer management and supply chain staff

**Processes**
- Continuous improvement process
- Rate management and bid support
- Automated booking process
- Electronic invoicing
- New lane implementation
- KPI monitoring and reporting
- Tracking of initiatives and realized benefits

**Tools**
- Integrated visibility platform: end-to-end data flow as basis for transport control, 3PL visibility/reporting and improvement opportunities
- Reporting tools

**Skills**
- Transportation optimisation incl. mode shift, consolidation
- Supply chain optimisation and engineering
- Supplier and LSP integration
- Change management support

**DHL LEAD LOGISTICS Solution**

- Scalability over time (e.g. in terms of additional transport modes or volume coverage)
- Ability to mature over time (e.g. in terms of additional and evolving LLP services, IT functionalities)

NOT EXHAUSTIVE
LLP use a suite of IT Applications

Industry Leading Transport Management and Visibility Solution
proven DHL Control Tower Solutions

RFI to eAuction
Reverse eAuction
Available via Internet
Scenario creation and data analysis

CO2 Efficiency

Strategic Sourcing
Green Services

World Class Analytics to deliver
Trend analysis,
KPI monitoring
Dashboard
Carrier Management
Supplier Management

Logistics Performance Management

Real-Time Incident Monitoring and Impact assessment delivers
Risk Management

Resilience360

Unparalleled Control of Logistics

Modeling Software

Data Mining
Statistics
Forecasting
Optimization
Simulation

Introduction to DHL, Copenhagen, 29th March 2017
DHL Lead Logistics Partner: Case study

**Background:** Leading Energy GRID company had a need to reduce complexity and increase visibility in the material originating at vendors, to consumption at the manufacturer’s production line.

**Customer challenge**
- Improved visibility & vendor compliance
- Supplier management for optimized allocation of load by route
- Elimination of waste and reduction of working capital
- Extensive global supply base

**DHL solution**
**DHL Lead Logistics Partner**
- **Dedicated LLP Control Towers** to coordinate all transport flows and **day-to-day operations**, including
  - Single contact window for all material vendors
  - Order Management
  - Material Supplier Management
  - Vendor on-boarding & training
  - Booking & Monitoring
  - Invoice Audit and Settlement
- Logistics flow: **Inbound to Final MFG**
- Efficient and dynamic transport network
- Offers real-time control and visibility
- Optimized inventory costs and on-site space

**Customer benefits**
- **Vendor compliance & management** based on both soft and hard tolerances
- **Cost Savings** - reduction of total transportation spend
- **Full visibility and KPI reporting**
- **Quality and Predictability** improvement –
  - Allows you to focus on your core business
  - Efficient logistics flows and **reliable transit times** to Final Assembly Line
- **Streamlined** communication, processes and data, with **end-to-end visibility**
- Transport development **engineering/optimization**
DHL Lead Logistics Partner: Case study

**Background:** One of the world’s leading aircraft manufacturers that uses various modes (Express, Air, Ocean, Road, Rail, Barge, Oversized), with 30–60% of it executed via the DHL network, with a managed revenue of +EUR 80M. Services: Management, optimization, cross dock, customs, transportation.

**Customer challenge**
- Reduce total transportation spend (saving guarantees)
- Customer had more than 100 suppliers and approx. 200 logistics providers
- Lacking visibility because of various systems being used, difficult to consolidate information

**DHL solution**
- **DHL Lead Logistics Partner**
  - **Dedicated LLP Control Tower** to coordinate all transport flows and day-to-day operations, including
    - Dynamic planning
    - Booking & Monitoring
    - Invoice Audit and Settlement
  - **Logistics flow:** Inbound to Final Assembly Line (FAL)
  - **Rationalization and integration** of Service Providers (3PL) including Tendering & Carrier Management:
    - Customer agreement: 35-60% executed via DHL Network
  - **End-to-end visibility** through SCI (Supply Chain Integrator), including Performance Measurement and KPIs

**Customer benefits**
- **Cost Savings** - reduction of total transportation spend
- **Quality and Predictability** improvement – 0% of work stoppages since the solution implementation
- “One window”/point of contact to coordinate all transport flows
- Efficient logistics flows and **reliable transit times** to Final Assembly Line
- Streamlined communication, processes and data, with **end-to-end visibility**
- Transport development engineering/optimization
Concept of operations

Customer's value

- One single contact point
- Process Standardization across all internal / external vendors
- Optimized order & transport planning
- Able to absorb seasonality impact
- Continuous Improvement
- Seamless EDI connectivity
- Integration across all supply chain stakeholders
- Performance reporting & reviews
- Advanced operational reporting and event management for all stakeholders
- Scalable to other regions and transport modes

End 2 End visibility

Introduction to DHL, Copenhagen, 29th March 2017
Service Overview
Control Tower

Solution Elements

Dedicated skilled staff executing SOP thru work & process flows:

1. Communication structure & worldwide contact lists
2. PO Management Processes & Exception Management
3. Vendor Management Processes & Exception Management
4. Commercial Documentation Processes & Exception Management
5. Carrier Management Processes & Exception Management
6. Cargo Movement Management Processes & Exception Management
7. Consolidation Management Processes
8. Compliance / KPI Management
   • Information Management
   • Reports
9. Constant review and rigid change log
10. Continued training and improvement

Benefits Delivered

• **Revenue enhancement** through improved performance in the supply chain
• Operating, **working capital and fixed cost reductions**
• Improved OTIF performance - **optimum levels of inventory** and availability for production
• A more cost effective and efficient supply chain
• Agile and better **dynamics to manage exceptions**
• Complete **supply chain visibility and control** down to SKU level
• Measurable, reportable KPI’s across the supply chain and performers
• Platform to support growth, development, asset light and scalable business model
• Drive **Incoterm conversion** programs and **landed-cost evaluations**
• Identify solutions over time through center of gravity, MOT and hub analysis
• **Integrated IT platform** paired with a rigid processes control will improve data quality
• Highly **experienced and skilled logistics staff** with strong track record in the E&M vertical

Introduction to DHL, Copenhagen, 29th March 2017
**Solution Elements**

1. Single contact window for all Customer’ material vendors
2. Inbound Purchase Order XML (inbound to manufacturing + stock transfer orders) *
3. EDI confirmation or report showing EDI message status (transaction inspector)
4. Vendor acknowledgement + reject or acceptance of PO (feed to Customer’ ERP system) **
5. Vendor compliance & management (SOP execution)
6. Vendor on-boarding & training (incl. new vendors over time)
7. Receiving exceptions & Cargo on-hand reporting
8. Vendor performance review & training refreshment
9. KPI reporting based on Customer’ agreed tolerance(s)

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**Benefits Delivered**

- **Single contact window for all Customer’ material vendors** with strict user management and communication structure.
- One truth – with real time acknowledgement paired with an accept or reject process linked directly into Customer’ ERP system
- **Vendor compliance & management** based on both soft and hard tolerances
- Execution and exception management will improve load ability factors
- **Full visibility with receiving** exceptions & Cargo on-hand reporting coupled with continued vendor compliance review that will drive vendor performance up.
- Full visibility and **KPI reporting based on Customer’ agreed tolerance(s)** will along with compliance reviews drive continued improvements in Customer’ LTA negotiations, terms and vendor mix.
- **Vendor on-boarding & training** (incl. new vendors over time) thru seminars to proactively address operational issues and promote clear understanding of Customer’ terms and processes.
- Support change in buying terms and general support to local Customer’ entities.

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* Subject distinct PO & SO specification with unique identifier
** Acknowledgement of POs on C and D Incoterms, DHL will during the solution design phase verify how this can be included.
### Service

**Carrier & Transport Management**

<table>
<thead>
<tr>
<th>Solution scope</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Transport planning, allocation &amp; booking with carrier</td>
<td>• Visibility will improve origin/location mix thereby reducing points to maximize loadability</td>
</tr>
<tr>
<td>2. Consolidation &amp; de-consolidation</td>
<td>• Reduce number of shipments thereby minimizing the overall transportation expense including carrier contract rates, inland transportation costs, handling &amp; drayage</td>
</tr>
<tr>
<td>3. Exception management</td>
<td>• Better planning process that will eliminate/reduce LCL, LTL &amp; AFR shipments in major lanes</td>
</tr>
<tr>
<td>4. Liaison with Customer’ carriers for daily issue resolution</td>
<td>• Strategic migration of volumes between locations to reduce transport cost and origin handling</td>
</tr>
<tr>
<td>5. Carrier issue log, scorecard &amp; performance review</td>
<td>• Increased conversion rate of LTL to FTL and 20’ to 40’ containers</td>
</tr>
<tr>
<td>6. Outbound EDI messages (key milestones up to incl. final delivery)</td>
<td>• Origin dwell time reduced based on improved upstream visibility with a sound link into the carrier management part of the supply chain</td>
</tr>
<tr>
<td>7. Manual milestones agreed with Customer *</td>
<td>• Visible and measurable carrier performance has enabled Customers to drive enhanced carrier negotiations (which MOT, lane and geo scope has the biggest cost reduction impact)</td>
</tr>
<tr>
<td>8. Advanced Shipping Notification (outbound EDI feed to Customer’ ERP system)</td>
<td>• Improved planning and allocation will result in reduced peak impact and volume spikes will be managed better</td>
</tr>
<tr>
<td>9. Transport delay analysis</td>
<td>•</td>
</tr>
</tbody>
</table>

*
Successful Partnership brings real results

LLP capability with partnership has unlocked savings for customers across many sectors

...delivering real value

**Leading Auto company**
Design, Management and Procurement Support of the European Inbound supply chain.

20-25% cost reduction in 10 years (15-20% in first 5 years)

15-20% cost reduction in 4 years

**Leading Engineering company**
Design, Management, Procurement and Operation of the Global Inbound Supply Chain

**Leading Consumer Company**
Design and Management of the Global inbound and outbound supply chain into Turkey, Saudi Arabia, Nigeria, South Africa and Kenya

15-20% cost reduction in 4 years

20+ % reduction of freight spend in year 1

**Leading Marine company**
Supply chain design, project planning & implementation, logistics planning
Thank You
Contact

Your DHL LEAD LOGISTICS Representative

Barry Purtill  
Head of Business Development LLP Europe

Phone  +353 61 479624  
Mobile +353 87 2296623  
Barry.purtill@dhl.com

DHL Global Forwarding  
Unit 4100  
Westpark  
Shannon  
Co. Clare  
Rep. of Ireland
I2M Process Flow

DHL LLP sends automatic notification to supplier to acknowledge PO

GE GRID sends PO to supplier and DHL LLP

Supplier acknowledges PO to DHL LLP and confirms estimated Goods Ready Date

7 Days

5 Days

DHL LLP sends automatic notification reminding supplier to send draft shipping documents and confirm Incoterm Date

DHL LLP sends automatic notification requesting supplier to send draft shipping documents and confirm Incoterm Date

DHL LLP sends automatic notification reminding supplier to send final shipping documents

DHL LLP sends automatic notification to GE Grid buyer if PO has not been acknowledged

DHL LLP sends automatic notification to GE Grid buyer if documents have not been received

DHL LLP sends automatic notification to GE Grid buyer if Estimated Goods Ready Date is later than the requested Incoterm Date

Actual Pickup or Goods Handover Milestone

Depart from Origin Milestone

Arrived At Destination Milestone

Pod Milestone

REQUESTED INCOTERM DATE

TRANSPORT LEAD TIME

REQUESTED DELIVERY DATE

21 days

15 days

13 days

7 days

3 days

DHL LLP will place pre-booking to carrier as soon as draft shipping documents are received from supplier

DHL LLP will confirm booking to carrier as soon as final shipping documents are received from supplier

Introduction to DHL, Copenhagen, 29th March 2017
Solution scope
KPI & Performance Reporting

Operational Measurements (for Monthly & Quarterly KPI reviews) *

<table>
<thead>
<tr>
<th>Type of analysis</th>
<th>Sample Outpur Reports</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volume</strong></td>
<td>Year on Year (YoY) Container Comparisons (FCL)</td>
</tr>
<tr>
<td></td>
<td>YoY FEU Volume Comparison (all shipments types)</td>
</tr>
<tr>
<td></td>
<td>YoY FEU Volume Comparison by Origin</td>
</tr>
<tr>
<td></td>
<td>YoY FEU Volume Comparison by Destination</td>
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<tr>
<td></td>
<td>YoY FEU Volume Comparison by Top 20 Lanes</td>
</tr>
<tr>
<td><strong>Vendor Performance</strong></td>
<td>Top 10 Vendor by Value</td>
</tr>
<tr>
<td></td>
<td>Top 10 Vendor by Volume</td>
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<tr>
<td></td>
<td>Vendor Event Log (Exceptions and Root Cause)</td>
</tr>
<tr>
<td></td>
<td>CY-CY Loadability - 20’, 40’, 40’HC, 45’HC</td>
</tr>
<tr>
<td></td>
<td>Vendor Booking Performance</td>
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<tr>
<td></td>
<td>Vendor Shipping Performance</td>
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<tr>
<td></td>
<td>Vendor SLI Submission Performance</td>
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<tr>
<td></td>
<td>Vendor Document Submission Performance</td>
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<tr>
<td><strong>Carrier Performance</strong></td>
<td>Carrier Volume by FEY</td>
</tr>
<tr>
<td></td>
<td>Carrier Event Log (Exceptions and Root Cause)</td>
</tr>
<tr>
<td></td>
<td>EDI 856 Overall Performance</td>
</tr>
<tr>
<td><strong>DHL Performance</strong></td>
<td>EDI 856 Performance</td>
</tr>
<tr>
<td></td>
<td>Document Posting Performance</td>
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<tr>
<td></td>
<td>Dwell Time Dispersion (CFS Operations)</td>
</tr>
<tr>
<td></td>
<td>Service Integrity (Exceptions and Root Cause)</td>
</tr>
</tbody>
</table>

Financial Performance

- DHL provide all of its customers with a series of standardized KPIs on monthly basis to support KPI reviews.
- Specific QBR packages will be produced according to Customers’ business requirements.
- Our Account Manager will also work with customer to continuously develop and improve KPIs to meet Customers’ specific requirements.

Sample KPIs

- **Origin Movements**
- **Top 10 Vendor performance**
- **Container Loading by Container type**
- **Mode Usage by Destination**
- **Ocean P2P Transit Performance by Top Trade lane**
- **End to End Lead Time Performance**

Sample Outputs

- **Monthly cost per CBM by product type**
- **Monthly cost per unit per origin and month**

Sample Outputs

- **Monthly cost per CBM by product type**
- **Monthly cost per unit per origin and month**

* Will differ based on MOT