



ODDO Midcap Event 2021

12 & 13 January 2021



CLASQUIN

OVERSEAS FORWARDING & LOGISTICS EXPERTS

THE CLIENTS, PROFIT & **Finn** COMPANY

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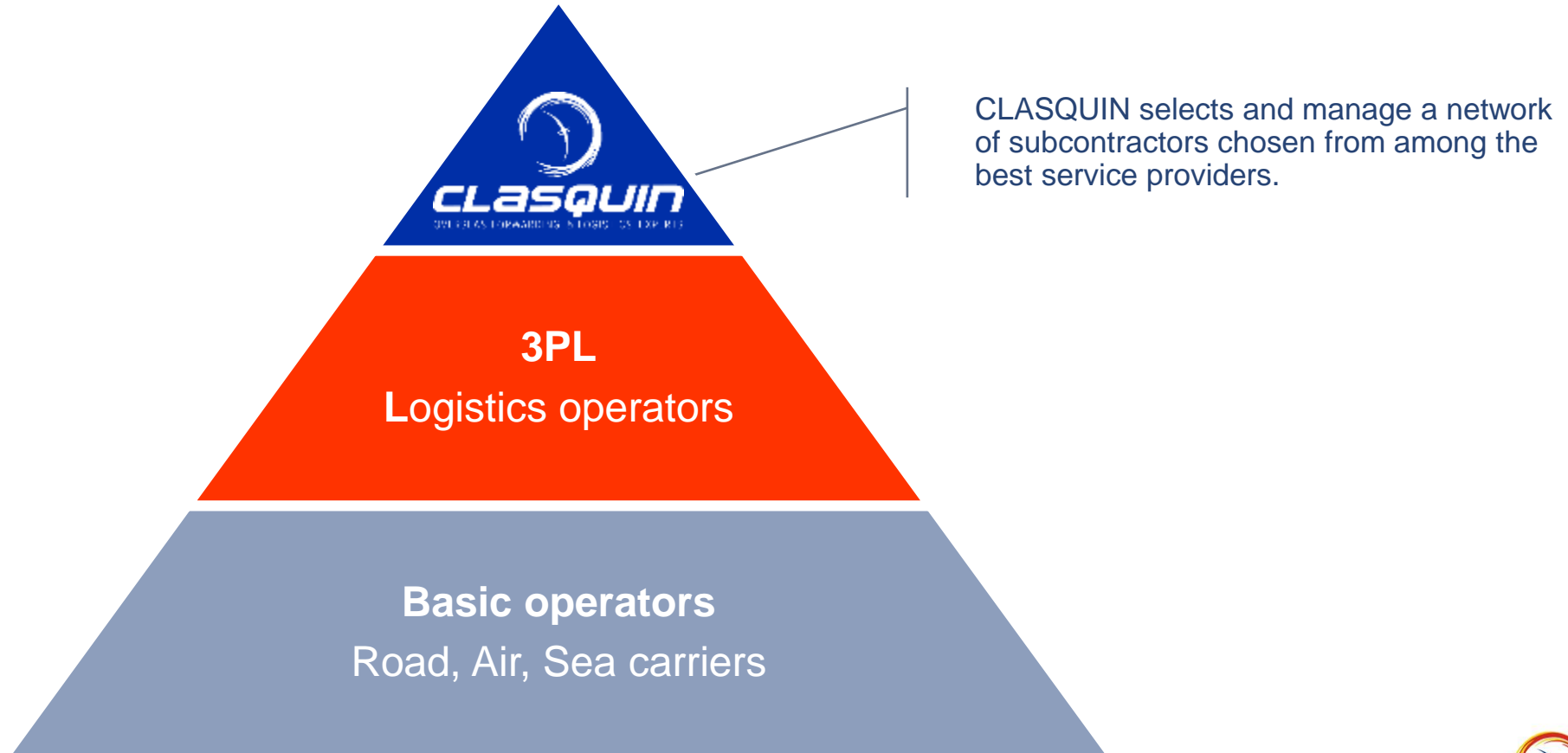
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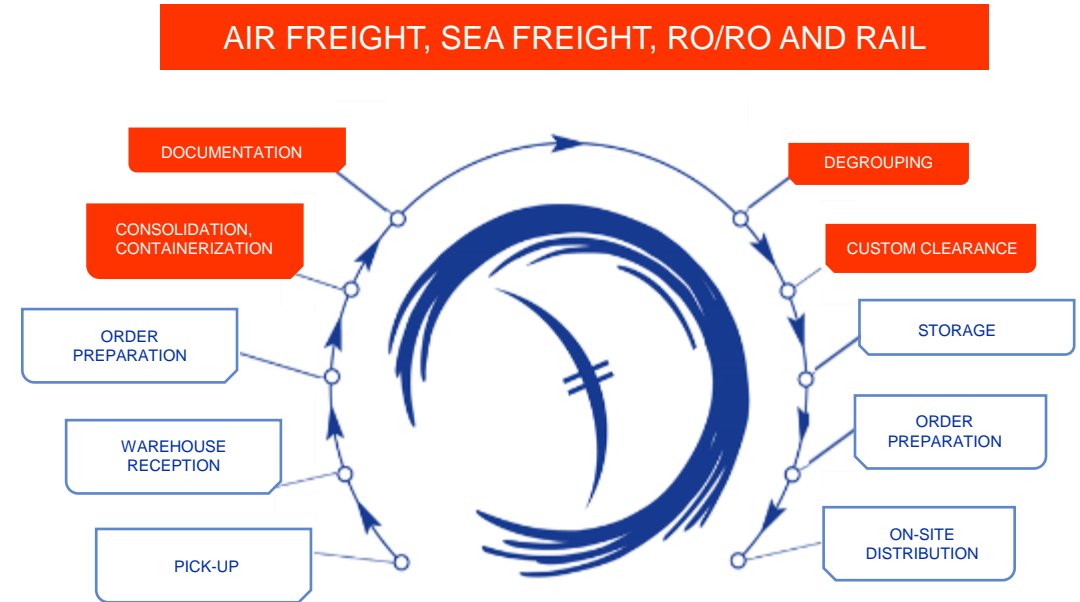
1. GROUP PRESENTATION

OUR POSITIONING A BUSINESS MODEL WITH HIGH ADDED VALUE

4



- **CLASQUIN coordinates and organises cargo flows (import & export) and overseas logistics for its clients**
 - Mainly between Europe and the rest of the world
 - More specifically to/from Asia-Pacific and North America
 - But also to/from North Africa, the Near and Middle East and sub-Saharan Africa



CLASQUIN, THE ARCHITECT OF THE ENTIRE TRANSPORT CHAIN



- **Unique multinational mid-cap company in its sector**

- **21 countries – 64 offices** worldwide (21 in Asia-Pacific)
- **930 employees** including over 50% based outside France and one-third based in Asia



- **The proximity and flexibility of a mid-cap company with the expertise of a large group**



OUR OFFER TURNKEY SOLUTIONS IN EACH BUSINESS LINE

7

Architect and engineer of the entire overseas
transport & logistics chain



AIR
FREIGHT



SEA
FREIGHT



RAIL
TRANSPORT



ROLL-ON/
ROLL-OFF
(RORO)



CUSTOMS &
COMPLIANCE



OVERSEAS
LOGISTICS



SUPPLY
CHAIN
CONSULTING

OUR OFFER

CUSTOMIZED SOLUTIONS PER CLIENT BUSINESS SECTOR

- **Tailor-made “GENERAL CARGO” services**



Dedicated team for each client



Design and end-to-end management of overseas transport flows



Optimisation of costs and transit times



Real-time traceability – Digital solutions

- **Sector expertise: Wine & Spirits, Food & Perishables, Retail, Industry, Fashion & Luxury, etc.**
- **Niche market expertise: Art, Fairs & Events, shows, personal effects, special transport, etc.**

DIVERSIFIED CLIENTS PORTFOLIO

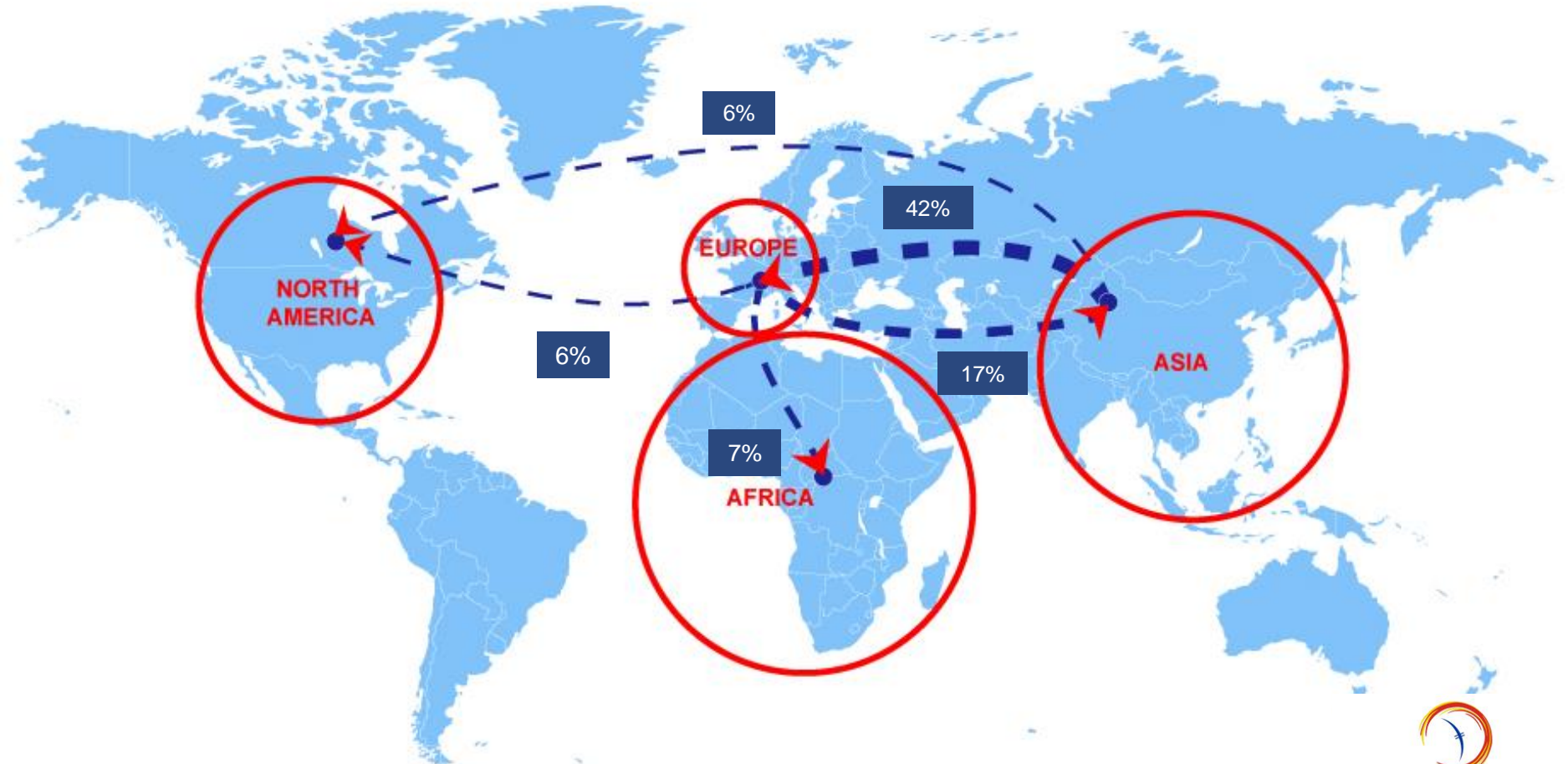
1

The first Group's client
represents less than 4%
of the Group's GP.



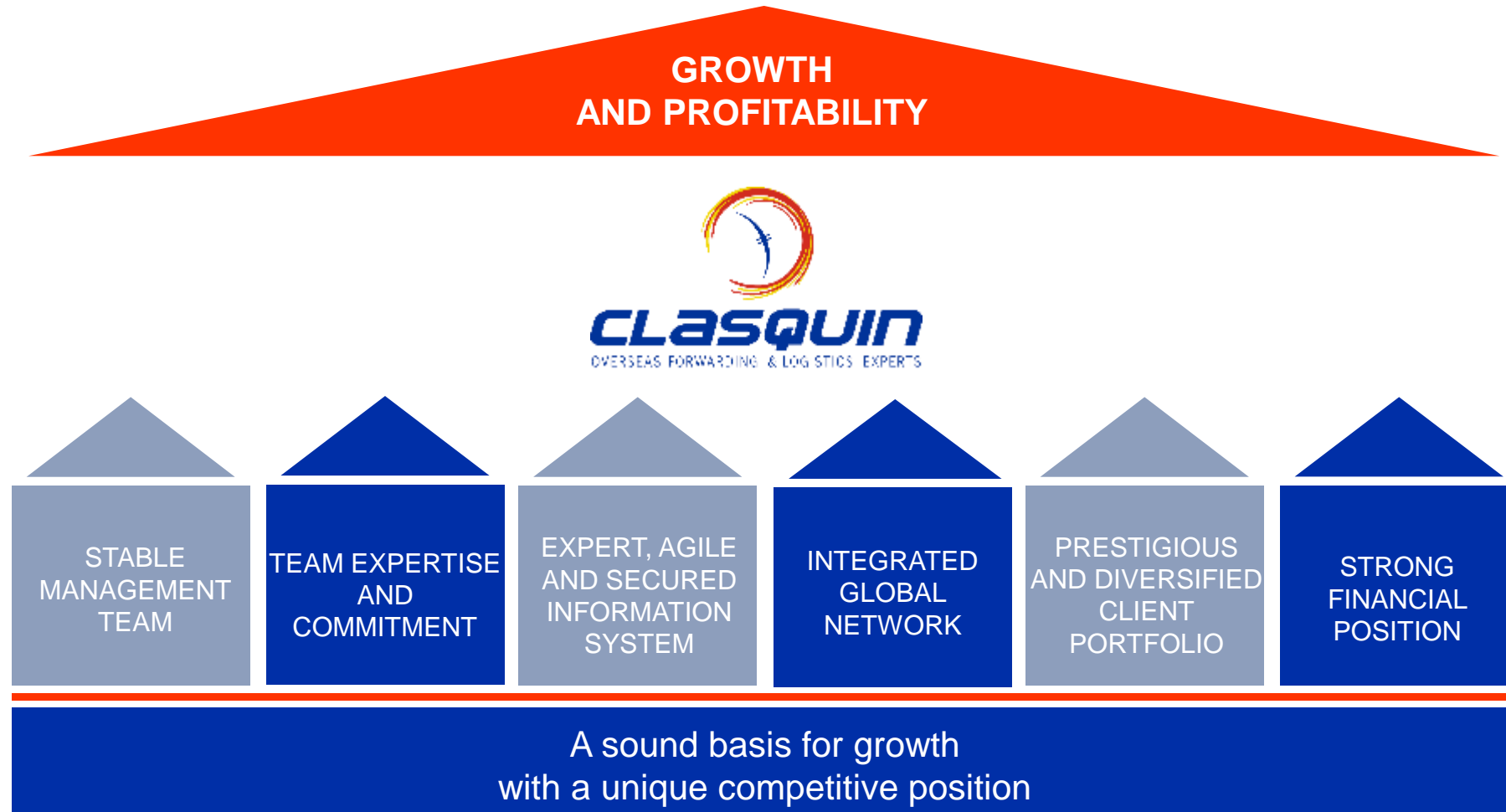
The top 30 customers
represent 20% of the
Group's GP.

OUR MAIN TRADES



A SOLID GROWTH PLATFORM

10

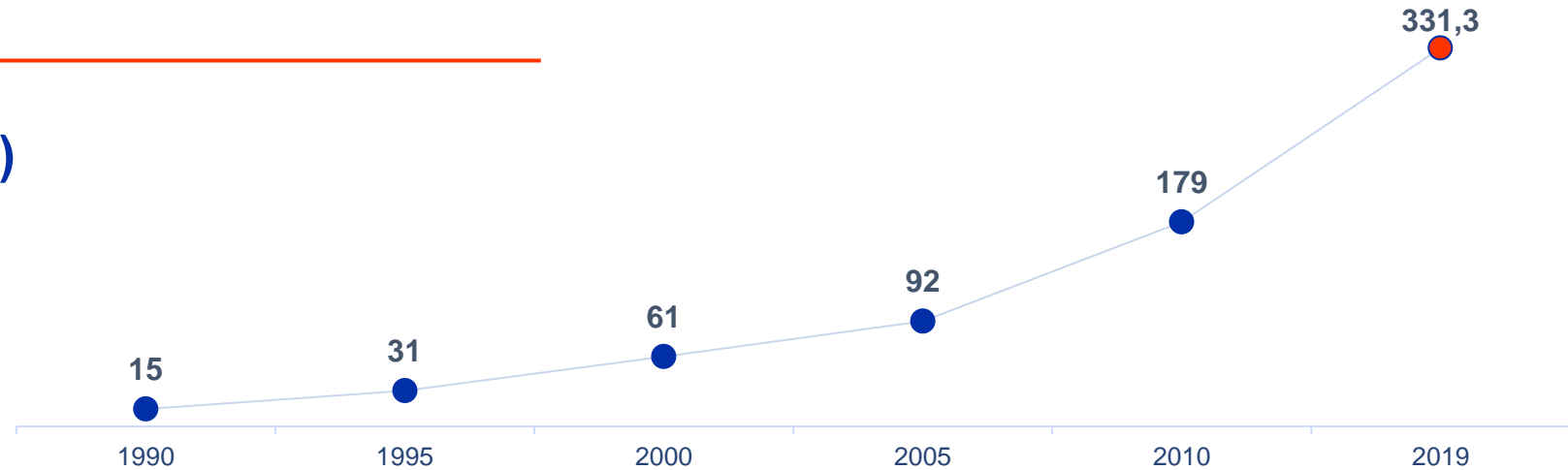


A HIGH GROWTH

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■ Sales growth (€m)

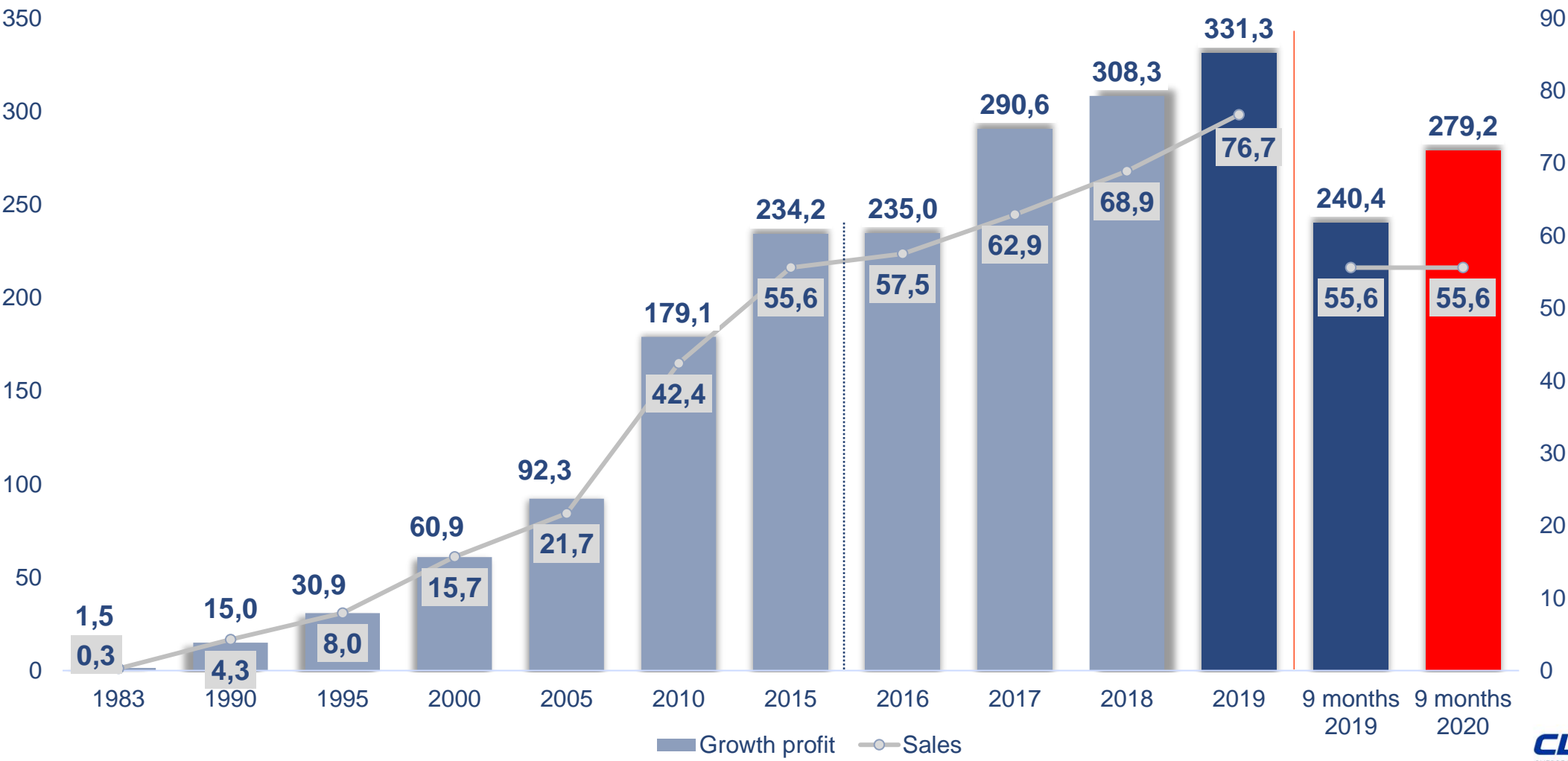
CLASQUIN a listed company since Jan. 2006 /
Symbol: ALCLA



■ H1 2020 vs H1 2019

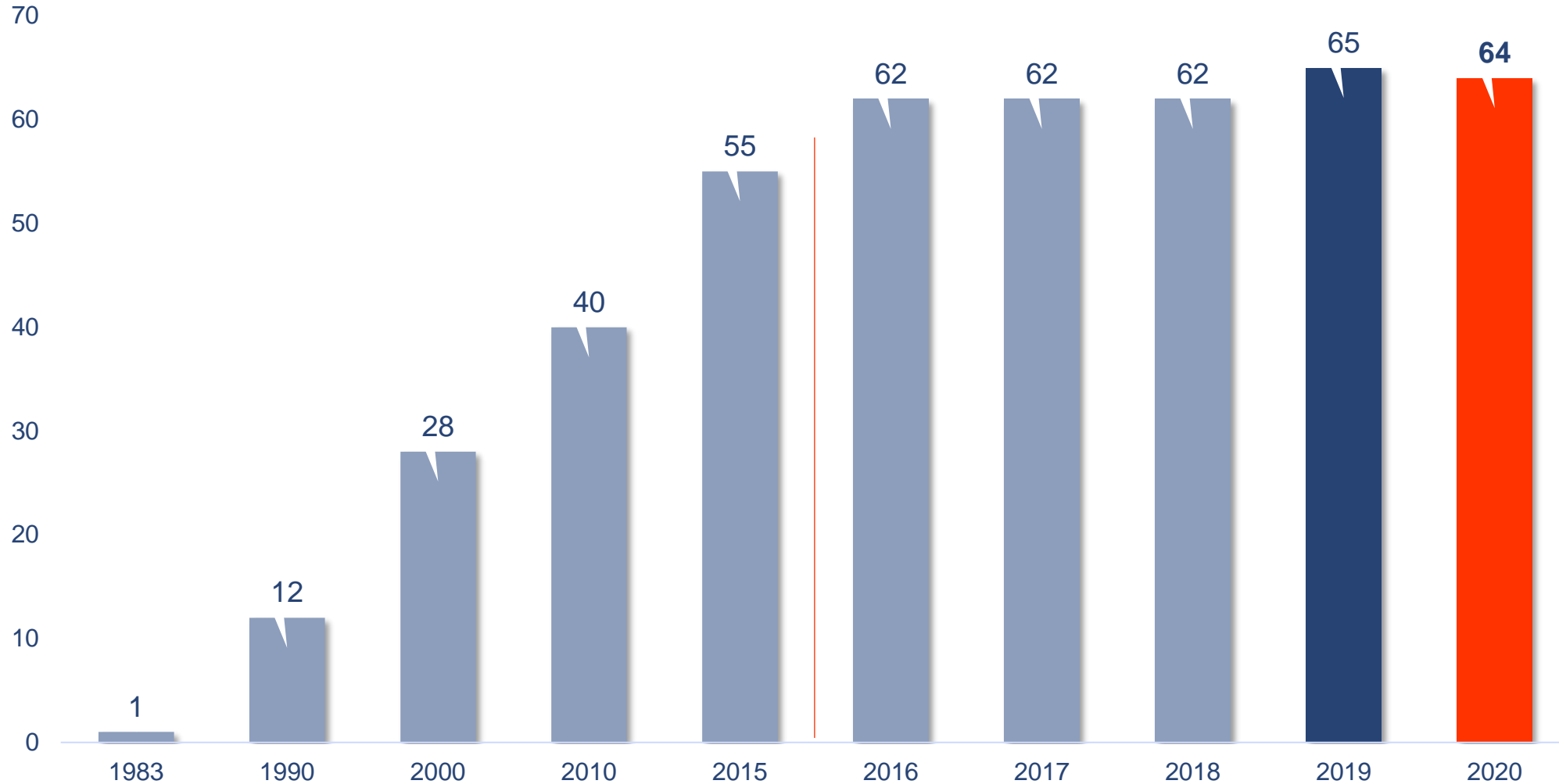
	H1 2020 (published)	H1 2020 (excl. IFRS 16)	H1 2019 (excl. IFRS 16)	Change (%) At current scope and exchange rates
Number of shipments	115,272	115,272	132,090	-12.7%
Sales (€m)	181.4	181.4	154.0	+17.8%
Gross profit (€m)	36.1	36.1	36.1	-0.1%
Current operating income (€m)	2.8	2.8	3.8	-27.2%
Gross operating cash flow (€m)	6.0	4.3	5.0	-13.4%

GROWTH IN GROSS PROFIT AND SALES

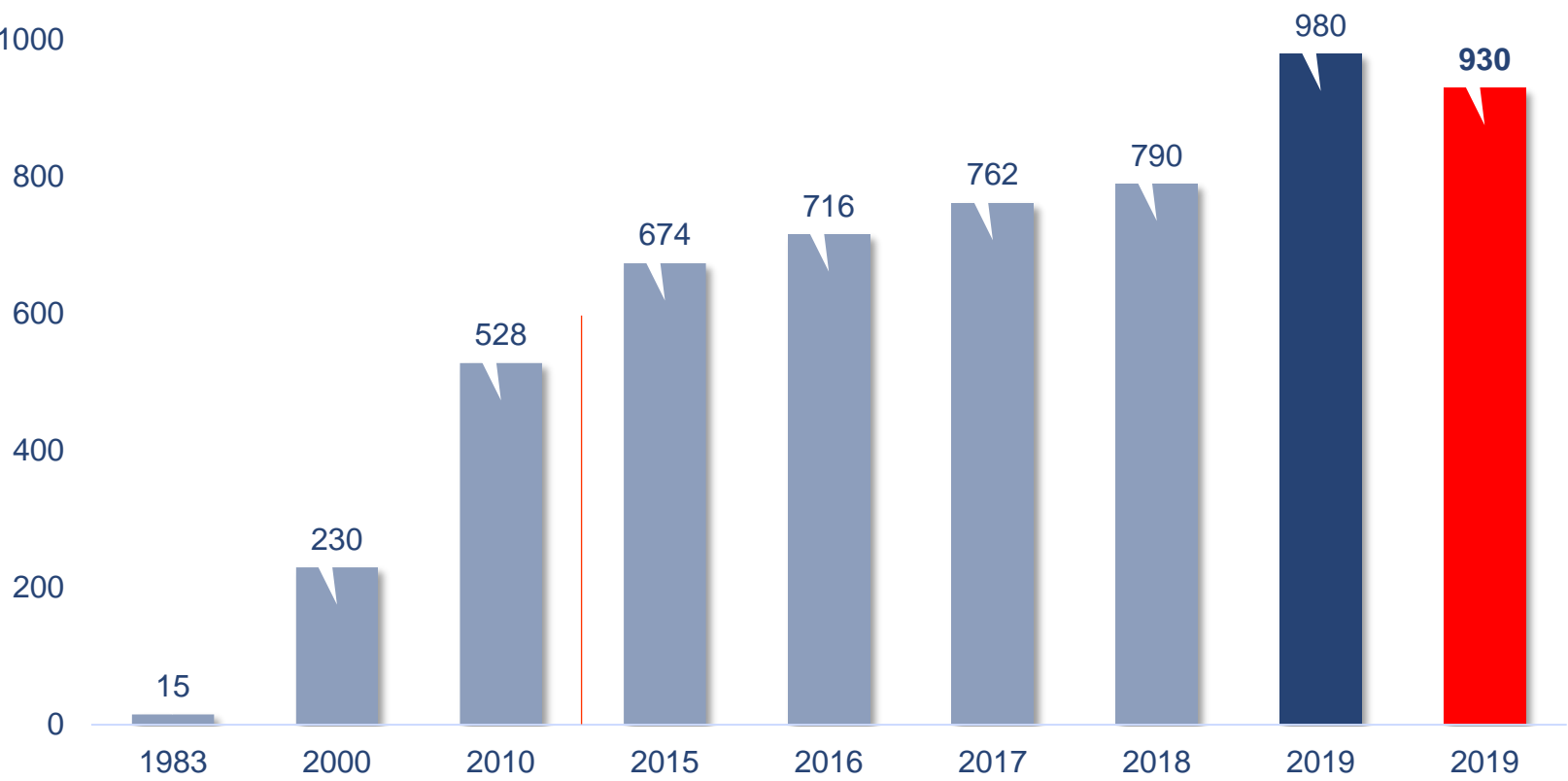


1983 – 2020 : CLASQUIN OFFICES WORLDWIDE

13

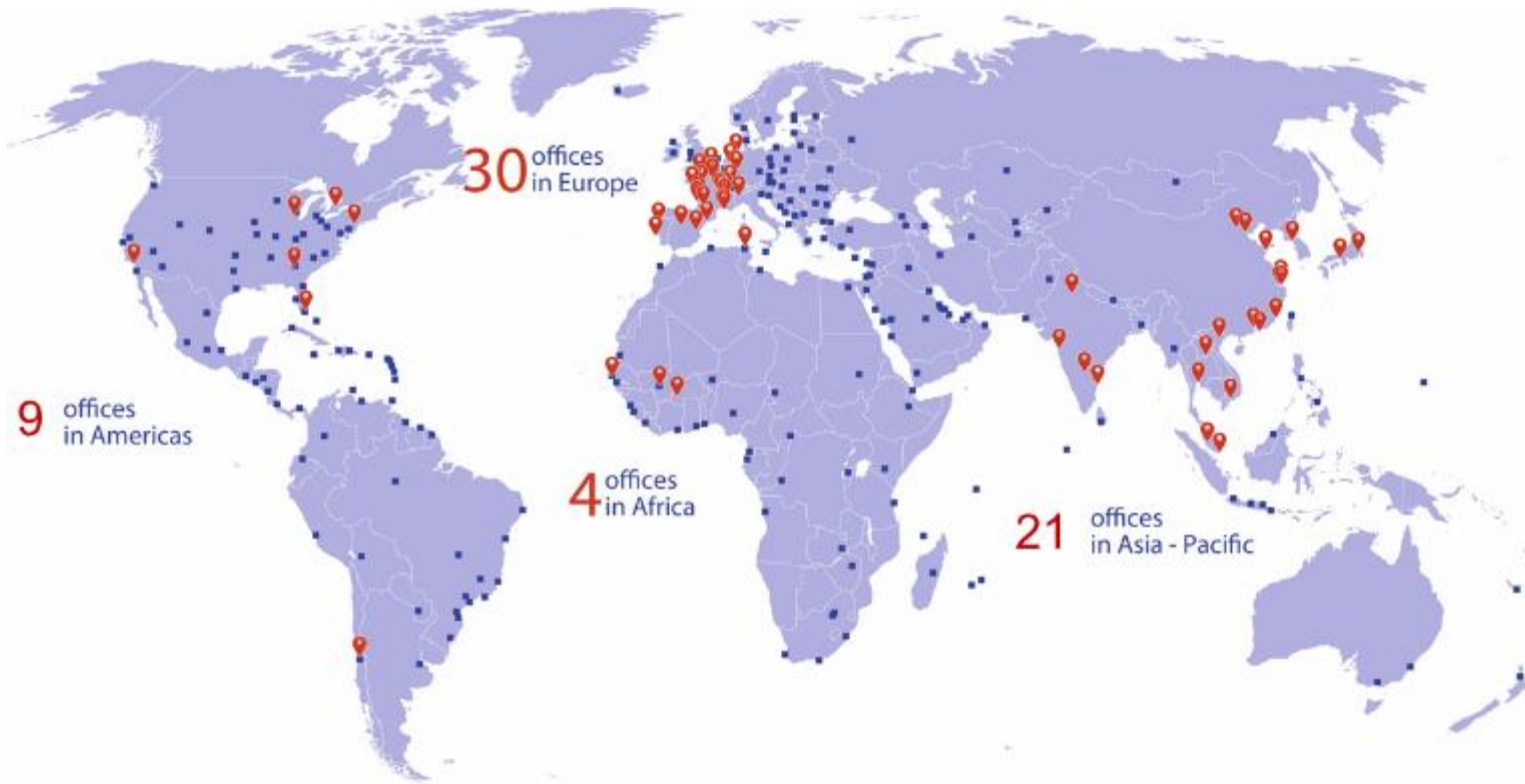


1983 – 2020: HEADCOUNTS



OUR INTEGRATED GLOBAL NETWORK

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Wherever **we** are,
we are there **for you**

3 geographical pillars:

34 offices
in Europe & Africa

21 offices
in Asia-Pacific

9 offices
in the Americas



CLASQUIN is a founding member of WFA offices located in 172 countries



2. HIGHLIGHTS

THE IMMEDIATE CONSEQUENCES OF THE HEALTH CRISIS

17

- **Decline and irregularity in volumes (“demand”)**
- **Total disruption of international logistics chains (“supply”)**



- **Sea freight:** Drastic reduction in frequency (“blank sailing”)
 - Implementation of adjustment and reconfiguration solutions



- **Air freight:** Practically all passenger flights cancelled (75% of air freight transport)
 - Soaring prices
 - Alternative solutions implemented (chartering, etc.)

MEASURES ADOPTED TO TACKLE THE HEALTH CRISIS AND ITS CONSEQUENCES

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- Measures focused on four areas:

1. Ensuring employee health and safety

2. Guaranteeing continuity of business

- Team commitment
- Home office arrangements
- Implementation of tailor-made solutions for clients demanding commercial and operational flexibility

E.g.: Chartering of planes



MEASURES ADOPTED TO TACKLE THE HEALTH CRISIS AND ITS CONSEQUENCES

3. Implementation of plan to lower breakeven point

- Working time reduction
- Reduction in manager and senior executive salaries
- Renegotiation of rent and operating charges
- Deferral of all non-essential charges
- Subsidies obtained to maintain operations
(Canada, Singapore, Hong Kong, etc.)

MEASURES ADOPTED TO TACKLE THE HEALTH CRISIS AND ITS CONSEQUENCES

4. Preservation of cash reserves

- Tighter control of trade receivables
- Deferral of bank payment deadlines
- Deferral of government agency payment deadlines
- Non-distribution of 2019 dividend
- ***Reminder: A syndicated loan was signed with a pool of 8 banks in November 2019*** (including short-term €30m RCF)

RESILIENCE IN SOME COUNTRIES...

- **Greater China = “COVID-19, First In, First Out”**
 - Resumption of business from April
 - Gross profit up **5%** at the end of September
- **Germany: Opening of an office in Hamburg**
 - Gross profit up **56%** at the end of September
- **South Korea: Robust business development**
 - Gross profit up **51%** at the end of September
- **USA: Strong recovery in trans-Pacific trade at end of H1**
 - Gross profit up **3%** at the end of September



...WHILE SOME BUSINESS LINES REMAIN STRONGLY IMPACTED

- The LCI-CLASQUIN business (Maghreb zone and turkey) is strongly impacted
 - Gross profit down **-22%** at the end of September
- The Art Shipping business has declined sharply
 - Gross profit down **-25%** at the end of September
- The Fairs & Events business has been suspended
 - Gross profit down **-55%** at the end of September



SUCCESSFUL INTEGRATION OF CARGOLUTION – MONTREAL/TORONTO

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- **Cultural affinities with CLASQUIN teams**
=> Commitment, flexibility & creativity
- **Access to new markets for the CLASQUIN Group**
=> Mining industry, etc.
- **Completion of operating system preparatory phase and integration in Group architecture**
=> Cargowise/Workday/Kyriba



Successful “Hard go-live” : 01 / 10 / 2020

PURSUIT OF ENTREPRENEURIAL BUSINESS MODEL

By increasing manager share ownership

- **Matt Ingram**, Managing Director CLASQUIN USA, acquires 20% equity stake in the US subsidiary.
- **Juan-Carlos Millan**, Managing Director CLASQUIN SPAIN, shareholder since 2019 with a 7.5% equity stake in the Spanish subsidiary, increased his shareholding to 11% in 2020, with an option to raise his stake to 15%.

Reminder:

- Since October 2019, **33 managers have been shareholders** under the joint investment plan conferring entitlement to a bonus share plan.

LAUNCH OF OUR DIGITAL PLATFORM LIVE BY CLASQUIN

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High challenges for us and for our clients

**FRAGMENTED
INFORMATION**

**VOLATILE &
INCERTAIN MARKET**

**MANY MANUEL
ENTRIES**

**NEED FOR
ANTICIPATION &
VISIBILITY**



LAUNCH OF OUR DIGITAL PLATFORM LIVE BY CLASQUIN

Our goals

1. Offer a premium and unique service

- Strengthen the loyalty of our customers
- Capture new opportunities

2. Improve the organization

- Provide proactive customer service through reliable and controlled information
- Streamline operations to increase efficiency
- Provide decision support tools to our experts

3. Offer new services

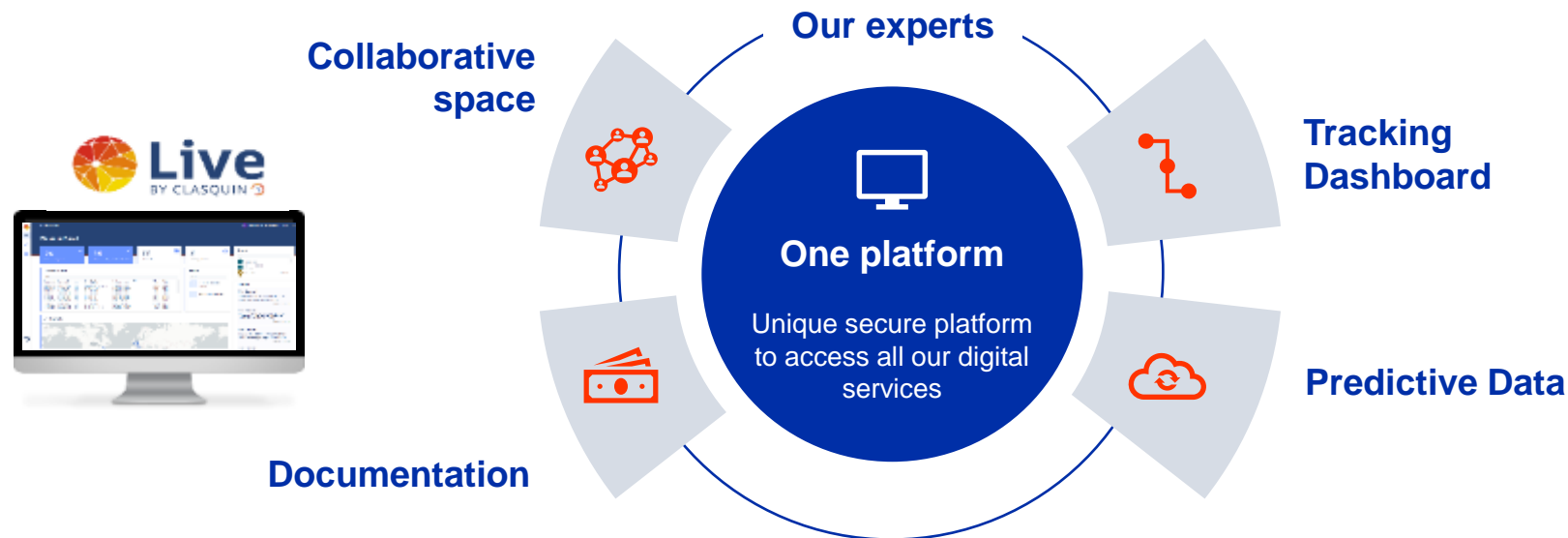
- CO2 calculator
- Detention and demurrage costs
- On-line Booking



LAUNCH OF OUR DIGITAL PLATFORM LIVE BY CLASQUIN

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Our platform

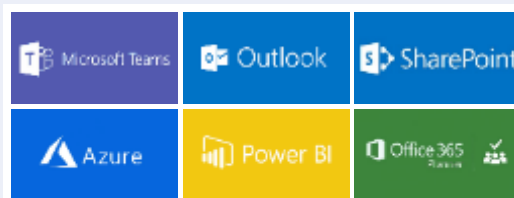


**Aggregate the best-in-class
solutions on the market**

Our TMS

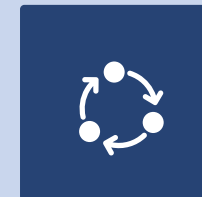
CargoWiseOne

Microsoft Tools



Our partner

WAKEO



Improve **reliability**
and **predictivity** of the data



Take from
ahead of the market
standard



Guarantee
the accessibility of data in
real time to our clients

LAUNCH OF OUR DIGITAL PLATFORM LIVE BY CLASQUIN

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Status at the end of December



**WORDLWIDE AND
MULTIMODAL
SCOPE**

On all of our flows



**SOLUTION LIVE
FOR 2 MONTHS**



**50+
DEPLOYED
CLIENTS**

3. EXTRA FINANCIAL PERFORMANCE

SOCIAL

Valuing, Listening,
Training, Respecting
equality,
&
Promote diversity and
inclusion.

SOCIETAL

Getting involved with
local stakeholders
&
Being a responsible
and honest player.

ENVIRONMENTAL

Being exemplary on our
scale
&
Developing a green
offer for our customers.

OUR CSR POLICY

A meaningful policy that overflows the overall
PERFORMANCE of the company.



54% women
(Group)



56% employees in the
rest of the world
(Group)



4,7 ratio between the 10% highest
remuneration / 10% lower (France)



39 average employee
age



5,8 average employee
seniority (Group)



23,8% staff turn over (Group)
(including 7% linked to growth,
acquisition excluded)

Fun@Work



91,4%
feel good at work
(90 % in 2018)

96% of employees are
confident
in the Group's future.
(93% in 2018)

Shareholders



9 local managers **12,1%** of the share
are shareholders capital is held by
of their managers &
subsidiaries employees
(31 december 2020)

Training



58% of employees
receiving training
(34% in 2018)

Handicap



3,1% disabled
employees in France
(2,7% in 2018)

Gender Balance Index (la Direccte)



CLASQUIN S.A. (France): 93/100
(93/100 in 2018)
LCI-CLASQUIN (France): 96/100

Valuing employees ...
(2019 data)

DPEF 2019 extracts, certification by an Independent Third-Party Organization (OTI)



GENDER EQUALITY

MIXITY



Board of Directors
& Extended
Executive Committee

INDEPENDENCE



Independent adm.



SECURITY

100%

users with double
authentication

81/100

Microsoft
Security Score

100% critical services
protected by an
operational security center

1 security
audit per year



ANTI-BRIBERY CODE OF CONDUCT₍₂₀₁₈₎

Generalized gift policy in **2020**

E-learning module in **4 languages**



GAIA INDICE 2019

ESG Rating 2019 : 62/100

ESG Rating 2018 : 59/100
ESG Rating 2017: 51/100



... To be
a responsible company



LOCAL COMMUNITY

Local sponsorship actions

Fundation to come in 2021



ENERGY CONSUMED during business trip (France)

6,95 mWh/p
(7,40 mWh/p In 2018)



3 PILLARS OF OUR GREEN OFFER

Road to Green 2021
(appendice)



ECOVADIS

52/100
(52/100 in 2018)

Limiting the environmental impact
& contributing to the community

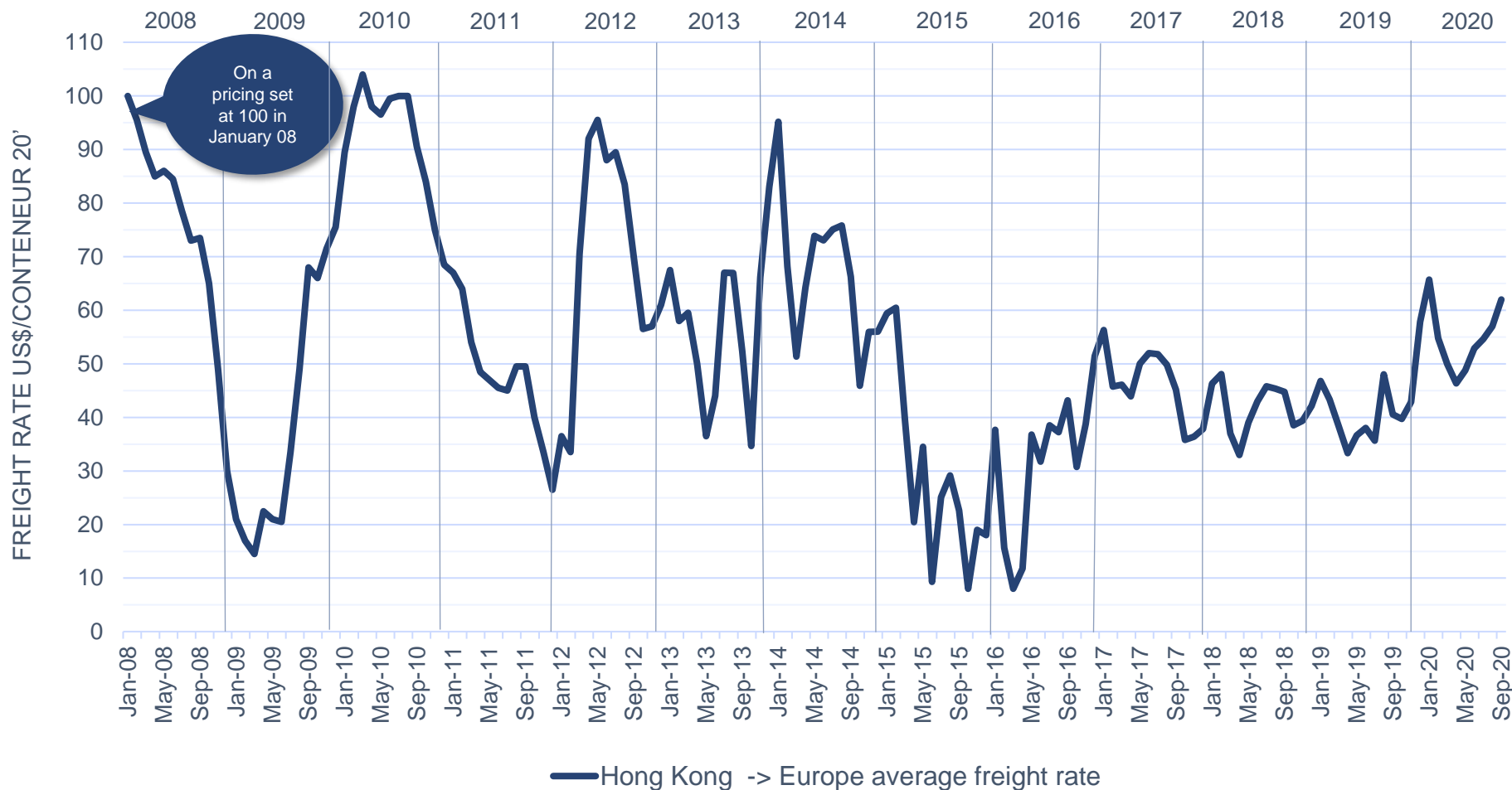


4. EVOLUTION OF FREIGHT RATES

SEPTEMBER 2020

EVOLUTION OF SEA FREIGHT RATES ON ASIA-EUROPE TRADE

35



Sept 2020

EVOLUTION OF AIR FREIGHT RATES ON ASIA-EUROPE TRADE



— Hong Kong - Shanghai -> Europe average freight rate



5. Q3 2020 BUSINESS REPORT

Q3 BUSINESS REPORT

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	9 months				Q3	Q2	Q1
	Sept 2020 9 months	Sept 2019 9 months	Change at current scope & exch. rates	<i>Change like for like (LFL)**</i>	Q3 2020/ Q3 2019	Q2 2020/ Q2 2019	Q1 2020/ Q1 2019
CONSOLIDATED (unaudited)							
Number of shipments	182,448	202,249	-9.8%	-15.1%	-4.3%	-22.0%	-2.9%
Sales (€M) *	279.2	240.4	+16.1%	+8.6%	+13.2%	+22.4%	+13.2%
Gross profit (€m)	55.6	55.6	-0.1%	-6.4%	-0.1%	-1.9%	+1.9%

Q3 BUSINESS REPORT

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	NUMBER OF SHIPMENTS current scope and exchange rates				GROSS PROFIT (€m) current scope and exchange rates			
	30.09.2020	30.09.2019	30.09.2020/ 30.09.2019	Q3 2020 / Q3 2019	30.09.2020	30.09.2019	30.09.2020/ 30.09.2019	Q3 2020/ Q3 2019
Sea freight	86,810	86,936	-0.1%	+6.4%	25.7	24.7	+3.8%	+9.3%
Air freight	47,879	62,254	-23.1%	-18.0%	19.4	18.2	+6.7%	+0.1%
RORO*	27,434	34,656	-20.8%	-17.2%	4.9	6.3	-21.6%	-15.8%
Other	20,325	18,403	+10.4%	+11.7%	3.9	4.7	-18.0%	-34.5%
TOTAL FORWARDING & LOGISTICS	182,448	202,249	-9.8%	-4.3%	53.9	54.0	-0.1%	0.0%
LOG System					2.2	2.3	-6.0%	-14.1%
Consolidation entries					-0.5	-0.7	N/A	N/A
TOTAL CONSOLIDATED					55.6	55.6	-0.1%	-0.1%

*: Roll On / Roll Off

	VOLUMES			
	30.09.2020	30.09.2019	30.09.2020 / 30.09.2019	Q3 2020/ Q3 2019
Sea freight	167,469 TEUs*	161,897 TEUs*	+3.4%	+4.2%
Air freight	40,948 T**	45,921 T**	-10.8%	-7.8%

6. OUTLOOK 2020





Market – estimated volume growth 2020:

- International trade: down 10-15%
(source: OMC-October 2020)
- Sea Freight Market (volume) : **-5/-6%**
- Air Freight Market (volume) : **-13/-14%**
(source : Transport Intelligence)



CLASQUIN
OVERSEAS FORWARDING & LOGISTICS EXPERTS

**Activity : Outperform
market evolution**



7. STRATEGY



Continue our historical growth strategy

- Continue to expand our network in the 3 core regions: WESTERN EUROPE/ASIA/NORTH AMERICA
- Gain market share everywhere we are present
- Extend our offer to value-added services and supply chain management

Network expansion

- North Africa,
- sub-Saharan Africa,
- Middle East

Continue our digital strategy deployment

- Deployment of functional solutions completed (*CW/Workday/Kyriba/ViaReport*)
- Strengthen information security
- Finalize digital offer for clients

Develop our Overseas Logistics offer throughout our network

Acquisitions

Development of vertical markets/strategic segments and niche markets

- Fine Arts, Fairs & Events, Food & Beverage, etc.

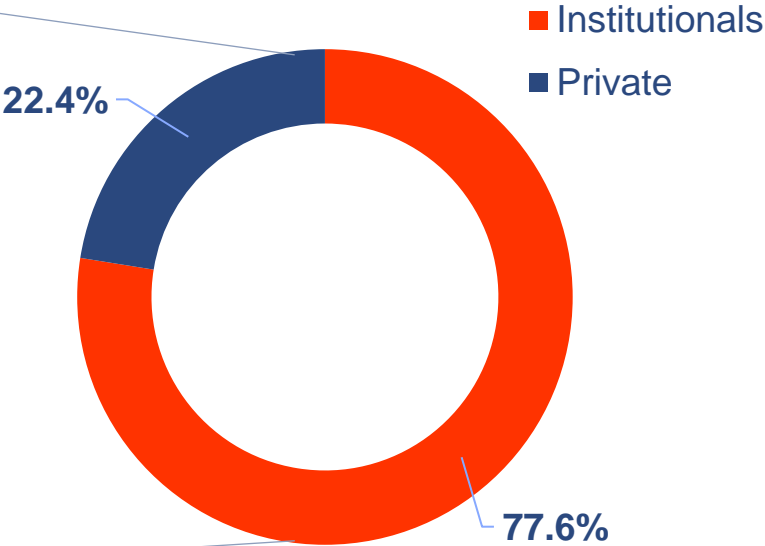
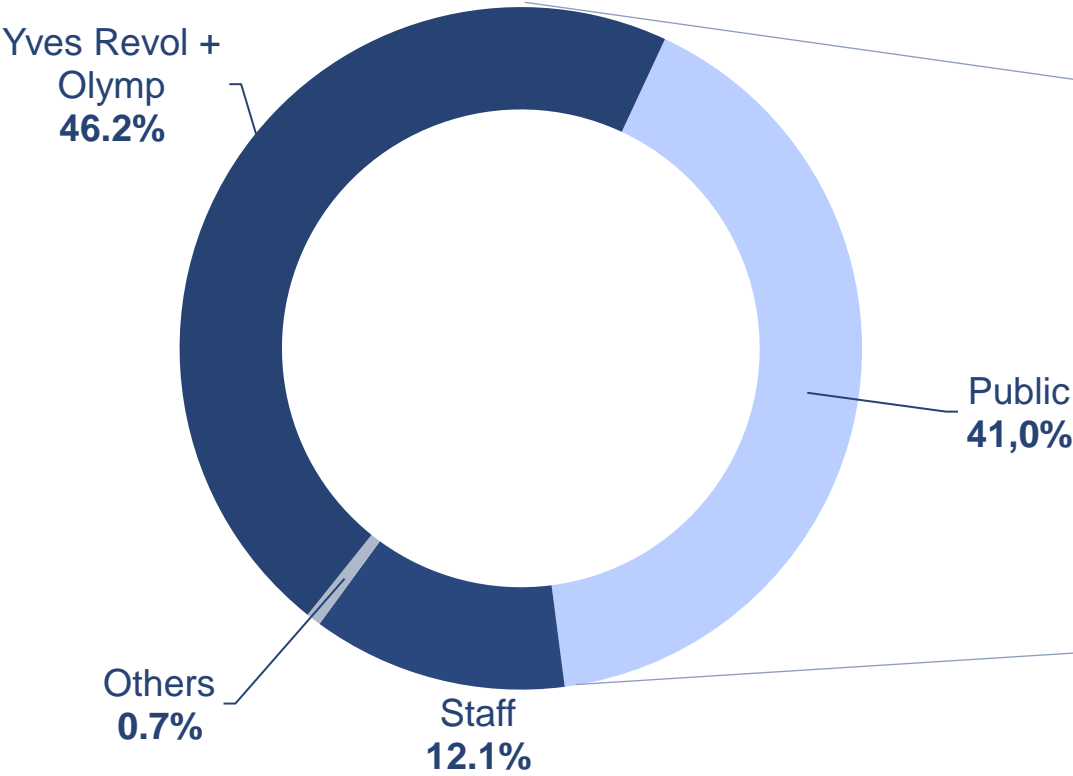


8. SHAREHOLDER INFORMATION

CLASQUIN GROUP SHARE OWNERSHIP

CLASQUIN share ownership
31.12.2020

CLASQUIN free float distribution
May 2020



CLASQUIN SHARE EVOLUTION



Additional information :

- Market capitalisation (31.12.2020) : 84.6 M€
- Free float (31.12.2020) : 41.0%
- Average trade (2020) : 973 shares/day

UPCOMING EVENTS

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Wednesday 24 February 2021
Q4 2020 business report

Wednesday 24 March 2021
2020 annual results

Thursday 29 April 2021
Q1 2021 business report

Wednesday 1 September 2021
Q2 2021 business report

Wednesday 22 September 2021
2021 half year results

Thursday 28 October 2021
Q3 2021 business report



CLASQUIN

OVERSEAS FORWARDING & LOGISTICS EXPERTS

THIS IS CLASQUIN



THE CLIENTS, PROFIT & **Fun** COMPANY



APPENDICE

H1 2020 - CONSOLIDATED FINANCIAL STATEMENTS

ROAD TO GREEN 2021

CONSOLIDATED FINANCIAL STATEMENTS

H1 2020



EXPERTISE : SEA FREIGHT

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H1 2020

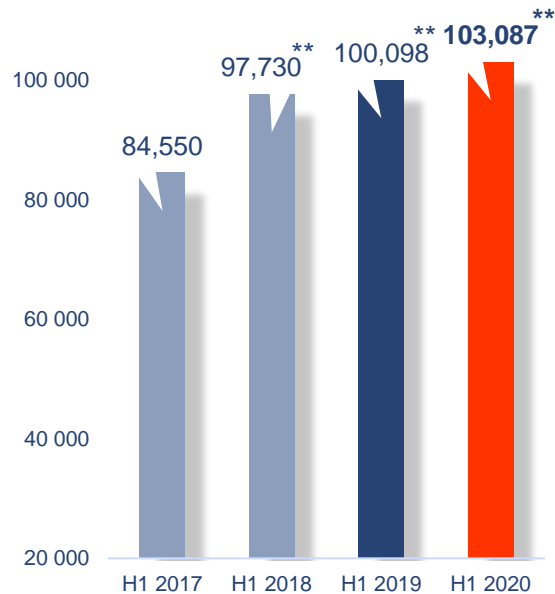
Number of containers (TEUs*)

H1 2020 vs H1 2019

Market
- 10% à - 15%

+3.0%
Current scope

-2.0%
LFL



* Twenty-foot equivalent units

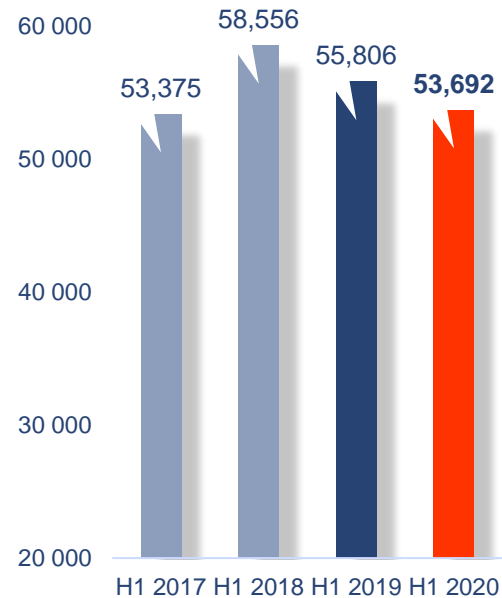
** Includes groupage containers

Number of operations

H1 2020 vs H1 2019

-3.8%
Current scope and
exchange rates

-8.1%
LFL

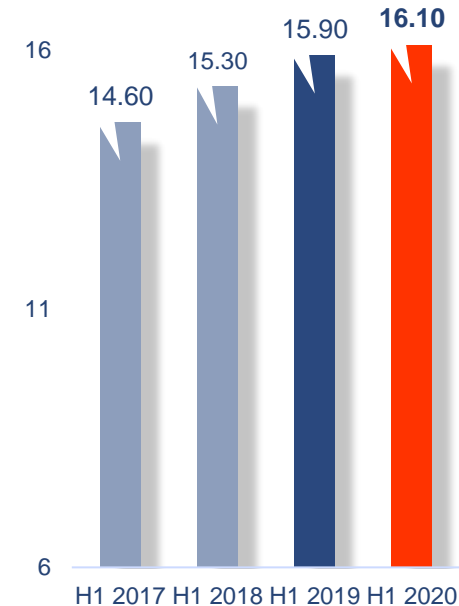


Gross profit

H1 2020 vs H1 2019

+0.7%
Current scope and
exchange rates

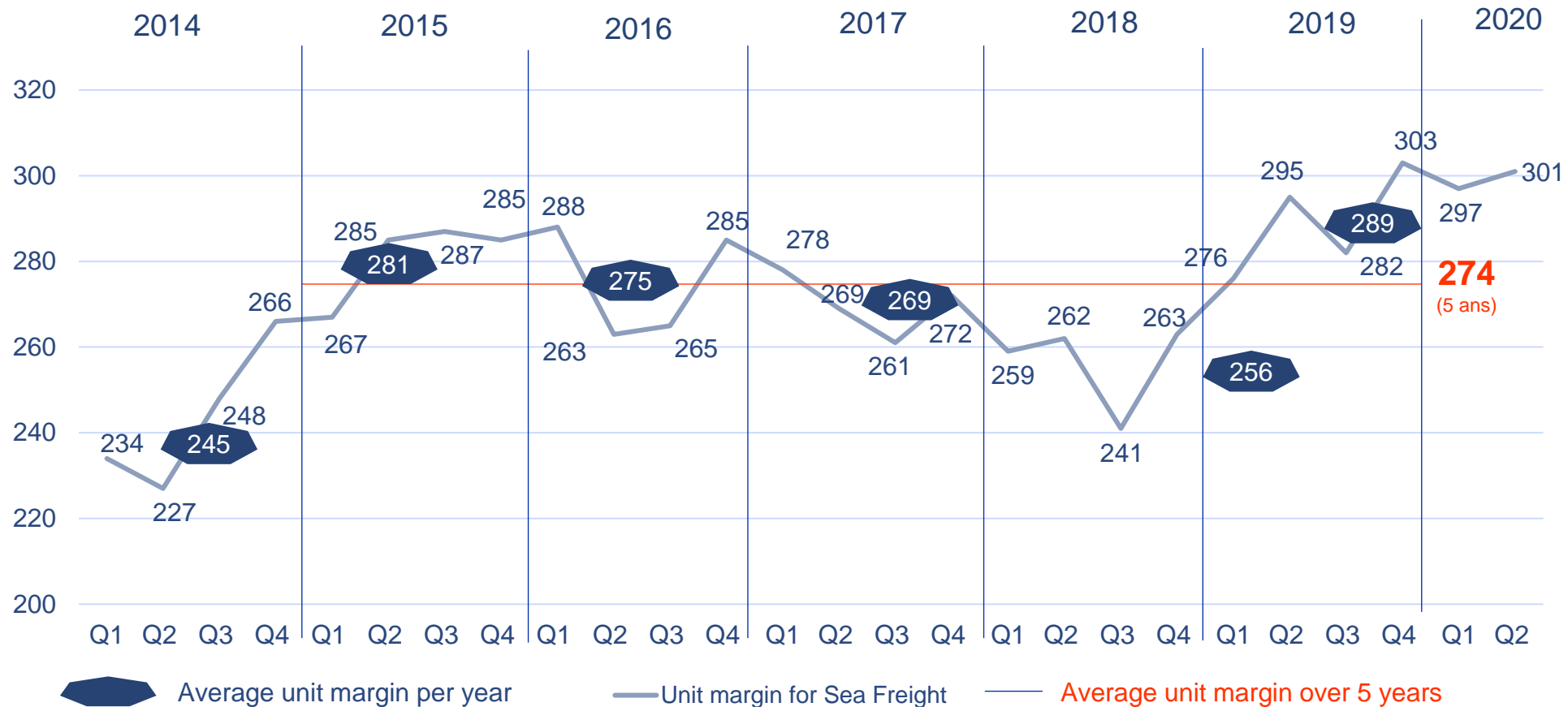
-6.9%
LFL



SEA FREIGHT : UNIT MARGIN EVOLUTION 2014 TO 2020



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EXPERTISE : AIR FREIGHT

53

H1 2020

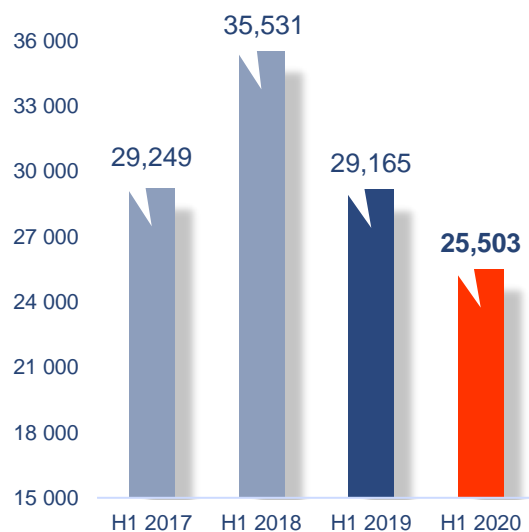
Tonnage

H1 2020 vs H1 2019

Market :
-15% à -20%

-12.6%
Current scope

-16.6%
LFL

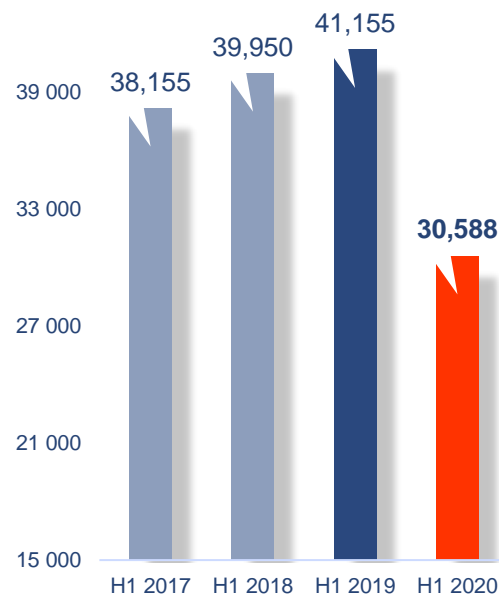


Number of shipments

H1 2020 vs H1 2019

-25.7%
Current scope and
exchange rates

-33.2%
LFL

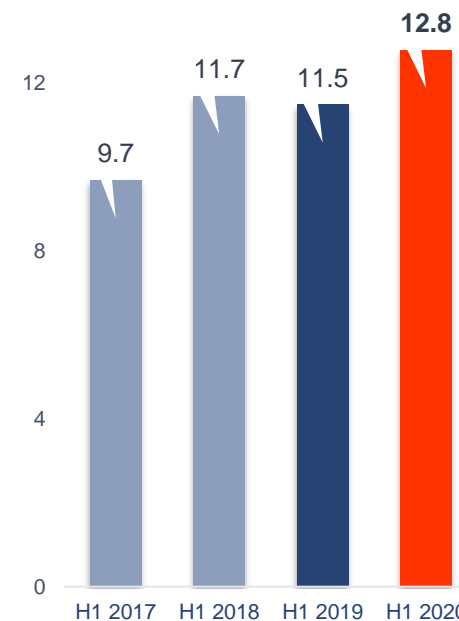


Gross Profit

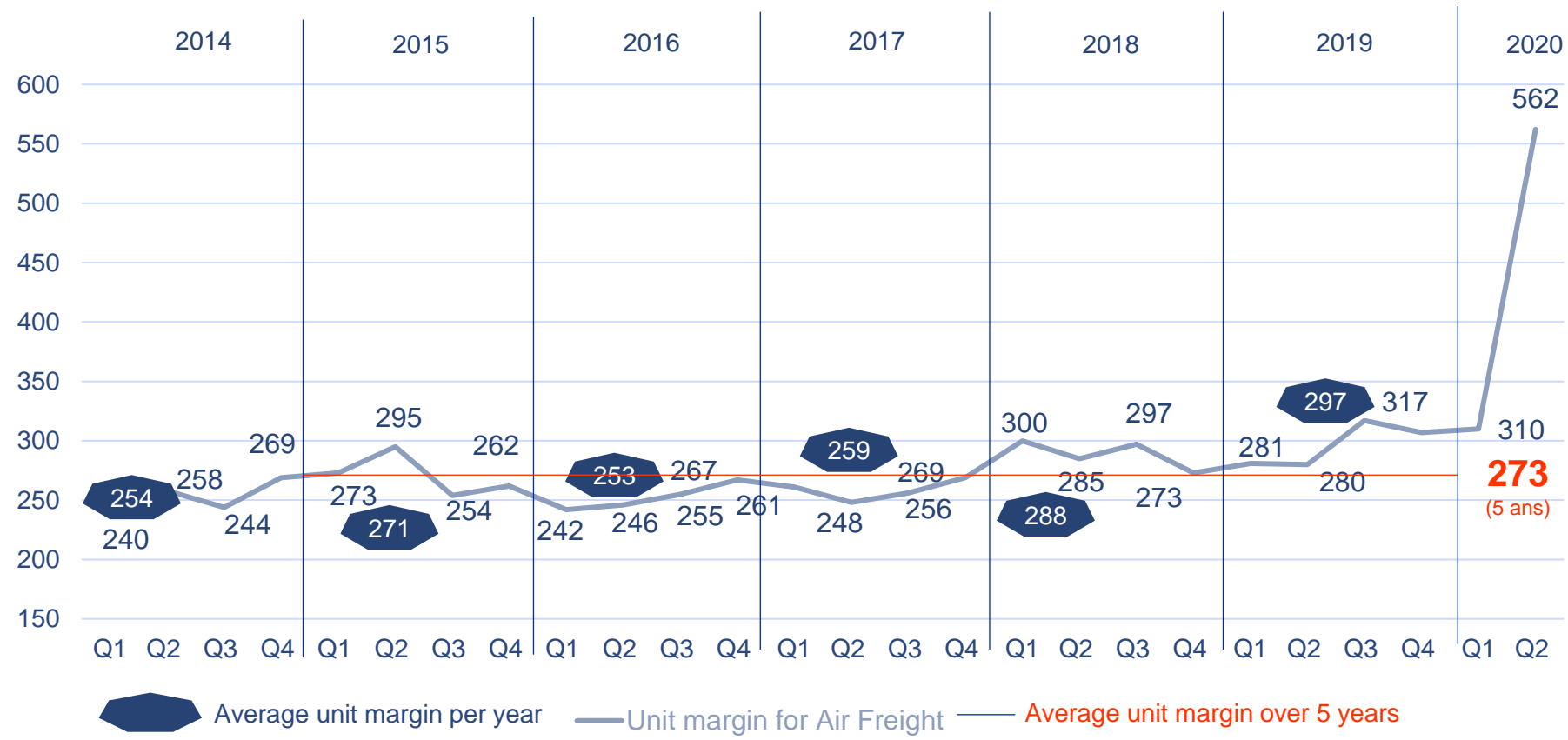
H1 2020 vs H1 2019

+10.5%
Current scope and
exchange rates

+1.4%
LFL



AIR FREIGHT : UNIT MARGIN EVOLUTION 2014 TO 2020





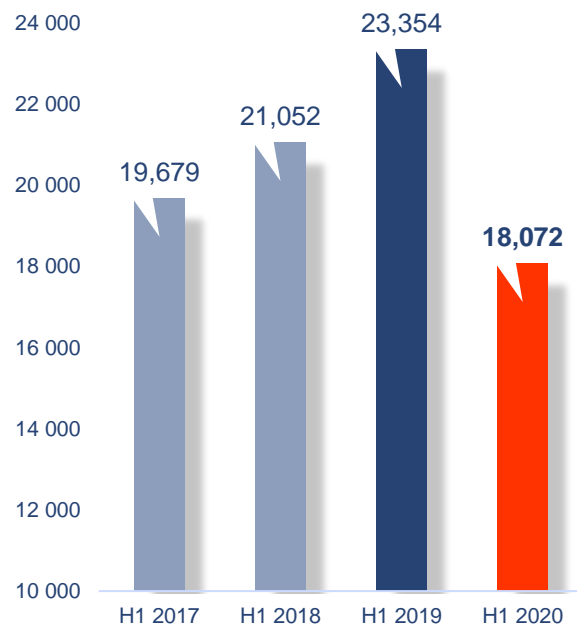
RO / RO (Roll On / Roll Off* - Business of LCI CLASQUIN)

55

H1 2020

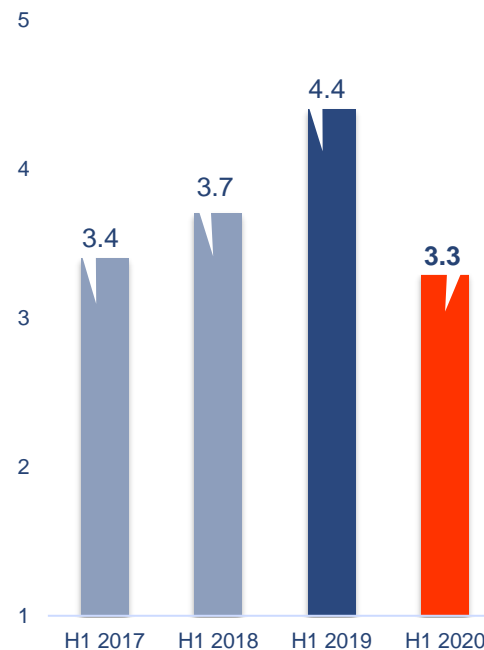
Number of operations

H1 2020 vs H1 2019
-22.6%



Gross Profit

H1 2020 vs H1 2019
-24.1%

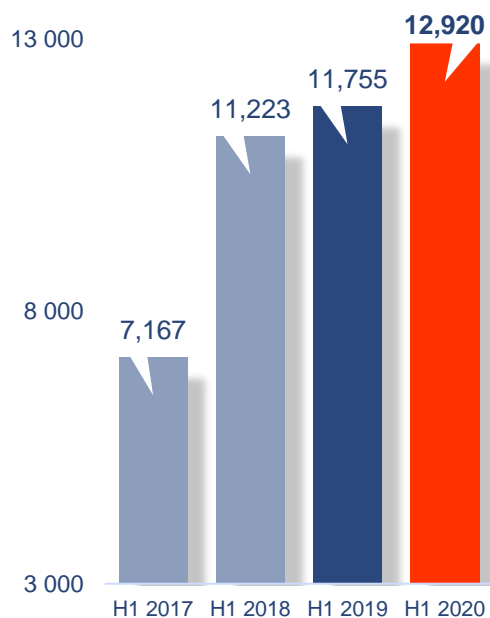


H1 2020

Fairs & Events / Overseas Logistics / Road Brokerage / Others

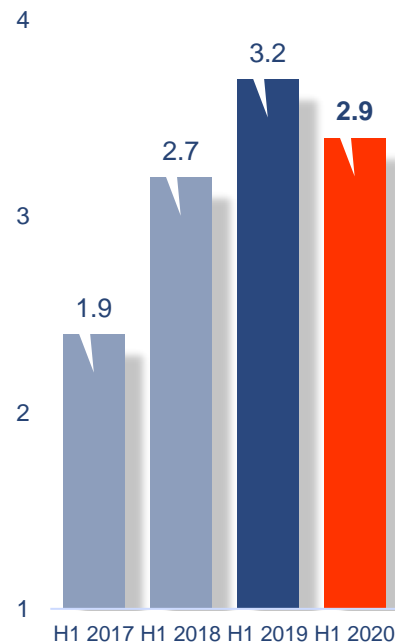
Number of operations

**H1 2020 vs H1 2019
+9.7%**



Gross Profit

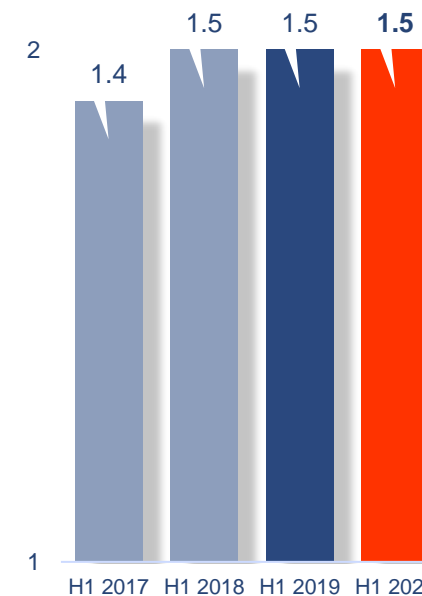
**H1 2020 vs H1 2019
-10.3%**



LOG System*

Gross Profit

**H1 2020 vs H1 2019
-1.8%**

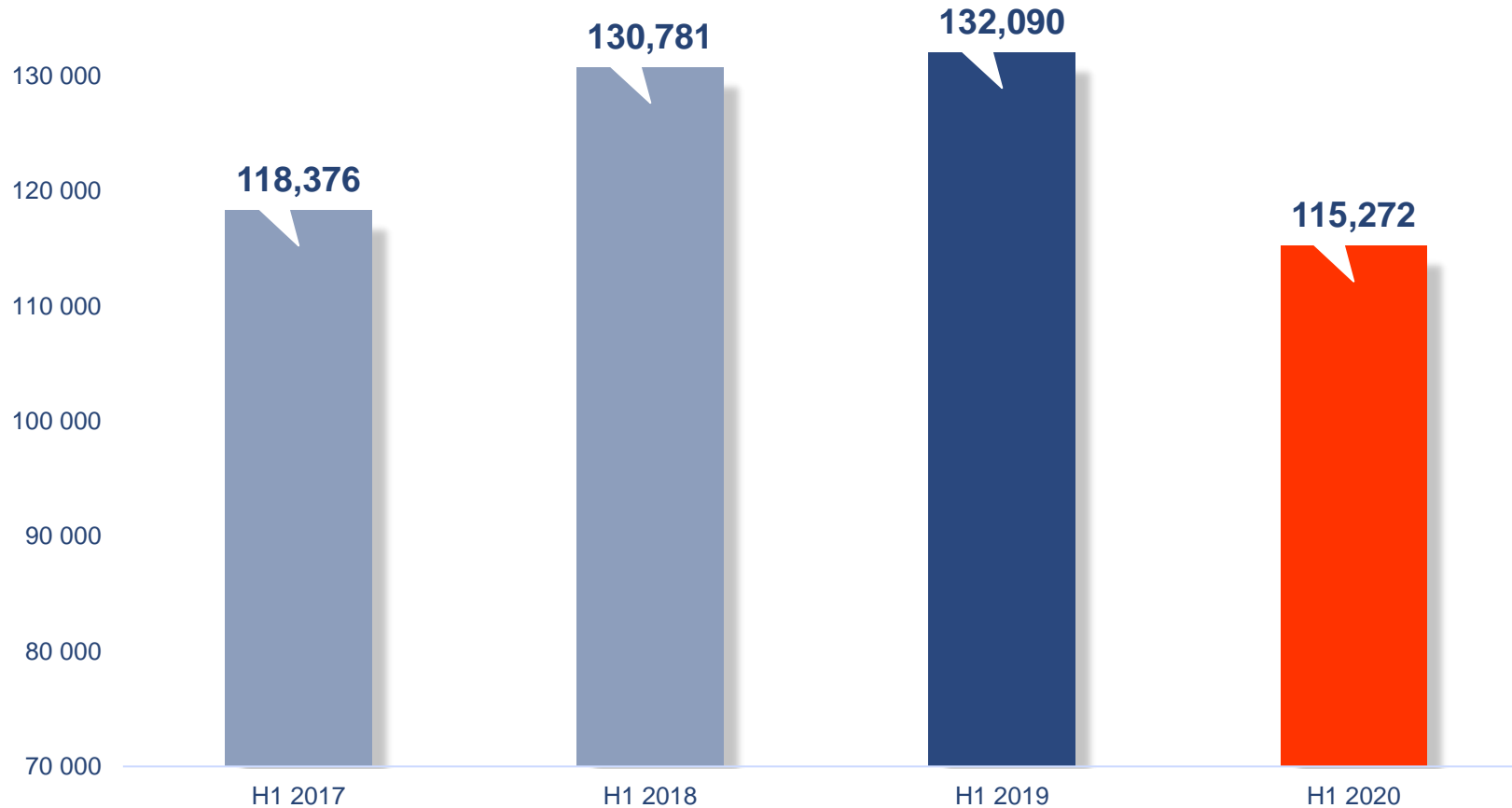


* Software publisher and related services

GROWTH IN THE NUMBER OF SHIPMENTS

57

H1 2020



H1 2020 vs H1 2019 :

-12.7 %
Current scope
and exchange
rates

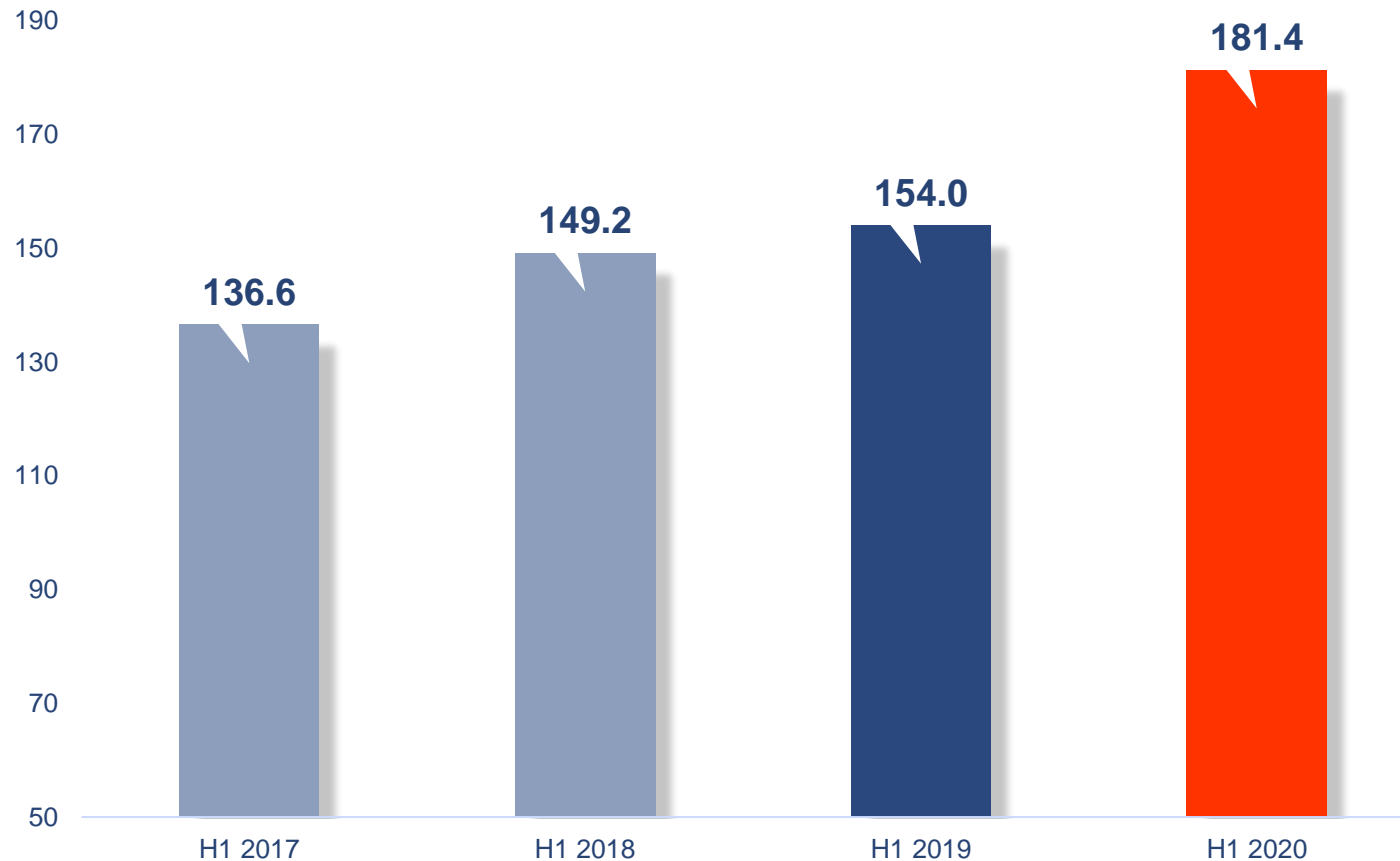
-18.3%
LFL

March : -17.8%
April : -34.2%
May : -26.0%
June : -5.1%

SALES EVOLUTION (€M)*

58

H1 2020



Sales is not a relevant indicator for assessing activity in our business, because it is greatly impacted by changing sea and air freight rates, fuel surcharges, exchange rates (especially versus the \$), etc. Variations in the number of shipments, the volumes shipped and—in terms of the Group's finances—gross profit are relevant indicators..

H1 2020 vs H1 2019 :

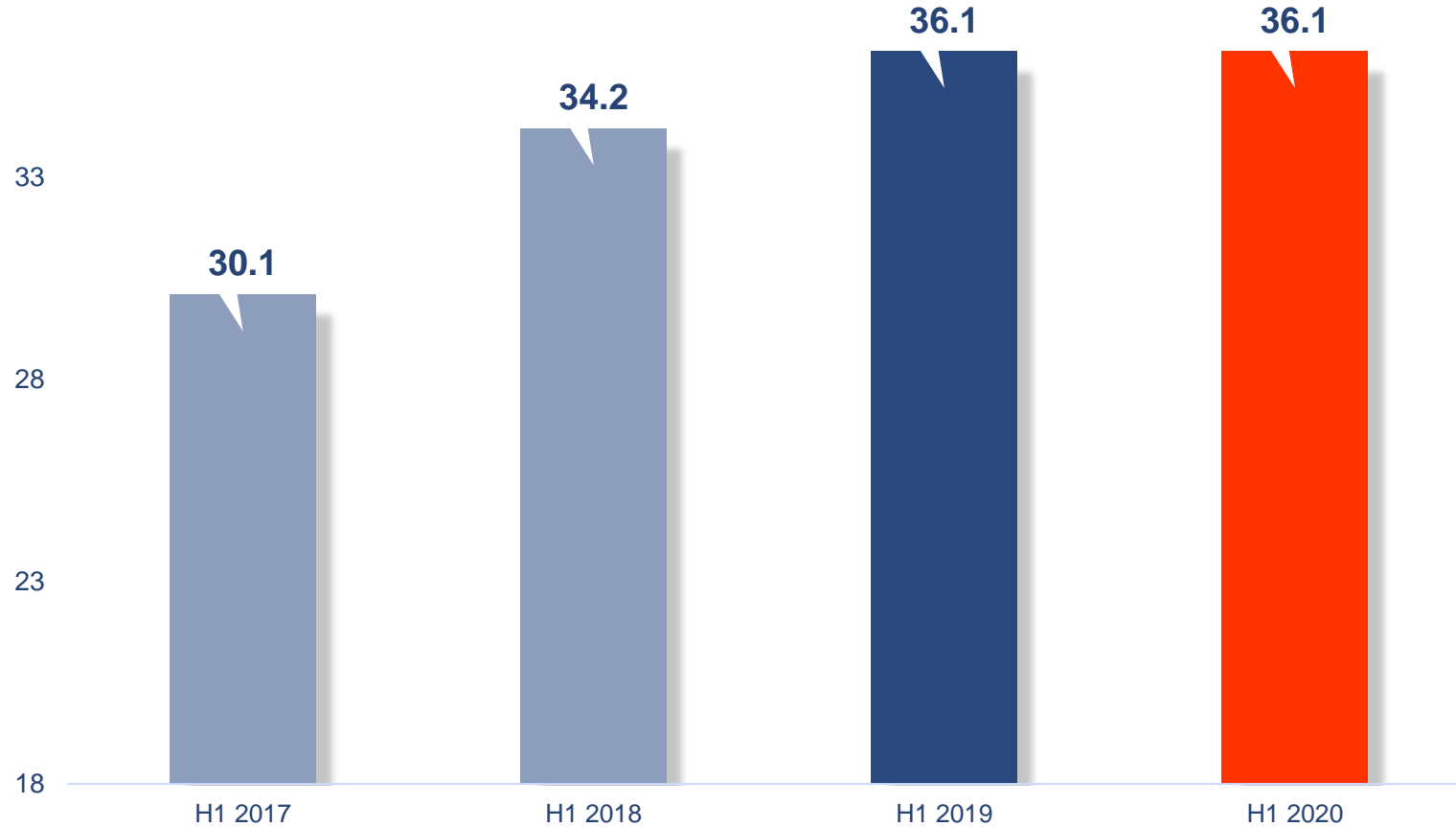
+17.8%
Current scope
and exchange
rates

+8.7%
LFL

GROSS PROFIT EVOLUTION (€M)

59

H1 2020



H1 2020 vs H1 2019 :

-0.1 %
Current scope
and exchange
rates

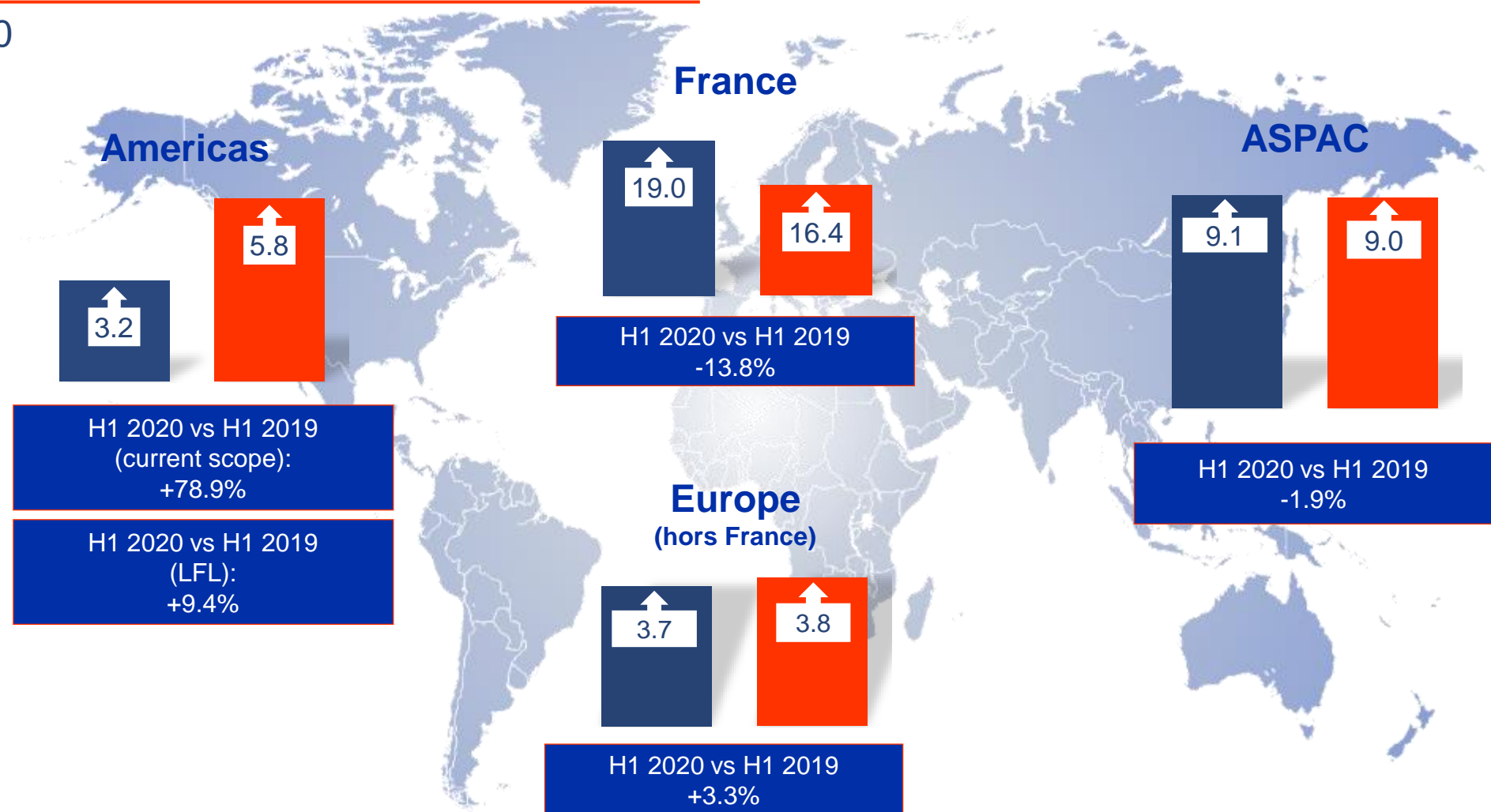
-7.4%
LFL

March : -5.1%
April : -15.4%
May : +2.6%
June : +8.2%

GROSS PROFIT EVOLUTION PER ZONE (€M)*

60

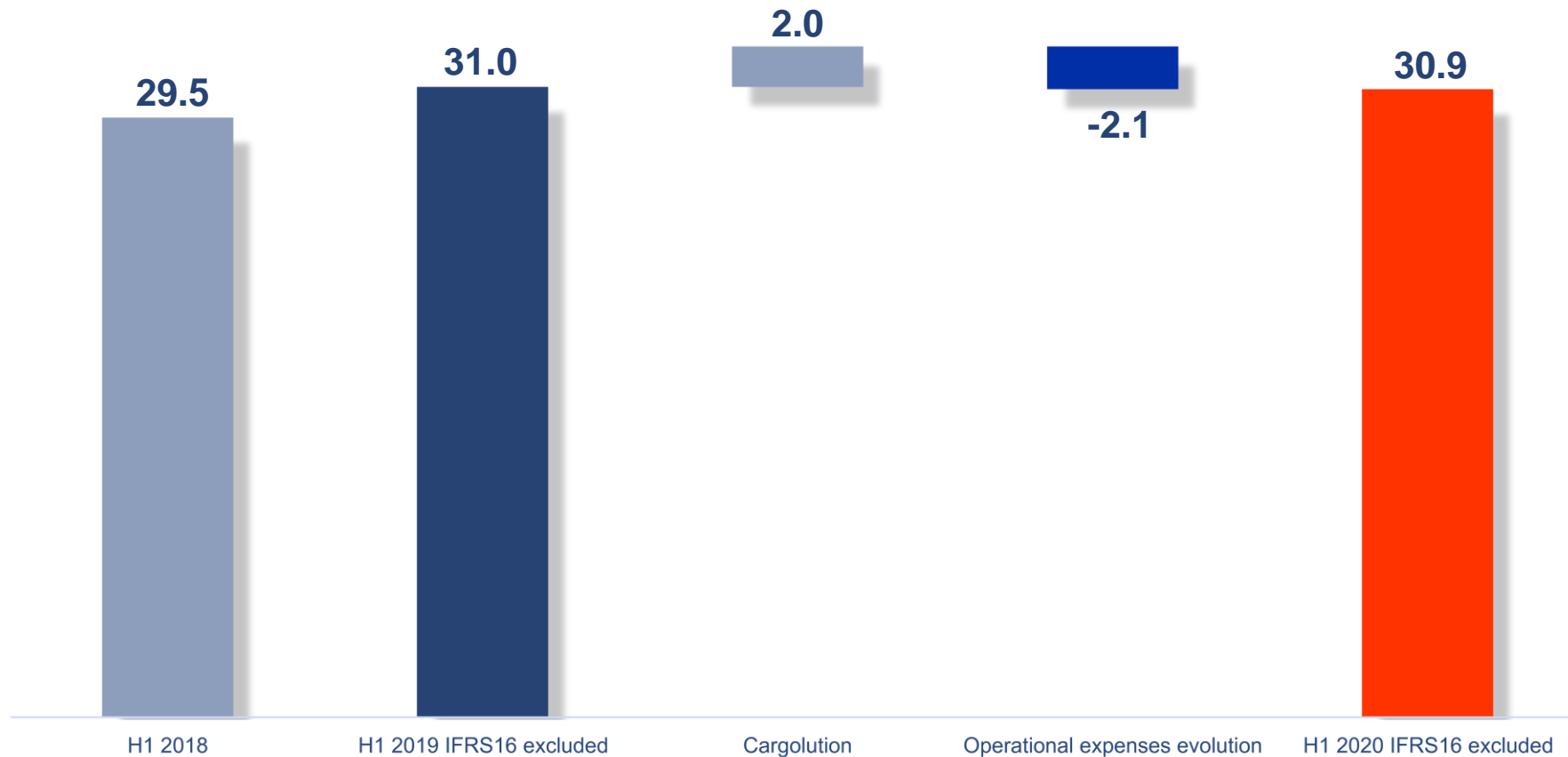
H1 2020



* : at constant exchange rate

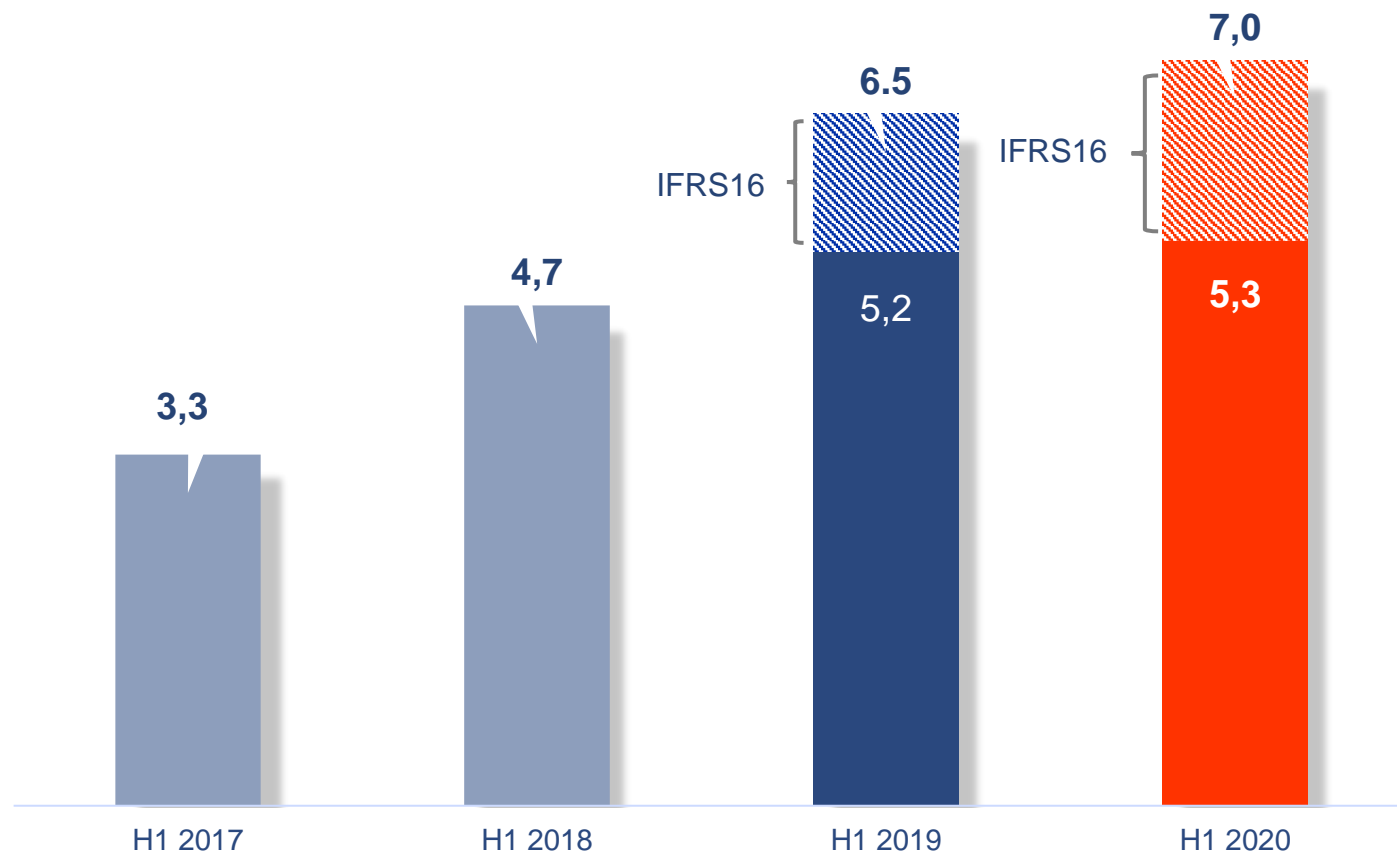
OPERATIONAL EXPENSES EVOLUTION (€M) (staff expenses & external charges)

61



EBITDA (€M)

H1 2020

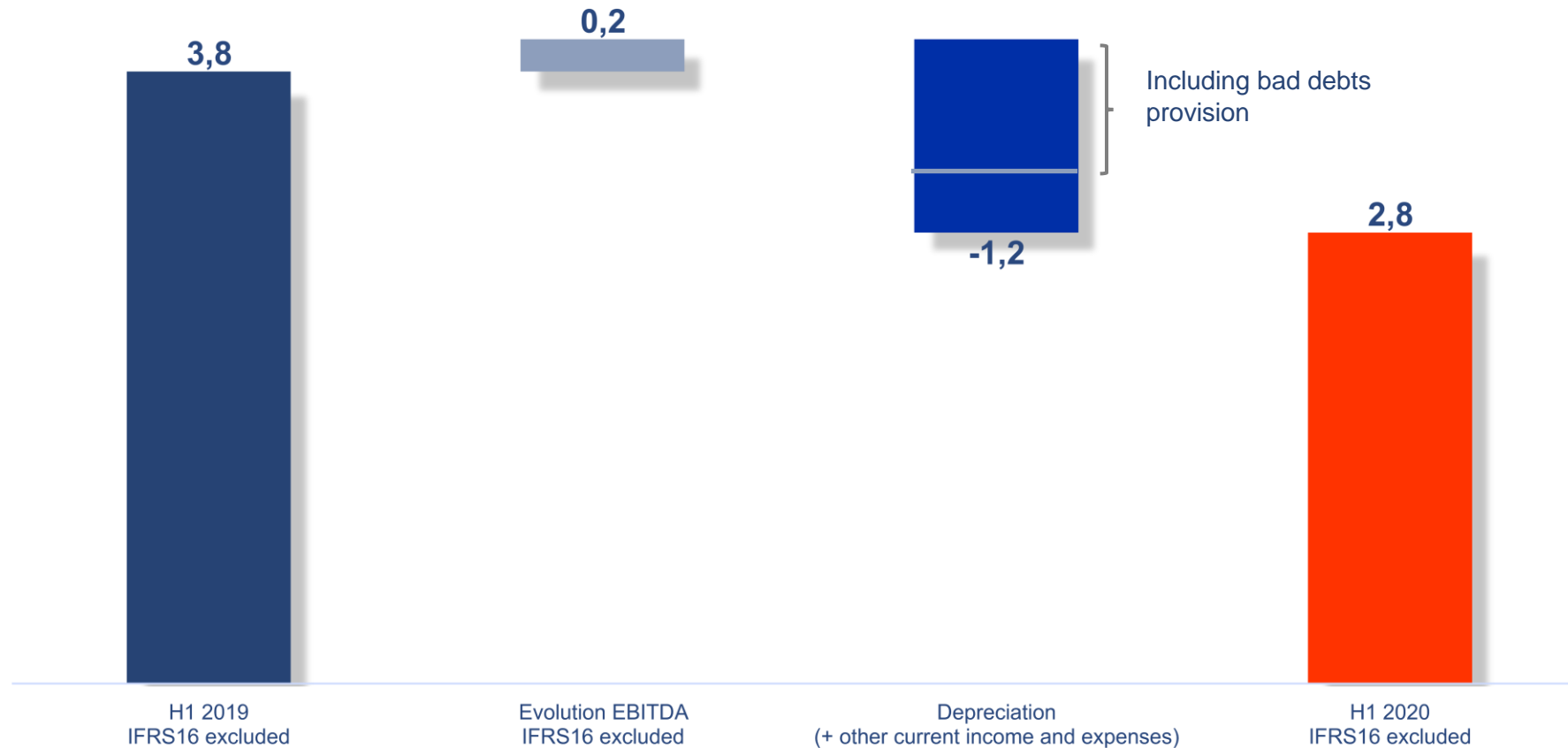


H1 2020 vs H1 2019 :
+6.8%
(IFRS16 excluded : +3.0%)

CURRENT OPERATING INCOME (€M)

63

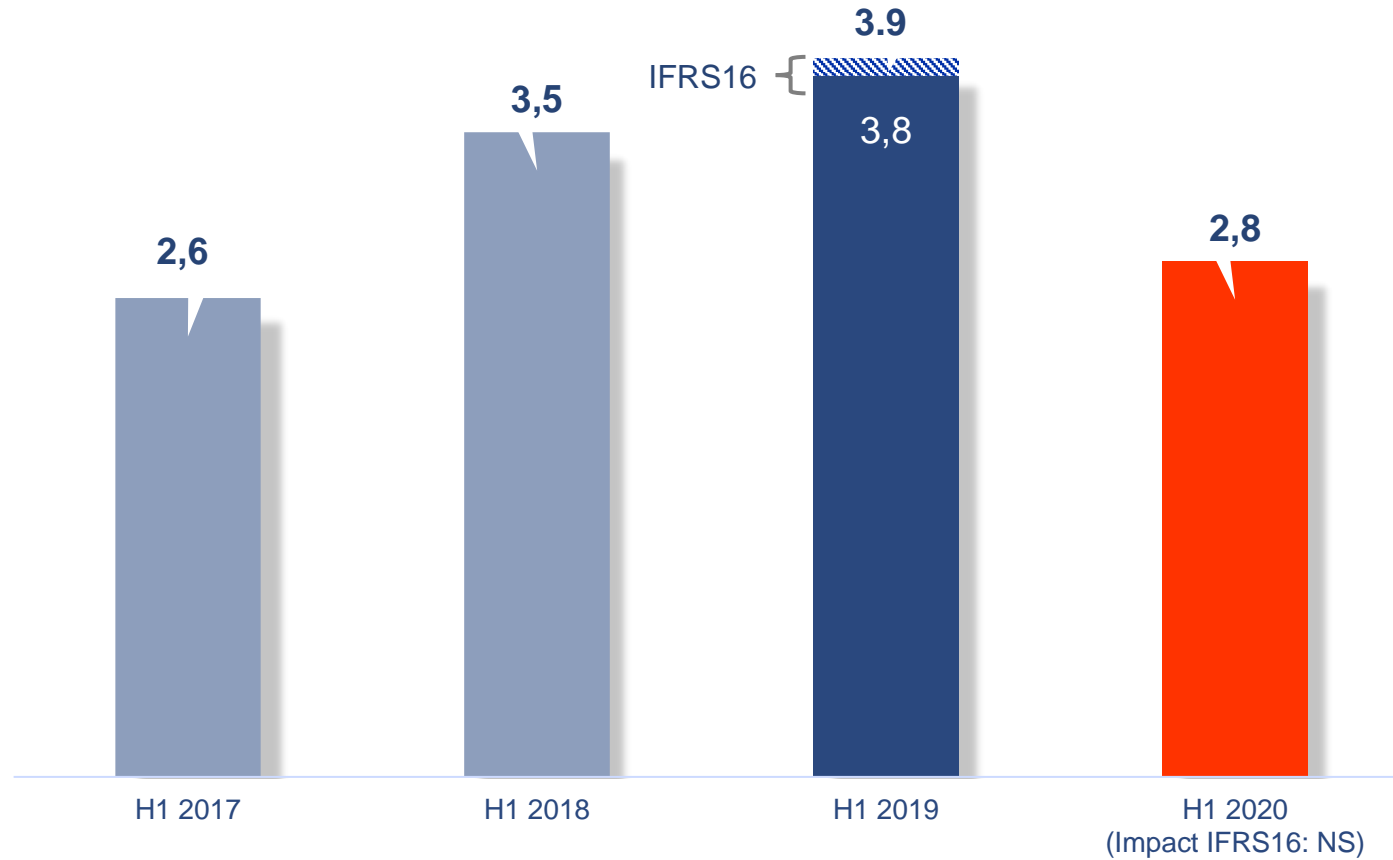
Slight growth in EBITDA / Sharp increase in risk



CURRENT OPERATING INCOME (€M)

64

H1 2020

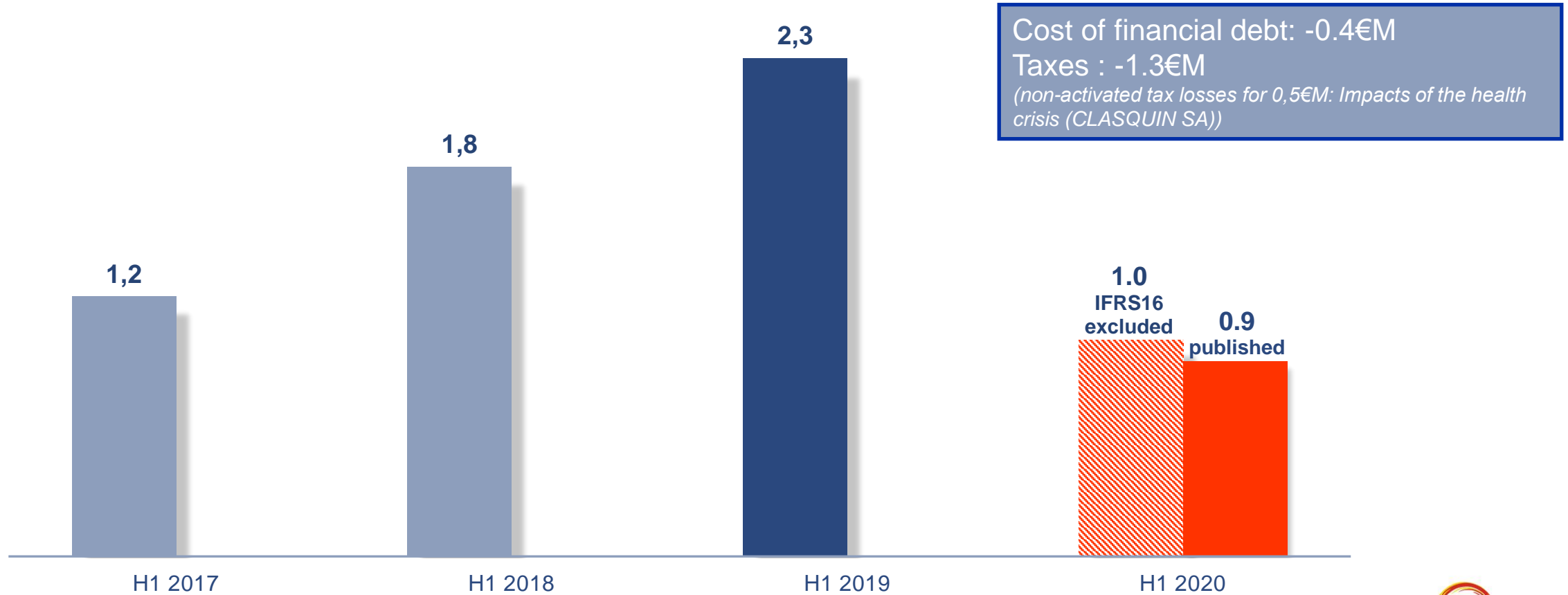


H1 2020 vs H1 2019 :
-28.6%
(IFRS16 excluded : -27.2%)

CONSOLIDATED NET PROFIT (€M)

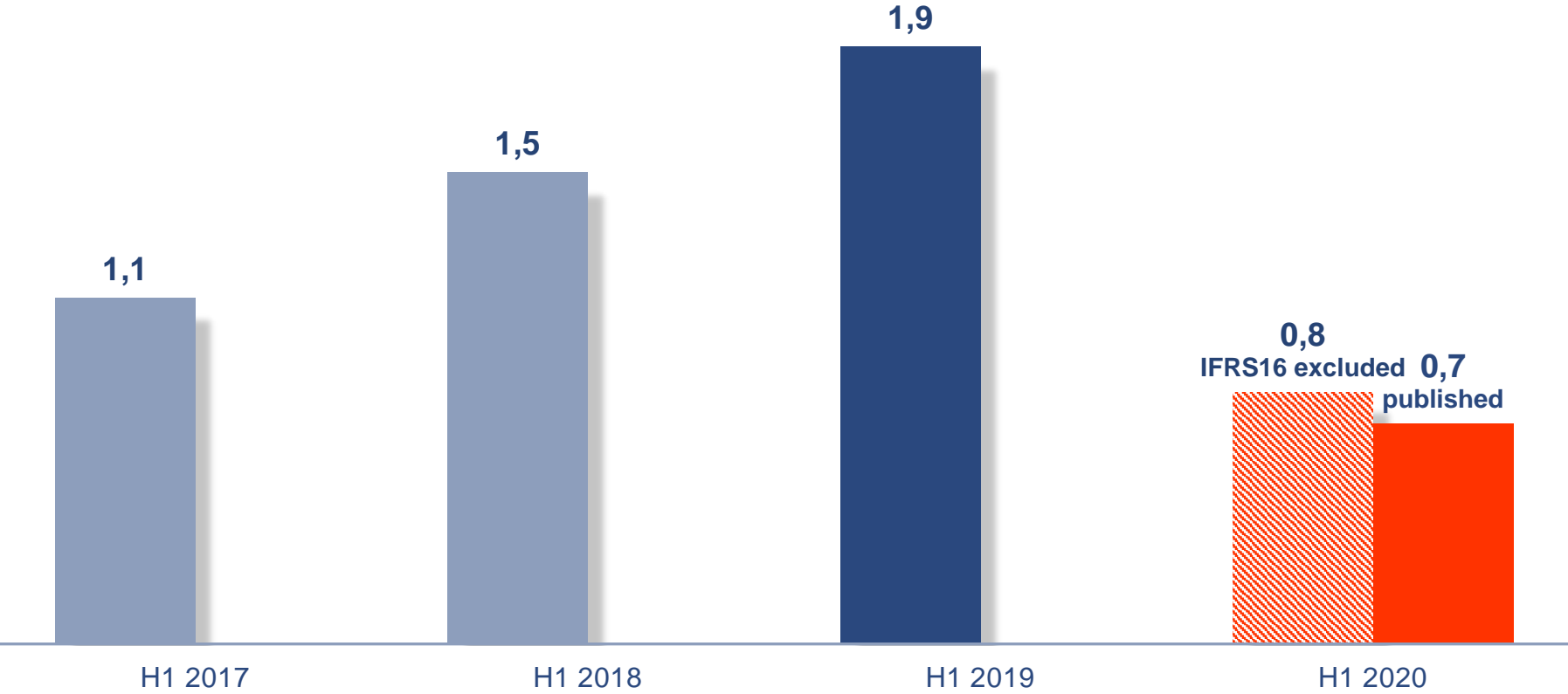
65

H1 2020



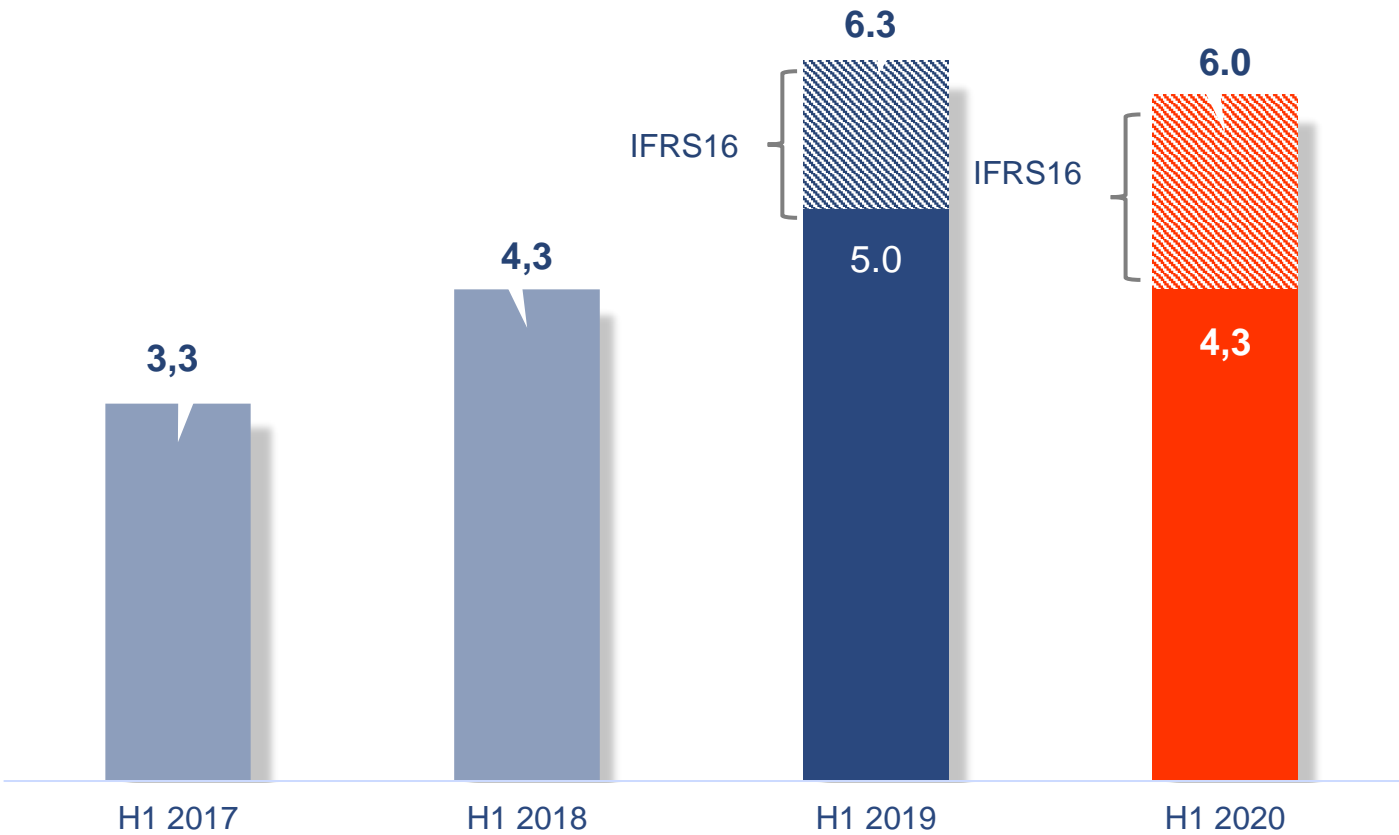
NET PROFIT GROUP SHARE (€M)

H1 2020



OPERATIONAL CASH FLOW (€M)

H1 2020



WCR & CASH FLOW KPI

	H1 2020	FY 2019	H1 2019
Total billing (€m)	287	563	271
WCR at period end (€m)	7.6	7.7	22.9
WCR intensity at period-end (annual basis)	1.3%	1.4%	4.2%

	30.06.2020	31.12.2019	30.06.2019
DSO	47	49	49
DPO	17	26	27
Delta (DSO-DPO)	30	23	22

CASH FLOW STATEMENT (€M)

€m	PUBLISHED	H1 2020	FY 2019	H1 2019
Gross operating cash flow		5.97	13.28	6.33
Income tax paid		(0.61)	(2.68)	(1.16)
Change in WCR (restated for currency gains/losses)		(0.07)	5.52	(9.72)
Net cash flow from operating activities		5.29	16.12	(4.54)

€m	PUBLISHED	H1 2020	FY 2019	H1 2019
Net cash flow from operating activities		5.29	16.12	(4.54)
Net cash flow from investing activities		(0.27)	(9.46)	(1.14)
Net cash flow from financing activities		(1.91) *	13.37	(7.40)
Currency gains/losses		(0.23)	0.21	0.21
Change in net cash		2.88	20.24	(12.87)
Net cash at closing		28.37	25.49	(7.62)

*Of which:
Lease liabilities and related interest
(IFRS16): (€1.8m)

FINANCIAL STRUCTURE (€M)

70

31 December 2019

<p>Non-current assets 46.12 ⁽¹⁾</p> <p>of which: Right-of-use assets related to leases 7.77</p>	<p>Shareholders' equity 26.84</p>
	<p>Provisions 1.07</p>
<p>Tax assets 0.71 ⁽²⁾</p>	<p>Financial debts 44.05 ⁽³⁾</p>
<p>WCR 7.66</p>	<p>Lease liabilities 7.95</p>
<p>Net Cash 25.49</p>	<p>Fin. inst. 0.08</p>

30 June 2020

<p>Non-current assets 45.08 ⁽¹⁾</p> <p>of which: Right-of-use assets related to leases 8.08</p>	<p>Shareholders' equity 27.13</p>
	<p>Provisions 1.30</p>
<p>Tax assets 0.15 ⁽²⁾</p>	<p>Financial debts 44.30 ⁽³⁾</p>
<p>WCR 7.55</p>	<p>Lease liabilities 8.36</p>
<p>Net Cash 28.37</p>	<p>Fin. inst. 0.06</p>

(1) Including DTA

(2) Tax receivables - DTL - current tax

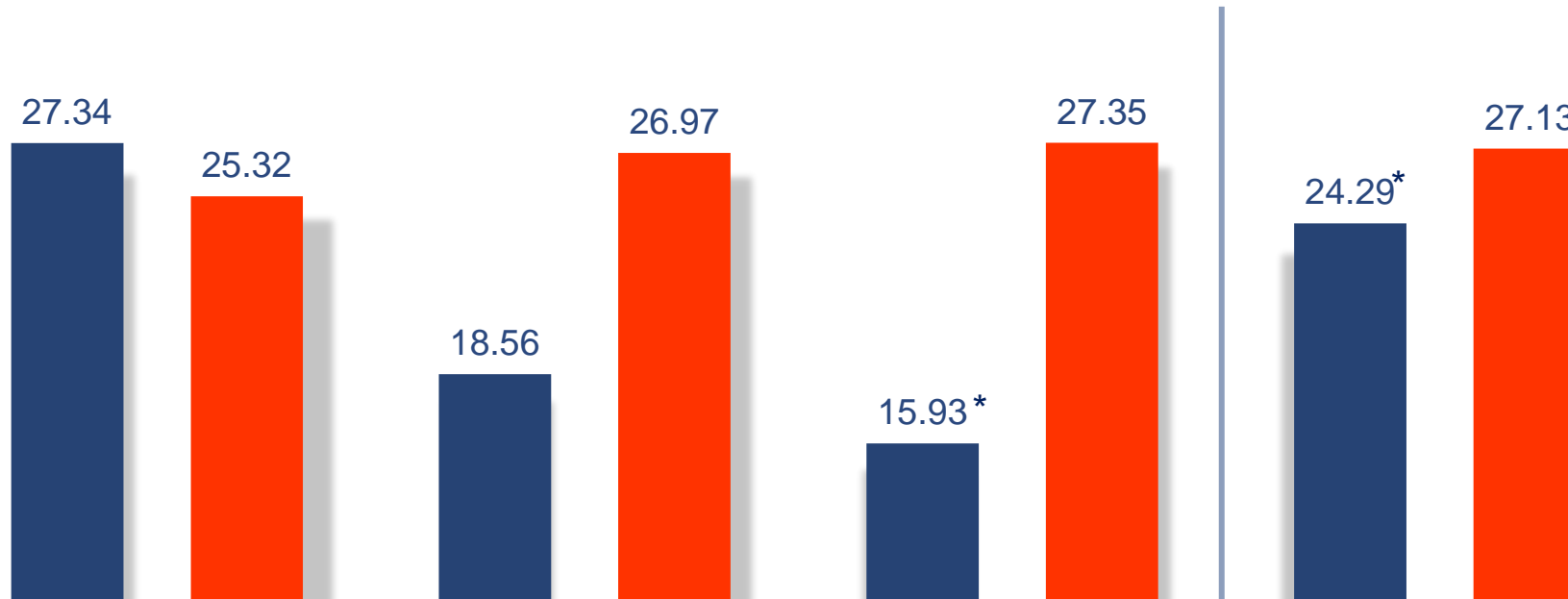
(3) Put option liabilities: 4.98 at 31/12/2019 & 4.96 at 30/06/2020

08/01/2021

CHANGES IN GEARING (€M)

71

■ Net Debts (€M) ■ Equity (€M)



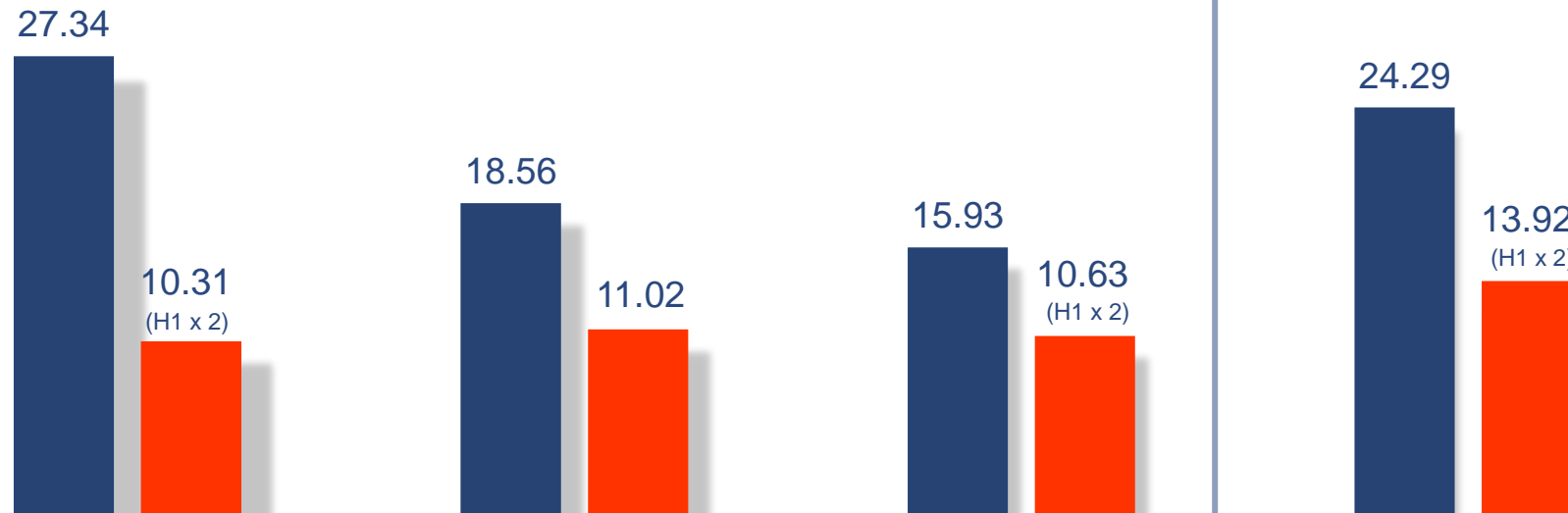
* Including €5m put option liabilities on minority interests related to acquisitions and other borrowings

	30.06.2019 Excl. IFRS16	31.12.2019 Excl. IFRS16	30.06.2020 Excl. IFRS16	30.06.2020 published
Gearing Net debt/equity	108.0%	68.8%	58.2%	89.5%

CHANGES IN LEVERAGE

72

■ Debt (€M) ■ EBITDA (€M)



	30.06.2019 Excl. IFRS16	31.12.2019 Excl. IFRS16	30.06.2020 Excl. IFRS16	30.06.2020 published
Leverage Net debt/EBITDA	2.7	1.7	1.5	1.7



ROAD TO GREEN 2021

« ROAD TO GREEN » 2021

OUR GREEN SUPPORT

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PILLAR 1: INFORM TO ACT BETTER

Target:

Offer key GHG emissions indicators on all of our shipments:

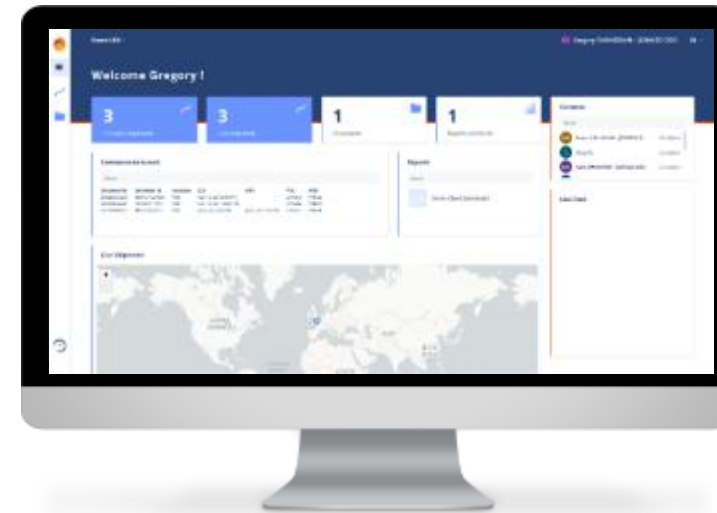
- Energy Consumption [MJ]
- CO2 [t]
- NOx [kg]
- NMHC [kg]
- SO2 [kg]
- Particles PM10 [kg]

Deliverable document:

- **Customized standard reporting** by axis and mode of transport,
- Notification of the **CO2 impact on invoices**,
- **Environmental management dashboard** on the Live by CLASQUIN digital platform

Main and recognized player in the market:

Eco Transit + Wakéo recorded data to refine as closely as possible to reality over time



Q1 2021

« ROAD TO GREEN » 2021

OUR GREEN SUPPORT

75

PILLAR 2 : BUILDING BUSINESS SOLUTIONS

By the **selection of modes of transport:**
sea, rail, air, road

By **engineering the organization of transport**

- Grouping of orders / packages:
"consolidations"
- Reconfiguration of global logistics loads "without breaking the load"
- Optimization of the loading of all means of transport (volumes per TC, minimum loading, etc.)
- Route optimization

PILLAR 3 : RECONFIGURATION SUPPORT

Goal :

Contribute through our Supply Chain expertise to the reconfiguration of our customers' global SCMs.

Approach:

Combine business expertise, International Supply Chain Consulting and clients experts.