WELCOME TO THE BREAKOUT SESSION

THE ASIA PIVOT: EXPLORING NEW SUPPLY CHAIN FRONTIERS BEYOND CHINA AND EMBRACING INDIA'S TECH EVOLUTION

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The Asia Pivot:

Exploring New Supply Chain Frontiers Beyond China and Embracing India's Tech Evolution



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Agenda

• The Changing Landscape of Supply Chains in Asia

Global supply chains are diversifying beyond China, with new hubs emerging across Asia for resilience and growth

• Opportunities And Strategies For Expanding Into New Asian Markets

Deep-dive into key Asian markets such as Vietnam, Indonesia, and Thailand that provide growth potential for supply chain operations, with unique advantages.

Best Practices and Recommendations

Discuss best practices for establishing supply chain networks in new Asian markets, emphasizing agility and continuous improvement while navigating regulatory environments and managing operational challenges

Spotlight on India, where Innovation meets Global Expansion

Understanding the market landscape and identify key opportunities



THE CHANGING LANDSCAPE OF SUPPLY CHAINS IN ASIA



The Changing Landscape of Supply Chains in Asia A Quick Introduction





The Changing Landscape of Supply Chains in Asia Why Diversify?



Geopolitical tensions and other factors contribute to trade diversifications



Worsening geopolitical crisis

continues to fuel inflation globally

The inflation puts cost pressure on companies relying on operations in low-cost countries

Rising wages of workers

challenge the 'low-cost' operation

US-China Trade War

Government-imposed trade barriers on China to promote domestic manufacturing since the Trump Administration.

EU-China Punitive Measures

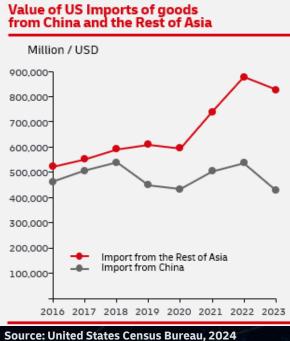
EU and China had an escalating wave of tit-fortat punitive exchanges in 2021, such as the travel ban.

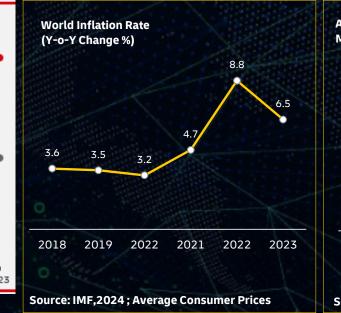
Russia-West Fallout

Since Russia-Ukraine crisis, Russia had a huge decline in trade with the West and shifted to trade with China.

COVID Pandemic

The pandemic outbreak and prolonged lockdown in China and other areas brought a supply chain shock to almost all MNCs.





Average Annual Wages Growth for Manufacturing Sector (% change YoY) 0.12 0.08 0.06 - 0.06 0.04 - 0.05 0.03 0.03 0.02 0.02 0.02 0.01 2021 2019 2020 2022 US 🗕 🗕 UK 🗕 — China Source: Trading Economics, 2024



The Changing Landscape of Supply Chains in Asia Different Diversification Strategies



In 2023, 97% of global companies are reconfiguring their Supply Chain

Efforts to mitigate repercussions and future risks have led to 3 increasingly adopted trade practices

Friendshoring

Redirecting supply chains towards political or economic allies with shared values

Prevent disruptions and reduce uncertainty due to Global economic shocks and geopolitical conflicts

O Nearshoring **Relocating** operations to nearby countries, often a neighboring country

Shorter transit times from manufacturers to customers, reducing transportation cost, and may also benefit from lower tariffs

Trai bac

Transferring operations back to their home country

Avoid disruptions, and gain better control of supplier and distribution management, also capitalize on domestic government incentives





The Changing Landscape of Supply Chains in Asia Different Diversification Strategies

MULTI-SHORING

Geographical spread of manufacturing and supplier locations

LOGISTICS OPERATIONS

Diversification level of logistics infrastructure





SUPPLY CHAIN DIVERSIFICATION



MULTI-SOURCING

Variety of alternative manufacturing capabilities and suppliers

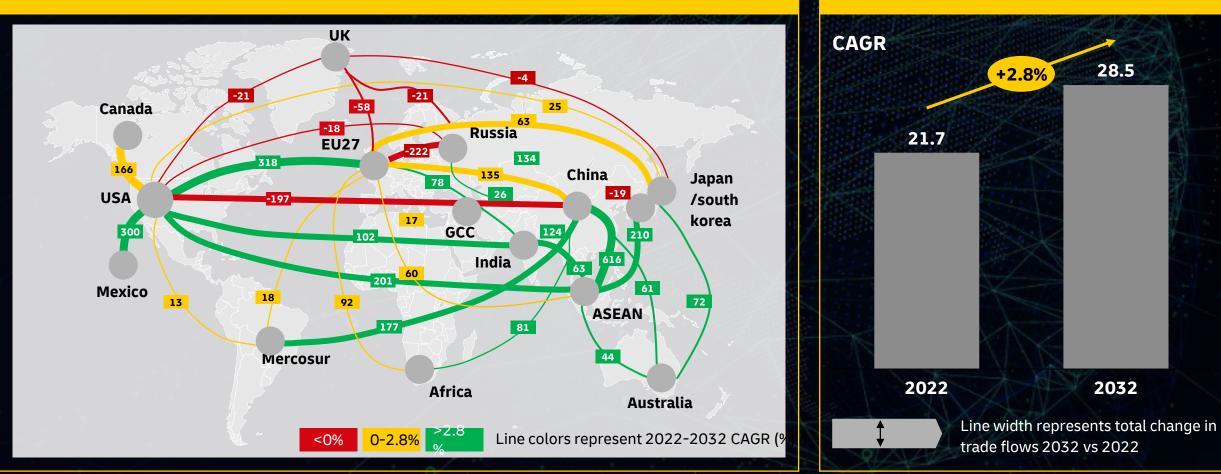
MODES OF TRANSPORTATION

Variety of modes of transport used in parallel

The Changing Landscape of Supply Chains in Asia World Trade Flow Changes

Change in trade of goods, major corridors² (2032 vs 2022, real 2010 \$B)

Exports of goods, global (real 2010 \$T)





Source: BCG Jobs national security and future of trade

OPPORTUNITIES AND STRATEGIES FOR EXPANDING INTO NEW ASIAN MARKETS



Opportunities and Strategies for Expanding into New Asian Markets **Five Different Asias - Experiencing A New Era**



Advanced Asia

- Australia
- Japan
- New Zealand
- Singapore
- South Korea

Emerging Asia

- Cambodia
- Indonesia
- Malaysia
- Philippines
- Thailand
- Vietnam

Frontier Asia

- Bangladesh
- Kazakhstan
 - Pakistan
- Sri Lanka

Opportunities and Strategies for Expanding into New Asian Markets Southeast Asia Economic Outcomes 1993-2023

				Lowest in S	EA		33.9 <i>1</i> 9.65	Top in SEA
Growth drivers		Indicator	Unit	Indonesia	Malaysia	Singapore	Thailand	Vietnam
1	Ease of doing business	Ease of doing business score by World Bank (2020) ¹	Score 0- 100	70	81	86	80	70
2	Increase competition	Herfindahl-Hirschman market concentration index (2021) ²	Score 0-1.0	0.09	0.10	0.07	0.07	0.12
3	Strengthen institutions	Average of World Governance Indicator scores by World Bank (2022)	Score – 2.5-2.5	-0.1	0.5	1.9	-0.1	-0.1
	Improve workforce quality and availability	Average reading, math, science PISA score (2022)	Score 0-600	369	404	560	394	468
4		Human Capital Index by World Bank (2020)	Score 0-1.0	0.54	0.63	0.89	0.62	0.69
		Female labor force participation ratio (2023)	% total pop.4	53%	52%	62%	59%	69%
		Employment to population ratio (2023)	% total pop.4	65%	63%	67%	66%	72%
5	Build infrastructure	Public infrastructure investments (2013-19) ³	% of GDP	3%	8%	5%	5%	5%
		Infrastructure score, Logistics performance index by world bank (2023)	Score 0-5	2.9	3.6	4.6	3.7	3.2
6	Increase stability	Reserves to gross external financing (2022)	Ratio	2.5	1.2	0.35	1.8	2.3
7	Facilitate investment	Cumulative foreign direct investment as percentage of cumulative GNI (2018-22)	%	2.3%	3.6%	35.3%	1.9%	6.7%
		Cumulative gross fixed capital formation as es to the rank and score calculation or ethodokey. For the index after an inte Hindex computed by squaring each company's market share and summing the store of the store	ernal audit in 2020 to ens g them up respectively; (3	38.5%	24.6%	27.9%	28.4%	45.3%



in contributed by Asia

Source: IMF/McKinsey & Company



Source: Bain & Company - Navigating the high winds: Southeast Asia Outlook 2024-2034

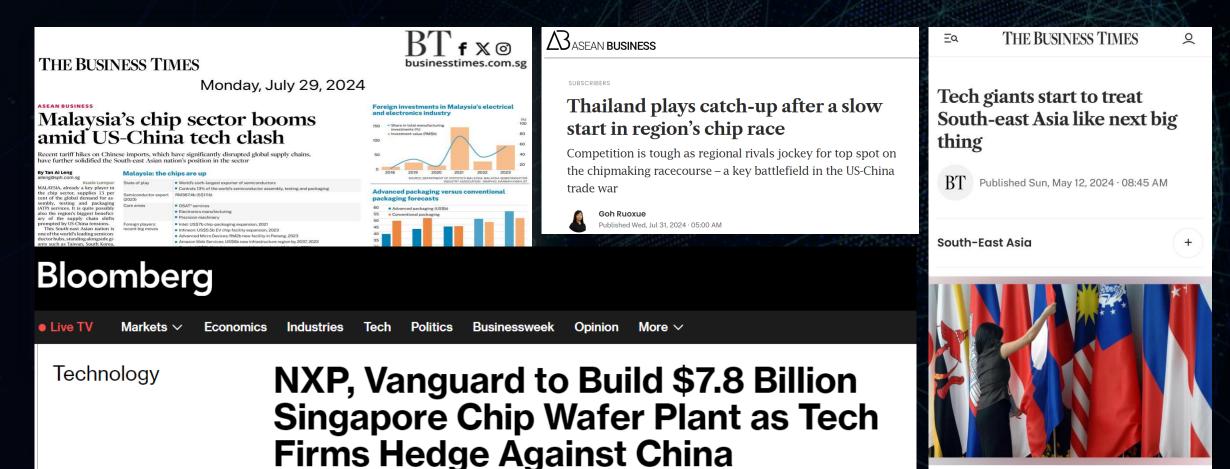
Opportunities and Strategies for Expanding into New Asian Markets

Emerging Asia Countries As Outsourcing Destinations

- Currently, India engages in regional and bilateral FTAs with more than 50 countries, including major economies such as ASEAN, Japan and Australia.
- The ICT sector and digital economy are major economic drivers. India aims to grow the ICT sector to \$1 trillion by 2025, or 20% of predicted GDP.
- Thailand has 14 FTAs with 18 countries, and a few FTAs with European countries are still under discussion.
- Has an established network of industrial estates, including Laem Chabang Industrial Estate in Chonburi Province and Map Ta Phut Industrial Estate in Rayong Province, a common location for foreign-owned factories due to its proximity to seaport facilities and Bangkok.
- Indonesia has **14 signed FTAs** in effect with major countries and regions like, China, Australia and New Zealand.
- The digital economy in Indonesia alone is estimated to reach US\$124 billion by 2025.8 Indonesia would be the largest market in e-commerce in Southeast Asia.
- Malaysia has **signed 16 FTAs, including 7 bilateral FTAs and 9 multilateral FTAs**. Providing Malaysian businesses with advantages like lower or zero customs taxes, making them more competitive and contributing to Malaysia's economic sustainability.
- There are **18 Free Industrial Zones** where companies are allowed duty free imports of raw materials, components, parts, machinery and equipment directly required in the manufacturing process.
- Vietnam has more than 350 industrial zones and export processing zones. In 2022, Vietnam saw the highest growth in the digital economy in Southeast Asia with a 28% increase from \$18 billion in 2021 to \$23 billion
- Manufacturing industry has attracted foreign investors who benefit from the nation's proficient workforce, relative low labour rates, and favourable FTAs. It has **contributed 25% to GDP in 2021 and 23% of total employment**.



Opportunities and Strategies for Expanding into New Asian Markets
South-East Asia Chip Sector Boom



New facility begins construction in second half of 2024

Region poised to benefit from drive to diversify from China

After decades of playing second fiddle to China and Japan, the region of about 675 million people is drawing more tech investment than ever. PHOTO: BLOOMBERG

Opportunities and Strategies for Expanding into New Asian Markets

Success Stories - Expanding Into New Asian Markets

Malaysia's Early Supplier Involvement (ESI)

Objective:



AT&S

Tech Firm's Alternate Sourcing From Thailand

Objective:

- DHL being integrated as a key partner from the early stages of an investment project and **acting as a one-stop center to support FDI companies** navigate local regulations & requirements in shipping.
- DHL Malaysia signed MOU with Malaysia Investment Development Authority (MIDA) to support with new companies investing into Malaysia.
- DHL's partnership extends into State Investment Promotion Agencies (e.g. Invest Penang / Sarawak), supporting FDI companies in specific industrial zones

AT&S

Jun 2021

• FDI Companies supported through ESI approach: AT&S, Longi, Ablecom, Compuware, LAM Research

Investing company: Project news date: Source Country: Capital investment: Location: Industry: Activity:

- Austria US\$ 2 bn. Kulim High Tech Park Electronic components Manufacturing

- Support a leading technology firm shifting part of its production to Thailand & Vietnam, including both inbound to manufacturing from China to Thailand, and outbound from Thailand to all regions.
- Formed project team 6 months prior to go-live, to prepare detailed workflows, and track major milestones.
- Active supplier engagement including contracts completion and customs POA completion.
- Provide customs advisory for HS code classification, licensing and permit requirements, whilst also designing freight solutions based on customer volume and transit time requirements.
- Comprehensive cross BU solution, with DHL Global Forwarding and DHL Express.
- Smooth implementation during go-live, especially on the import & export customs processes, with detailed SOPs readily available.
- Operational from Day 1 with solid Business contingency plans in place, including multi-modal solutions.



Objective:

- Supporting a global technology firm looking to adopt a China+1 strategy, to avoid rising operating costs and security concerns, opting to diversify into Thailand
- Diversified their raw material sourcing to Thailand.
- Established new hybrid processing center to support production in Thailand, with both China and Thailand productions supporting different parts of the world.
- Supplier deployment plan including integration, contract detailing, and smooth supplier onboarding
- Design and manage new hybrid processing warehouse
- Drive cost-efficiency with lower operating costs
- Reduce risk of supply chain disruptions due to unforeseen circumstances



BEST PRACTICES AND KEY TAKEAWAYS



Intermediate Trends & Challenges

Southeast Asia

- 4th most popular **investment destination** globally, and the **second-largest destination in Asia** (after US, UK, China)
- Upper-middle-income region on average by 2025 using the World Bank classification
- **3rd largest labor force worldwide,** behind only China and India, accounting for a total of 10% of global labor force by 2030
- Rapid adoption of e-commerce, where market in SEA estimated to reach US\$88 billion by 2025 (CAGR of 31%) & acceleration of digital economy (industry 4.0)
- ASEAN countries have announced multiple initiatives to push infrastructure development (annual investment requirement of US\$184B)

CN Plus 1 Accelerator

- Manufacturing investments
- Semiconductor
 ecosystem shifts
- Increased trade flows

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- Skilled labor gaps
- Infrastructure gaps
- Supply chain complications

Japan, Korea



- **Challenges**: increased demographic imbalance; decrease in labor productivity; a lack of productivity among SMEs; and an increasingly complex geopolitical landscape.
- Government's policy push to stimulate economy set to gain more momentum
- Japan government has allocated ¥3.9 trillion (USD 27B), equivalent to 0.71% of its GDP, in supplementary budgets to support semiconductor industry
- Korea government planned a financial support program for chips worth about 17 trillion won(USD 13B) through state-run Korea Development Bank to back large-scale investments by semiconductor companies



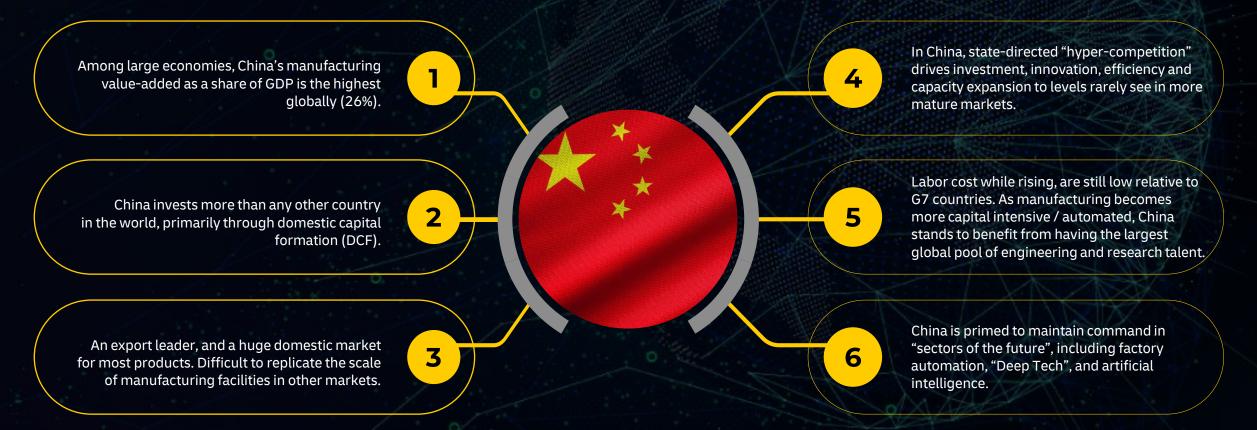
Our Network Investments In The Asian Markets

	Singapore	 Acquisition of 60,000 sqm on Jurong Pier Road, and a 17,000 sqm facility development of DHL West Hub in Pioneer. South Asia Hub located at Changi Airport, represents an investment of approximately USD 140 million. It is one of the largest and most advanced facilities in the region, supporting both regional and intercontinental shipments Fifth and final Boeing 777 freighter deployed at the South Asia Hub in Singapore, strengthening US-Asia trade connections. Boosting our total payload capacity to 1,224 tons for customers shipping between Asia and the Americas.
THE BUSINESS TIMES	E	 2 new facilities in Penang including a 18,000 sq m logistics hub in Penang, one in Kuala Lumpur and another one in Johor Bahru. Invested around RM200million to expand gateway at Kuala Lumpur International Airport (KLIA) to increase handling capacity and enhance operational efficiency.
	Malaysia	• Establishment of RM13m Service center in Penang. Five times the size of its previous location, improving shipment processing capacity by 170%.
	Thailand	 Investment in free zone warehouses that serves as regional distribution centres. Expanded our fleet of electric vehicles (EVs) in Thailand with an additional 16 electric vans for first-and-last-mile deliveries. Trade facilitation program in Thailand to enable SMEs to access the global markets.
	0	 2 new multi-user facilities in Long Binh and Bac Ninh in the South & North Vietnam totaling more than 42,000 sqm, equipped with latest sustainable innovations.
DHL Supply Chain to invest 350 million euros in South-east Asia, adding 3,000 jobs	Vietnam	• EUR 11.7 million investment, Hanoi Gateway facility is twice as large, and its peak handling capacity is 4X compared to the previous site.
	•	 New service center facility in Bekasi, West Java, Indonesia, also known as the largest industrial area in Southeast Asia. DHL has invested EUR 3.4 million in this facility, integrated with sustainable solutions to minimize carbon emissions, 30% of its power generated by solar panels. Coared up to electrify its last mile delivery fleat with the deployment of 24 electric years in Jakarta and Bandung. These electrics
	Indonesia	• Geared up to electrify its last-mile delivery fleet with the deployment of 24 electric vans in Jakarta and Bandung. These electric vans will eliminate 177 tons of carbon emissions yearly.



Best Practices and Key Takeaways China's continued Importance

For an expanding range of products, China is still the lowest cost producer in the world. As companies seek to diversify from China sourcing, it is important to recognize the continuing competitiveness of China sourcing.





Reconfiguration may lead to unintended or mixed outcomes

Percentage of companies with different outcomes of companies' supply chain strategies

Th	is percentage of companies have lower metrics	This percentage of companie have higher metrics	
Transport costs	21.3	13.0	
Time to market	7.6	23.7	
Labour requirements	12.5	13.1	
Cost of sourcing from alternative suppliers	16.3	10.6	
Administrative costs of trade operatio ns	18.4	10.7	
25	20 15 10 5	0 5 10 15 20	

For example, 7.6% of companies has a shorter time to market after implementing their strategies, but **23.7% has a longer time to market.** 16.3% have lower sourcing cost, but 10.6% have a higher one.

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- Companies face either unintended results or trade-offs. For instance, relocating to another country may lower sourcing cost but raises time to market.
- Therefore, companies should pay attention to the complex considerations in different strategies and different countries.



Assess priorities and calibrate strategies

Market Adaptation:

Understanding and

adapting to local

market nuances is

crucial for success.



Sustainability Considerations: Addressing environmental concerns aligns with long-term strategic objectives.



Regulatory Compliance: Navigating local regulations adds complexity to operations and requires vigilance. Infrastructure Investment: Upgrading facilities and technology for competitiveness demands substantial capital.



Quality Control Assurance:

Maintaining consistent product quality domestically requires rigorous quality control systems.

Risk Diversification: Updated supply chain strategy may not eliminate risks; diversification remains essential.



Global Competition: Competing on a global scale may be more challenging.



Cost Realignment: Balancing higher initial costs with long-term savings demands careful financial planning.

Facing potential trade-offs, global companies need to balance their supply chain resilience with cost, operational standard, competitive advantage and regulatory requirements.

- Thus, companies should understand their own priorities and have a comprehensive review of the complexities to customize their strategy.
- Furthermore, given the dynamic momentum in the new era of globalization, supply chain strategies need to constantly adapt to changing circumstances as well.
- A responsive, resilient and calibrated supply chain strategy will help companies to achieve the growth potential and Mitigate potential risks.

The Takeaway

In conclusion, adapting supply chain strategies is imperative and various solutions are available, but it can be challenging to balance different priorities and navigate the complexities.

Given the evolving landscape, how do you position your company to leap towards the next frontier of supply chain reconfiguration?



The Implications – How DHL Can Help



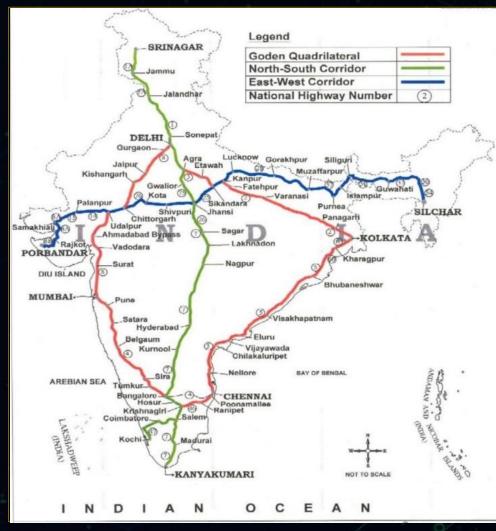


SPOTLIGHT ON INDIA: WHERE INNOVATION MEETS GLOBAL EXPANSION





Understanding India's Market Landscape A Comprehensive Overview



Globally & Interconnected

140+ airports in 2023. 2nd airport in DEL and BOM to commence in 2025

~7500+ km long coastline, 13 Major Port ~6 additional ports under development

126000+ km rail route with 7335 stations **~ ~10000+** km additional upcoming rail routes

144000+ Kms of highways. ~24800+ km additional to be completed by 2027

5th Largest Economy & Growing

3.937

Trillion

GDP

Of World Population

~28years

17.78%

Population Median Age

Ease of doing business

- Faceless Governance model.
- GST 1 Country , 1 Tax.
- Preferential access, economic cooperation and Free Trade Agreements (FTA) - 54 countries.
- Strong infra for Internet 750 Million + Internet users.
- Among 5 countries to have end to end technology for telecom technology.
- Policy shift towards manufacturing with PLI scheme.
- Start ups 127000 as of March 2024.

Renewable Energy

- Aiming 40% of its energy from non-fossil sources by 2030
- 4th globally in Renewable Energy Installed Capacity (including Large Hydro), 4th in Wind Power capacity & 5th in Solar Power capacity
- (as per REN21 Renewables 2024 Global Status Report)
- \$2.4 Bn National Hydrogen Mission for production of 5 MMT by 2030, \$36 Mn additional in Budget.

Government Support

PLI schemes for Large Scale Electronics Manufacturing, Electronic/Technology Products, Semiconductors, Telecom & Networking Products

- Remission of duties & taxes on exported products (RoDTEP),
- Gati Shakti, Single window system
- India industrial land bank,
- National logistics policy (NLP)

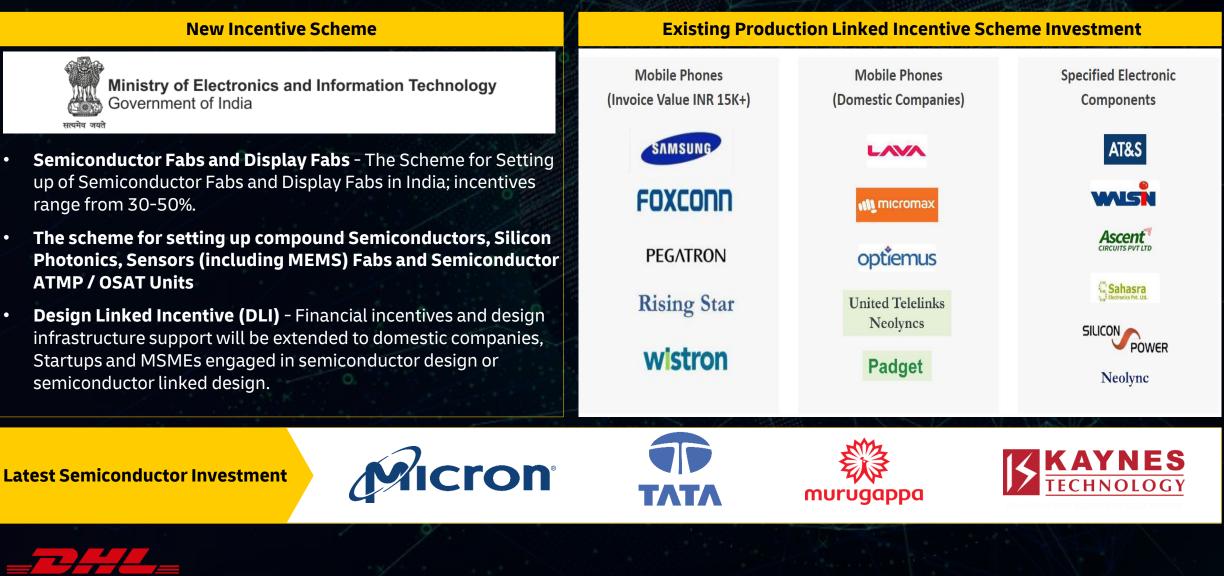
Understanding India's Market Landscape

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Incentive Schemes and Applications & Investments

CONNECTING YOU



Understanding India's Market Landscape

Opportunities and Product Insights





Supporting the India Growth Story

DHL's value offering across our business divisions

	DHL Express	DHL Global Forwarding	Blue Dart	DHL Supply Chain	Combined
	India's largest International Express Service Providers	India's Largest Air freight forwarder. Leading Ocean freight forwarding	India's Largest Domestic Air Express. Leading Surface Express Service Provider	Leaders in Contract Logistics Service and Supply Chain Consulting	One of the largest logistics providers in the world
	• Established in 1979	• Established in 1996	• Established in 1983	• Established in 1997	 Over 45+ years of experience in India
	• 3,800 + Employees	 650+ Employees in Freight Forwarding 2950 + Employees at DHL Global Service Centre 	 14,000 Employees including BlueDart Aviation 	• 16,500 + Employees	• 37,900 + Employees
	 28 Inter-continental weekly flights. 4 Dedicated freighters 12000+ Ground Vehicles 	 5000+ Vehicles,10% CNG DGF/Market Induced capacity Coverage in all major metros metro's Specialized product handling team & customers service center Certified CapX/DG team. 	 12,000 Vehicles incl 370+ EV 6 freighters Boeing 757-200 freighters & 2 Boeing 737-800 60 domestic hubs 	 2000 Vehicles Includes – 282 EVs & 84 CNG 	 19,000 + Vehicles 8 freighters, 183 Int. air, 80 Dom. CAL. Flights 60 domestic hubs
8		 NVOCC operations and Core carrier partnership Capacity management & End to end visibility solutions (My DHLI) 			
!!]	 20 TAPA Certified facilities,53 Service centers, 9 Clearance gateways 150,000+sq ft added last 3years 	 0.5+ Million sq. ft. Owned license & 250+ professionals Customs consultancy services Free trade zones in Chennai, Mumbai Bangalore. 	 56,400 + locations 3.2.+ Million sq. ft. facility space 	 146 locations 39 cities 14.25 Million sq. ft. facility space 	 Servicing 56,400 + locations, 17.9 + Million sq.ft. facility space

Supporting the India Growth Story Crafting innovation for Your Unique Needs..



Investment in Technology thru' EDI connectivity



International Freight

- Air Freight Imports
 - Direct Ship
 - Hub Ship
- Air Freight Exports
 - Direct Ship
 - Hub Ship



Transportation

- Intra city last mile distribution
- From OEMs and INDC to Last Mile.
- Full truck and part truck load
- Domestic air cargo



NPI Handling

- Successfully handling NPI
 - From Import to Last Mile.
 - From OEMs to Last Mile.



Supply Chain

- 15 Mn sqft of warehousing footprint
- 175+ Customers
- #1 in APAC for Lighthouse sites (17)
- FTWZ Warehousing in Chennai and Mumbai



Dedicated Team

Account/Program Management with dedicated customer support center



THANK YOU

WHAT IS NEXT ON THE AGENDA?

12.00 – 1.30 pm	Networking Lunch & Exhibition
1.30 – 3.00 pm	Sustainability - How to decarbonize global supply chains?