

2025 Investor Conference Call

Leveraging Asia logistics expertise to
navigate complex 2026 freight market



2026 FREIGHT MARKET OVERVIEW



“In 2026, the overall market outlook will be cautiously optimistic.”

Ocean Freight

Ocean freight will not be driven by a sudden surge in demand, but rather by capacity imbalances and regional differences.

Air Freight

Demand for high-tech, AI-related, and e-commerce shipments continues to drive growth in air freight from the Asia-Pacific region to North America and Europe.

CHINA AND US ACCOUNT FOR A SIGNIFICANT SHARE OF GLOBAL IMPORT VOLUME AND GDP



**1/4 of Global
Import Volume**



**2/5 of Global GDP
(approx. 43.7%)**

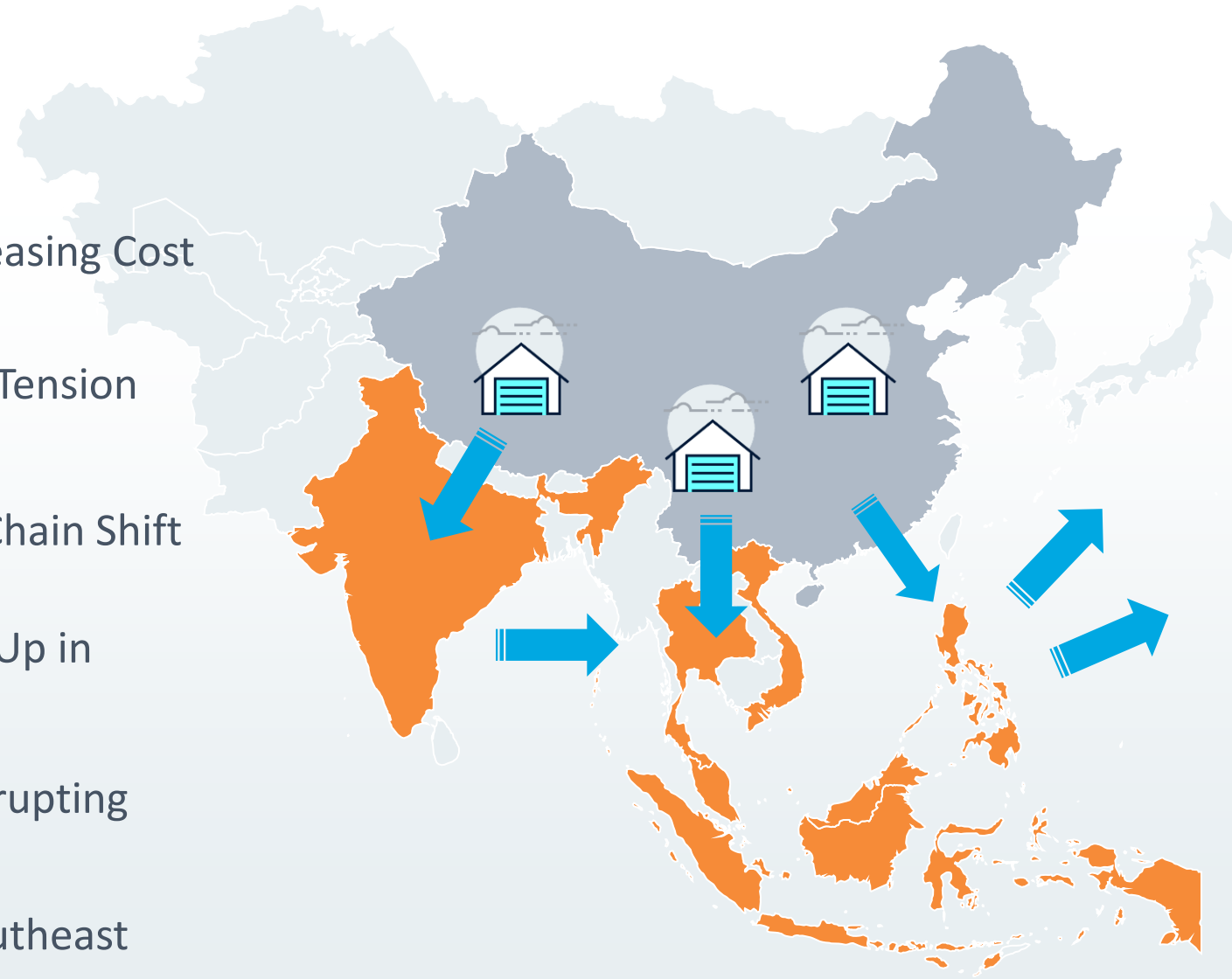
資料來源: IMF

THE FORMATION OF G2 SUPPLY CHAIN



SUPPLY CHAIN SHIFT

- 2014** ● Start of China + 1 due to Increasing Cost
- 2018** ● Start of the US – China Trade Tension
- 2020** ● Pandemic Speeds up Supply Chain Shift
- 2024** ● Production Facility Finish Set Up in Southeast Asia & India
- 2025** ● Trump imposed US Tariffs Disrupting Global Supply Chain
- 2026** ● More Export to the US via Southeast Asia and India



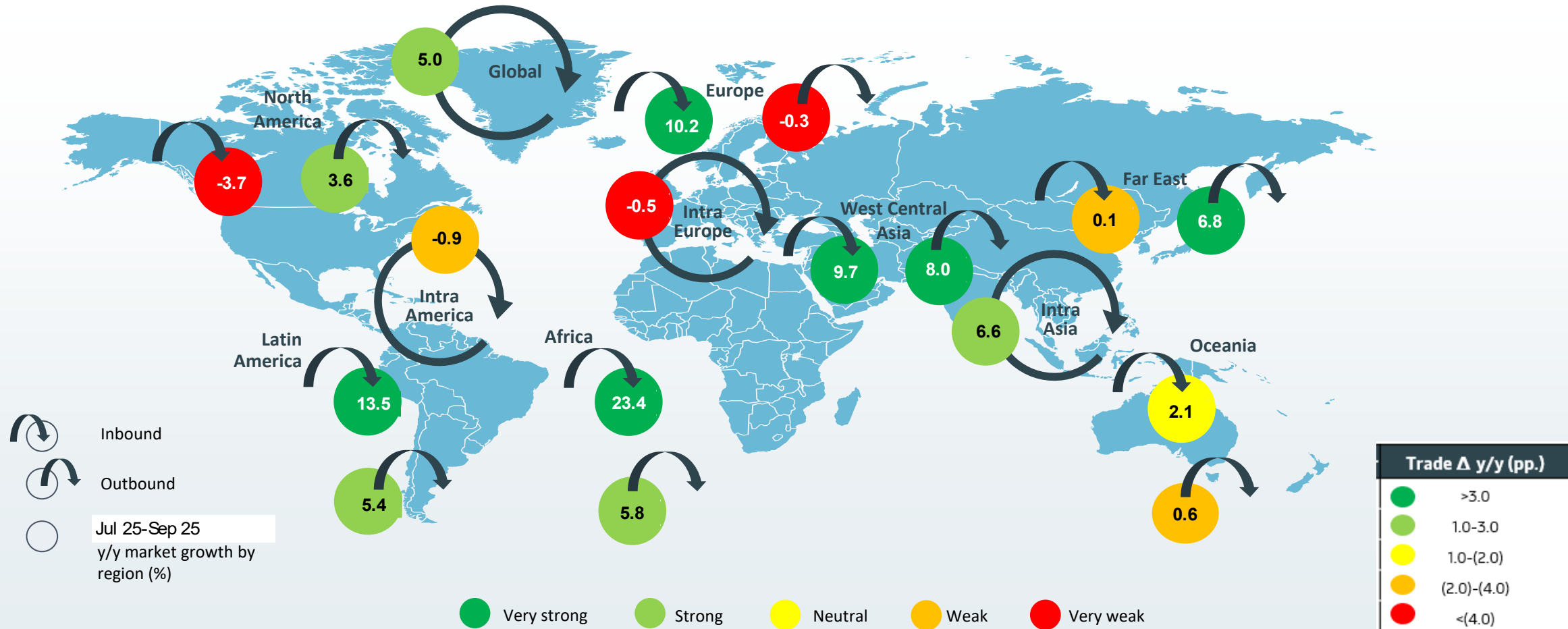
2025 GLOBAL ECONOMY OVERVIEW

Trade tensions and uncertainty slow the global economy, but containerized ocean freight stays resilient.

Region	Global Economy Summary
Global	Q3 proved more resilient than.
US	Q3 resilience driven by AI-related capex. Goods demand shows slowing momentum (up 3.6% y/y in August). September data unavailable due to government shutdown.
Euro Area	Retail sales and industrial production showed stable development in September (up 2.5% and 1.4% y/y, respectively), though industrial output remains below '21-'23 levels.
China	Economic activity slowed: October saw the slowest industrial output growth in over a year (4.9% y/y), while investment is in a slump (down 11.0% y/y) and retail sales growth slowed (2.9% y/y).

OCEAN FREIGHT

Global container trade stays resilient in Q3 (yoy growth of 5.0%), driven by strong imports in LAM, EUR, WCA, and AFR, while NAM weakens. Exports increase from WCA and FEA.



OCEAN FREIGHT

Nominal fleet growth is slowing driven by slowdown in deliveries, but scrapping keeps low and large orderbook gradually emerges post 2026.

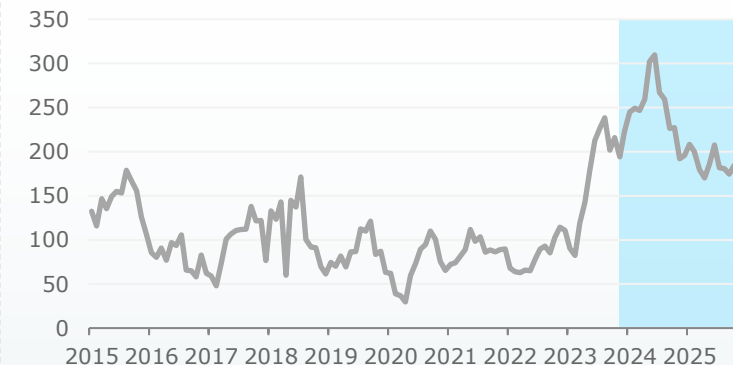
New ordering, TEU 000', 3M moving AV



Orderbook, TEU 000'



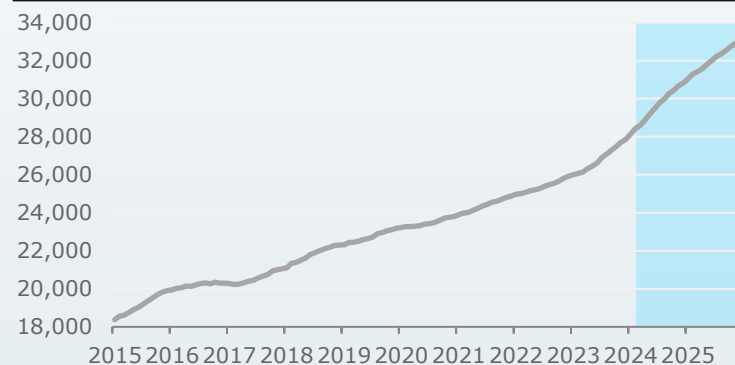
Deliveries, TEU 000', 3M moving AV



Scrapping, TEU 000', 3M moving AV



Nominal fleet, TEU 000'



Idling, TEU 000'

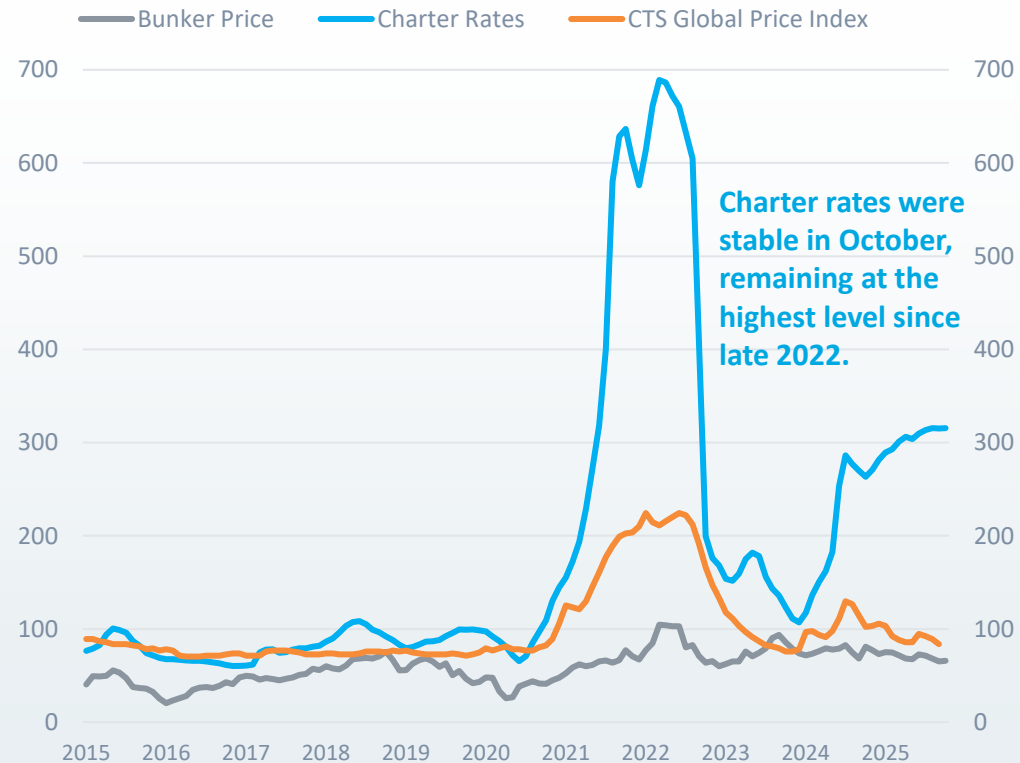


Notes: Last observation is November 1st 2025.
Source: Alphaliner

OCEAN FREIGHT RATE

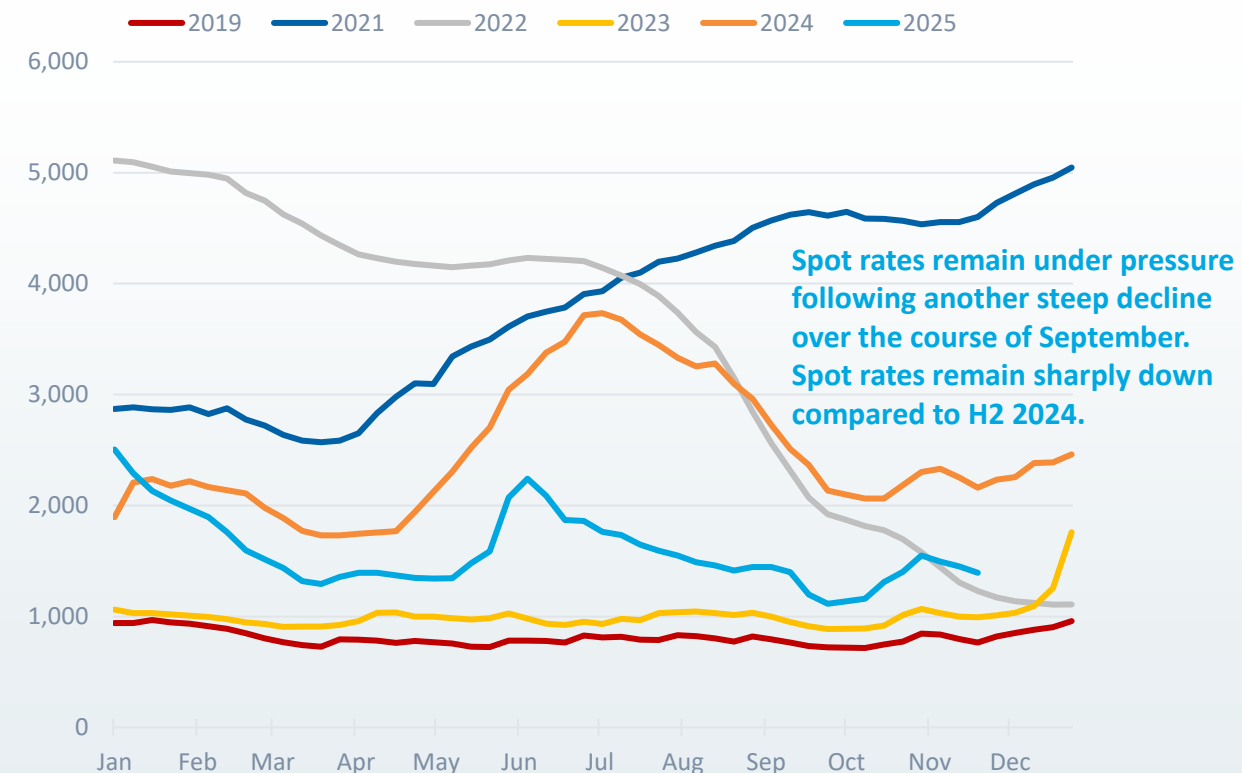
Charter Rates Remain at Elevated Levels. Spot Rates Remain under Pressure.

Bunker Price, Charter Rates and CTS Price Index, Index (2011=100)



Bunker prices decreased by -6.0% 3m/3m in October and by -11.0% on a y/y basis.

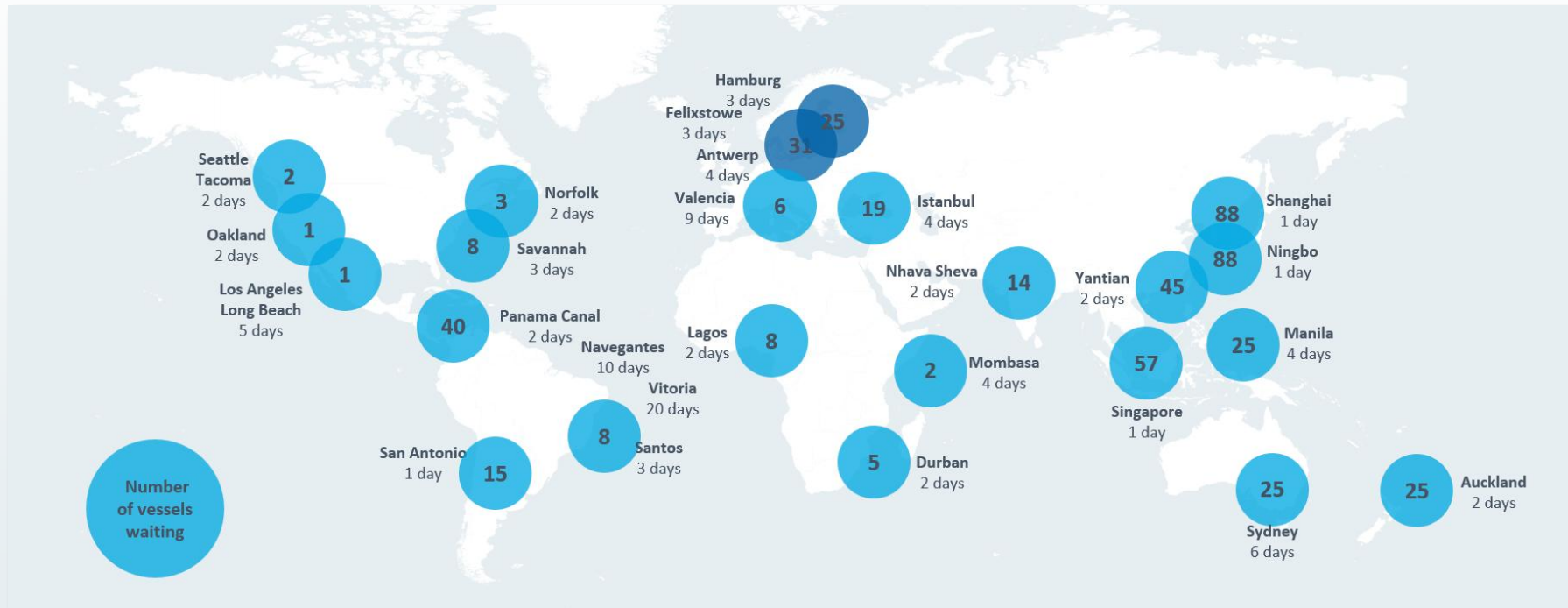
SCFI Composite, index



OCEAN FREIGHT

Capacity has returned, but it may not be where it's needed.

- **Structural Bottlenecks Offset Capacity:** Record vessel deliveries are being neutralized by congestion in European hubs and Red Sea diversions, which tie up ships and equipment.



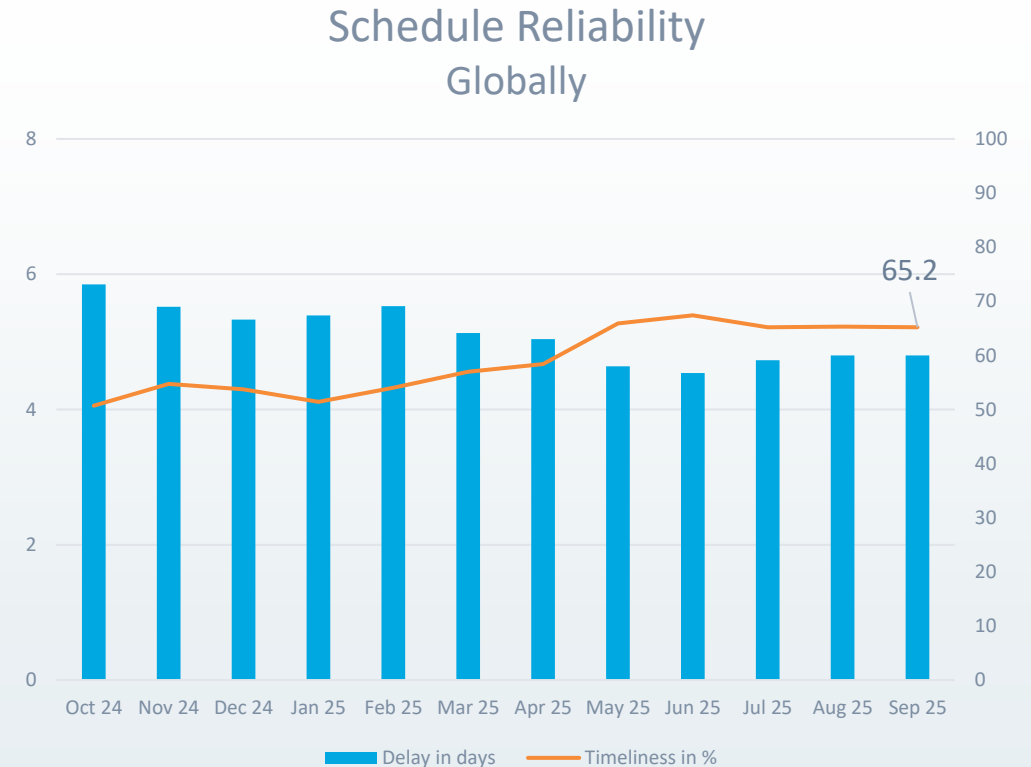
OCEAN FREIGHT

Capacity has returned, but it may not be where it's needed.

Structural Bottlenecks Offset Capacity: Record vessel deliveries are being neutralized by congestion in European hubs and Red Sea diversions, which tie up ships and equipment.

● **Rate & Cost Fragmentation:** Regional tariffs and carbon schemes are complicating cost structures. Asia-Europe rates are rebounding from unsustainable lows, while Transpacific lanes face continued pressure.

The "New Standard" for Risk: With global schedule reliability stalling at 65%, booking at least 3 weeks in advance is now standard practice.



OCEAN FREIGHT

Capacity has returned, but it may not be where it's needed.

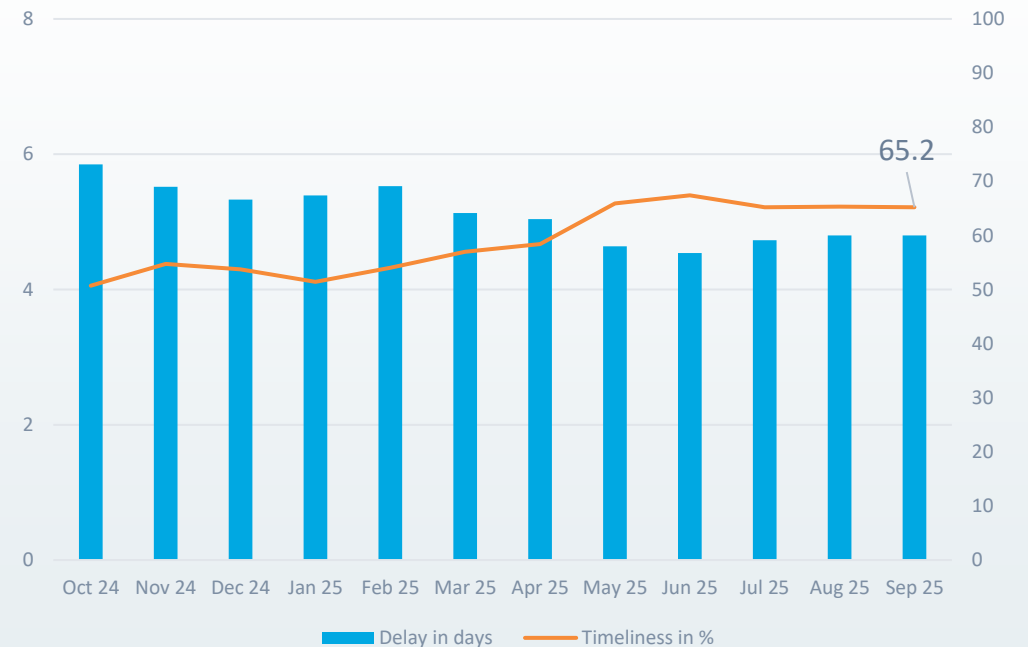
Structural Bottlenecks Offset Capacity: Record vessel deliveries are being neutralized by congestion in European hubs and Red Sea diversions, which tie up ships and equipment.

Rate & Cost Fragmentation: Regional tariffs and carbon schemes are complicating cost structures. Asia-Europe rates are rebounding from unsustainable lows, while Transpacific lanes face continued pressure.

The "New Standard" for Risk: With global schedule reliability stalling at 65%, booking at least 3 weeks in advance is now standard practice.

The problem is not insufficient demand, but that "capacity is not where it is needed".

Schedule Reliability
Globally

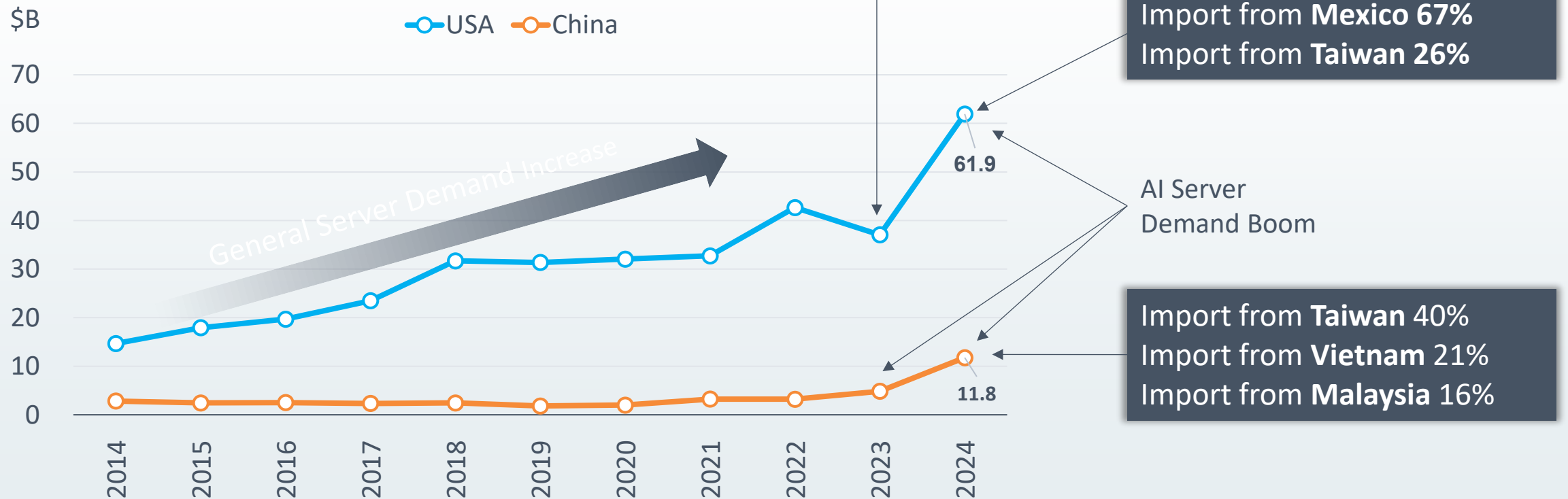


AIR FREIGHT

Strong demand for diversified trade lanes from AI, tech, and e-commerce

- **Robust Demand:** Driven by AI, semiconductors, electronic components, and e-commerce.

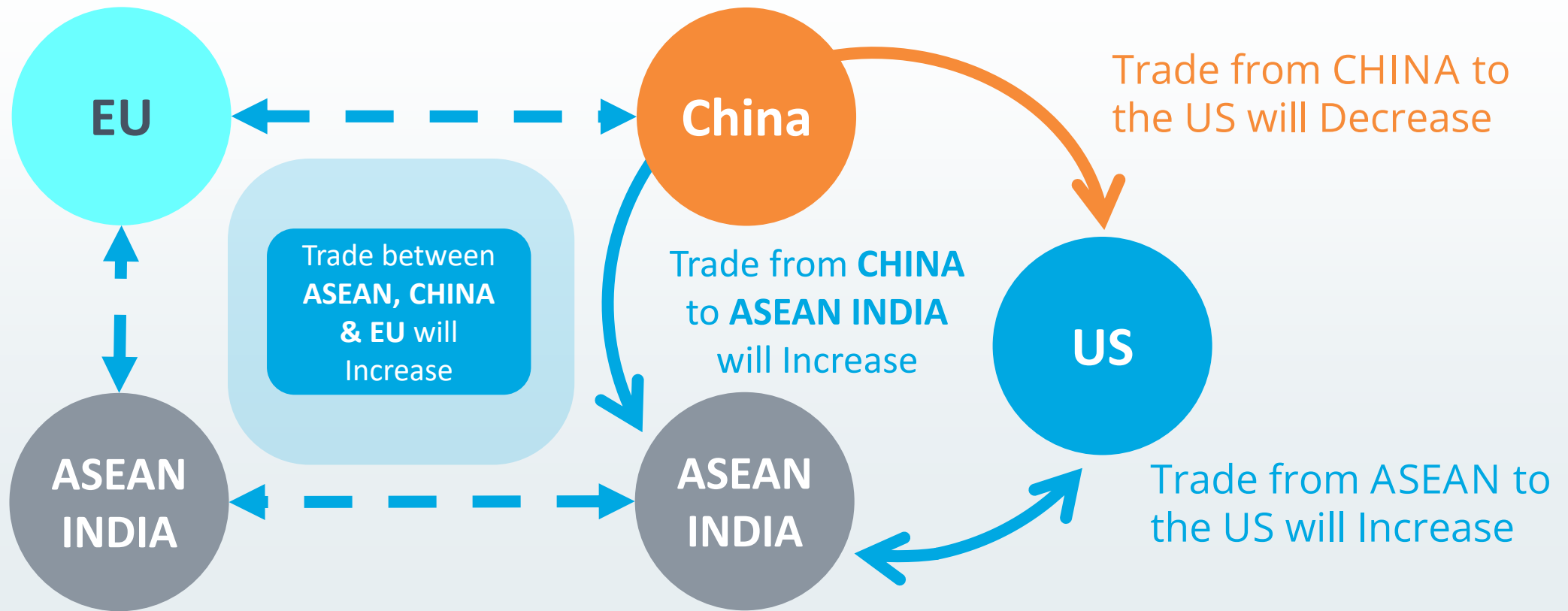
Top 2 Server Import Countries



AIR FREIGHT

Strong demand for diversified trade lanes from AI, tech, and e-commerce

- **China+1 & Taiwan+1:** Production shifts to SE Asia & India. Shipment from these regions and Taiwan to the North America and the Europe are increasing.



AIR FREIGHT

Strong demand for diversified trade lanes from AI, tech, and e-commerce

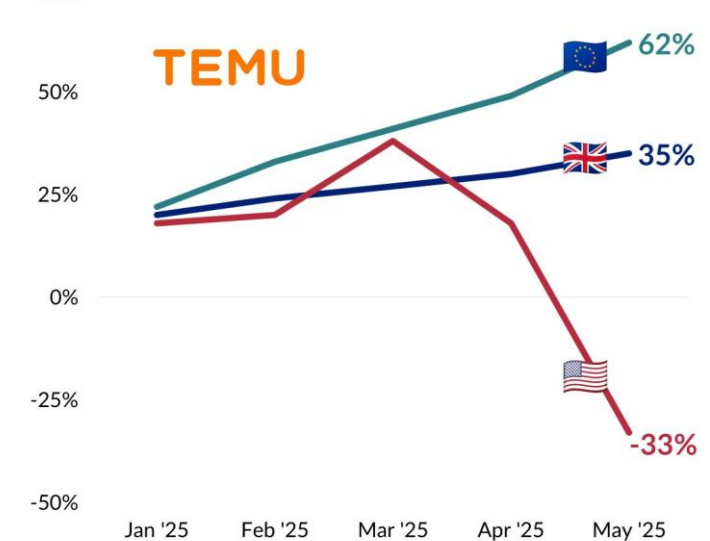
- **E-commerce Evolution:** US de minimis changes are reshaping routes by routing the hubs or forward-stocking models rather than shrinking total volume.

Key Takeaway:

Agility wins. Shippers must leverage multi-modal, multi-origin networks to outperform single-source competitors.

In May '25, Temu soars across Europe, but stumbles in the US

US, UK, EU Temu Growth, '25 Jan – May (% Year on Year Spend Growth)



Note: EU data consists of account holders in Germany, France, Spain, Italy, and Austria; Source: Consumer Edge ("Haute Pursuit: Temu and Shein Turn to Europe to Accelerate Growth")

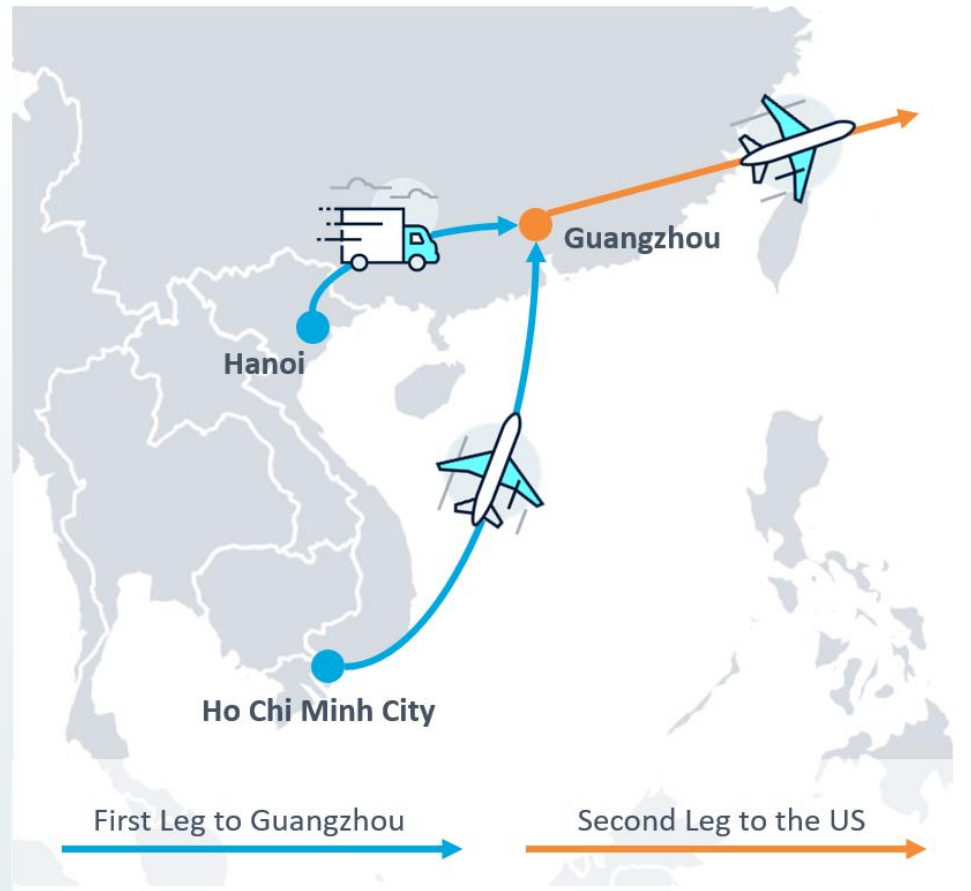
MarketMaze

INTERNATIONAL LOGISTICS CHALLENGES

China+, Taiwan+, and tariffs



ALTERNATIVE SOLUTIONS IN CASE OF PORT STRIKE OR CONGESTION



Air – Air & Truck - Air Transshipment Service

From Hanoi to the US via Guangzhou:

- Direct truck service from Hanoi factory to CAN Airport in 1-1.5 days.
- Smooth border customs without impacting export process.
- CAN Airport space reserved in advance.
- Cost-effective delivery to US within 7 days.

INTERNATIONAL LOGISTICS CHALLENGES

China+, Taiwan+, and tariffs





WAREHOUSE

SITE SELECTION

Help global businesses choose the warehouse location in Asia that optimizes distribution cost, speed, and customer satisfaction.

WHERE TO LOCATE A NEW WAREHOUSE IN SE ASIA?

Choosing the right location is a critical financial decision, but the responsibility often falls to procurement and logistics professionals who have little experience operating in the region and lack a structured way to do an assessment.

Assessment Tool for Warehouse Hub Selection

Criteria	City	City	City	City
Service Levels Proximity to suppliers / customers and related delivery speed	●	●	●	●
Taxes & Duties Costs to import / export	●	●	●	●
Regulatory Environment Ease of doing business, including regulations, financing, incentives	●	●	●	●
Transport Infrastructure Country road infrastructure as well as freight capacity and connection to global gateways	●	●	●	●
Productivity Adjusted Labor Costs Labor availability and cost	●	●	●	●
Total Landed Costs Analysis of all factors and the impact on total cost	●	●	●	●
Overall Suitability				

INTERNATIONAL LOGISTICS CHALLENGES

China+, Taiwan+, and tariffs





CHINA>SE ASIA

FACTORY RELOCATION

Help foreign companies relocated production to Southeast Asia by leveraging local expertise, maximizing government incentives, and ensuring smooth customs compliance.

48-WEEK MANUFACTURING PLANT RELOCATION COMPLETED IN 36 WEEKS

Relocating a manufacturing plant is a complex task involving customs compliance, import licensing, and the safe transport of large machinery. A data center solutions and IT company relied on Dimerco to move their plant from Singapore to Malaysia, in 36 Weeks – 3 months ahead of schedule.



Government Liaison

Facilitated the application process with relevant authorities.

Customs Compliance

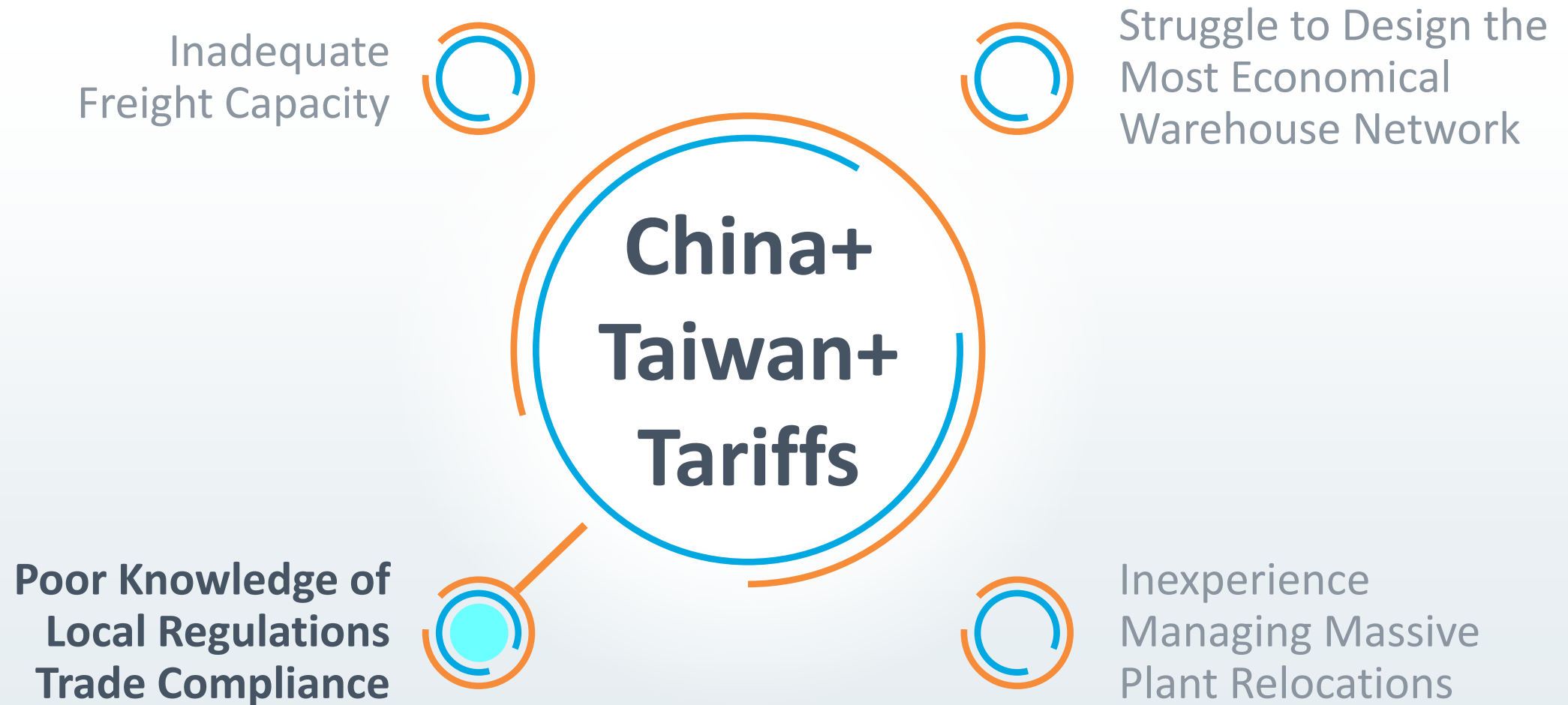
Provided guidance throughout the process, including the complex import requirements for used machinery.

Tailored Solution

Leveraged a total of 40 low-bed and 91 open trucks.

INTERNATIONAL LOGISTICS CHALLENGES

China+, Taiwan+, and tariffs





EXPAND TO INDIA

ADVISORY SERVICES

Help foreign manufacturers navigate the complexities of India's customs regulations, legal requirements, and trade compliance

GAMING HARDWARE LEADER EXPANDS INTO INDIA WITH FULL SUPPLY CHAIN SETUP

Challenge: A leading Taiwan-based manufacturer of gaming and high-performance computing hardware planned to launch products in India within 16 weeks.

Solution: Dimerco supported the full setup, including imports, FTWZ storage, domestic distribution, entity registration, and end-to-end compliance management.



Advised on government incentive programs and FTWZ logistics solutions

Enabled **Scalable "Test – Trade – Manufacture"** operations and secured customs compliance certifications

Established warehousing and local distribution channels for contract manufacturing



US TRADE COMPLIANCE

ADVISORY SERVICES

Expert consulting services to help businesses navigate
the complex US trade landscape

AI SERVER COMPONENT MANUFACTURER RETURNED DEFECTIVE GOODS FROM THE U.S., WITH DIMERCO ASSISTING IN SECURING A DUTY REFUND

Challenge: The customer imported products into the U.S. and then returned defective goods to Taiwan. However, many customers are unaware that these defective returned products may be eligible for a duty refund.

Solution: Dimerco conducted a compliance analysis of the customer's U.S. product lines and business operations, and submitted a duty drawback claim on the customer's behalf, successfully recovering the import duties paid.



Evaluating eligibility for duty refunds if the following conditions are met:

- Unused
- Manufactured in the U.S. and exported
- Returned, defective, or damaged goods

Approximately 85% of eligible duty refunds go unclaimed each year

Dimerco has a professional team to provide customized duty and duty refund consulting services

DIFFERENTIATING STRENGTHS



Local market knowledge in Asia

130 owned offices across Asia



Focus on high-value, time-critical freight

Semiconductor, Electronics, Aerospace



Consistent systems and quality

Secure, cloud-based global operating system used across all services & locations

INTEGRATED SERVICES

**Trucking solutions
across China & SE Asia**

**FTZ Bonded warehouse
locations across
Mainland China, HK, TW,
IN, and SE Asia**

Certifications:

- TAPA FSR 2020
- Secure Trade Partnership (STP)
- Royal Malaysian Customs Department Approval
- Certified Customs Brokerage Specialist
- CTPAT



China Plus One

**Multi-Model
Solutions by
Leveraging
Capacity
Resources**

**AEO-certified in
China, Taiwan,
Thailand,
Indonesia &
other markets**

UPDATES | EXPANDED WAREHOUSES IN SINGAPORE & SAN FRANCISCO

The answers to the rising AI and semiconductor demands



Singapore

A new **35,000 sq ft** warehouse in the Airport Logistics Park of Singapore (ALPS) Free Trade Zone (FTZ) **enhances Singapore's role as a pivotal transshipment and consolidation hub** for AI, semiconductors, electronics, and healthcare.



San Francisco

Dimerco upgraded its San Francisco facility to a **50,000 sq ft warehouse, bolstering its transpacific logistics capabilities** and commitment to robust, high-compliance solutions for time-critical, high-value tech shipments.

UPDATES | CHARTER SERVICE

“

Our role is to integrate our ocean and air freight, contract logistics, and brokage and compliance resources to help customers build supply chains that are both secure and resilient.





Connecting Asia with the world