2026 Mid-Year Supply Chain Outlook: From Market Volatility to Strategic Opportunity

Dimerco Express Group Investor Conference

Prepared by Corporate Strategy & Digital Marketing

July 27, 2026

FIVE STRUCTURAL SHIFTS RESHAPING GLOBAL SUPPLY CHAINS

Trade Compliance

Tariff and trade policies continue to evolve, creating the greatest uncertainty for corporate supply chain planning and sourcing decisions.

Geopolitics and Energy Fluctuations

Geopolitical conflicts and energy price volatility continue to drive up logistics costs, route risks, and supply chain uncertainty.

Transformation of Ocean Freight Capacity

A large wave of new vessel deliveries in 2027-2028 will usher the ocean freight market into a new cycle of competition.

Rewiring Global Trade

Manufacturing hubs continue to expand across SEA, India, and Taiwan, rather than relocating away from China, as global supply chains move toward greater diversification.

AI Infrastructure

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TRADE POLICY HAS BECOME THE BIGGEST VARIABLE IN GLOBAL LOGISTICS

U.S. trade policy affects import costs and customs eligibility:

June 3 White House Executive Order

Strengthened Customs Enforcement:
IOR must have tangible assets in the U.S.

90/180-day implementation
- 2026.9.2
- 2026.11.30

July 16 IOR Disabled

- IORs with no entries for 366 days are disabled
- Only 673 of roughly 11,000 licensed U.S. customs brokers are CTPAT certified

July 24 Transition

New Section 301 takes effect:
- 54 countries: 12.5% tariff
- Taiwan and 13 other countries: 10% tariff

July 31 IEEPA Liquidation

Phase 3: Final liquidation refund information for Phase 3 entries released; refund filing enters a critical period

New Section 301 stacks with existing Section 301 but not with Section 232 or USMCA qualifying goods; effective date pending. A high-tariff environment is expected to persist.

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Trade Compliance

TARIFF POLICY IS BECOMING MORE TARGETED

By Country

- China Section 301
- Country-specific IEEPA / framework
- Different duty rates by country of origin

By Product

- Steel, aluminum, copper
- Automobiles and auto parts
- Semiconductors, critical minerals, etc.

By Company

- Company-specific agreements
- Tariff treatment tied to investment commitments
- Individual exemptions or arrangements

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Geopolitics and Energy Fluctuations

GEOPOLITICAL RISK IS BECOMING THE NEW NORMAL FOR SUPPLY CHAINS

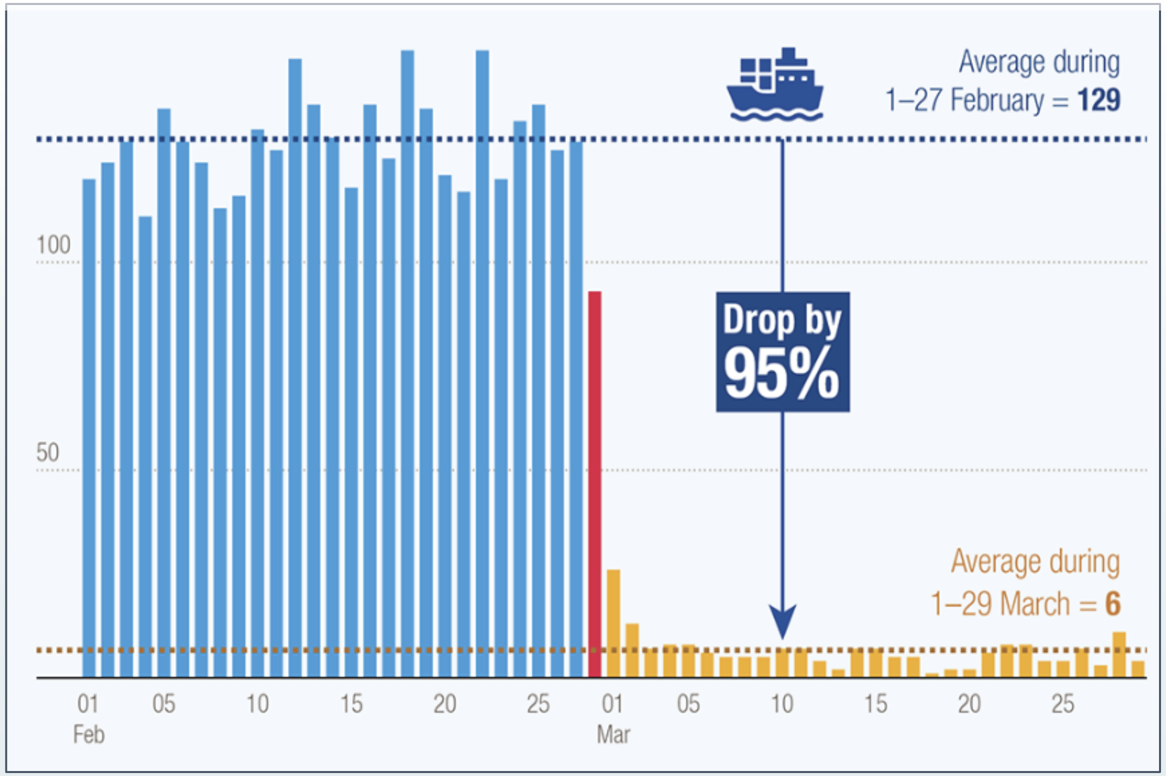
Strait of Hormuz Crisis: Peak impact has passed, but supply chain risk remains

3% **Global cargo volume** affected by strait disruption

20%
Global oil and gas supply affected

~34
Mid-July average vessel transits through the Strait of Hormuz
Note: 7/11 – 21 transits

Daily vessel transits through the Strait of Hormuz



Source: UNCTAD (2026/03), Ship & Bunker (2026/05), The Guardian / CFR / CNN (2026)

Geopolitics and Energy Fluctuations

GEOPOLITICAL RISK IS BECOMING THE NEW NORMAL FOR SUPPLY CHAINS

Strait of Hormuz Crisis: Peak impact has passed, but supply chain risk remains

首頁 > 美股 > 美股新聞

Brent crude breaks above US$90 as U.S.–Iran conflict raises fears over Strait of Hormuz supply

CMoney 研究員

2026-07-20 12:47 20

Middle East tensions intensify; energy prices rise as crude oil surges to a one-month high

隨著中東地區軍事緊張局勢急劇升級，以及其他植物油走強，棕
的最高點。

分析 / 商品

Crude oil price outlook: Will worsening U.S.–Iran tensions push oil above US$90 and Brent back to US$100?

TradingKey · 作者 Alan Long 2026年7月20日 11:47 AI 播客 05:00

Aa

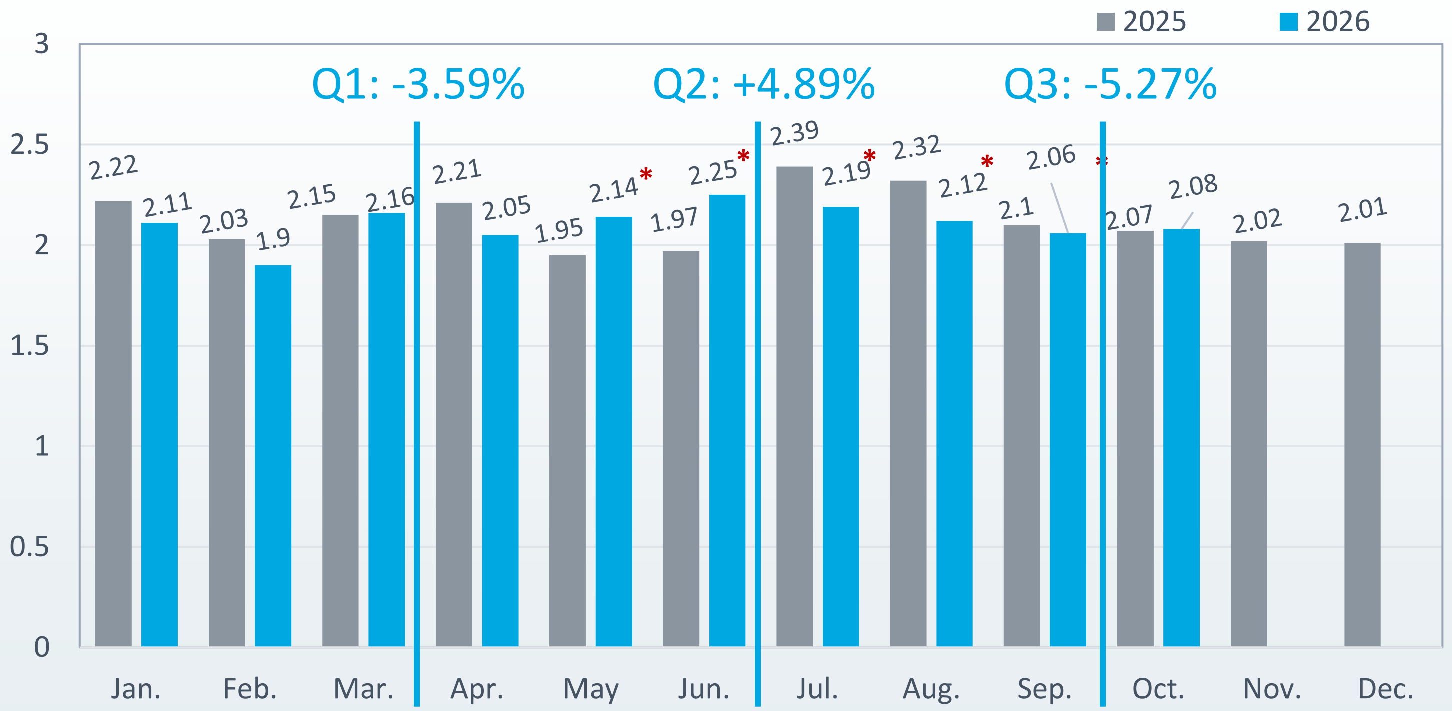
Source: UNCTAD (2026/03), Ship & Bunker (2026/05), The Guardian / CFR / CNN (2026)

OCEAN MARKET: RESILIENT DEMAND, SLOWER SUPPLY GROWTH, RISING COSTS

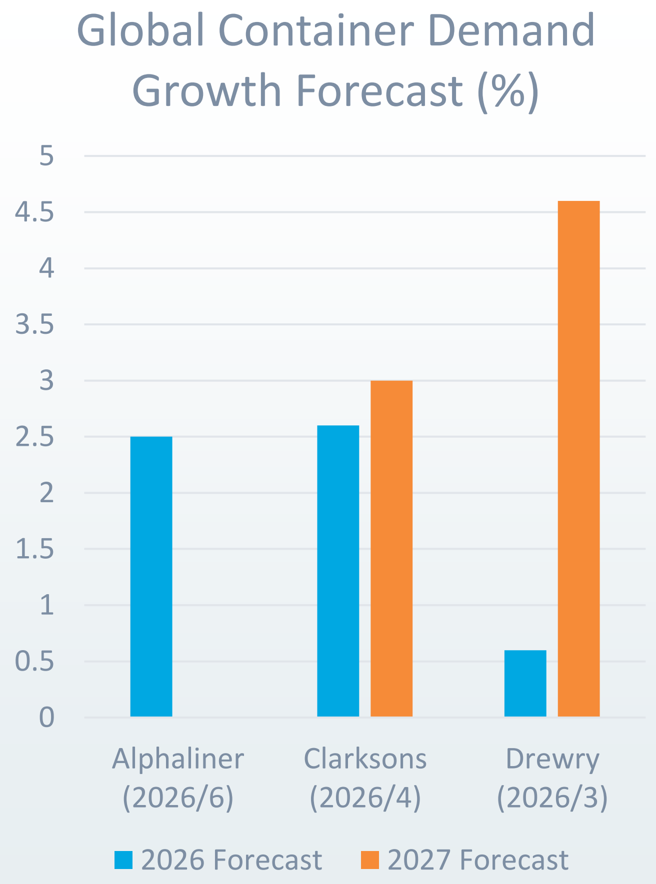
1. **Demand remains resilient:**
   - Global container trade rose 3.1% YoY in Feb.–Apr.; North America imports turned positive. 2026 full-year growth is forecast at only 0.6–2.6%, below 2025's 5.2%.
2. **Supply growth is slowing but remains elevated:**
   - The nominal fleet reached 33.8 million TEU; new vessel deliveries slowed and scrapping remained low, while the orderbook reached 12.9 million TEU—38.1% of the existing fleet (Alphaliner, 2026/6).
3. **Rates and costs are both rising:**
   - Spot rates have climbed since April (USWC +120%, USEC +85%); Charter rates hit their highest level since late 2022, while fuel costs rose 76%; Book 3–4 weeks in advance.

Transformation of Ocean Freight Capacity

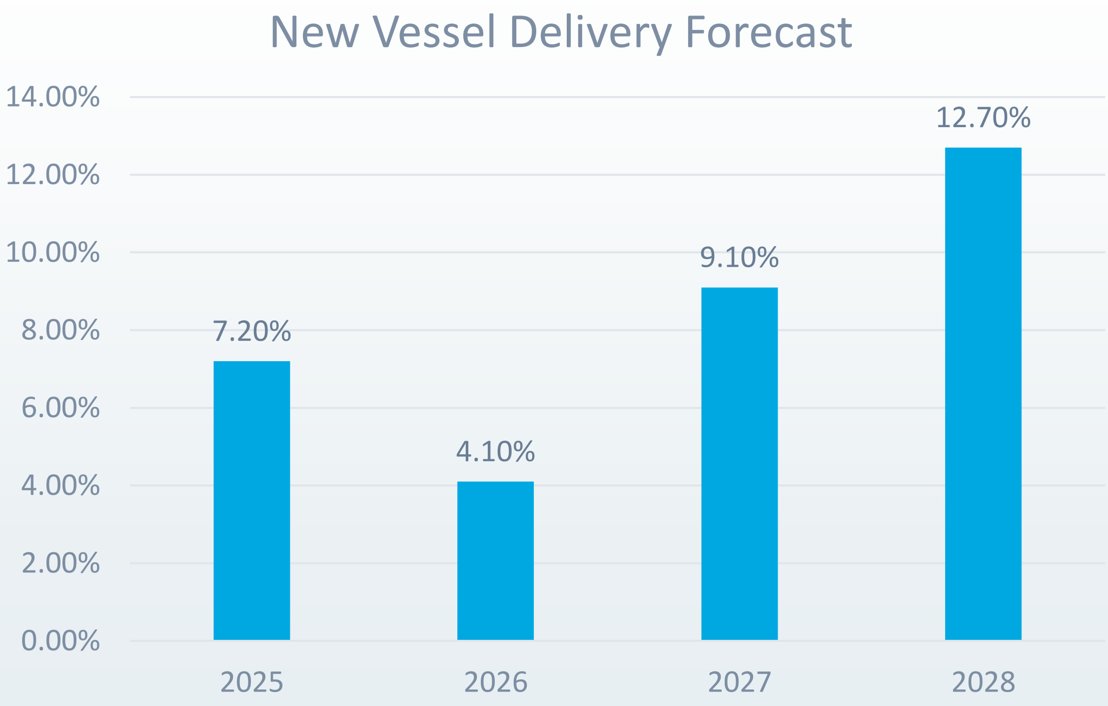
OCEAN DEMAND MAINTAINS MODERATE GROWTH



*May.-Oct. are the predicted values, NRF (2026/6/8)



FROM 2027, LARGE-SCALE CAPACITY RELEASE WILL PUT SUPPLY PRESSURE ON THE OCEAN MARKET



38.1%

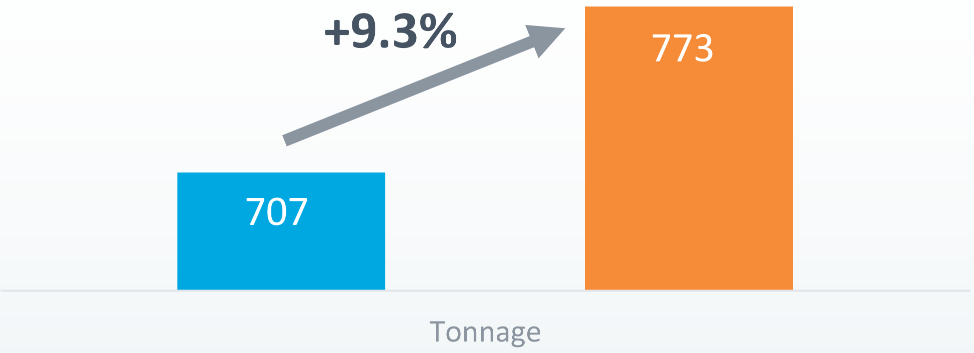
Orderbook share of existing capacity over the next three years

- 2026 capacity growth slows to 4.1% (fewer deliveries); short-term supply-demand balance remains relatively stable
- 2027-28 new vessel deliveries accelerate; Red Sea reopening could release another 9% effective capacity
- Scrapping remains low, leaving limited supply-adjustment tools

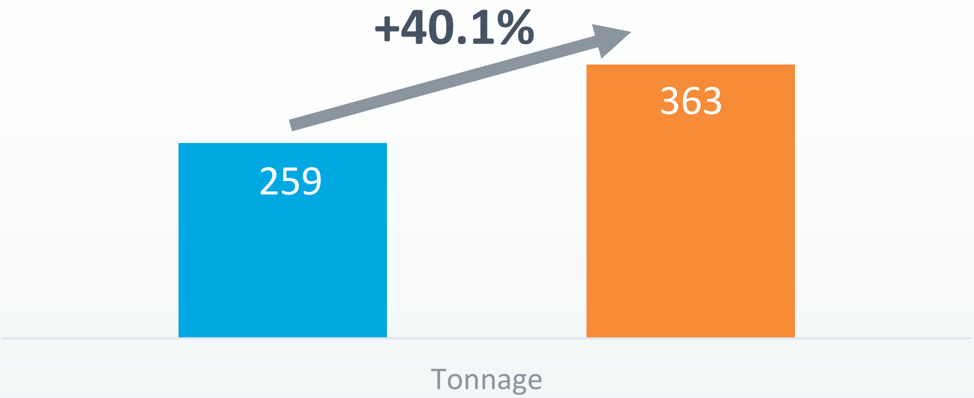
Rewiring Global Trade

AIR CARGO TRADE FLOW RECONFIGURATION (2024 VS 2025)

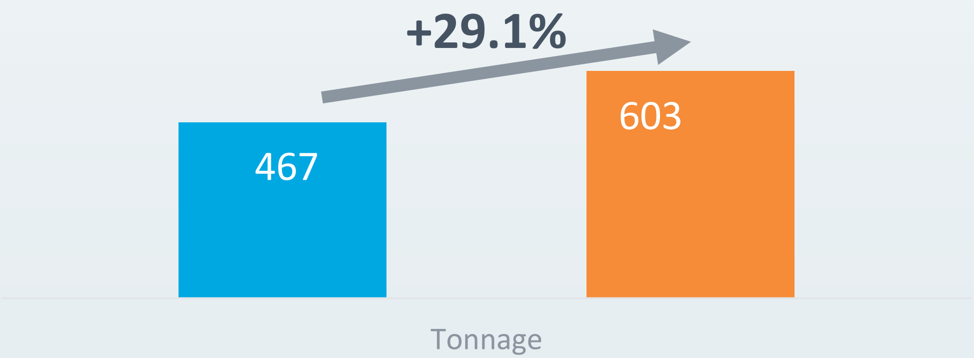
China + Hong Kong → U.S., growth has slowed notably



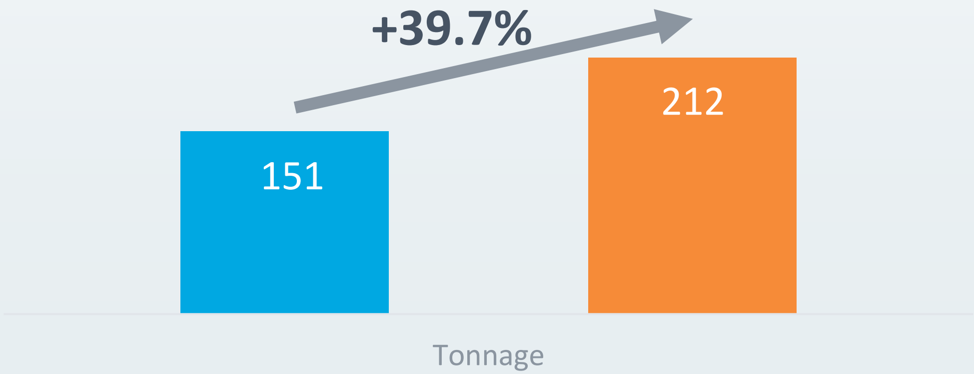
China → Southeast Asia



Southeast Asia → U.S.



Taiwan → U.S.



Source: Cathay Cargo; WorldACD

CHINA'S EXPORT FOCUS CONTINUES SHIFTING TOWARD ASIA AND EMERGING MARKETS

China's 2026 Jan–Jun Export Markets / Regions Ranking

Rank	Country / Region	Export Value (RMB bn)	YoY Growth
1	**ASEAN**	2,745.1	**+18.5%**
2	**EU**	2,165.2	**+12.7%**
3	**Hong Kong**	1,534.4	**+42.6%**
4	**U.S.**	1,496.6	**–3.3%**
5	**Africa**	902.0	**+21.8%**
6	**Vietnam**	811.1	**+21.5%**
7	**South Korea**	642.3	**+26.2%**
8	**Japan**	577.0	**+3.4%**
9	**India**	550.5	**+17.5%**
10	**Germany**	467.8	**+14.8%**

- **ASEAN remained China's largest export market**, with first-half exports rising 18.5% to RMB 2.75 trillion, maintaining the largest share of China's total exports.
- **Exports to the United States showed signs of stabilization.** The decline narrowed from −5.9% in January-May to -3.3% in the first half, while June exports returned to growth.
- **Exports to Hong Kong surged 42.6%**, reflecting stronger demand for high-value goods and re-export logistics, and reinforcing Hong Kong's role as a key transshipment hub.
- **Emerging markets became new growth drivers.** Exports to Africa rose 21.8%, while India increased 17.5%, surpassing Germany and ranking ninth among China's export markets.

Source: China Customs, June 2026 Total Import and Export Value by Country/Region (RMB terms) (released 2026/7); export basis, cumulative YoY growth.

CROSS-BORDER E-COMMERCE POLICY CHANGES ARE RESHAPING GLOBAL CARGO FLOWS

1. E-commerce policy changes are reshaping market structure

- The U.S. ended **de minimis** duty-free treatment, while the EU raised import thresholds for cross-border e-commerce; low-value e-commerce flows are starting to adjust globally.

2. High-value cargo is taking over as the next growth driver

- AI, semiconductor, and high-tech exports are growing rapidly; air freight rates from Northeast Asia and Southeast Asia to the U.S. rose from late February to late June, up **41% and 42%**.*

3. Global air cargo growth drivers are shifting

- China cross-border e-commerce cargo growth is slowing; meanwhile, Taiwan AI, high-tech, and semiconductor exports continue to grow, showing that global air cargo growth is increasingly driven by different industries and lanes.

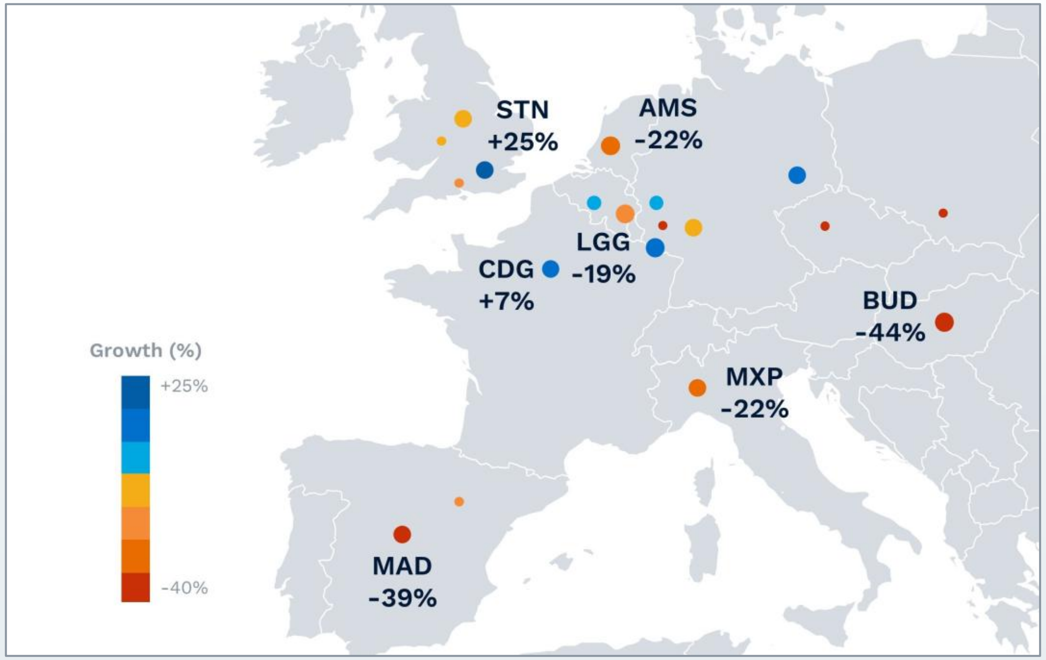
*Source: Xeneta

EU CLOSES THE DOOR, THE UK ABSORBS THE FLOW: THE NEXT E-COMMERCE CARGO SHIFT

1. **EU raises import thresholds for cross-border e-commerce:** Starting in July, the EU raised import thresholds for low-value cross-border e-commerce, increasing small-parcel import costs and prompting cargo flows to adjust.
2. **China–Europe direct freighter capacity declines, air cargo networks are being reconfigured:** Two weeks after policy implementation, capacity at major cargo airports such as Budapest (-44%), Madrid (-39%), Amsterdam (-22%), and Milan (-22%) declined sharply.
3. **The UK becomes a transition hub:** London Stansted freighter capacity rose more than 20%, the highest in Europe; the UK's £135 de minimis duty-free threshold is not expected to be removed until October 2028, so some e-commerce flows are shifting to the UK due to timing differences in policy implementation.

Relevant freight capacity growth by airport

% growth, July 2–8, 2026 (vs. June 18–24)



AI IS BECOMING A NEW GROWTH ENGINE FOR THE GLOBAL ECONOMY

1. Global growth remains moderate but resilient

- IMF projects 3.0% global growth in 2026 and 3.4% in 2027, with AI investment providing important support.

2. AI applications are driving a new wave of growth

- Demand is expanding across AI servers, semiconductors, HBM memory, high-speed networking, and data centers. NVIDIA quarterly revenue reached US$81.6 billion in 2026 Q1.

3. The semiconductor trade map is being reshaped

- Global semiconductor trade has exceeded US$1.06 trillion. Taiwan’s 2025 semiconductor exports were about US$130 billion, up more than 35%.

WHY DIMERCO

The five structural shifts validate Dimerco's decades-long strategic positioning.

TAIWAN HAS SEIZED A ONCE-IN-A-LIFETIME OPPORTUNITY.

AI is now reshaping global business and the entire supply chain. The chips powering it run through Taiwan — and that is the opportunity for Dimerco.

55 years

Rooted in Taiwan

At the heart of the chip ecosystem the world now depends on.

50 years

Established in the USA

Right where the AI customers and decisions are made.

CONNECTING BOTH ENDS OF THE AI SUPPLY CHAIN

From silicon wafer to AI data center — Dimerco bridges the gap

MANUFACTURING

ASIA SUPPLY CHAIN

Taiwan-centric sourcing

LOGISTICS BRIDGE

DIMERCO

Air Freight

Time-critical GPU lanes
TW/KR → US/EU/ME · 24/7

Ocean Freight

Bulk components FCL/LCL
Trans-Pacific & Asia-Europe

Customs & Trade

US tariff management
Export control compliance

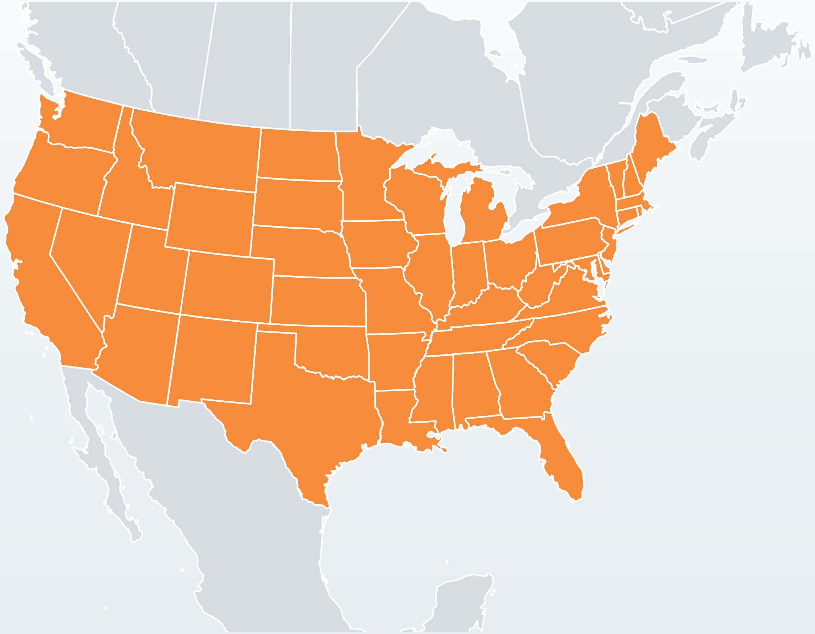
Warehousing

Bonded hubs TW/SG/KR
PO management & kitting

AI DATA CENTERS

WORLDWIDE

US-centric delivery



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50 YEARS IN THE SEMICONDUCTOR INDUSTRY

50% of company revenue comes from shipping semiconductor and other high-tech products

98+% multi-year average on-time delivery of time-critical shipments

~50 years serving the semiconductor sector

350 active semiconductor industry customers

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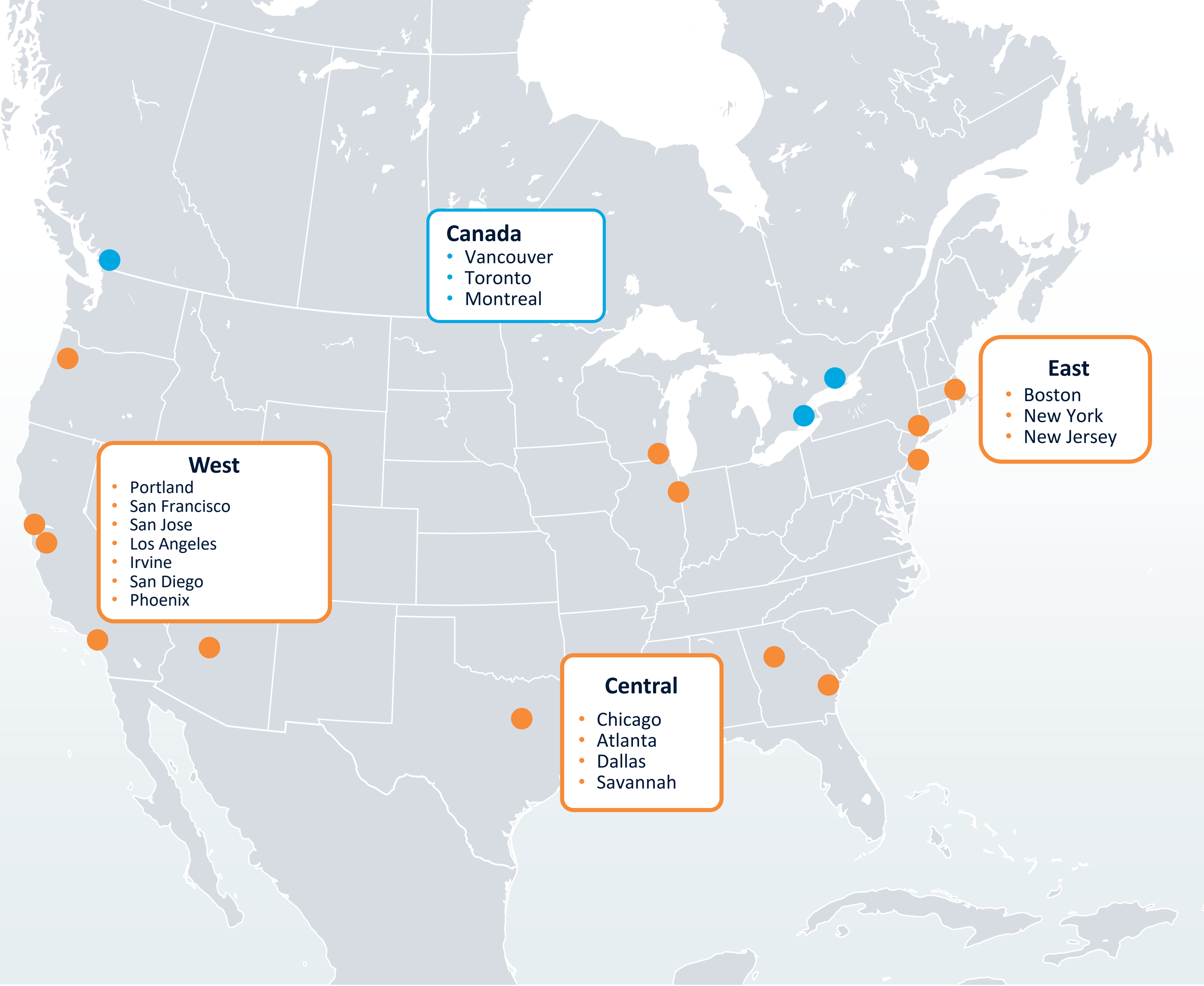
US TRADE COMPLIANCE

ADVISORY SERVICES

Dimerco **Trade Compliance Services** have helped customers recoup **$32 million** in IEEPA tariff refunds

CTPAT™
YOUR SUPPLY CHAIN'S STRONGEST LINK.



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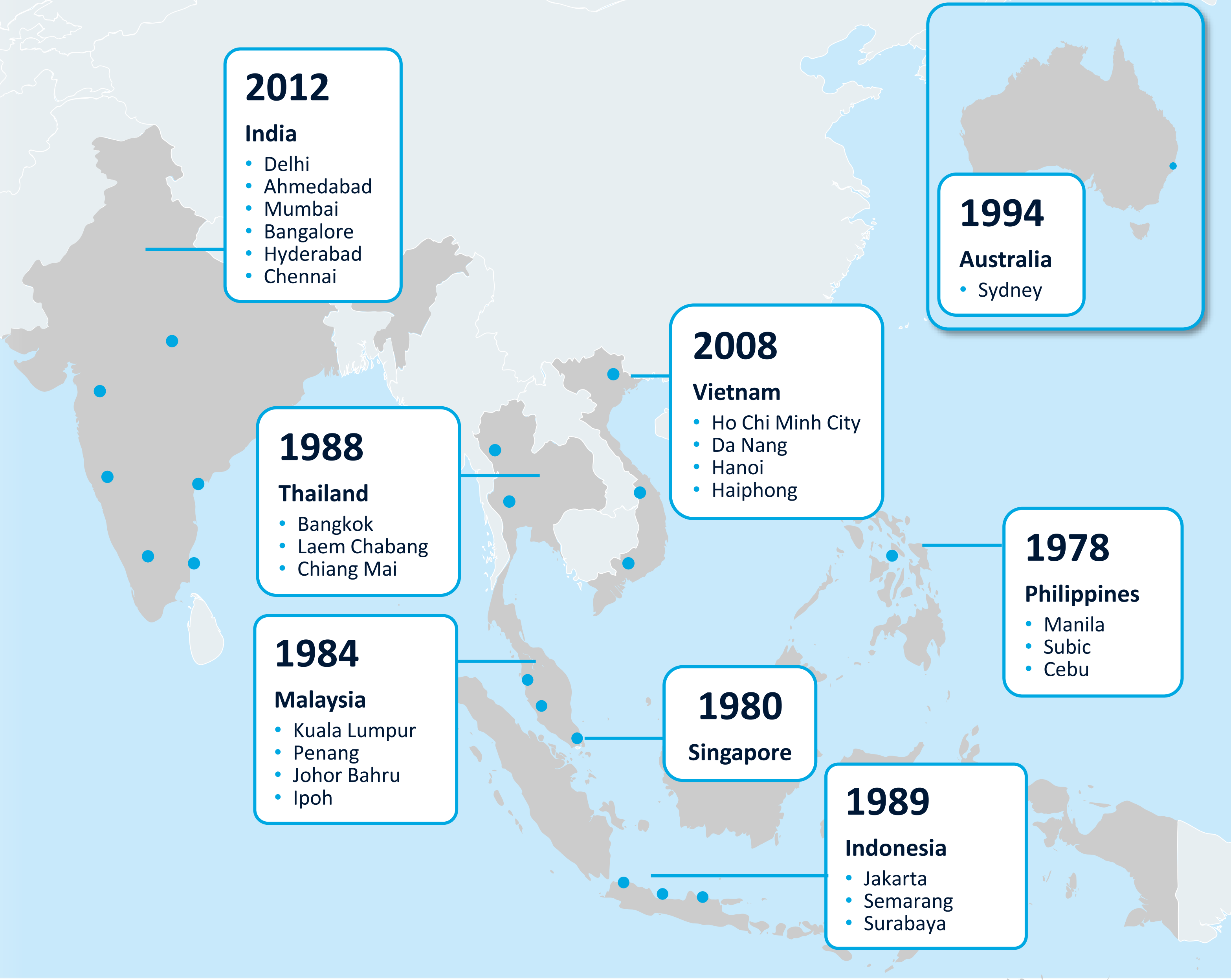
Early Asia Footprint

Long Before China+1 Became a Trend

Since 1978, Dimerco has expanded across Southeast Asia and India, growing alongside the evolution of Asia's manufacturing landscape.



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Connecting Asia with the world