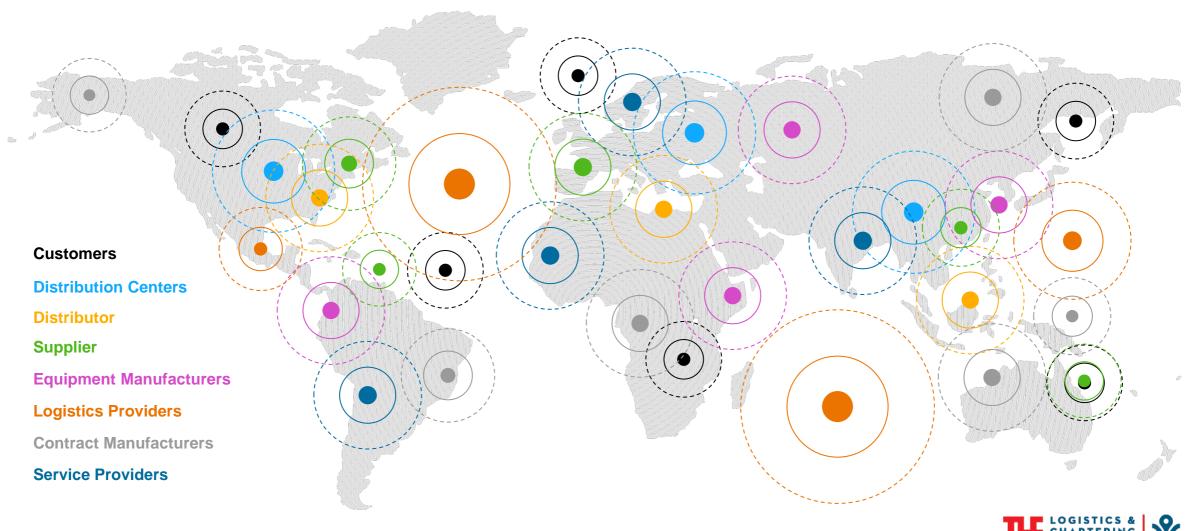






# Businesses are more dependent on each other than ever before ...supply chains are at the center of that dependency



#### The Impact of Global Disruption

Instability requires resiliency







Disruption of Global Supply Chains due to macro-economic impacts, such as trade wars, Brexit and sustainability expectations COVID-19 and other pandemics demonstrated huge vulnerabilities in Supply Chains

Cost and Productivity Pressure force companies to shift suppliers, production and labor



### The Impact of Global Disruption

#### Need for a resilient supply chain

**Uncertain supply** of critical materials

**Demand volatility** for goods and services

Constrained capacity in manufacturing & logistics

**Human risk** of balancing labor shortages and health and safety of employees

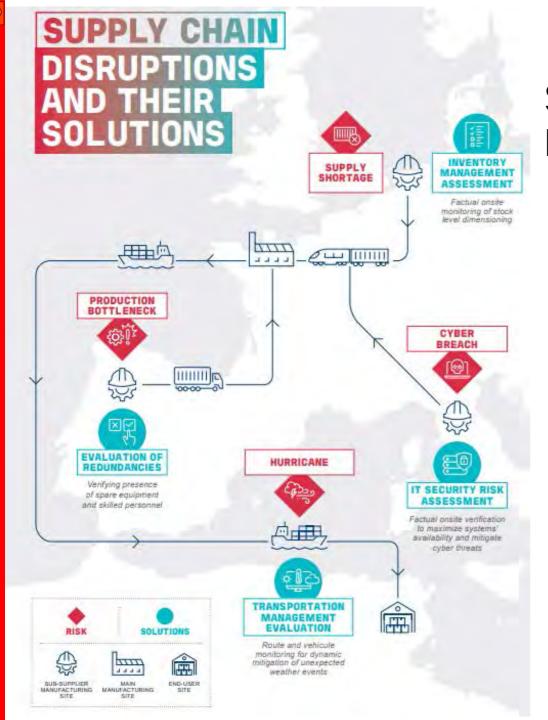
Oversteering intensifies the bullwhip effect











## Strategies intended to <u>reduce</u> costs have actually <u>exposed</u> risks:

**Planning:** Supplier consolidation, cost-based sourcing, and added buffer industries

**Production:** Global, low-cost suppliers and outsourced manufacturers as the predominant

**Logistics:** Preferred and limited transportation providers supplemented by expedited shipping fees

**Operations:** Reactive service and maintenance, service violation fees, and internal service workforces



### Supply chain can be a source of strength or vulnerability



of EU manufacturing executives have started buying more supplies in the EU in response to COVID-related supply disruptions

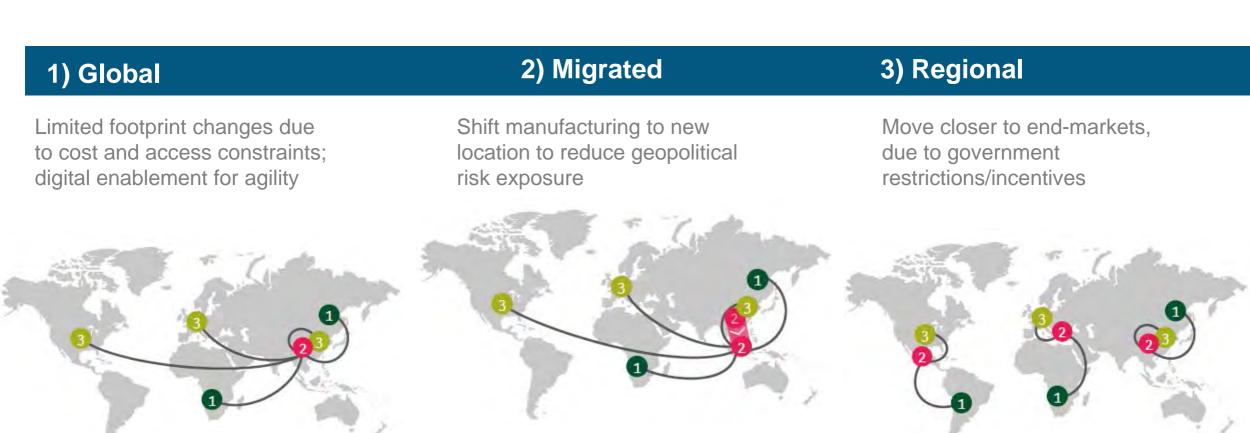


#### A single severe event

that disrupts production for 100 days... could erase almost a year's earnings in some industries



### Supply chains adoption <u>3 models:</u>



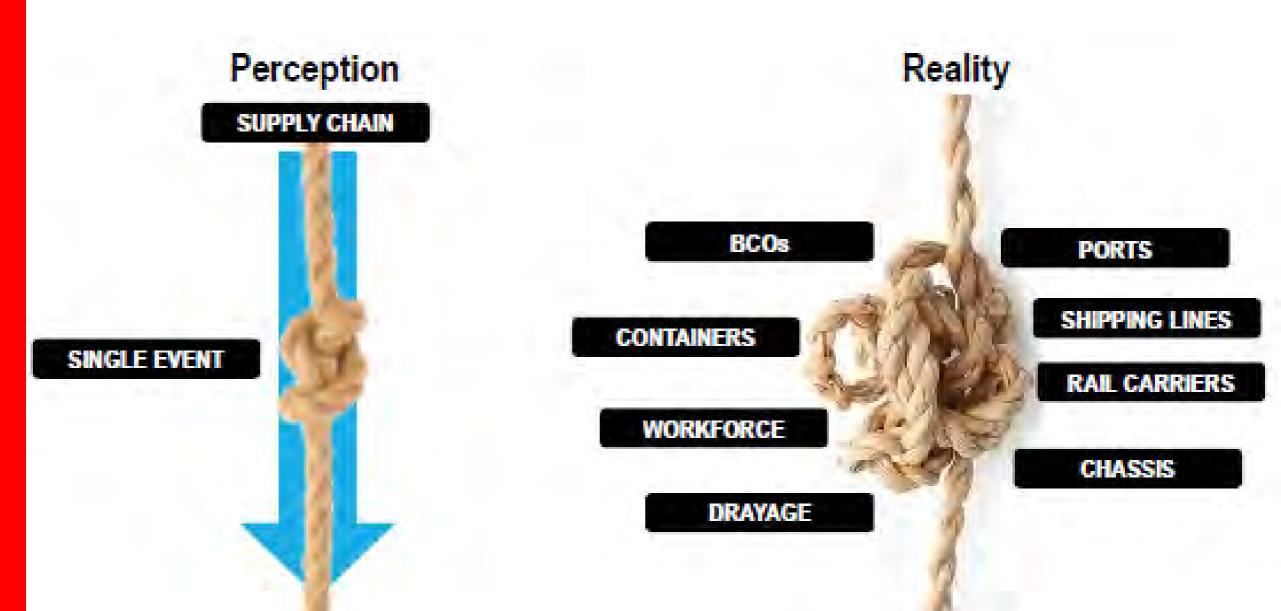
- Sourcing
- Manufacturing
- 3 Distribution





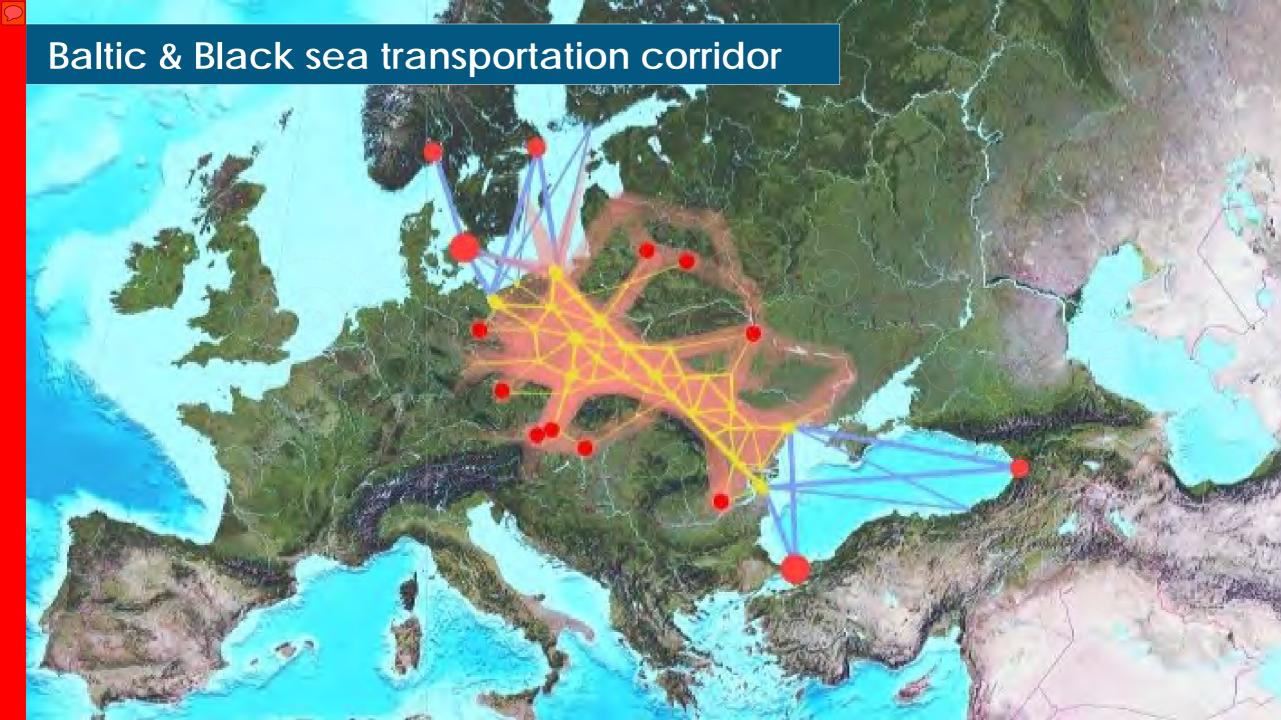
Logistics challenges of 2022

#### Freight forwarder – on board with solutions!



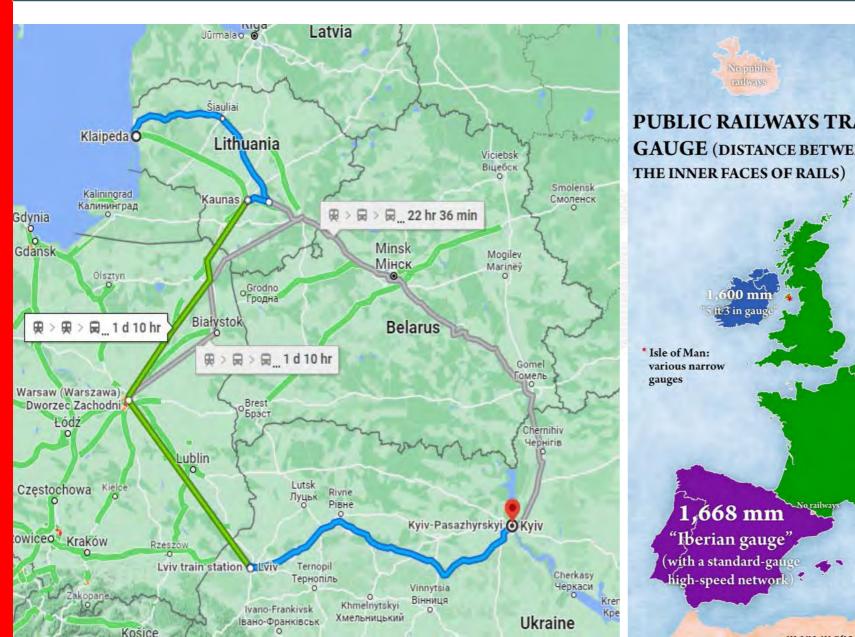
### Connections means everything!

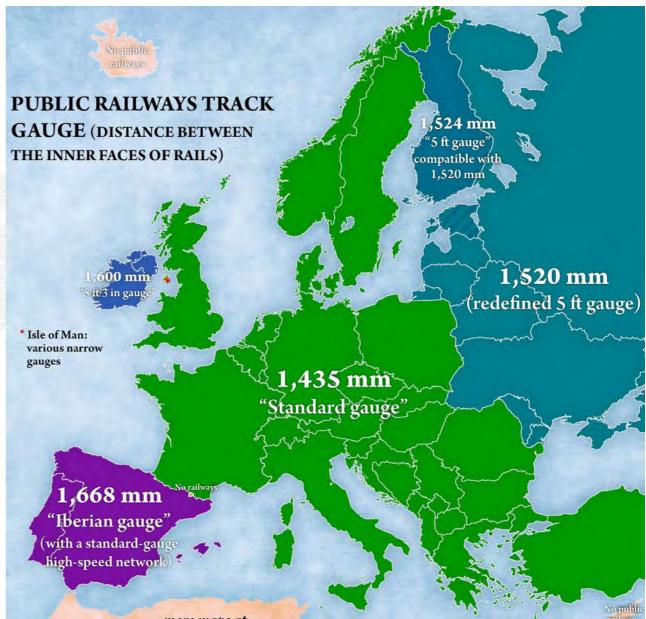




### Case studies

### Case study I: Railway truck gauge differences





### Case study I: Railway truck gauge differences













### Case study II: Gas transportation







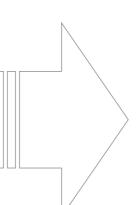




### Case study III: Liquid cargo



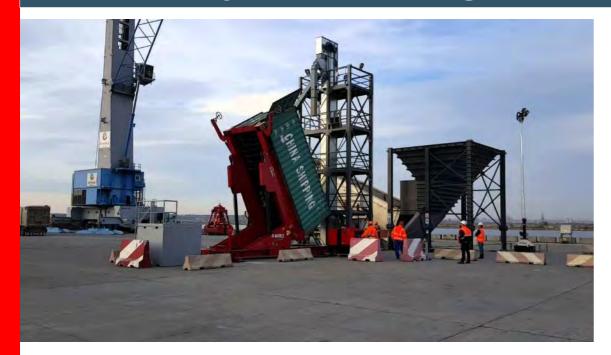






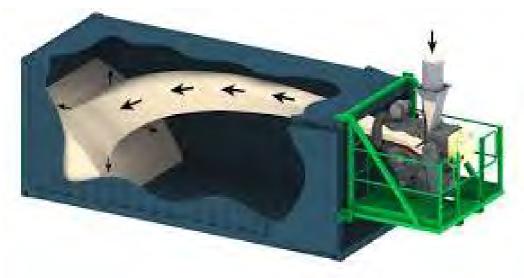


### Case study IV: Bulk cargo













### Case study V: Transport size

Para tranportar la carga de un buque de 10 mil contenedores en un tren, camión o avión se necesitan:

To transport the cargo of a 10,000-TEU ship in by train, truck or plane, you would need the following:





18 trenes de 8,000 pies 18 trains of 8,000 feet



5,800 camiones 5,800 trucks



570 aviones Boeing 747 570 Boeing 747 planes



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About us:

#### Being part of group





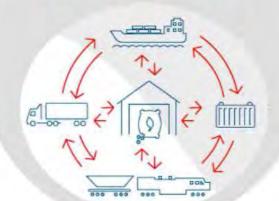


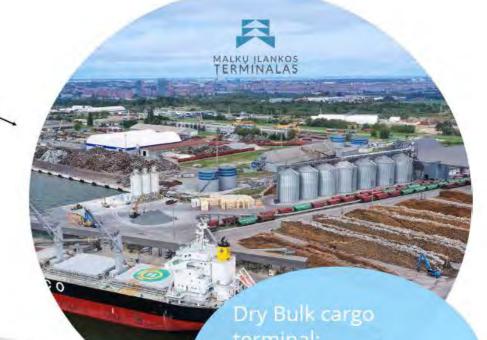


Container terminal: 700 000 TEU per year

Ro-ro & general cargo terminal: 7.5 million tons per year







2.5 million tons per year



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### Thank You!



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