

LEADING THROUGH COMPLEXITY NAVIGATING GLOBAL TRADE AND CUSTOMS

DHL Technology Conference
Shaping Tomorrow's Supply Chains, Today

SPEAKERS |



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REGULATORY UPDATE

AND MARKET IMPLICATIONS

Regulatory trends around the globe ...



Geopolitics driven trade policy



More reliance on revenue at the border



Focus on undervaluation, classification, origin



Potential increase in customs audits



New charges or taxation at clearance



Increasingly complex export controls & sanctions



Taxation or border restrictions on e-commerce (B2C)



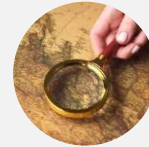
More or earlier data for processing clearance



Greater liability across the supply chain



Customs rules extend into new domains



Large import / export markets focus domestically



FTAs and regional deals may rise - but with risks

... and their supply chain implications



Geo-economic factoring



Lengthening



Tariff cost visibility



Indirect tariff impact



Country of origin



Entity ownership



Security /
export controls



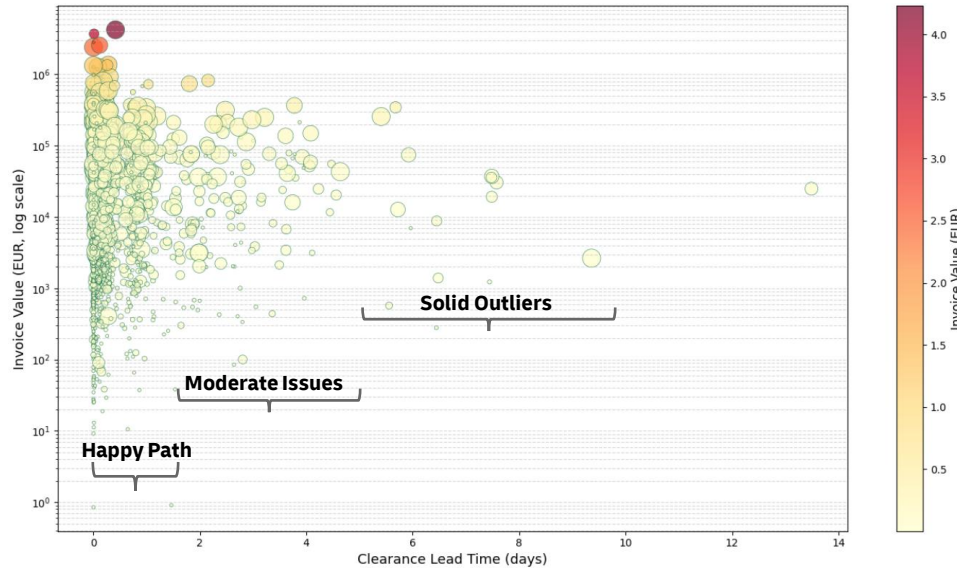
Geo-political risk
management

SUPPLY CHAIN TO CUSTOMS LINKAGE

UNLOCKING NEW OPPORTUNITIES

Customs clearance: from bottleneck to strategic enabler

Clearance lead time vs. invoice value for Tech Customers in APAC



Which dot are you?

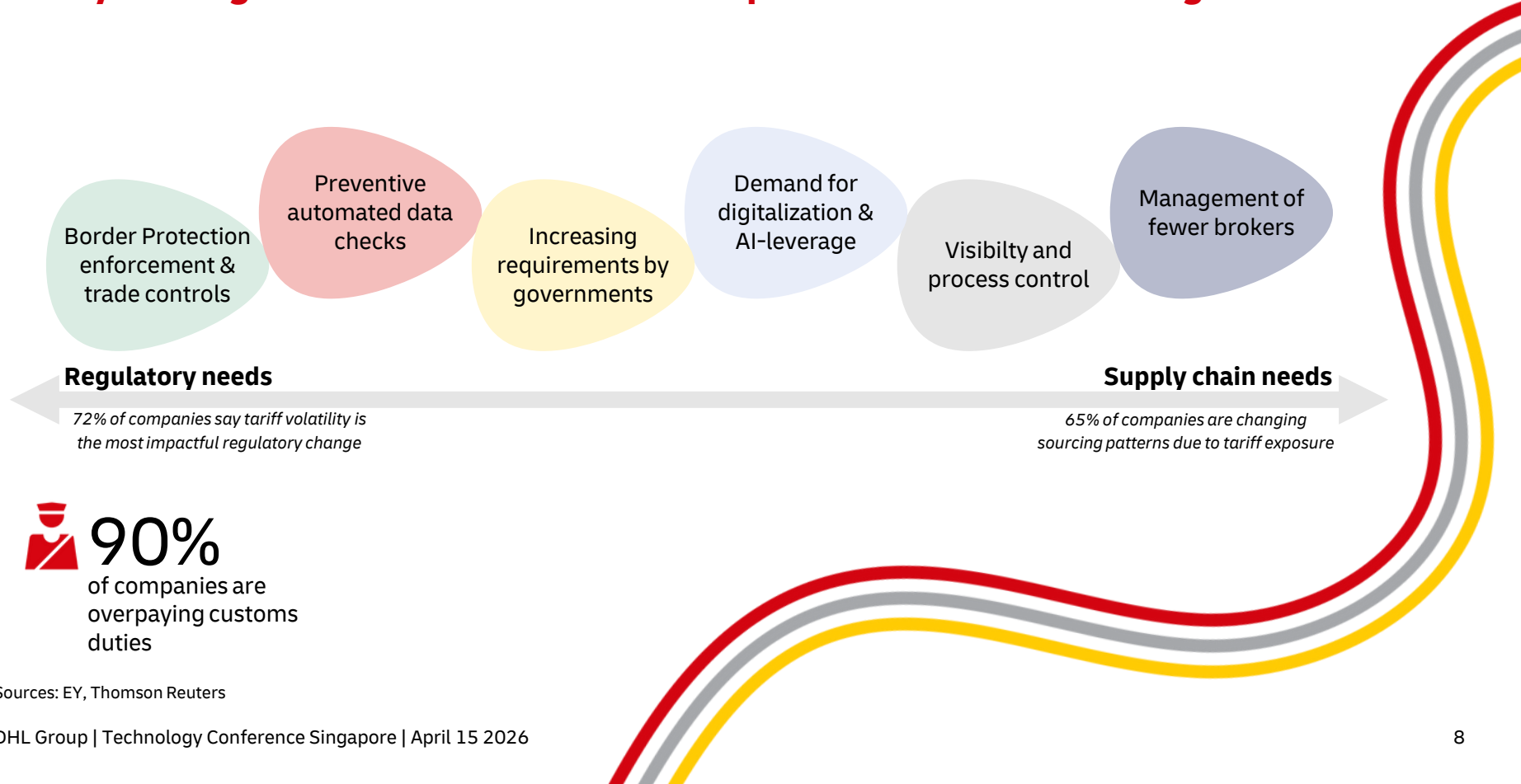
- A significant share of Technology Sector clearance delays are preventable
- Root causes are data/processes - not fate

20-40% 

Preventable classification and documentation mistakes cause 20% to 40% of shipment delays

Source: BCG, "The Hidden Power of Customs Management in Global Trade," Sept 22, 2025

The dynamic global customs environment presents various challenges ...



 **90%**
of companies are
overpaying customs
duties

Sources: EY, Thomson Reuters

... and at same time provides opportunities

Our core beliefs promote a successful Customs Management Strategy across three focus areas

Our core beliefs

Speed, consistency and **compliance** can be **positively influenced**.

Processes and expectations must **evolve**. **Resilience** and **flexibility** is built-in.

High-quality data must be available and used to drive **improvement**.

Compliance

Efficiency

Value

Smart customs management powered by people and technology



As the world's leading customs broker, we combine local expertise with a proven global approach, accelerating processes and bringing greater control to your operations.

CUSTOMSOLUTIONS

Local expertise

- >4.000 dedicated experts
- >100 countries
- >30.000 declarations/day
- >85% processed in-house
- >52% stand-alone clearances
- >50 AEO certifications



Digital solution

improving supply chain performance across three focus areas



Compliance



Efficiency



Value

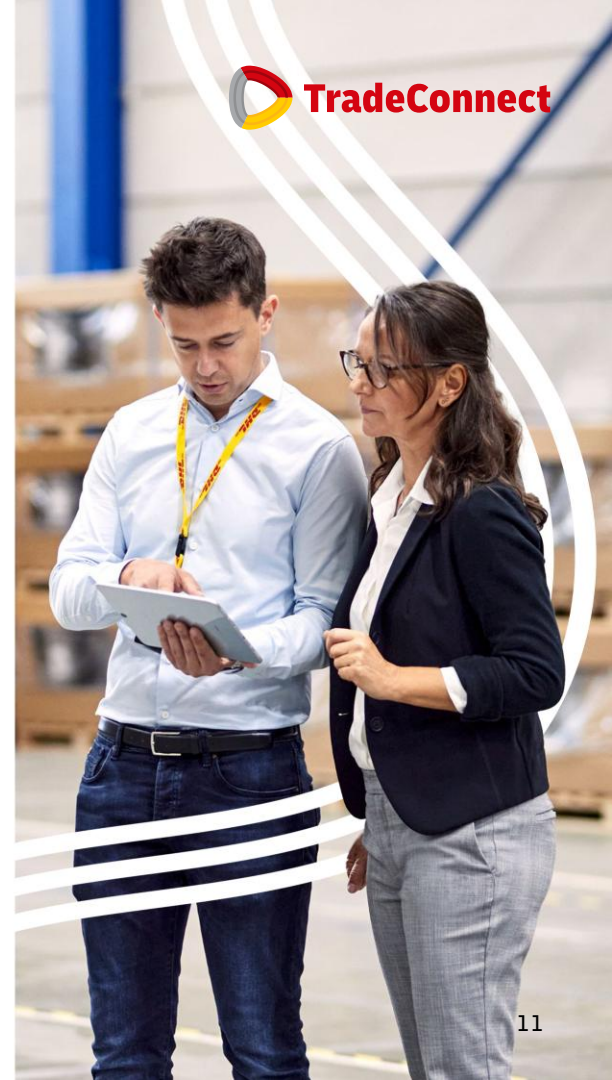
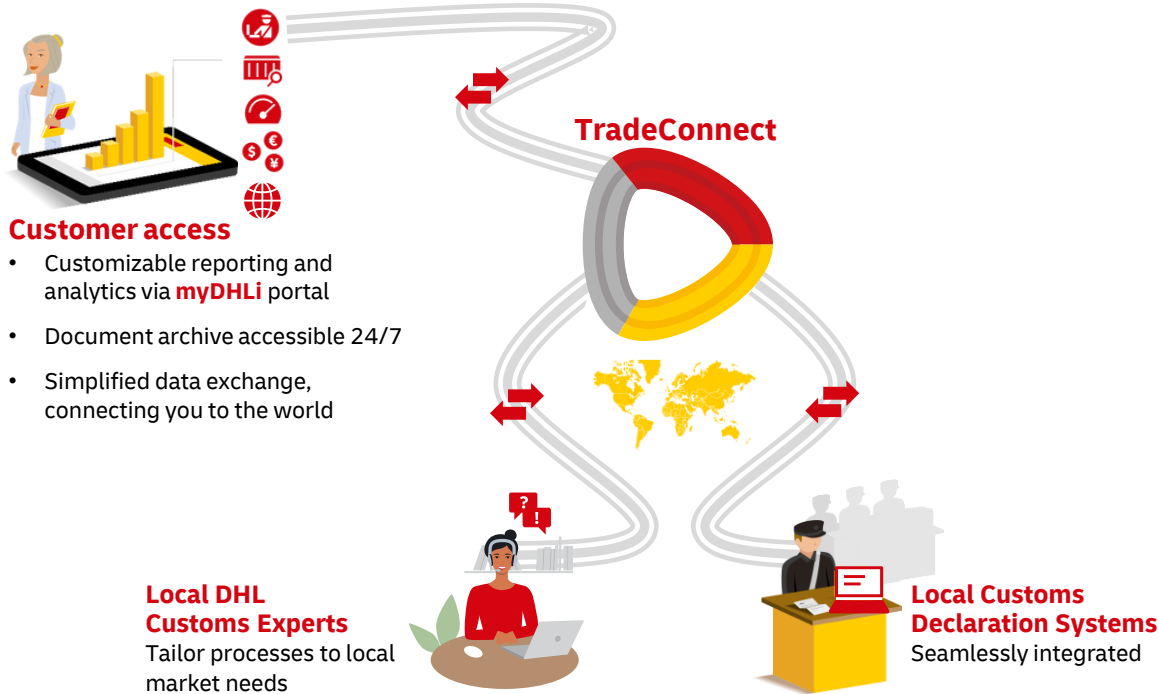


People and trusted relationships at our core

Technology as enabler



DHL TradeConnect is our industry-leading digital solution providing unparalleled levels of visibility and insights



DHL TradeConnect improved customers' supply chain performance across 3 areas



Compliance



APAC-based multi-national tech account handling compliance

Challenge



Compliance team lacked inputs of procedural change impact in region

Risk

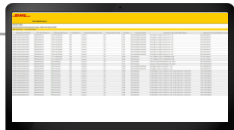


Non-compliance: market loss, contract issues, reputational damage

Solution



Transparency on tariff exposure in minutes with Global Customs Reporting lead to **7% opportunity identification**



Efficiency



Regional sourcing and cross region manufacturing

Challenge



Various manual steps in preparing clearances were slow and error-prone

Risk

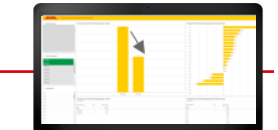


Trouble-shooting led to substantial pre-clearance delays

Solution



Centralized **automated exchange** of declaration information led to per **clearance lead-time reduction of up to 20%**



Value



Speed to market reliability

Challenge



Lack of data driven insights due to decentralized setup led to uncontrolled delays

Risk



Missing product availability in market on time leading to revenue loss

Solution



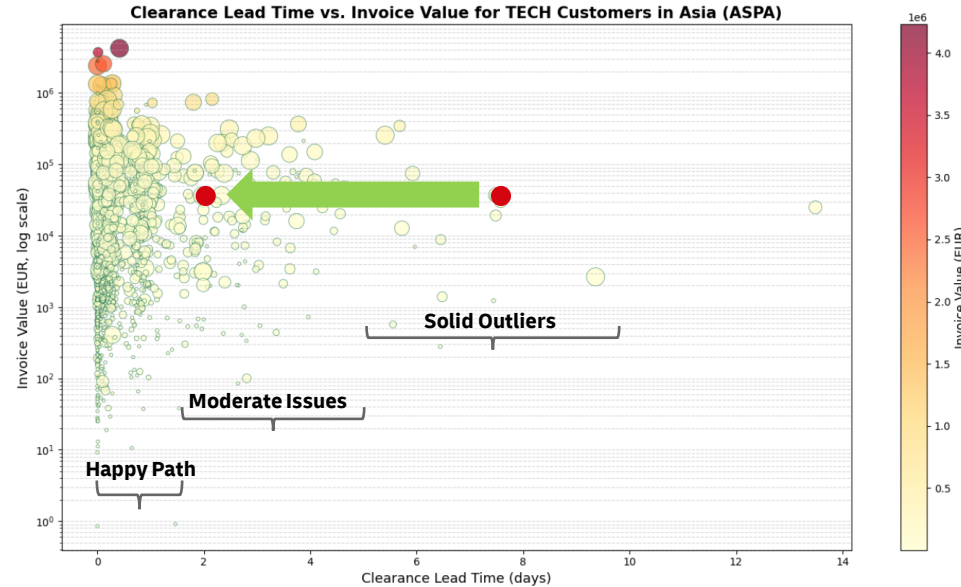
Broker rationalization helped the customer to unify duty reporting & performance management



Customs clearance: from bottleneck to strategic enabler



What better looks like powered by DHL TradeConnect



Various levers

Governance and control

- Fewer customs brokers with clear SLAs
- Greenlight & hyper care for critical shipments

Data and integration

- ERP-to-broker data integration
- Harmonized product master data

Analytics and risk management

- Analytics targeting risk and opportunity
- ...

TAKE-AWAYS

Customs clearance: from bottleneck to strategic enabler

-  Challenging regulatory environment complicates supply chain management
-  Customs management can positively influence supply chain performance
-  Local expertise and technology as enabler are key
-  Visibility and control drive measurable improvement





THANK YOU

**LET'S CONNECT AND EXPLORE HOW
WE CAN SUPPORT YOU BEST**

DHL Customer Solutions & Innovation

