PANAMA | HUB

WHY PANAMA? iA PORT WITH TWO OCEANS!





PANAMA | FACTS

- Political Stability
- Geographical Advantage
- Transit Times + Connectivity
- International Carriers Hub
- Sustained Growth in Key Indicators (GDP):

Year	2010	2011	2012	2013	2014	2015	2016
GDP (%)	+7.5	+10.8	+10.7	+8.4	+6.2	+6.3	+6.0

- GDP 2015: EUR 45 Billons
- Local currency US Dollar since 1903
- Inflation 2015: 1.2 %
- GDP per Capita: EUR 8.856
- Population: 3.9 Millions
- Unemployment: 4.1%











PANAMA | LOGISTICS CLUSTER OF AMERICAS

33% of country GDP is related Logistics



Panama Canal expansion
Potential growth and lanes



Biggest Ports in Latin America with over 7 millions of TEUS yearly. Highest
Connectivity and
Logistics
Performance
index in LATAM
according United
Nations



Airport HUB for passenger and cargo with more than 80 direct flights.

International

Free Trade Zones
In both oceans
Colon & Panama
Pacifico



Highways for Road services to Central America and locally



Multi-modal connectivity between Atlantic and Pacific Ocean (Railroad, Highway, Canal)



PANAMA | CONNECTIVITY

Panama Canal

- Expansion will allow passage of vessels over 14.000 TEU.
- 98% Customer Satisfaction and works 365 days, opens 24 hours a day
- Strikes not allowed by law; only two closures in its history
- Predictability: Published tariffs and fixed transit date with reservation.
- Access of 144 routes, 1.700 ports and 160 countries

World Class Ports Infrastructure in both oceans

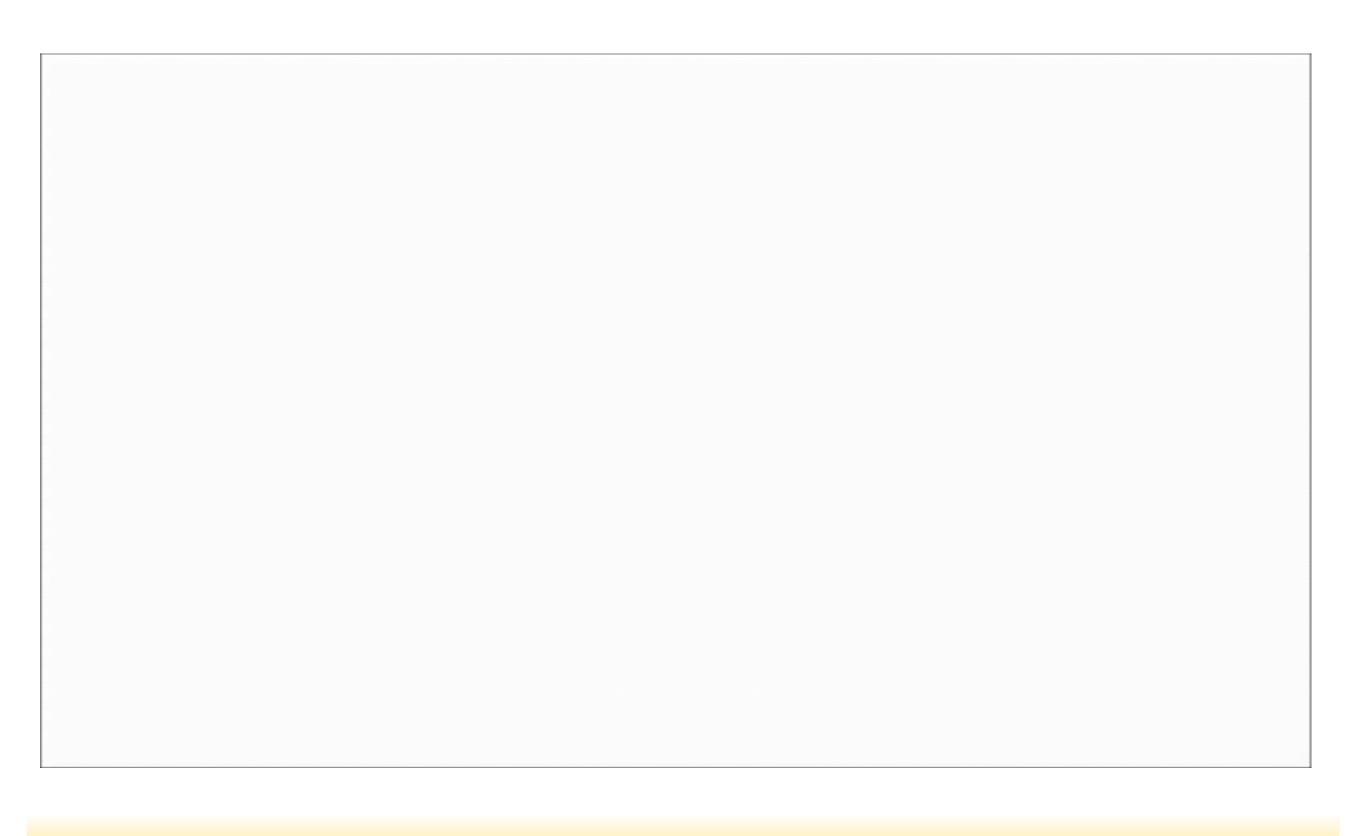
- Balboa (#1) and Colon (#2) are the biggest ports in Latin America.
- Ports capacity over 9 millions of TEUS per year (In 5 different ports available + new investments).
- 23% of the Port cranes of Latin America are located in Panama.

International Air Freight Hub

- DHL Aviation Regional Hub
- COPA, KLM, United, Lufthansa, Iberia, American + Regional Airlines (with 80 destinations directly)









PANAMA KEY LOGISTICS ASSETS LOCATION



DHL PANAMA

35

Years in Panama as Express
Pioneer

1

Freight Forwarding

Divisions
Global Forwarding, Courier &

71%

Aviation

Courier Market Share 11

Daily Flights

2

Largest Airline

+800

Direct employees

182.000 SQM High Level Warehouses

1,500

Active Customers

DHL PANAMA | OUR SERVICES

Services

Air freight

- Priority
- Back to back
- Temperature control services
- Thermonet Station Certified
- Dangerous Goods & perishables
- Consolidated
- Charters
- Sea Air

Ocean Freight

- Full Container Load (FCL)
- Less Container Load LCL)
- Door to door services

Ground Freight

- Full Truck Load (FTL)
 Imports and Exports
 since Mexico to
 Panama and viceversa.
- Less Truck Load (LTL) from Panama to Guatemala and Viceversa.
- Special Equipment

Value Added Services

- Customs Clearance for normal & special cargo
- Cargo Insurance
- ISC & LLP
- Industrial Projects

Integrated Warehouse Services

- General & Bonded warehouse
- Free Trade Warehouse & operations
- High density racking & Cross Dock
- Climate Controlled Storage Ambient, 2-8°C & 15-25°C
- Product Conditioning / Rework areas
- Private Containers yard

- · Regional Distribution Center
- Value Added Activities (Kitting, Labeling, Assembly, Repacking, Bundling, Inkjet, print manuals, sofware updates, etc)
- Survey Reports
- Revert Logistics

Courier



PANAMA | FREE TRADE ZONE FEATURES

- Operation since 1948
- 0% Duties & Taxes (Import, Export & Income)
- No limited time to Storage
- Port-Warehouse Integrated (Transit time less than 1 hour)
- Country of Origin Unchanged (Keep Trade Agreements)
- Legal Status available to Foreign and Local Companies (Don't need to create a new entity in PA)
- Over 3000 Registered Legal Entities
- Fully Automatized Systems for Import -Export Declarations /
 Immediate release
- Nationalization process for Panama market deliveries in 1 hour
- Integrated value added services (kitting, assembly, Labeling, software updates, repacking, etc)
- E-Commerce Potential Business (New Law on March 23, 2016)
- Special benefits for multination headquarters companies (Law 41)

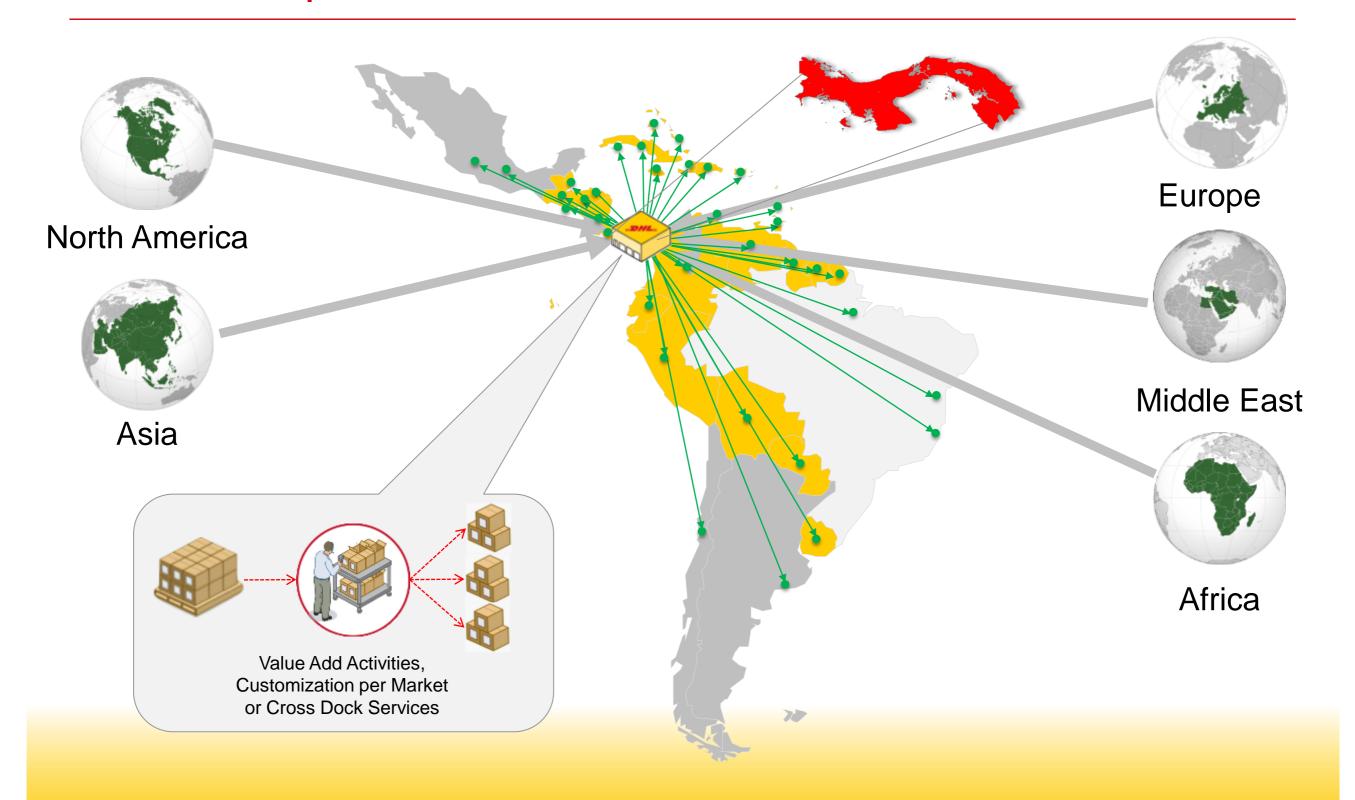




Over US\$ 30 billions per year in Commercial Transactions



PANAMA | HUB MODEL



PANAMA | MODELS & BENEFITS

Models

- Multimarket / Multiproduct Lines Consolidation
- Regional Warehouse Consolidation
- Customers Centric Operation
- Cross Dock Services
- Sea Air
- E-Commerce (Potential Business)



Benefits & Advantages

- One shipment with multiple product lines
- Single point sourcing for distributors &
 Simplify supply chain
- Lower inventory holding costs
- Delayed differentiation / Postponement
- Flexibility for regulatory compliance
- Savings by elimination local warehouses in small and medium markets
- 1 Warehouse for high value or small items
- Simple third party provider management
- Lead time reduction
- Multiples transportation mode, costs and services (AFR, OFR, IRF)



PANAMA | COMPANIES IN FREE TRADE ZONES

Life Sciences & Healthcare



GSK, Pfizer, MSD, Bayer, Sanofi, Stendhal, AstraZeneca, Merck, Abbvie, Baxter, Eli Lilly, J&J, Novartis, Novo Nordisk, Gilead (Stendhal), Janssen, OCD

Chemicals



Basf, Givaudan, Syngenta

Technology



Samsung, Panasonic, Huawei, Sony, Pionner, Hitachi, Canon, Phillips, HP, Ricoh, LG Electronics, Kenwood

Consumer



P&G, Coca Cola, COFCO, Electrolux, DIAGEO, Duracell, Jarden (Coleman), Lóreal,

Engineering & Manufacturing



3M, ABB, Atlas Copco, Caterpillar, Saint Gobain, Siemens, Emerson, Goodpack, Aggreko

Automotive



N/A

Energy



N/A

Retail



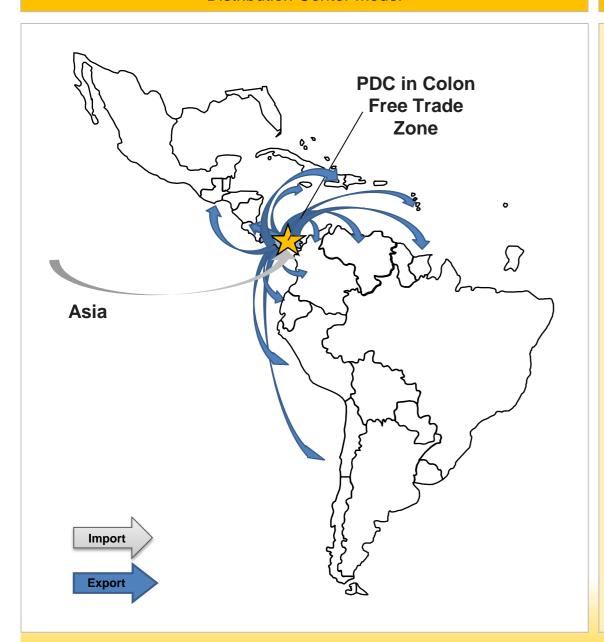
Payless Shoes, Nike, Adidas, Under Armor, New Balance, VANS, Steve Madden, Reebok, Kenneth Cole, Calvin Klein, Tommy Hilfiger, Polo Ralph Lauren,

PAYLESS SHOES CASE



Payless Shoes regional operations started in February 2003, since that date the volume has consistently growing after 13 years relationship.

Distribution Center Model



Operation Details

- Regional Distribution Center Supply 408
 LATAM PSS Stores in 15 countries
- +20.000.000 units outbound in 2015
- •125 containers IN / OUT per month average
- •3.25 order drop to ship
- Top destinations in South America, South America & Caribbean (% of total volume)
- Colombia 12.5%
- Ecuador 11.7%
- Guatemala 10.5%
- Honduras 9.1%
- Trinidad & Tobago 8.6%
- Dominican Rep. 8.6%
- Panama 8.2%
- Operation space of 5,250 mts

Benefits

- •Elimnate in country warehouses and labor.
- Reduction of Invenatroy carrying cost
- •Best option for custom regulatory labeling
- •Consolidate inventories for global trade points (duty frees, cruise ship supply, etc.)
- Regional Inventory forecasting
- •Fast and relaible service to markets
- Product value added capacities in order to meet requieremts of country or customers





DHL PANAMA | CONTACT DETAILS



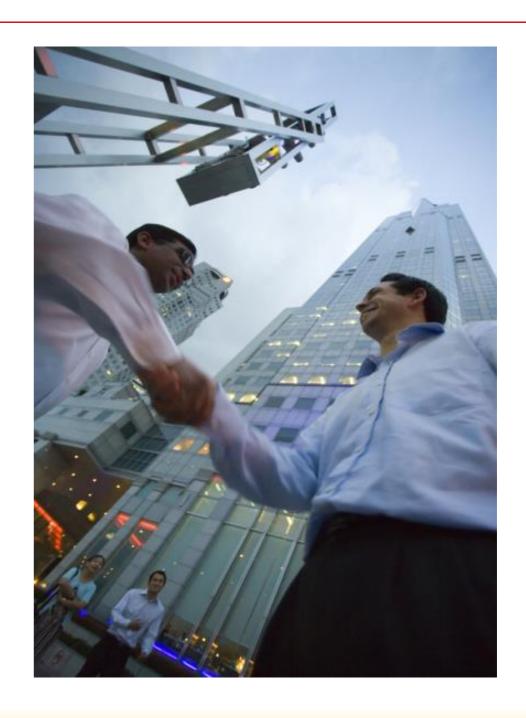
John Otto Knohr Guardia

Country Manager Panama
DHL GLOBAL FORWARDING

Email: John.Knohr@dhl.com

Office: +507 290 8981

Mobile: +507 6672 2566





DP - DHL Global

Organizational setup

Deutsche Post DHL Group

Corporate Center

Post - eCommerce - Parcel (PeP)

Express

Global Forwarding, Freight

Supply Chain











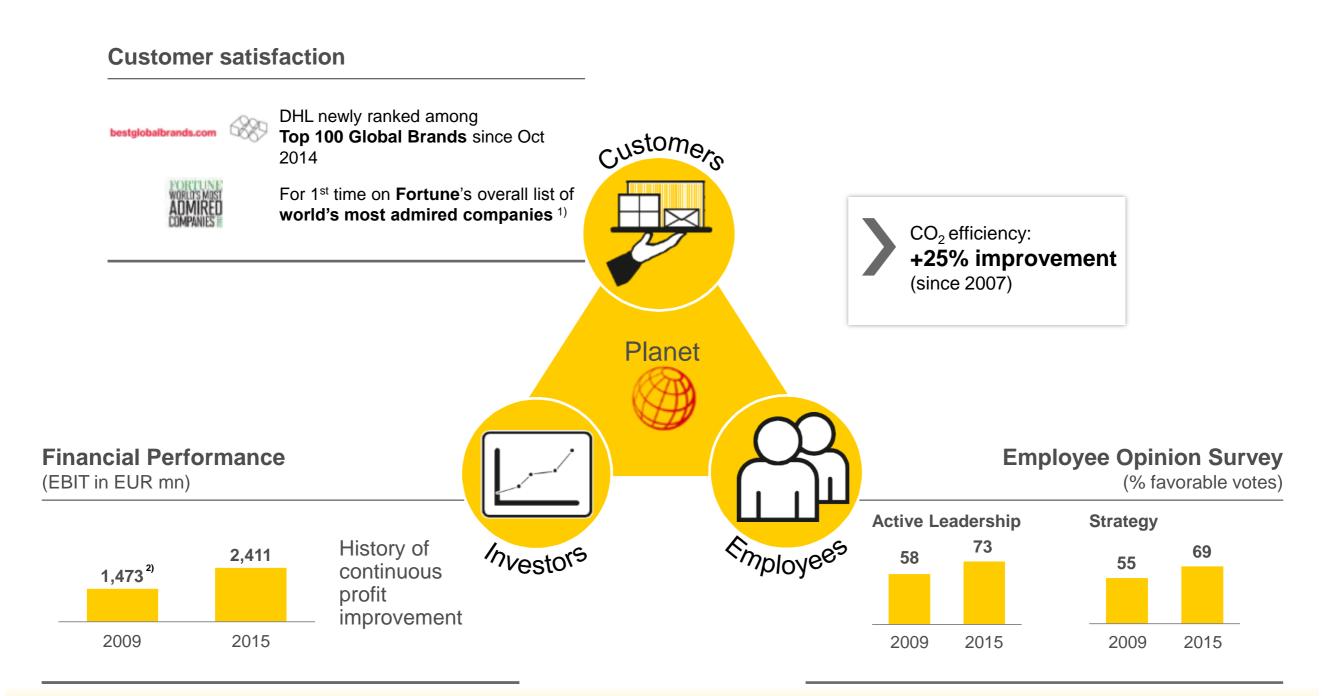
DHL Customer Solutions & Innovation

Global Business Services

17

DP - DHL Global

Strategy 2020: Strong progress along all dimensions



1) Listed on Fortune's overall list of World's Most Admired Companies; 2) Adjusted for non-recurring items



DGF PANAMA | OUR BUSINESS



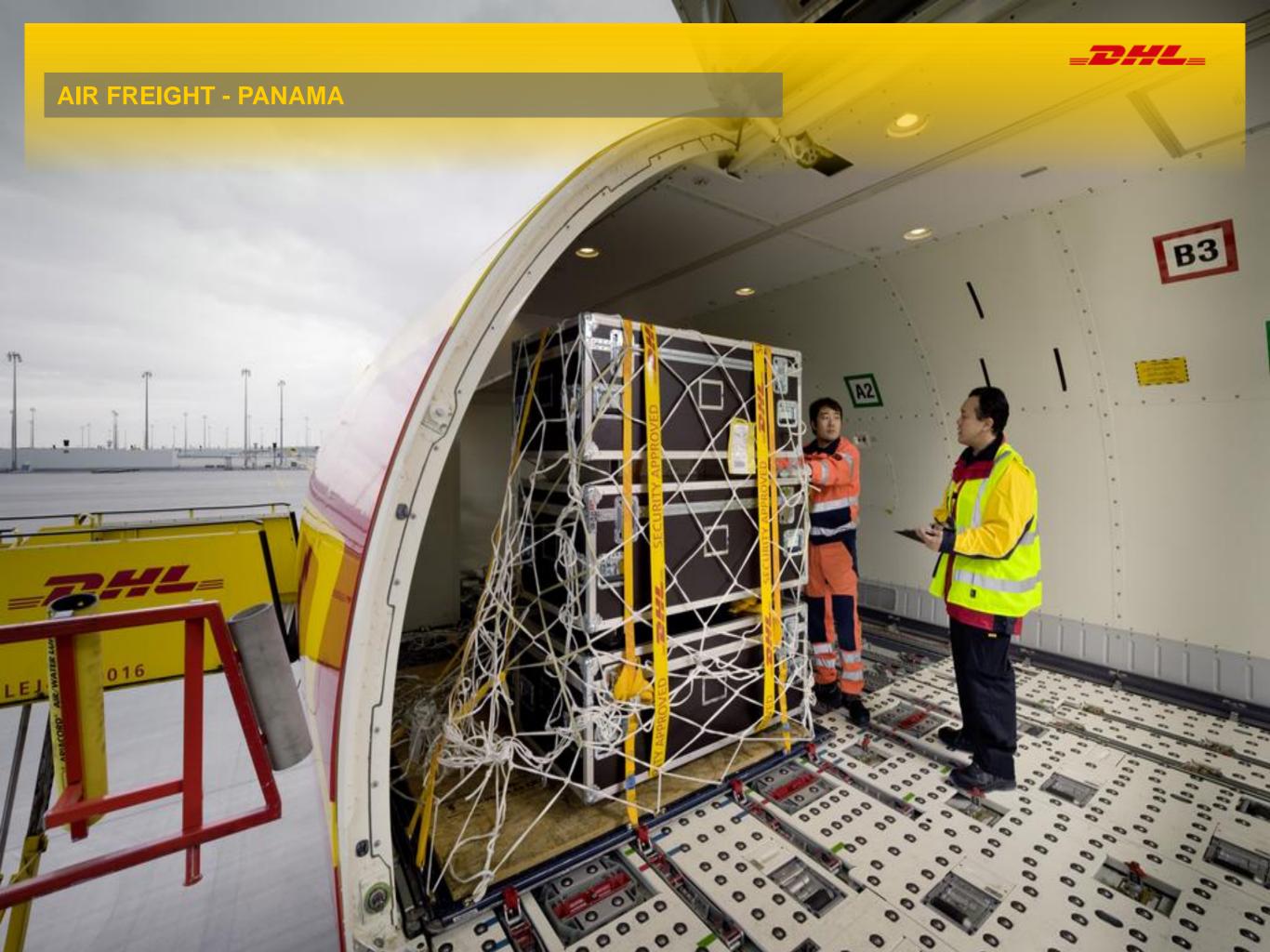
Headquarters: Vía Domingo Díaz, Parque Industrial y Corporativo Sur, Ciudad de Panamá

Facts & Figures				
Headquarters:	Panama City, Panama			
Employees:	+ 350 Local + 800 Free Zones			
Warehousing Facilities:	10 (City, Colon and Pacific)			
Warehousing Capacity:	26.000 m2 Local Market 130,000 m2 Free Zones			
Shipments:	+ 52,000 a year			
Handled AFR:	11,100 Tons (2015)			
Handled OFR:	7,000 TEUs (2015)			
Handled IRF:	15.600 Tons (2015)			
Handled CDZ :	11.000 Operations (2015)			



DHL Global Forwarding (DGF) is the **international market leader** in the air (1st), ocean (important player) and road freight (2nd), covering more than **150 countries** providing a personalized service to and from all key markets.

DHL Global Forwarding (Panamá) S.A. is market leader in logistics solutions with head offices in Panama City, and branches in the Colon & Panama Pacific Free Zone and Tocumen International airport, DGF Panama offers the entire DHL Logistics product portfolio.



AIR FREIGHT SERVICES



DHL AIR PRIORITY

For time sensitive cargo DHL AIR PRIORITY is the right choice. It includes priority handling at origin, first flight out, expedited clearance and delivery at destination to ensure fast door to door performance.

DHL AIR CONNECT

With over 17,000 scheduled departures per week from over 250 city pairs DHL AIR CONNECT is the right balance of speed and efficiency for moving a wide range of shipments door to door to every major marketplace worldwide.

DHL AIR ECONOMY

Using alternative routing and carrier selection,
DHL AIR ECONOMY is a cost effective product with no loss
of customer service. For less time sensitive cargo where
reliability still counts, this is an economical choice.

DHL AIR CHARTER

Provides flexible capacity and routing options for your special lift requirements. From new product launches and line down situations to handling oversize, heavyweight or other special cargo, we have qualified charter experts in key centers of trade.

TOCUMEN AIRPORT FACILITIES

TOCA FreeZone @ Tocumen Cargo Airport

- Logistics approach Park.
- Availability for continuous growth within same park/
- · Rent options by modules.
- Very close location to selected carriers.
- Bonded airport zone.



DGF AIRPORT CAPABILITIES

Our Facility

- Own warehouse with 2.400 SQM
- WMS control system with remote access (FSI)
- 4 gates for Inbound & outbound
- Imports & Exports dedicated teams
- High Value Cargo Security Cage
- Security 24/7, CCTV, Escort for Sensible Cargo
- Security Inbound & Outbound Photo Record
- Thermonet Certified Station
- Cold room for 2-8°C 60 sqm.
- Cold rooms for 15-25°C 300 sqm
- Quality & Control processes (Alarms, Alerts, Pharmaceutical Specialis
- Business Continuity Plan
- Envirotainer recovery from airline to cold rooms
- 5 Dangerous Goods Specialist
- DG Certified facility



DGF AIRPORT CAPACITY

DHL AFR Panama

- DHL Aviation (Hub in Panama)
- Priority and block space agreements
- Connections with freighter capacity to main destinations:
 - ✓ Central America: Daily
 - ✓ South America region: Daily
 - Caribbean: Daily

Other Selected Partners

- Use of other carriers (Avianca Cargo, Lan Cargo, Ameri Jet, United Airlines)
- Freighters:
- ✓ Central America = Twice a week
- ✓ South America = Three times per week
- Daily passenger flight (Height restrictions):
 - ✓ Central America
 - South America

Note:

M6 (AmeriJet), LS (Lissure), AE (Aeromex), ACP (Air Cargo Pack), CM (Copa), UA (United), LA (LAN), AV (Avianca)

Destination Country	< 800 KG	800 - 2.000	+ 2.000 KG	
Aruba	CM DHL	DHL M6	M6	
Bahamas	CM UA	M6	M6	
Barba dos	DHL M6	DHL M6	M6	
Bermuda	UA AA	M6	M6	
Col ombi a	DHL AV LA	DHL AV LA	DHL AV LA	
Costa Rica	DHL CM	DHL	DHL	
Curacao	DHL CM	DHL M6	M6	
Ecua dor	CM LA	LA UPS	LA UPS	
El Salvador	DHL CM AV	DHL AV	DHL	
Gran Cayman	CM UA	M6 LA	M6 LA	
Guatemala	DHL CM	DHL AE	DHL AE	
Guyana	M6	M6	M6	
Haití	CM M6	M6	M6	
Honduras	DHL CM	DHL AV	DHL	
Ja maica	CM M6	M6 LA	M6 LA	
Nicaragua	CM UPS	M6	M6	
Rep. Dominicana	CM M6	M6 LS	M6 LS	
Saint Marteen	DHL CM	DHL M6	DHL M6	
Surinam	M6	M6	M6	
Trinidad y Tobago	DHL M6	DHL M6	DHL M6	
Uruguay	CM LA	AV LA	AV LA	
Venezuela	DHL AV	DHL AV	AV ACP	







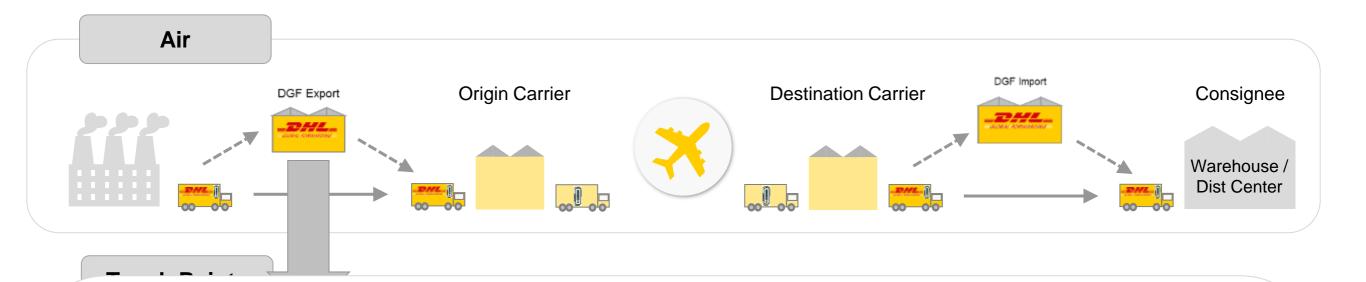








DGF AIR EXPORT PROCESS

















Doc. Reception

Receiving &

Verification & Segregation Photografy Record

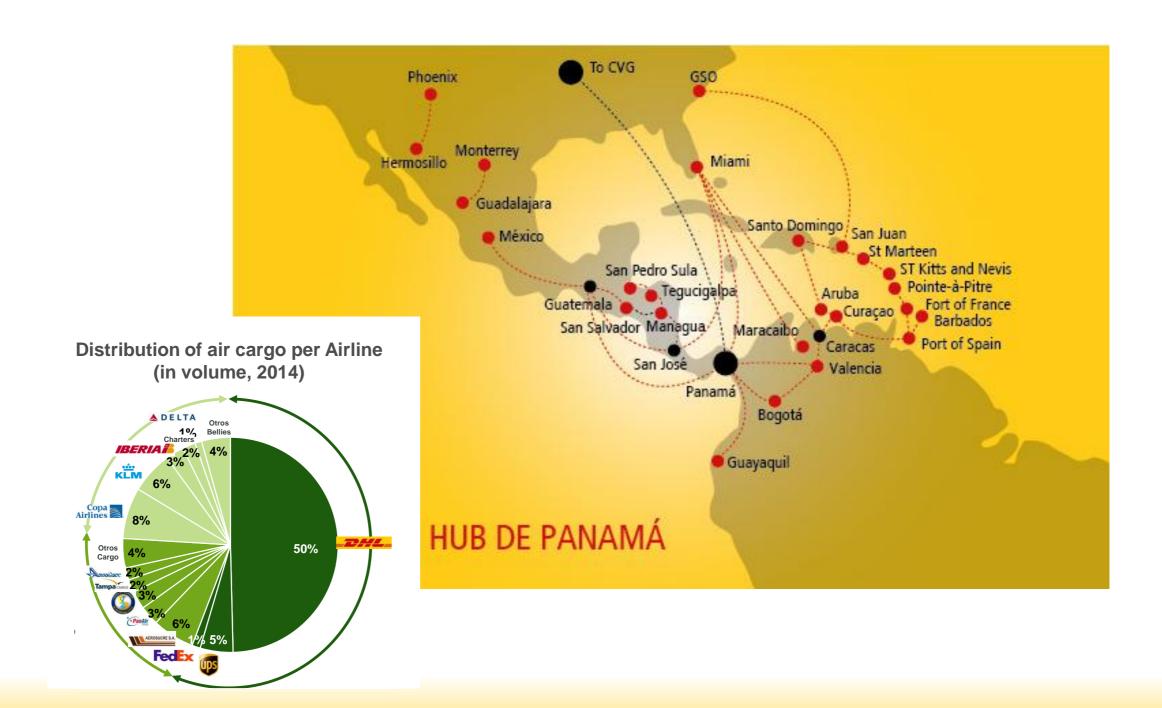
QA Inspection

Confirmation

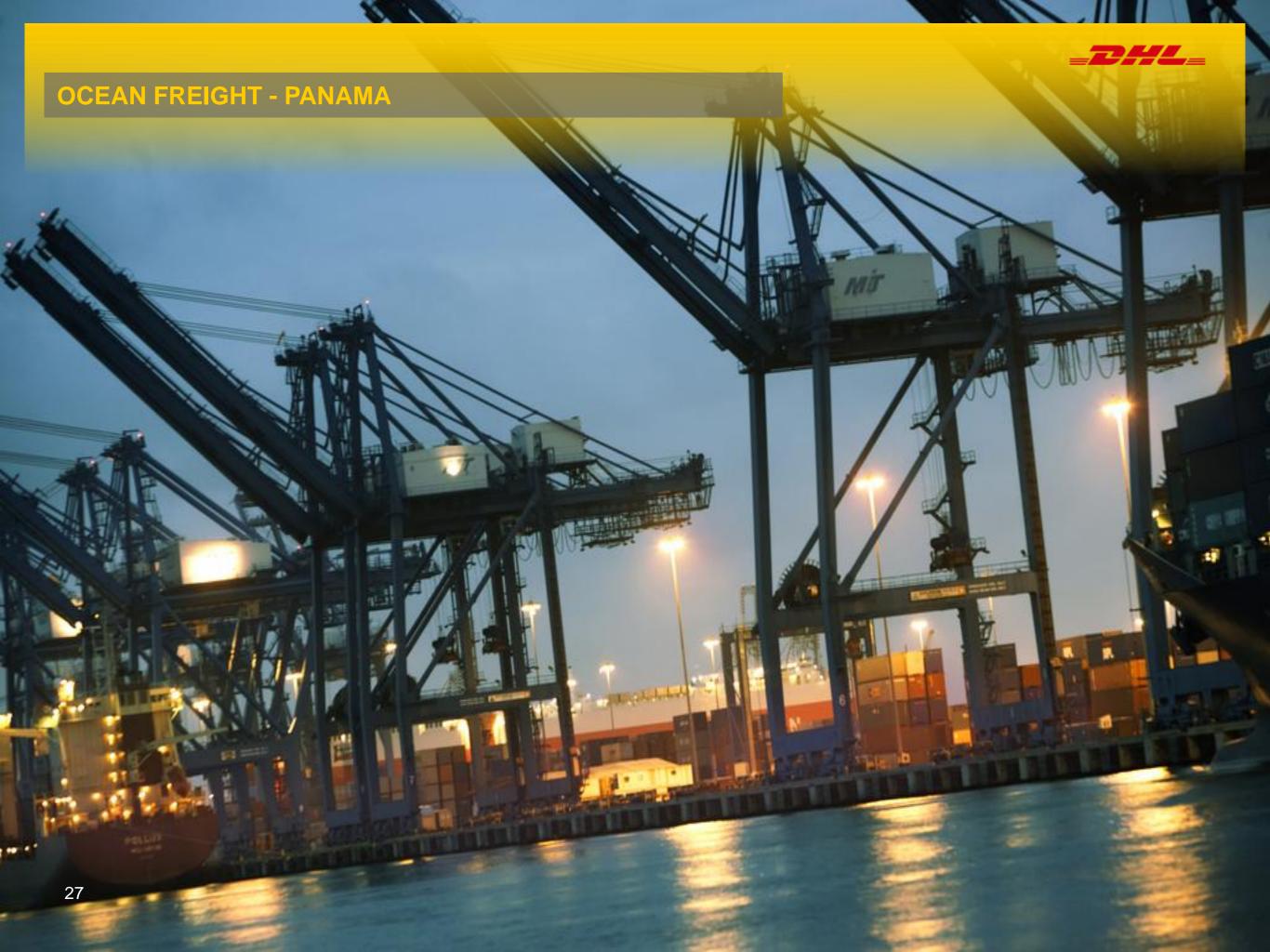
Put-away to warehouse or **Airline**

Loading or **Shipping**

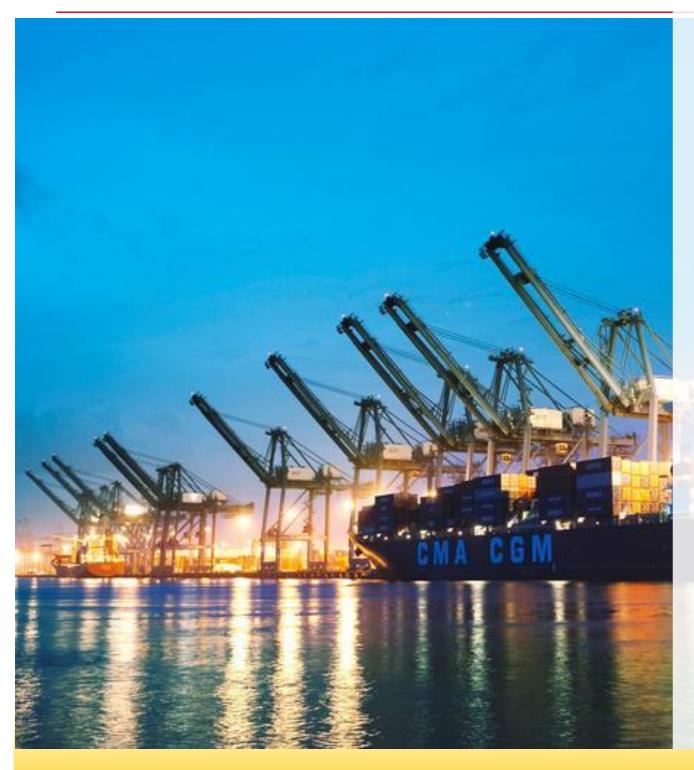
DHL AVIATION - HUB ROUTING







OCEAN FREIGHT SOLUTIONS



DHL OCEAN DIRECT

With loading directly by the shipper and direct delivery to consignee DHL OCEAN DIRECT uses Full-Container-Loads (FCL) to provide reliable, flexible and cost efficient transportation globally. We offer tailored alternatives for the movement of all kinds of commodities using various equipment types and capacities.

DHL OCEAN CONNECT

Operating our own in-house network we connect your Less-Than-Container-Load (LCL) cargo to every major container port in the world. Scheduled departures are managed from end to end to ensure your deadlines – and promises – are kept.

DHL OCEAN CONTAINER MANAGEMENT

Environmentally friendly yet cost efficient transport that combines Feeder, Rail and Road to get cargo from pickup point to origin port and from destination port to final destination on time.



OCEAN FREIGHT CAPABILITIES

Our Service

- Scope
 - Full-Container-Load
 - Less-than-Container-Load
 - Non containerized cargo
- Weekly consolidated to the main ports of the region
- Regular sailing dates, at least once a Week.
- Special agreement with steamship lines
- Frequent sailings serviced by all major steamship lines











OCEAN EXPORT PROCESS (FCL & LCL)



Touch Points

1. Departure or pick up from shipper

2. Place GSM

Sensor

3. Activate

GSM Sensor

- 4. Receipt by export forwarder
- 5. Carrier acceptance
- Depart Origin Port
- 7. Arrival at Destination Port
- 8. Customs Clearance
- 9. Recovery by import forwarder
- 10. POD
- 11. Remove GSM Sensor
- 12. Deactivate GSM Sensor and Storage





INTERNATIONAL ROAD FREIGHT CAPABILITIES

Our Service

- Reliable & efficient Door to Door MX-Central America -MX transportation:
 - FTL Direct. DHL owned fleet of more than 300 trailers 48' & 53' dry.
 - FTL Transload (48' and 40'). Required infrastructure at Cd. Hidalgo to guarantee cargo integrity. Video, photos and reports per event.
 - LTL | On-time service performance, scheduled departures, and reliable transit times supported by DHL optimized network.
 - Specialized freight. Temperature controlled, flat-beds, Haz-mat.
- Export and import customs clearance in all countries
- Warehousing, cross-docking services and local distribution
- Escort and security services in Mexico and Cenam.
- Security Services: Emergency & cargo security protocol, armed escort,
 GPS, monitoring center, seals, incidence notification and investigation process, K9, etc









INTERNATIONAL ROAD FREIGHT EXPORT PROCESS

Road



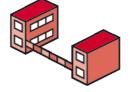


Origin Border





Destination Border





Consignee

Warehouse / Dist Center

Touch Points

- 1. Departure or pick up from shipper
- 2. Place Sensor
- 3. Activate Sensor

- 4. Arrival at Origin Border
- 5. Departure Origin Border

- 6. Arrival at Destination Border
- 7. Customs Clearance

8. Unloading process

9. POD

10. Remove Sensor

Deactivate
 Sensor and
 Storage





PANAMA FREE TRADE ZONE

Regulations & Operational details

- Colon Free Trade Zone | http://www.zolicol.gob.pa/index.php
- Panama Pacific Special Economic Area | http://www.panamapacifico.com/english/
- Requirements to establish in Panama Free trade Areas



Interest links

- Panama Government | https://www.presidencia.gob.pa/en
- Panama Canal | https://www.pancanal.com/eng/
- Manzanillo Terminal Port |
- Georgia Tech Logistics information & Stats | http://logistics.gatech.pa/en/
- Panama Canal Study | https://www.eia.gov/conference/2014/pdf/presentations/silviademarucci.pdf
- Commerce & industry Ministry Regulations | http://panama.eregulations.org/?l=es

Videos

Panama Commercial Video | https://www.youtube.com/watch?v=5tHHoZuKDh0

PANAMA FREE TRADE ZONE

Transit Times from Panama in Days

To be consider:

- Transit time as a reference
- AFR = Airport to Airport days
- OFR = Port to Port days
- FTL = Door to Door (Main cities)
- LTL = Bonded to Bonded WHS

Notes

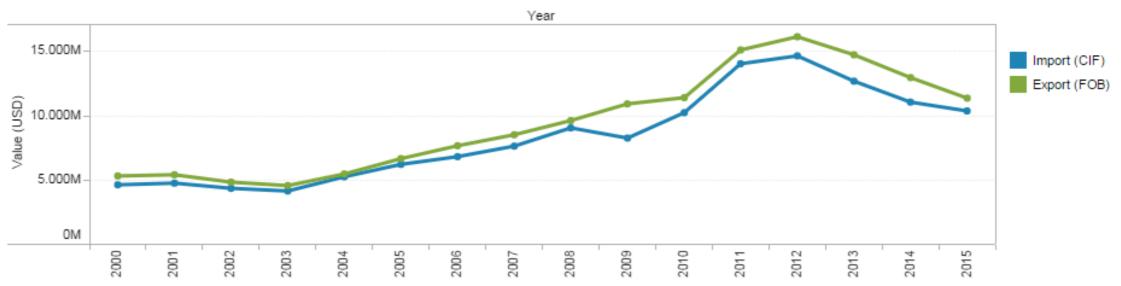
- FCL: Full-Container-Load
- LCL: Less-than-Container-Load
- FTL: Full-Truck-Load
- LTL: Less-than-Truck-Load
- Air Cargo + 800 KG
- Air Pax < 800 KG

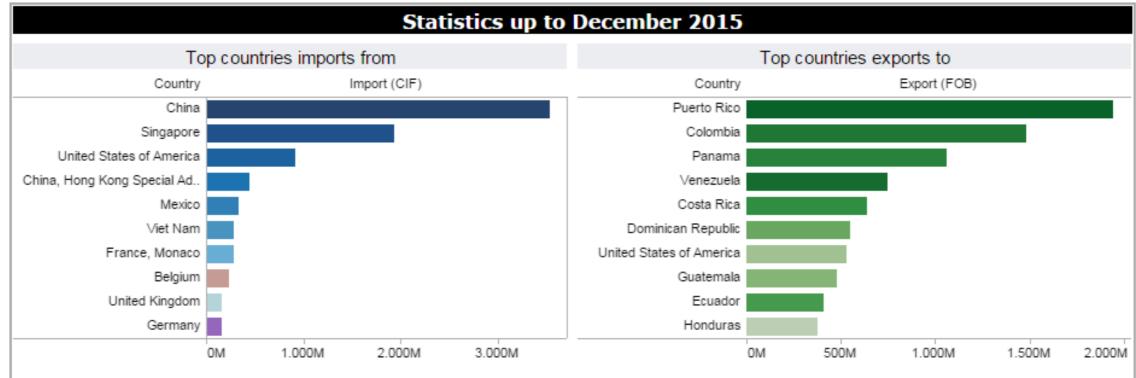
		Service Portfolio Transit Time in Days					
Area Destination Country		FCL	LCL	FTL	LTL	Air Cargo	Air Pax
Alea	Destination Country	FCL	LCL	FIL	LIL	(+800KG)	(<800KG)
Mexico	Mexico DF	5-9	20	9	13	1	1
United States	Miami	6	7	-	-	1	1
Central America	Costa Rica	1	1	2	2	1	1
Central America	El Salvador	7	7	5	7	1	1
Central America	Guatemala	5	5	6	8	1	1
Central America	Honduras	5	5-8	5	6	2	1
Central America	Nicaragua	3	8	3	4	1	1
South America	Venezuela - LAG	4	5	-	-	1	1
South America	Colombia - CTG	1	1	-	-	1	1
South America	Ecuador	5	5	-	-	1	1
South America	Peru	6	6	-	-	2	1
South America	Brasil - SSX	13	15	-	-	2	1
South America	Chile	10	10	-	-	2	1
South America	Argentina	21	35	-	-	2	1
South America	Uruguay	22	30	-	-	2	1
South America	Paraguay	30	35	-	-	2	1
South America	Bolivia	9	9	-	-	2	1
Caribbean	Antigua	18-20	18-20	-	-	3	2
Caribbean	Aruba	4	6	-	-	2	1
Caribbean	Bahamas	12	15	-	-	3	2
Caribbean	Barbados	7	12	-	-	3	2
Caribbean	Curacao	2	2	-	-	3	1
Caribbean	Dominican Republic	3	4	-	-	2	1
Caribbean	Grand Cayman	15-18	15-18	-	-	3	2
Caribbean	Grenada	7-14	7-14	-	-	3	2
Caribbean	Guyana	15	12	-	-	3	2
Caribbean	Haiti	10	10	-	-	3	1
Caribbean	Jamaica	8	8	-	-	3	1
Caribbean	Saint Vincent	7-14	7-14	-	-	3	2
Caribbean	St. Kitts	7-14	7-14	-	-	3	2
Caribbean	St. Lucia	9-16	9-16	-	-	3	2
Caribbean	St. Marteen	18-20	18-20	-	-	3	2
Caribbean	Suriname	15	15	-	-	3	2
Caribbean	Trinidad & Tobago	10	10	-	-	3	2
Caribbean	Turks & Caicos	18-20	18-20	-	-	3	2
Caribbean Puerto Rico		5	5	-	-	2	1



COLON FREE TRADE ZONE STATISTICS

Yearly Colon Free Zone Statistics





PANAMA | FREE TRADE ZONE - ECOMMERCE

Panama Government has approved a new Law No. 223 to give more benefits and options to development business in Colon Free Zone on March 23rd, 2016.

- In the article 44, point 8 has been included "E-Commerce" as an activity allowed into Colon Free
 Zone, using the *DMCE process as mechanism to re-exports merchandises.
 - 8. La venta internacional de bienes o productos a través de comercio electrónico; y





One of the three pillar for CFZ is development the E-Commerce Business



^{*} DMCE is Commercial movement declaration, it's E-Process for statistics & control purposes.

PANAMA FREE TRADE ZONE



Latin America - Ports Ranks

Caribbean Ports (Colon)

- Manzanillo International Terminal (Carrix)
- Colon Container Terminal (Evergreen)
- Cristobal (Hutchinson)

Pacific Port

- Balboa (Hutchinson)
- Singapore Port Authority

23% of the Port cranes of Latin America are located in Panama





DGF PANAMA FREE TRADE ZONES SERVICES

Colon Free Trade Zone Services

- Colon Free Zone (120.000 sqm)
- Panama Pacifico (16.000 sqm)
- 25,000 sqm Climate Controlled Area (15-25°C)
- 3.000 sqm Climate Controlled Area (2-8°C)
- Segments: Life Sciences, Chemical, Consumer Goods, Spare Parts, Technology Electronics and Telecom.
- Located in front of Manzanillo Port Terminal, in Colon Free Zone
- Built to US Standards
- Total 97,000m² Area Space (4 Buildings)
- Fire Suppression & Prevention System
- High Density Racking & Cross Dock
- Climate Controlled Storage Area (25°C)
- Cold Storage Area (5°C)
- Product Conditioning & Rework Areas
- Private Bonded Container Yard
- 24 Hour Surveillance (Electronic & Guards)







Logistics Activities

- Pick & Pack
- Blending and Mixing
- **Splitting**
- Packaging
- Design
- Labeling
- Assembly line
- Manufacturing
- Tailor made solutions
- **Inbound Coordination**
- Value Adding Activities
- Stage, Load, Dispatch
- Cross Dock
- **Reverse logistics**
- Receiving, unloading, stowaway
- **Dedicated Account Executive**
- **Quality Controls**
- Track & Trace to Destination
- Inventory control KPI's
- Reports
- **BSC** (Balance Score Chart)



- Pay-on-Demand" vs.
- "Carry Assets & Liabilities"















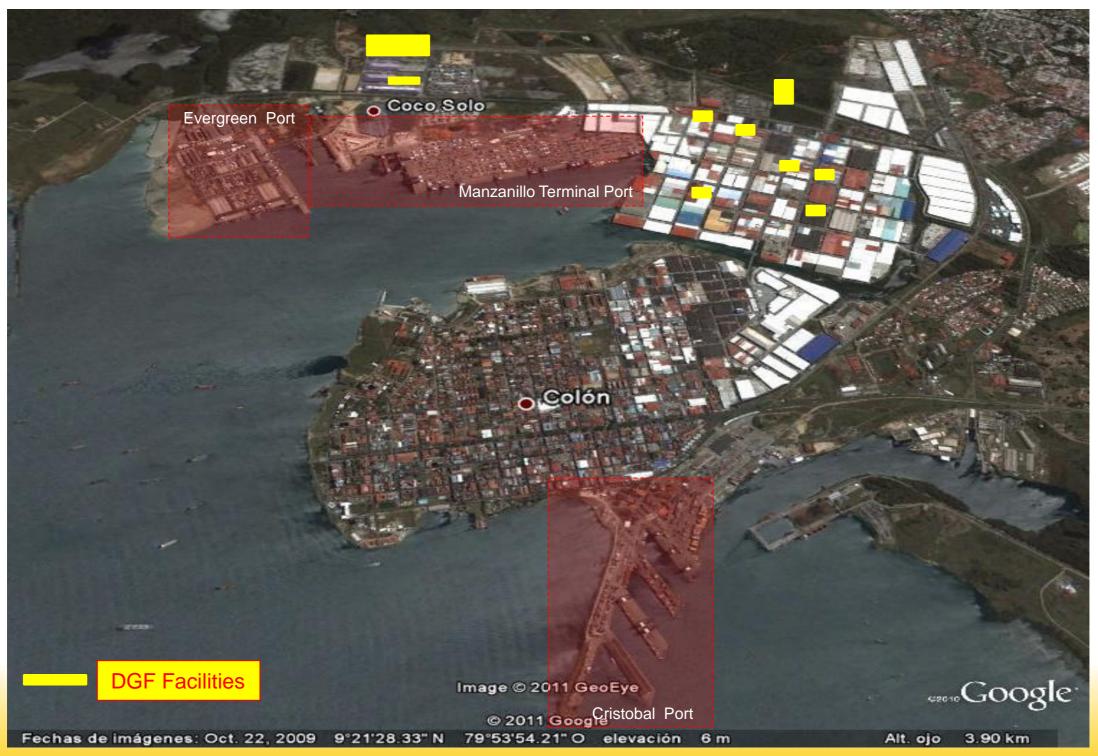








DGF PANAMA - COLON FREE ZONE OPERATIONS



DGF PANAMA - COLON FREE TRADE ZONE









PANAMA PACIFICO SPECIAL ECONOMIC AREA











PARQUE SUR | LOCAL MARKET







Fats

- +200 Employees
- 26,000 sqm
- 1 location, Parque Sur

Services

Cross Dock

Local Distribution

Value added activities (Labeling, Bundling, Kitting, Packing & Repacking, Asset tagging, Special Offer Packaging)

General & bonded warehouse, Inventory Administration.

Revert Logistics

Main Customers

Colgate Palmolive, Nestle, Pozuelo, Johnson Medical, Unilever, Mondelez, Huawei, Baxter, Cerveceria Barú. Grupo Rey, BASF

Segments

Consumer, Technology, chemicals, Life Science & health Care





