

Ulkomaankaupan tavaravirtojen murros – Kuljetusyhtiön varautuminen


**MD Petteri Nummi, DSV Road Oy
Vesitiepäivä 9.4.2026**

DSV lyhyesti

DSV at a glance

Global operations

 ~150,000
Employees

 +3,000
Offices and logistics facilities

 +90
Countries

One company – three divisions

 **Air & Sea**
A global network

 **Road**
Overland transport in Europe, Americas, Middle East, APAC and Africa

 **Contract Logistics**
Contract Logistics services worldwide

DSV

Nasdaq Copenhagen
No majority shareholder – 100% free float

Credit ratings
A3 (Stable) by Moody's
A- (Negative) by Standard & Poors

ESG ratings
Platinum by EcoVadis
AA by MSCI
B by CDP
12.7 (low risk) by Sustainalytics

DSV in Finland

Key facts:

4 companies	DSV Air & Sea Oy DSV Contract Logistics Oy DSV Road Oy Rengaslinja Oy
Total Revenue	EUR 762 million (2025)
Number of Employees	~1 850
Locations	Nationwide coverage: 21 terminals 9 warehouses
Services	Air freight, Sea freight, Road transport, Project transport, Domestic transport, Parcel, Fairs and events, Customs, Contract Logistics, Warehousing, Inhouse logistics, Value-added services



Road in Finland



Turnover:
EUR 558 million (2025)



Number of Employees:
~ 1450



Number of terminals:
21



International shipments:
Groupage 518 000 (2025)
LTL & FTL 489 000 (2025)



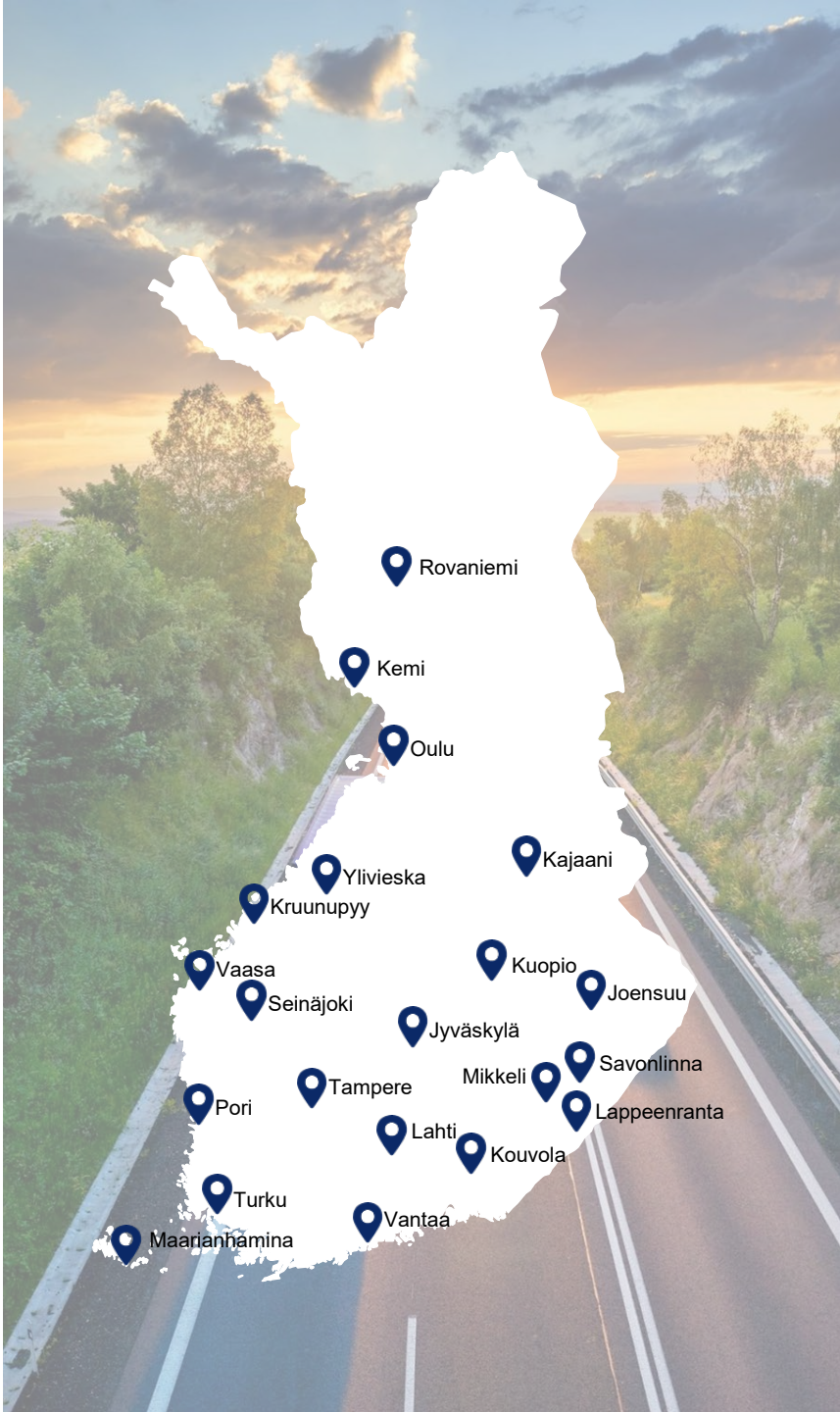
Domestic shipments:
Groupage 3 088 000 (2025)
LTL & FTL 334 000 (2025)



Parcel shipments:
4 761 000 (2025)



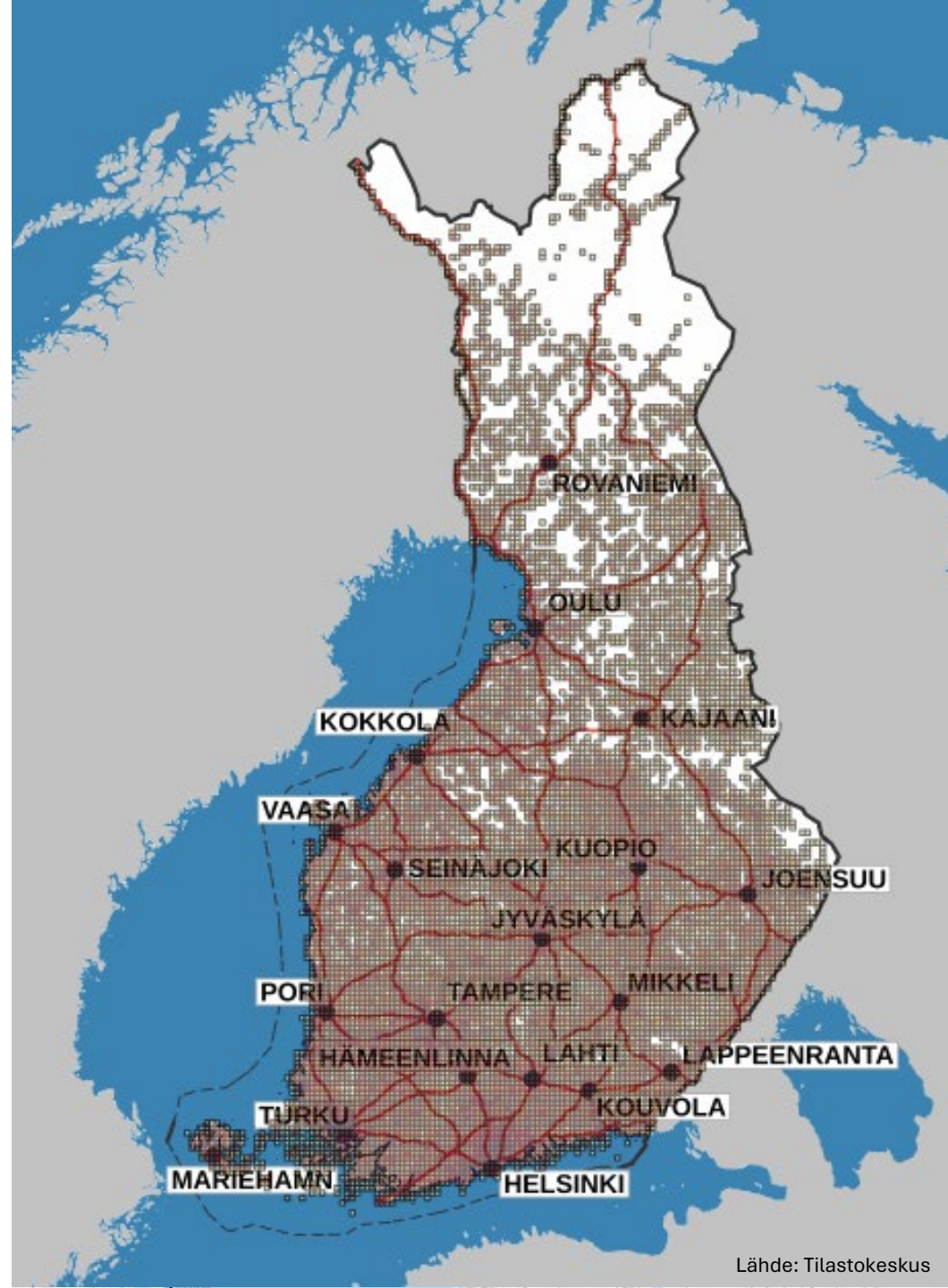
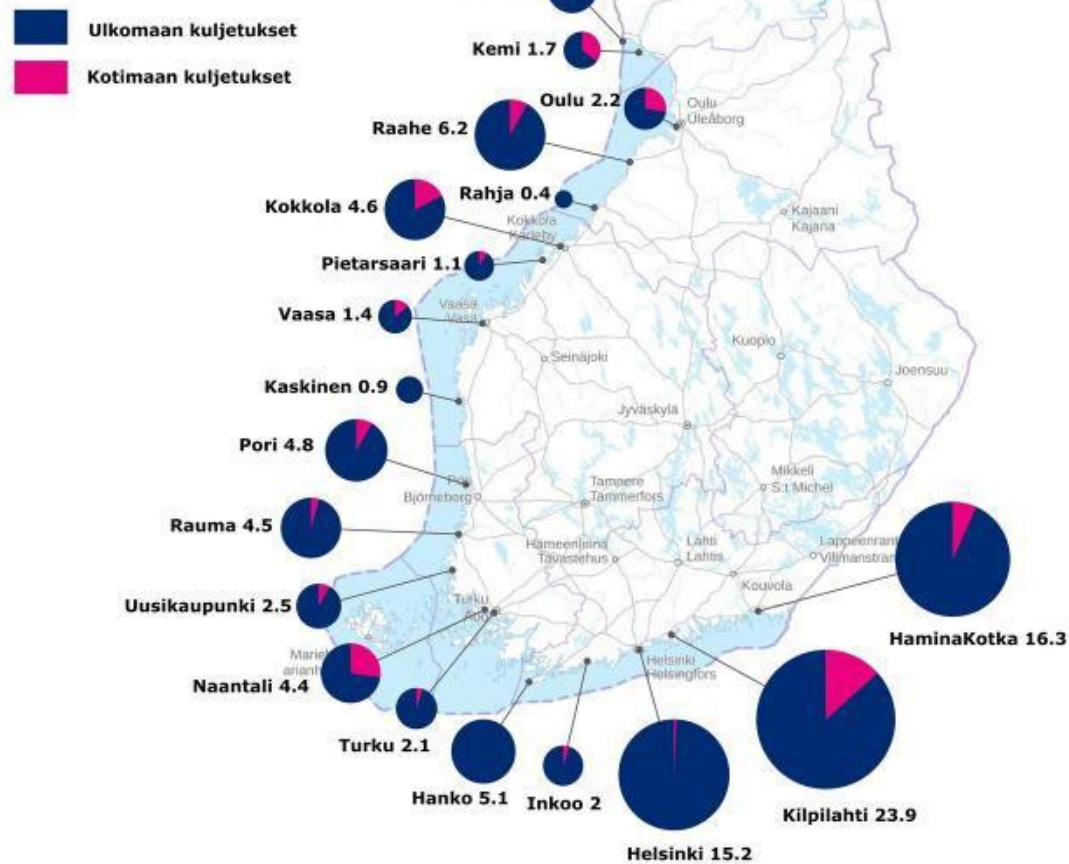
Specialization:
FTL/LTL, groupage, parcel, daily departures, ADR, temperature-controlled transports, oversized goods, cross-docking, forwarding, customs clearances



Suomi logistiikan näkökulmasta

Suomi on saari, jonka väestö keskittyy

Satamien tavaraliikenne vuonna 2022 (milj. tonnia)



Suomen satamiin saapuneita tiekuljetuksia vuonna 2023

Tavaralajiluokka

- █ Kappaletavara
- █ Kemikaalit
- █ Lannoitteet
- █ Malmit, rikasteet
- █ Metallit, metallituotteet
- █ Muu tavara
- █ Paperi, kartonki
- █ Raakamineraalit, sementti
- █ Raakapuu, hake
- █ Sahatavara
- █ Sellu, puuhioke, jätepaperi
- █ Vilja
- █ Öljytuotteet

Kuvassa ei ole mukana kaikkia satamiin saapuneita tiekuljetuksia eivätkä nuolet kuvaa kuljetusmääriä.



■ Satamiin saapuneita tiekuljetuksia
Lähde: Tilastokeskus, tieliikenteen tavarankuljetustilasto. Tilastokeskuksen tieliikenteen tavarankuljetustilasto perustuu otostutkimukseen ja siksi siinä on mukana vain osa kuljetuksista.



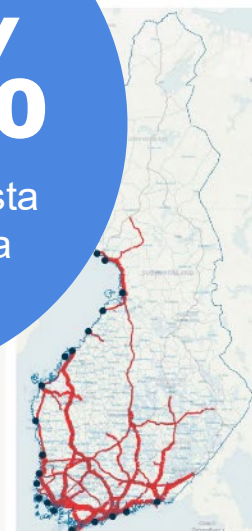
Lähde: Satamien edustajien haastattelut

Suomen satamista lähteneitä tiekuljetuksia vuonna 2023

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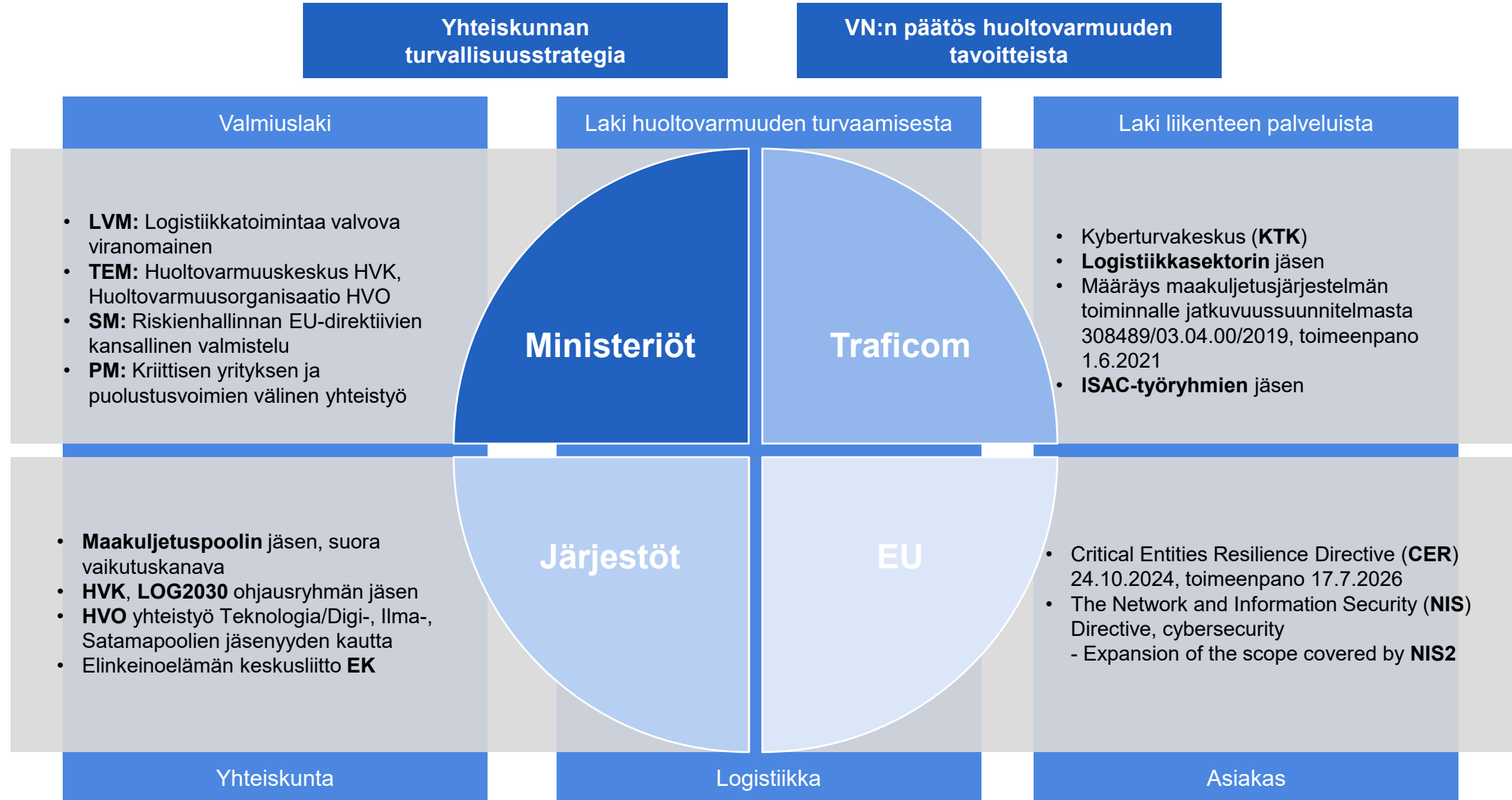
Lähde: Satamien edustajien haastattelut

95 %

ulkomaankaupasta satamien kautta

Varautuminen

Varautumisyhteistyö viranomaisten kanssa



Oman varautumisemme kulmakiviä

Konserniyhteistyö

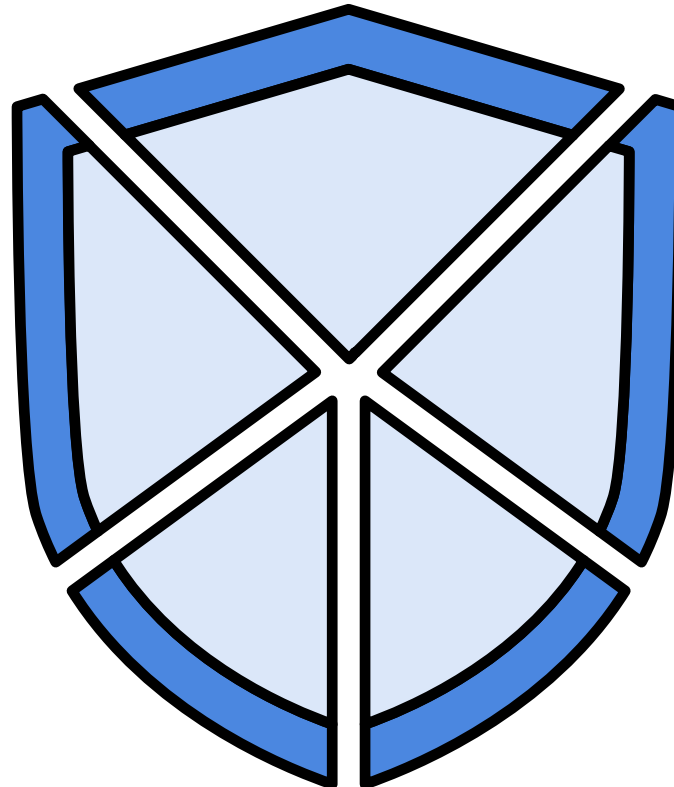
Tehokas verkosto Pohjoismaiden klusterin, Euroopan regionan ja globaalin konsernin sisällä

Valtakunnallinen logistiikkaverkosto

Kuljetusten ja varastoinnin sijoittuminen osaksi valtakunnallista logistiikkaverkostoa sekä varautuminen maanpuolustuksen tukeen sopimuksellisesti ja oman varautumisen kautta

Varaukset

Tuotannon varmistaminen siviili- ja maanpuolustustarpeisiin VAP- ja ATV-varausten avulla



Resurssiviisuus

Aktiivinen resurssisuunnittelu sekä henkilöstön että kaluston ja käyttövoimien osalta

Harjoittelu

Aloitteellinen ote kolmikantaharjoitteluun logistiikkatoimen ja PV:n johtamisjärjestelmän kanssa, mikä mahdollistaa tehokkaan etenemisen ennakoivissa toimenpiteissä

Case: Crisis in the Middle East

DSV-konserni tuottaa tilannekuvaa ja analysoi vaihtoehtoisia reittejä

Middle East supply chain situation ([dsv.com](https://www.dsv.com))

OCEAN FREIGHT

Container Market Impact Report

Hormuz Crisis - Freight Rates - Capacity - Congestion and Bunker Cost




140+ Ships Trapped in Persian Gulf	1.9% Global Fleet Impacted	SCFI 1,489 +11.7% WoW Freight Index	\$800+ VL5FO Bunker per Tonne
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Six vessels attacked in Gulf, Strait of Hormuz as war puts merchant ships on front lines

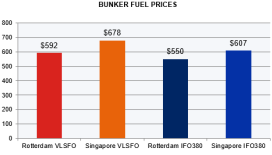



- Among the vessels impacted was the Japanese-operated container ship ONE Majesty (8124 TEU), which reported being hit by an unknown projectile approximately 25 nautical miles northwest of Ras Al Khaimah, UAE. According to maritime security consultancy Vanguard Tech, the impact caused structural damage, resulting in an estimated 10-centimetre hole in the vessel's hull.
- A container ship operated by Gemini Cooperation partners Hespia-Lloyd and AP Miller-Maersk was reported hit. The 3,237-ton Soreca Blessing (built 2003) was hit by an unknown projectile off Jebel Ali, United Arab Emirates, according to security firm Vanguard Tech.

Rising Bunker Costs: Carriers Implement Emergency Surcharges




- Ocean carriers have begun implementing a range of emergency bunker-related surcharges as the Middle East crisis disrupts fuel supply chains and sharply increases bunker costs.
- Maersk has introduced a global Emergency Bunker Surcharge (EBS), effective from 25 March 2020, citing severe disruptions to fuel availability linked to the situation around the Strait of Hormuz, where 20% of global fuel flows are affected. This surcharge is reviewed bi-weekly and is designed to offset rising fuel procurement and redistribution expenses.
- MSC also announced The ECS applies from 6 March 2020 and impacts both 20' and 40' equipment across affected corridors.
- CMA CGM has also taken significant bunker-related action by announcing an Emergency Fuel Surcharge (EFS), effective from 16 March 2020. The carrier attributes the surcharge to a sharp global increase in fuel prices following the reopening of fuel markets amid ongoing geopolitical tensions in the Near and Middle East.



Rotterdam VL5FO	+23%
Singapore VL5FO	+32%
Rotterdam IF0380	+28%
Singapore IF0380	+39%

A VL5FO surging above \$800/ton - first time since 2012. Iran crisis driving oil spike. EBS and EFS surcharges expected to rise further.

Direct flights surge to bypass the fractured Middle East corridor



Traditional Route: Transit capacity almost halved WoW.

The Great Reroute


Key Direct Capacity Increases

- Asia Pacific to Europe: +20% direct capacity.
- South Asia to Europe: +13% direct capacity.

Volume Impact


- APAC to Europe tonnage rose +4% WoW, heavily driven by Vietnam (+17%) and China (+14%) alongside post-Lunar New Year recovery.

Operations at Salalah remain suspended after attacks



CARRIER PORT ROUTING STATUS — KEY GATEWAY ASSESSMENT

Carrier	Jeddah (Red Sea)	Salalah (Oman)	Sohar / Khor Fakkan	Abel Ali (UAE)	UAE/Qatar / Kuwait	Hormuz (All Gulf)
Maersk EBS great tier 25 March over fuel	OPEN	CLOSED	OPEN	CLOSED	CLOSED	CLOSED
Hapag-Lloyd DO suspended IGT & DIFB planes	OPEN	LIMITED	LIMITED	CLOSED	CLOSED	CLOSED
CMA CGM Land bridge active Red Sea route	OPEN	LIMITED	OPEN	LIMITED	LIMITED	CLOSED
MSC ECS activated \$800/ton escalation	OPEN	LIMITED	LIMITED	CLOSED	CLOSED	CLOSED



It's Not Just Oil. The Middle East crisis is Disrupting 8 essential commodities

Commodity	Gulf share of world production	Main regional exporters	Uses
Ammonia and urea	30%-45% (urea), 30% (ammonia)	Bahrain, Iran, Kuwait, Oman, Qatar, Saudi Arabia, UAE	Fertilizer, basic chemical input
Helium	38.8%	Qatar	Chip-making, medical imaging
Sulfur	21.6% (45% of exports)	Iran, Iraq, Kuwait, Oman, Qatar, Saudi Arabia, UAE	Fertilizer, mining and metals processing, uranium extraction
Methanol	32%-35%	Bahrain, Iran, Oman, Qatar, Saudi Arabia	Fuel, basic chemical input, biodiesel manufacturing
Polyethylene	15% (capacity)	Iran, Kuwait, Qatar, Saudi Arabia, UAE	Packaging, pipes, bottles, electrical insulation
Polypropylene	9% (capacity)	Iran, Oman, Qatar, Saudi Arabia, UAE	Packaging, automotive manufacturing, consumer goods
Aluminum	9% (22% of non-China supply)	Bahrain, Oman, Qatar, Saudi Arabia, UAE	Key industrial metal
Phosphate	3.9%	Saudi Arabia	Fertilizer

Several Asian countries have started to make fuel restrictions

Aluminum prices are already rising, and further disruption could increase input costs for automotive, aerospace, and construction manufacturing in the U.S. and Europe.

Fertilizer and agricultural flows, rubber, electronics, batteries, pharmaceuticals, Asian-based garment manufacturing and sugar are among other potential disrupted supply chains.

Helium is a critical, non-renewable resource that serves as an essential, non-substitutable ingredient in several high-tech and industrial sectors. As AI, 5G, and electric vehicles drive demand for advanced chips, helium is increasingly viewed as a strategic bottleneck, with demand for semiconductors alone projected to increase five-fold by 2035.

Liquid helium is used to cool superconducting magnets in MRI machines to near absolute zero, essential for high-resolution medical diagnostics.

OCEAN FREIGHT

Container Market Impact Report

Hormuz Crisis · Freight Rates · Capacity · Congestion and Bunker Cost



140+

Ships Trapped
in Persian Gulf

1.9%

Global Fleet
Impacted

SCFI 1,489

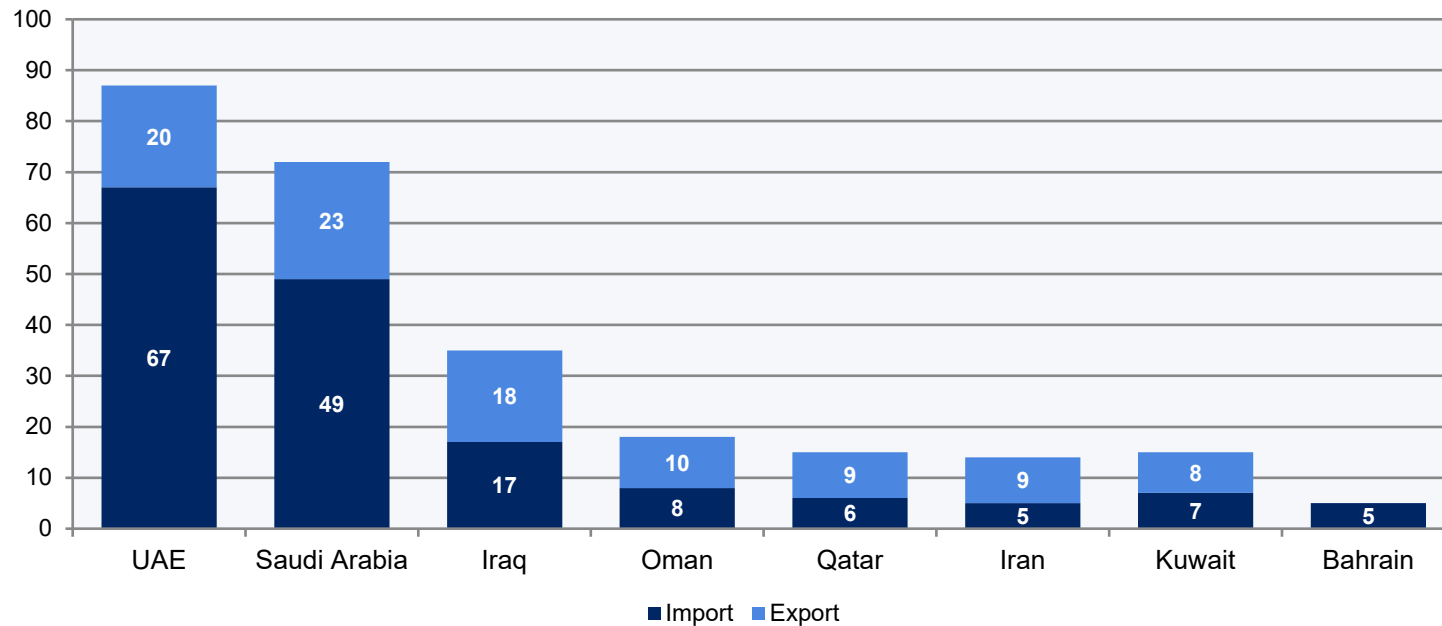
+11.7% WoW
Freight Index

\$800+

VLSFO Bunker
per Tonne

ME conflict lengthens transit times and raises insurance costs and surcharges for global container trade

WEEKLY AVERAGE CONTAINER VOLUMES BY GULF PORT (000 TEU)



UAE is the largest Gulf hub: 87k TEU/week total (67k import + 20k export)

Sources: Accenture Cargo Ocean Trade Database; Accenture Analysis (March 2026)

High Impact – Short Term

- Energy prices spike (Oil & LNG volatility)
- Shipping rerouting and cost inflation
- Insurance Premium escalation (war-risk)
- Margin compression in energy-intensive sectors

Moderate Impact – Short Term

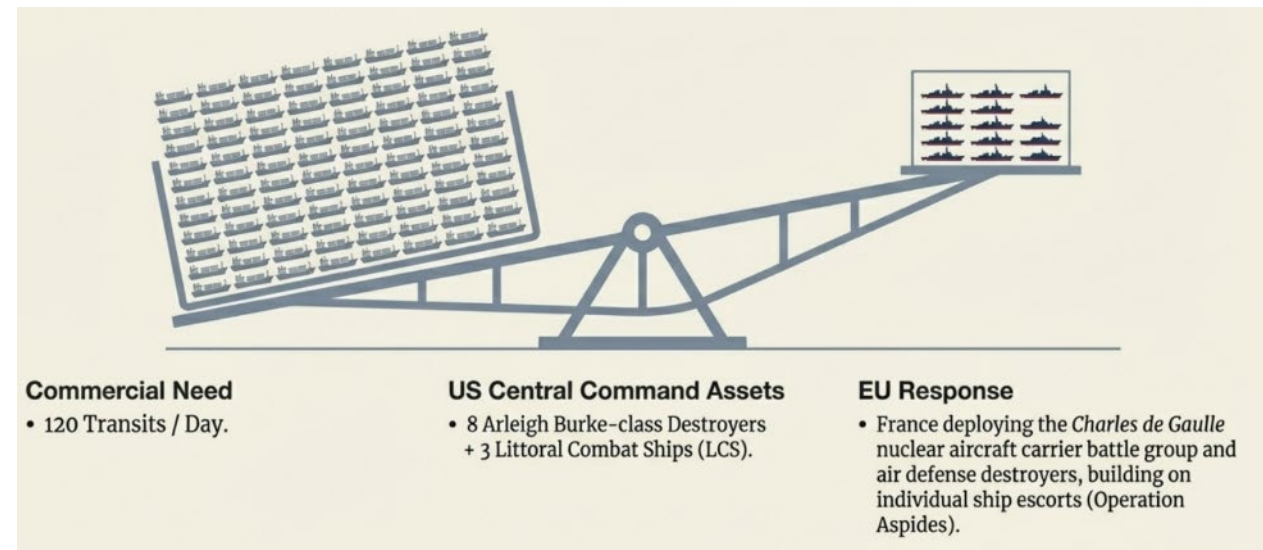
- Emerging market with oil dependency will bring currency pressure (Sri Lanka, Bangladesh, etc)
- Inventory buffers will be depleted

Long Term – Structural risks

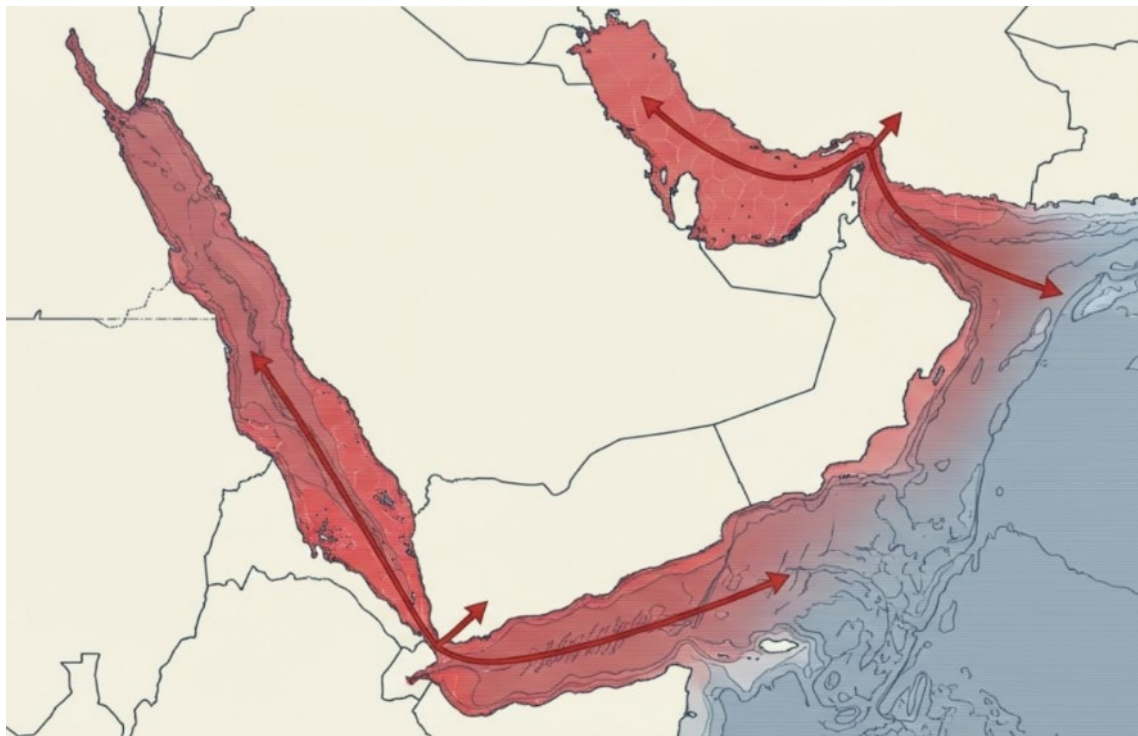
- Structural trade fragmentation
- Geopolitical risk premium
- Capital reallocation to Defense and Energy

Naval escorts would cap tanker transits at under 10% of normal volumes

- Despite public statements from US and European leaders, no escort system has been launched, and political, logistical and security hurdles continue to stall any deployment
- Any protection scheme for Hormuz transits is unlikely to begin until additional US Navy destroyers arrive and sail into the Middle East Gulf
- Convoy system would initially be focused on outbound transits to relieve Gulf exports, though how the US and/or other countries would prioritise transits is unclear
- Iran's asymmetric threat — including mines, drones and fast-attack craft — remains the key risk, with even minimal mine laying capable of halting all traffic and complicating any reopening of the strait
- Insufficient physical assets to provide blanket escorts against asymmetric aerial and surface drone threats



U.S. Plan to Unblock Strait of Hormuz Collides With Realities of Global Insurance



Admin impact: vessels are now expected to trigger specific voyage declarations to enter expanded zones

Insurance terms: Acting as the primary gating factor for transit decisions across the entire Middle Eastern maritime corridor

- DUS launches \$20bn reinsurance facility for Gulf shipping
- Trump ordered initiative comes despite London market insurers continuing to provide cover at sharply higher rates
- US Treasury signal further sanctions may be lifted on some Russian oil to boost global supply as oil price continues to rise
- Insurance for ships in the region is readily available, with offers being made but not taken up, according to brokers. “
- The federal insurance safety net will likely need to be accompanied by convoys to kick-start traffic through the strait, unless Iran ceases hostilities, according to insurance brokers.

AIRFREIGHT

ME Airfreight Crisis Impact

Capacity Disruption · Routing Changes · Cost Impact



-8%

Global Capacity
vs. 2026 average

23%

Gulf Airports
Capacity Recovery

+40%

Jet Fuel Price
Increase

150km

Azerbaijan Corridor
(only route open)

Global capacity decline eased to -8%, with direct Asia-Europe capacity now 20% higher



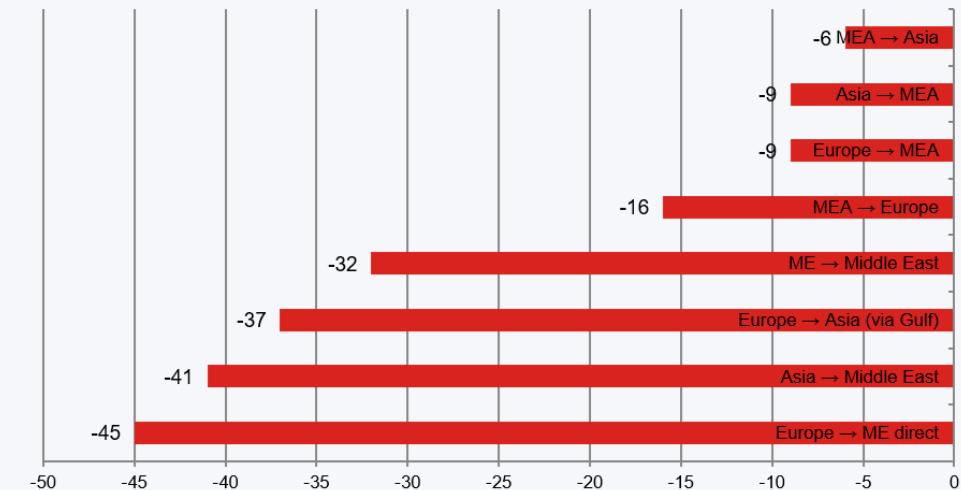
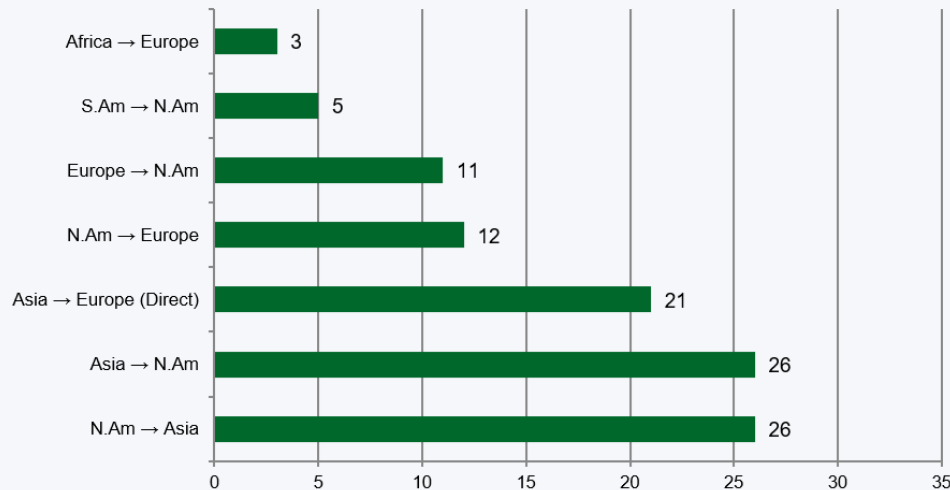
Global capacity decline eased to

-8%

(was -22% on 1 March)

CAPACITY GAINERS (direct flying / rerouting)

CAPACITY LOSERS (Gulf disruption / rerouting)



Asia-Europe

Direct flying +20% as airlines bypass Gulf hubs, driven by Chinese carriers and charters

Gulf-linked routes

Europe↔ME and Asia↔ME lanes hardest hit: -32% to -45% capacity loss

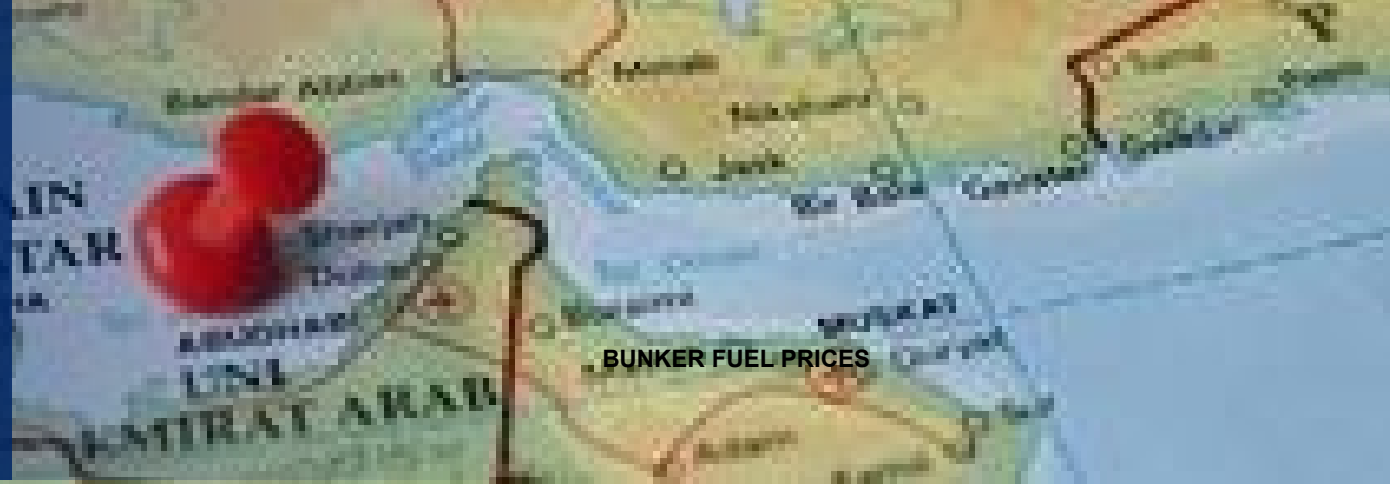
N.America routes

Transatlantic and transpacific stable to positive; not directly affected by Gulf closures

Note on CNY

No perfect comparison exists due to Chinese New Year timing in 2026

Most Asia-Europe flights now depend on a narrow 150km corridor through Azerbaijan

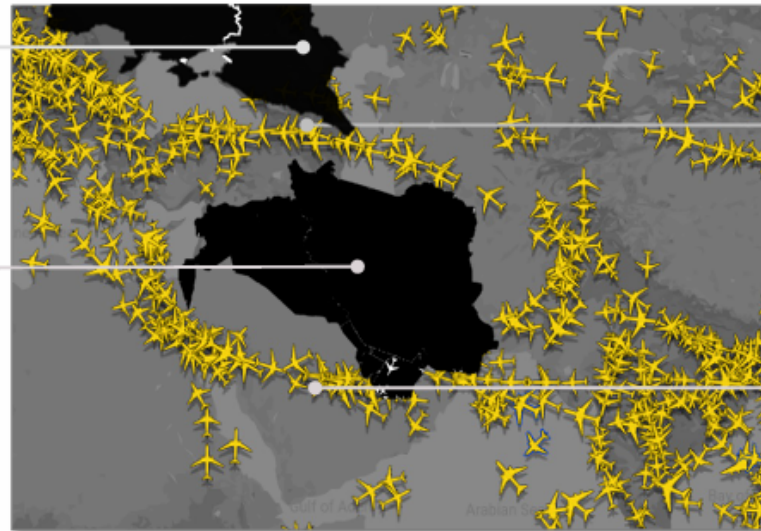


Current airline traffic over the Middle East

10 March 2026

Restricted airspace due to sanctions¹

Restricted airspace due to ME conflict



Flight paths squeezed as Iran conflict closes more airspace



Open corridor over Azerbaijan (Armenia, Georgia)

- Only a 150km-wide corridor remains open, making it extremely congested
- ~23% of global demand uses this corridor
- Due to congestion, some flights are rerouted via southern Saudi Arabian airspace

Open corridor through southern Saudi Arabia

- Flights rerouted from Azerbaijan airspace to Saudi Arabia result in:

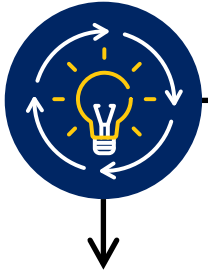
Distance²
+15%

Block hours³
+1.6 h

Freighter cost⁴
+0.22 USD/kg

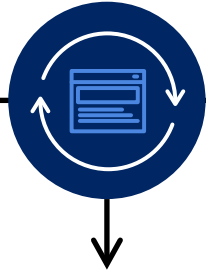
Note: 1) Except for local Russian aircraft and Chinese airlines; 2) Great circle distance difference between FRA-GYD-HKG and FRA-RUH-HKG; 3) assuming average airspeed of 900km/hr; 4) Includes incremental fuel cost for a B777F, assuming an 86% load factor and a fuel price of \$3.24 per gallon, and additional crew and maintenance cost for 1.6 bh Source: FlightRadar24; EIA (Jet-A spot fuel prices); Brent Crude Oil; Rotate analysis (March 2026)

Keskusteltavaa



Iso kuva

Tunnistammeko yhteiset skenaariot? Mitä voimme harjoitella ja kenen kanssa?



Tiedonjako

Mitä olennaista tietoa jää välittymättä organisaatorajojen yli?



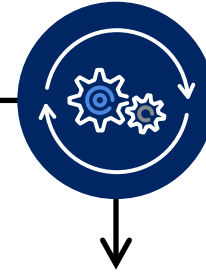
Henkilöriskit

Ovatko huoltovarmuus-kriittisen yrityksen henkilöriskit hallinnassa? Turvallisuus-selvitykset?



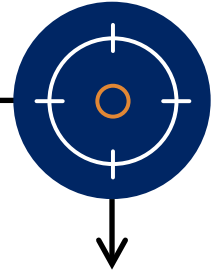
Varaukset

Ovatko henkilö- ja kalustovaraukset realistisia ja yleisesti tunnustettuja? Varataanko meitä tietämättämme eri tahoille?



Kumppani-verkosto

Liikennöitsijöiden ja muiden kumppaneiden käytettävyys ja toimintakyky poikkeustilanteessa?



Sijainnit

Logistiikka ja lentoliikenne keskittynyt Vantaan Aviapolikseen. Riskit tunnistettu ja hallinnassa?

Miten varaudumme eri syistä tapahtuviin tavaravirtojen muutoksiin?

Muutokset teollisuusinvestoinneissa, perusteellisuudessa ja kuljetusreiteissä.

Mahdollisen talouskasvun aiheuttama kuljettajapula

**Mitä himmeämpi kuva
tulevaisuudesta, sitä
monipuolisempia
skenaarioita tarvitaan.**

**Satamat, varustamot
ja asiakkaat tarvitaan
laatimaan skenaarioita
yhdessä logistiikan
kanssa.**



Global Transport & Logistics