

DACHSER magazine

The world of intelligent logistics ■

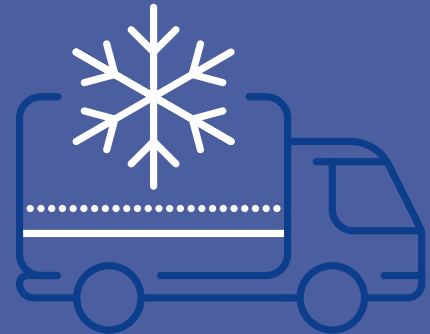
Food Logistics
Two become one
in Northern Europe



Stay cool

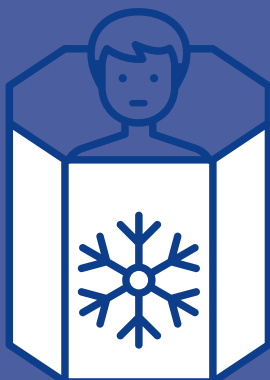
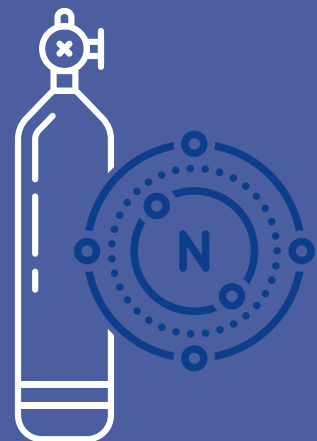
Once a luxury, now part of everyday life: temperature control technology. Refrigeration and cooling have become an integral part of our work and daily lives.

-18°C (<0.4°F) is internationally recognized as the standard temperature for frozen foods. To account for temperature fluctuations along transport routes to and from the refrigerated truck or within the cold storage facility, the VDKL Kälteforum working group recommends that logistics providers maintain a temperature range of -18°C to -23°C (0.4°F to -9.4°F), depending on product requirements.



91 m is the total length of tubing in the liquid cooling garment NASA astronauts wear under their space suit. These circulate chilled water in direct contact with the body to prevent overheating during extravehicular activities and strenuous work. During spacewalks between the sunlit and shaded sides of a space station, temperature differences of more than 300°C can occur. But what matters to the astronauts isn't the outside temperature, it's having active temperature control inside their space suit.

-196°C (-320.80°F) is the boiling point of liquid nitrogen. Not only does it preserve blood and tissue samples and vaccines, but it also enables spectacular applications like making instant ice cream in molecular gastronomy, hardening metals, or using cold forming to fit components.



10–15°C (50–59°F) is the typical temperature of the water in the ice baths that help elite athletes recover right after intense workouts. The cold causes a sudden constriction of the blood vessels, which helps reduce inflammatory reactions and swelling after strenuous physical activity. Once athletes get out of the tub, their blood vessels dilate again, which stimulates blood circulation and the removal of metabolic waste products. However, opinions within the field of sports science differ on whether an ice bath actually improves training performance over the long term.

Message from the CEO



Dear readers,

When faced with a weak economy, you can take one of two roads: Either wait for things to get better or go ahead and invest anyway. At Dachser, we've decided to press on with investments so that we can continue to grow and gain market share, even in difficult times. That's why we're investing in the expansion, integration, and future viability of our network. And we're investing in people, too. All of this helps us ensure reliability, safety, and resilience—in other words, exactly what our customers' supply chains need in today's world.

Our cover story explores this topic by focusing on our integration of Frigoscandia, the leading food logistics company in the Nordic markets. Our combined strengths give the European Food Logistics Network a powerful boost.

In his analysis of the European groupage market on page 22, my fellow Executive Board member Alexander Tonn, COO of Road Logistics, explains how resilience arises within a network and why it's crucial to the quality of logistics services. A must-read!

Climate action is another area where Dachser prefers not to wait for better times. That's why I was happy to lend a hand alongside our shareholders, colleagues, and our project partners' dedicated teams at the kickoff of a Dachser project to restore raised bogs. These moorlands have astonishing potential for sequestering climate-damaging CO₂. Be sure to read the exciting report starting on page 32.

Kind regards,

Burkhard Eling, Dachser CEO

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for more CEO insights





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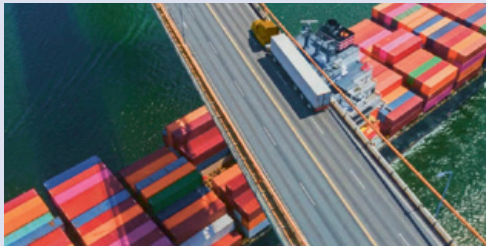


Crossdocking

Links to Dachser's digital world

Loading-ramp geopolitics

How global shifts in power are turning logistics into strategic infrastructure. Minutes of a high-level expert discussion held at the Dachser branch in Tampere, Finland.



Alliance for Food Rescue

Dachser and Tafel Deutschland join forces to collect food donations from manufacturers and deliver them where they're most urgently needed: to people affected by poverty.



Pallet market under pressure

Euro pallets transport goods, safeguard supply chains, and keep logistics running smoothly. But Grade A and B pallets, especially important for the food industry, are ever scarcer. Insights and outlooks on an essential exchange system.



Action against cargo thieves

Fraudsters and criminal gangs are targeting the logistics industry, and incidents of cargo theft are on the rise. Dachser's sophisticated security plan and regular training sessions offer a high degree of protection against theft.



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North Star— two become one in Northern Europe

When two strong networks merge, the benefits go far beyond the simple sum of their combined capacity. For Dachser's Food Logistics division, the acquisition of Frigoscandia in 2024 meant nothing less than the beginning of a new era. The integration of the Nordic market's leading provider of temperature-controlled and frozen-food logistics into the DACHSER Food Logistics network is progressing rapidly—to the benefit of customers throughout Europe.

It was December 21, 2023, just a few days before Christmas, when the news flashed across the ticker: "Dachser acquires Frigoscandia." The acquisition of the European Food Network partner for Sweden, Norway, and Finland marked an important milestone for Dachser's European food logistics network.

Up to that point, Dachser had been known in the region for the transport and storage of industrial and consumer goods, as well as for its air and sea freight services. The DACHSER Food Logistics business unit didn't have operations of its own in →

Integrating Frigoscandia into
the Dachser world is a priority

“



Our customers in the region and throughout Europe benefit from our efficient food distribution network. Quality and reliability always come first.

Alexander Tonn, COO of Road Logistics at Dachser

”

the Nordic countries. That changed overnight with the acquisition of Frigoscandia. Following approval from the competition authorities, integration into the Dachser network began in March 2024. As of February 2026, Kristian Jönsson has been managing all three business lines of the four country organizations in Sweden, Norway, Denmark, and Finland as Managing Director of Dachser Nordics.

Strengthening food logistics in Europe

“This acquisition expands our own food logistics network into the Nordic markets of Sweden, Norway, and Finland. At the same time, it strengthens our position among Europe’s leading food logistics providers,” said Alexander Tonn, COO of Road Logistics at Dachser, immediately after the European competition authorities approved the acquisition. While the family-owned company’s focus is on organic, long-term growth, on several occasions it has expanded its global logistics network through targeted acquisitions, as it is currently doing in Northern Europe.

The acquisition of Frigoscandia, the leading provider of temperature-controlled and frozen-food logistics in the Nordic market, ranks among the largest acquisitions in Dachser’s history. A glance at the figures makes that clear: In 2022, Frigoscandia generated sales of approximately EUR 300 million with a workforce of some 1,300 people, primarily in its core market of Sweden. This means the company is bringing more than twice as many employees into the organization as Dachser had in total across the Nordic countries at that time. Founded in 1948, the food logistics company was also a major player in Norway, Finland, Denmark, and the Netherlands. As a result, Frigoscandia was hardly an unknown quantity, especially as it

had joined the European Food Network, which spans 34 European countries under Dachser’s system leadership, back in 2019. The long-established company, previously owned by a private-equity investor, brought a remarkable setup to the table: a tightly knit and highly efficient network for distributing temperature-controlled (2–7° Celsius) and frozen foods (below –18° Celsius); its own fleet of 235 vehicles plus another 200 or so trucks from transport companies providing comprehensive domestic transport services in Sweden; warehousing at eleven logistics facilities in Sweden and three in Norway designed for food storage; and food transport to 57 other countries via road, air, and sea.

Integration strengthens Food Logistics in a sustainable way

Merging two major players in food logistics into one organization calls for a great many adjustments. That’s not news to Jönsson, who’s been leading Dachser Nordics as Managing Director since the beginning of this year and is driving the integration of Frigoscandia into the Dachser family. He knows Frigoscandia, Dachser, and the Nordic food logistics market inside and out, having spent the last four years in a leadership role at the Swedish food logistics company.

“Working with Dachser, a globally positioned logistics provider, opens up significant growth opportunities for us and our customers,” Jönsson says. As a family-owned company, Dachser stands for stability as well as for long-term, strategically guided planning. “Before Frigoscandia was acquired by Dachser, it was managed by a private equity investor, which didn’t have this kind of long-term perspective. That makes this integration a real game changer for us in the Nordics, but also in the European market.” Jönsson goes on to point out that, as a global company with European roots, Dachser has a reputation for combining clear processes, a high degree of precision, and modernity. “And that’s exactly what our customers expect: reliability, highly efficient operations, and deeply digitalized, seamless processes.”

The integration is accelerating Dachser’s international growth. For Tonn, the direction and goal of the restructuring in the Nordics are clearly defined: “Our customers in the region and throughout Europe benefit from our efficient food distribution network. Quality and reliability always come first.” That’s what Dachser and Frigoscandia stand for. “With their proven expertise in the Nordic markets, Frigoscandia’s 1,300 employees are the key to ensuring continuity and new growth in the region,” he says.

Profile

Dachser offers the full range of products and services in the Nordic region, covering European Logistics, Food Logistics, and Air & Sea Logistics. Since February 2026, Kristian Jönsson has been managing all three business lines in the four country organizations in Sweden, Norway, Denmark, and Finland as Managing Director of DACHSER Nordics.



Integration is moving forward

Scandinavia and Finland: Logistics works differently in the North

Integrating a large organization, along with its systems and workflows, and fostering a culture of collaboration and exchange are not automatic processes. “The markets in the North are characterized by a specific food supply chain; as a result, they differ from those in Central and Southern Europe—in some cases significantly,” Jönsson explains. Despite its relatively small population of just under 10.7 million people, Sweden is the largest consumer market in the Nordics. Add Norway, Denmark, and Finland, and the sales market grows to nearly 28 million.

Overall, the food industry plays a central role in the economies of the Nordic countries today. In 2024, the food market in Sweden alone recorded revenue of just under EUR 35 billion, and Statista forecasts a revenue increase of nearly 34 percent by 2030. According to the umbrella organization “Food and Drink Europe,” in 2022 the industry was the fourth-largest employer in Sweden, with approximately 4,335 companies and 56,900 employees. The most important categories are meat products, followed by dairy products, eggs, confectionery, and snacks.

When it comes to logistics, Jönsson believes that one particular aspect of the market plays a decisive role: “The North is rather sparsely populated; with the exception of Denmark, population density is quite low.” In food logistics, this means that the North has more full truckloads and less groupage—so it’s a business all its own.

And one with its own customer structure: In Central Europe, small and medium-sized businesses make up a large portion of the customer base, whereas in Northern Europe, it tends to be large customers. Take a Scandinavian furniture manufacturer, for example, a long-standing customer of Frigoscandia. It is also Sweden’s largest food exporter. From here, the company’s in-house food service and the Swedish shops in its furniture stores around the world are supplied on a large scale. The food and drink selection ranges from meatballs, crispbread, and hot dogs to pickled herring, fruit smoothies, and blueberry juice.

Expertise in European frozen-food logistics

The storage of frozen vegetables has been a core part of Frigoscandia’s business since its founding in 1948. Vegetable farming in the Skåne region of southern Sweden in particular laid the foundation for Frigoscandia’s business model at that time, which was to offer food manufacturers integrated storage and transport solutions for refrigerated and frozen products.

Due to the Nordics’ geographic location, frozen foods remain very popular there today—especially in Norway’s fish and seafood processing industry and in Denmark’s pork production sector, from where products are exported as far as Asia. Finland also produces meat and dairy products for export, although imports clearly dominate the trade balance. The main transit centers for imports and exports are the Swedish ports of Helsingborg and Gothenburg on the Baltic Sea. Here’s where the trucks set off to take shipments to trading partners in Sweden, Norway, and Finland.

When it comes to transporting frozen goods, Jönsson explains, the Frigoscandia integration gives Dachser Nordics a long-term and comprehensive edge in terms of knowledge and experience, which can also be leveraged for Dachser’s European food network in the future. “Having up to four different temperature zones in a truck and trailer is standard practice for us. For the Scandinavian furniture manufacturer, for example, we transport ambient-temperature, refrigerated, and frozen goods along the same route. This expertise wasn’t available in Dachser’s Food Logistics network until now.”

Share knowledge, grow stronger together

The gradual integration of Frigoscandia into the Dachser network is currently proceeding at full speed. The Norwegian and Finnish branches have been fully integrated since early 2026, with integration in Denmark due to take place later this year. →



People make the difference when
two companies come together



Working with Dachser, a globally positioned logistics provider, opens up significant growth opportunities for us and our customers.

Kristian Jönsson, Managing Director of Dachser Nordics

“We’ve set key milestones for 2026 and 2027 and are continuing to accelerate the pace of integration. This also includes the rollout of Dachser’s core IT systems at Food Logistics in Sweden, so that we can all work together seamlessly using the same applications,” Jönsson explains. At the same time, management and organizational structures in the Nordics region have now been standardized. “This is crucial for quickly leveraging synergies between sales and production for the benefit of our customers,” Jönsson says. One example is setting up joint sales teams at Dachser Nordics to ensure an efficient sales process.

The mutual exchange of experience and knowledge is also a top priority at Dachser Nordics. “Employees at the food locations are faced with the challenge of embracing a new corporate identity and then actually putting those values into practice in their day-to-day work,” Jönsson says. “We’re in the midst of an exciting cultural journey for all employees, focused on instilling core Dachser values and fostering forward-thinking and working within network contexts.” He points out that that’s not always easy; it takes time, inner conviction, and a variety of communication methods. Take “Lunch Talk,” for example. “This is where strategic topics are explained to employees in a casual, conversational manner, allowing them to better understand and appreciate the Dachser world,” Jönsson explains. Conversely, each of the approximately 270 employees at Dachser’s existing country organization in Sweden will be assigned a “best buddy” from Frigoscandia in order to benefit from the experience of the “newcomers.” As Jönsson says, “This lets the teams get to know each other better and support one another.”

Sustainable solutions for food logistics

Dachser’s emphasis on sustainability has been welcomed with open arms in Northern Europe. According to a recent study by global market research and consulting firm Mordor Intelligence, incentives for zero-emission vehicles in Scandinavian countries are accelerating the fleet transition.



From strategy to added value: This integration combines Frigoscandia’s expertise in the frozen food sector with Dachser’s strengths in the transportation of non-refrigerated goods—which delivers a comprehensive solution for food logistics in Europe.

For example, Norway exempts heavy-duty battery-electric trucks from road tolls, ferry fees, and sales tax, which results in “total cost of ownership parity with diesel for high-mileage city-to-city routes.” Sweden is also currently testing battery-swap stations along the E4 corridor, which stretches from Tornio in northern Finland to Helsingborg on Sweden’s east coast and is being massively expanded as an “e-highway” with fast-charging stations. The plan is to reduce the downtime for electric trucks to a level comparable to that of diesel refueling.

“We have customers who’ve been demanding fossil-free transport across all sectors for some years,” Jönsson says. “Besides which, we have to document our CO₂ emissions and report them to customers every month. So we’re right where the action is as Dachser drives the industry forward.” Frigoscandia currently has a total of eleven electric trucks in its fleet, including vehicles from service partners.

Jönsson believes that the integration of Frigoscandia and the restructuring of Dachser Nordics are currently on track: “We’ve already accomplished a great deal, but we still have a lot of work to do to turn two into one.” That won’t happen on its own, he cautions; it requires commitment and cooperation from everyone. At management meetings, he’s made it a habit to wrap things up by saying, “Let’s do it.” Dachser’s full strength lies in “WE”: “That is and will always be the difference we make for ourselves and our customers.”

M. Schick

People & markets

A swipe into a world of its own

Long before humans learned how to write, we used our hands to communicate. Pointing, waving, and giving a thumbs-up are among the oldest forms of human communication still in use today. And today's technology also makes use of this widely understood, evolutionarily "learned" system. Take smartphones, which know what we mean when we swipe, or vehicles that respond to other gestures. Virtual reality headsets and data gloves translate hand movements directly into the digital world, whether for gaming or for work. By turning our hands themselves into the user interface, technology is definitely not turning away from people, but rather toward them. A symbol of digital progress by people, for people.



Mastering a task is hands-on work

Whether you're a violin maker, a surgeon, or an industrial mechanic, acquiring exceptional skills is rarely a question of knowledge alone. It's crucial to practice certain tasks, performing them over and over until your hands can do them without thought. Swedish psychologist Anders Ericsson, who researches high performance at Florida State University, coined the term "deliberate practice" to describe this concept. He understands it to mean practicing repeatedly while concentrating intensely, even beyond one's comfort zone, over a period of many years, with ongoing feedback in the form of corrections or improvements. Only then can someone's movements become so precise as to succeed under any circumstances. Today, AI can take this approach to support, calculate, or simulate a wide range of tasks, particularly by providing automated and personalized real-time feedback around the clock. What it can't replace is the process of learning from actual experiences—including painful ones. That kind of experience, which arises from thousands upon thousands of repetitions, is what really exemplifies a craftsman's skill. Because true mastery doesn't come solely from doing; it's also built on all the knowledge one has actually acquired for oneself.



Trust you can touch

“The most important thing in communication is to hear what isn’t being said.” The Austrian economist and founder of modern management theory, Peter F. Drucker (1909–2005), attributed particular power to nonverbal communication in human relationships. One way that people often break the ice before saying anything at all is with a handshake—or, especially in Asia, by pressing their palms together in front of their chest or forehead. Originally, this was meant to signal to the other person: “See, I’m unarmed.” For psychologists, this stands as a brief moment of genuine, sometimes physical connection. It’s a kind of connection that’s becoming increasingly rare in today’s world, where contracts are signed digitally, meetings are held as video calls, and new business partners often first encounter each other online. Nevertheless, people still tend to conclude a successful talk by shaking hands or bowing to their counterpart with their hands clasped. According to neuroscientists at the University of Illinois, these gestures are crucial to how we evaluate social interactions: “Not only can they increase the positive impact of good impressions, but they can also reduce the impact of bad impressions,” says Dr. Sanda Dolcus, who led the research. Or, to put it another way, a simple hand gesture has the power to turn a meeting into a relationship.

Sensitivity

Picking up a screw, feeling how ripe a tomato is, or securely holding a delicate glass: For decades, tasks that people accomplish without a second thought have presented robotics researchers with a real challenge. Our hands can sense an object’s weight, material, and surface texture in milliseconds. This process, known as haptic feedback, involves 27 bones, 27 joints, more than 30 muscles, over 100 ligaments and tendons, and thousands of sensory receptors working together with the brain. And it’s what enables us to constantly make adjustments as we grasp objects. Robots are now getting better and better at this, too. Modern gripping systems are increasingly adaptive; they feature force sensors and artificial skin, which enables them to grasp objects reliably and within clearly defined physical parameters. Does this mean that the idea of humans working with their hands will soon be history? Hardly, because it’s precisely in unpredictable situations that the human touch remains the benchmark against which many developments in robotics and automation are measured. That means robots and humans will continue to work hand in hand.



Panorama

In 1776, the United States declared its independence. That same year, Adam Smith published “The Wealth of Nations,” a treatise arguing for free markets without government intervention. Since then, political self-determination and economic integration have developed not separately, but rather in tandem. Some 250 years later, it’s become clear that globalization and the global division of labor are the result of historical decisions—and logistical capabilities.

Connected freedom



On the table is a smartphone, its back sporting an apple with a bite taken out of it. Designed in California, manufactured using raw materials and components sourced from Asia, Europe, and Africa, transported via international routes, and paid for in dollars. This handy everyday companion, with its minimalist design, symbolizes an idea that predates most nation-states: Prosperity comes from exchange.

The year 1776 marked a significant milestone in this regard. On July 4 of that year, the American Declaration of Independence was adopted in Philadelphia, signaling the American colonies' break with their mother country, Great Britain. Shortly before that, Adam Smith had published his work on "The Wealth of Nations" in London. Although the demand for political freedom and the economic concept of the division of labor and free trade weren't directly linked, they nonetheless followed the same historical logic: Freedom and trade became the cornerstones of the modern world, characterized by a constant tension between national sovereignty and market liberalization.

Protectionism doesn't always work

Consequently, the history of the United States isn't simply a story of free trade. Three years before the signing of the Declaration of Independence, outraged rebels unceremoniously dumped the East India Company's tea, which they considered to be subject to unfairly high taxes, into Boston harbor. This "Boston Tea Party" was more than just a trade-related riot; it became the spark that ignited the American Revolutionary War.

Taxes and tariffs weren't frowned upon in the New World; in fact, they were always part of the toolkit of governments, even ones that were more economically liberal. Until the mid-20th century, protectionist measures were widely used; for example, to shield the emerging industrial sector or in the wake of the Great Depression. Following the stock market crash of 1929, the US sought to protect its agriculture and businesses with drastic tariff increases, but this effort failed miserably. The resulting global trade war, decline in exports, and disruptions to global supply chains prolonged and exacerbated the crisis.

Free trade as a global growth driver

After World War II and the definitive establishment of the United States as a global power and guardian of the international order, however, a different trend began to take hold. The Bretton Woods Conference of 1944 established a monetary system based on fixed exchange rates backed by gold, with the US dollar as the reserve currency. This was followed by the creation of the International Monetary Fund (IMF) and the World Bank, as well as the General Agreement on Tariffs and Trade (GATT), from which the World Trade Organization (WTO) emerged. The common thread running through these developments was the gradual reduction in global tariffs that began in the 1950s. International trade grew tremendously and became the key driver of growth during postwar reconstruction.

But this didn't happen spontaneously. Rather, growth and the greatest possible freedom of trade were based on clear

rules, recognized institutions, and mutual trust. The United States played an outsized role in this, not as the sole architect, but as a key player in a free world order.

Trade as a function of organization

The free exchange of goods requires a flow of goods and merchandise that is as smooth, cost-effective, and reliable as possible. It also needs a robust logistics infrastructure: ports, containers, and transport and storage capacity, as well as insurance, digital networks, and stable and predictable currencies such as the US dollar, which serves as the most important reserve and transaction currency in global trade. The resilience of this architecture is particularly evident in times of crisis. During the COVID-19 pandemic, global supply chains came under immense pressure: Containers were in short supply, production operations ground to a halt, borders were closed, and ports shut down. Nevertheless, trading continued. Vaccines were distributed worldwide under controlled conditions, industrial goods were rerouted, and supply shortages were mitigated. Logistics proved to be the operational backbone of global networks. At the same time, supply chain disruptions (such as those in 2020) and geopolitical crises related to free trade ushered in a global paradigm shift and fueled protectionism worldwide. Countries are now increasingly focused on securing their own supply. "Reshoring," "decoupling," and "derisking" are just as much in the headlines as the "America First" mantra of Donald Trump's administration.

250 years, and no end in sight

And so, as one of the oldest democratic republics of the modern era, the United States—now in the 250th year of its independence—once again finds itself caught between openness and adherence to national priorities, between strict multilateralism and protectionist isolationism. But viewed from the perspective afforded by history, trade policy revisions have always been part of an economic and trade framework built on freedom and prosperity. Although the rules in question are constantly changing, they do not eliminate global interdependence. French economist Alain Minc recently summed it up this way: "Globalization is for our national economies what gravity is to physics. One cannot be for or against it; one must learn to live with it."

Freedom, on the other hand, is not a law of nature. History teaches us that it must be won and defended time and time again. As Benjamin Franklin once pointed out, "Those who would give up essential Liberty, to purchase a little temporary Safety, deserve neither Liberty nor Safety." For him and the other Founding Fathers of the United States in 1776, liberty, or freedom, was a political ideal and a fundamental prerequisite for prosperity. Today, it has long since become a matter of well-functioning physical and cultural connections as well. And the smartphone on the table? It serves as a reminder of just how closely freedom and prosperity are now intertwined.

M. Schick





When Europe grew closer together

Twenty years ago, Dachser began establishing its own country organizations in Poland, the Czech Republic, and Slovakia. This expansion was about much more than just opening up new markets—it became an example of how the interplay between European integration and entrepreneurial vision enables long-term growth.

Fireworks, laser and light shows, dancing, popping champagne corks, and jubilant celebrations all around: At midnight on May 1, 2004, tens of thousands of people took to the streets in many European cities to celebrate what remains the EU's biggest expansion to date. Ludwig van Beethoven's "Ode to Joy," the anthem of the European Union, served as the unifying soundtrack for the event. It was a watershed moment for Europe and the Central and Eastern European countries that had lain on the other side of the Iron Curtain until 1990—including Poland, the Czech Republic, and Slovakia.

As early as 1997–98, Dachser's then management board had identified Central and Eastern Europe as the "logistics market of the future." It was a period that saw international industrial and commercial enterprises increasingly relocating production capacity, tapping into new markets, and expanding their supply chains eastward. "Many of these customers expected the same level of logistics quality there that they were accustomed to in Western Europe," explains Bernhard Simon, Chairman of the Supervisory Board and Dachser CEO from 2005 to 2020. At the time, it helped enormously that people along the supply and procurement chains had known and respected one another personally for some time.

Dachser initially responded with partner networks, pilot projects, and customer-driven initiatives. "Back then, I often visited the emerging Eastern European countries myself, had many conversations, and took on mentorships. You could practically feel the optimism and enthusiasm in the air—the excitement of becoming part of →





Dachser's anniversary celebration in Czech Republic: a family celebration

After the end of the communist system, the countries of Eastern Europe underwent a profound transformation and first had to find their place in Europe. Their accession to the EU in 2004 fundamentally changed the situation. It opened up access to the single market, accelerated infrastructure development, strengthened trade and production, and thus became a key driver of logistics development.

Dachser's vast logistics network across Europe," Simon remembers. During this transformative period, it was all these personal encounters, together with a wealth of practical experience, that helped Dachser understand the markets, customer requirements, and regional characteristics. And those same factors helped the company develop the expansion model that it began systematically implementing in 2005 when it established Dachser country organizations in Poland, the Czech Republic, and Slovakia.

Patience and perseverance bring success

"While Central and Eastern Europe's economic development was foreseeable from an early stage, and all signs pointed to further market liberalization and sustainable growth, that didn't automatically mean economic success was a given," Dachser CEO Burkhard Eling explains. "It took patience and perseverance on the part of our family-owned company to lay the groundwork for that success and turn red ink into black by building up new structures. And it also called for everyone to have a clear goal in mind: Then as now, it was and remains crucial for Dachser not only to tap into new markets, but to see them as part of a shared network from day one."

From market entry to network strategy

It was the spirit of optimism surrounding the EU's eastward expansion that formed the foundation for this. Dachser's strategy of systematically building up and expanding its network slowly gathered pace. Take Poland, for example. Having initially explored various partnership arrangements and projects there, Dachser ultimately decided to set up a country organization of its own. The foundation for this move was the local organizational structure of Graveleau, the French logistics provider that Dachser had acquired in 1999. It was officially renamed Dachser Sp. z o.o. on January 25, 2006. Dachser assumed responsibility for four branches in Poland: Stryków/Łódź, Warsaw, Poznań/Gadki, and Sosnowiec. Turning to the Czech Republic and Slovakia, Dachser first pursued partner networks and equity stakes here, as it had in Poland, before building these up into clear, Dachser-led organizations. In the Czech Republic, collaboration with Drusped-Lagermax was followed by a partnership with E.S.T. In 2006, this led to the formation of the joint venture Dachser E.S.T. In subsequent years, the company was further integrated into the Dachser network and eventually changed its name to Dachser Czech Republic a.s.



Then as now, it was and remains crucial for Dachser not only to tap into new markets, but to see them as part of a shared network from day one.

Burkhard Eling, Dachser CEO

Slovakia was gradually incorporated into the network by way of the Liegl & Dachser organization, founded in Hungary in 1999, as well as other equity stakes. In October 2004, Liegl & Dachser Hungary acquired 80 percent of the Slovak freight forwarding company Lindbergh. January 10, 2005, marked the start of operations for Lindbergh & Dachser, paving the way for its subsequent renaming as Dachser Slovakia.

All three developments followed a clear principle: “For Dachser, entering a new market was never a question of making a splash as quickly as possible. The key was to combine local experience with the quality standards of an international network,” explains Alexander Tonn, COO Road Logistics at Dachser.

A united Europe needs common standards

“The real marker of success,” Tonn says, “wasn’t that we entered the market, but how we integrated the new country organizations into a unified European network and into the entargo product line.” Step by step, Dachser introduced core IT systems, standardized processes, and merged the locations into cross-border groupage transport operations. Moreover, the establishment of the Eastern Europe hub in Bratislava in 2007 put in place a central hub that shortened transit times and greatly improved connectivity both within the region and to the rest of Europe.

“These country organizations started out as independent units, but over the years they’ve become closely integrated components of a pan-European network,” Eling says. “And that’s precisely where the real added value of incorporating the

new countries lay: Customers could count on the same quality standards, regardless of which side of a national border their goods happened to be on.”

Growth needs endurance

However, building this business up was by no means straightforward. “Sustainable growth and the development of new market opportunities require patience, outstanding management performance, and the willingness to consistently adhere to a long-term strategy even during difficult times,” Eling says. Beginning in the late 2000s, Dachser deployed programs such as MOBILE 2015 to shift its focus to profitability, network balance, and the systematic expansion of its organizations. It expanded branches, set up contract logistics, and streamlined sales and management structures. After several years of consolidation, Poland has developed into a country organization that enjoys dynamic growth and serves as a model for quality. The Czech Republic and Slovakia have also grown steadily in stature in Dachser’s European network.

An example of European integration in action

Poland, the Czech Republic, and Slovakia are now integral parts of Dachser’s European network. Every day, cross-border transports connect production sites, distribution centers, and customers throughout Europe. What began in the early 2000s as a series of small strategic expansion steps has since become a well-established and fully embraced aspect of daily logistics operations at Dachser.

At the same time, this development shows that economic success is rarely the result of individual decisions. “Open markets create opportunities. But the only way to achieve sustainable growth is when companies are willing to make long-term investments, take on responsibility, and—with the help of motivated and competent employees—consolidate different markets into a cohesive whole,” Eling says.

That’s why, as Eling sees it, Dachser is writing a greater story in Poland, the Czech Republic, and Slovakia than just marking off anniversaries: “It’s an example of how European integration works in practice—not as an abstract political concept, but as the day-to-day interaction of people, businesses, and a network that connects them across borders.” That’s certainly a good reason to celebrate together with employees, partners, and customers in each country—and perhaps even play the “Ode to Joy” one more time.

M. Schick



Party feeling:
Roman Stoličný,
Managing Director
Road Logistics
South East Europe

Future lab

AI agents in logistics

Agent-based systems in artificial intelligence: Hardly any other technology trend is currently the subject of such intense discussion. 7 thoughts on the future of the supply chain.

The logistics industry sees great potential in these digital helpers. As is often the case with a much-hyped topic, lots of people are talking about it without really knowing exactly what it is. AI agents are basically software applications. Unlike conventional programs, however, AI agents combine generative artificial intelligence with rule-based computing. This combination results in digital entities that, within a defined scope of tasks, can understand requests and data inputs, derive implementation strategies based on predefined goals, and ultimately trigger and monitor actions.

For example, in shipment tracking, an AI agent can understand information from status systems or even unstructured chat messages, draw conclusions based on predefined objectives, and trigger appropriate actions. When a shipment reaches a certain status, the agent either notifies the customer in question directly or forwards the case to a customer service representative for review and processing.

Statement #1: The lines between AI agents and AI assistants are becoming increasingly blurred

In an ideal situation, an AI agent acts as a fully autonomous system that decides for itself whether and in what way a human should still be consulted. In practice, however, it's currently not uncommon for an AI agent to function more as an assistant, carrying out virtually no actions without human approval.

Depending on the quality of the AI results and process specifications, hybrid forms of AI agents and AI assistants are materializing. The formal boundaries separating the definitions of an AI agent and an AI assistant are increasingly blurred, and the two are thus merging.

Statement #2: AI agents are transforming logistics processes

The first agent-based systems are being tested, particularly at the interfaces between the various actors along the supply chain. One example is having AI agents enter the necessary shipment data into logistics platforms. This can include unstructured text data and documents, as well as voice messages, and can come from people or other AI agents. In purchasing and sales, AI agents gather initial information on the characteristics and availability of products and services, review contract terms, and negotiate them. This is already happening today in initial pilot projects.

Statement #3: AI agents make mistakes

An AI agent doesn't always draw the right conclusions and thus can't always trigger the desired action. Even perfect AI agents currently can't exceed an estimated accuracy rate of 90 to 95 percent. Because of this inherent error rate in AI agents, it's always necessary to conduct a risk assessment: What impact do occasional errors have, and how does the business model deal with them? It follows that, at present, there are many processes that can't be entrusted to AI agents.

Statement #4: AI agents are part of the team

AI agents have strengths and weaknesses that are sometimes strikingly similar to those of real people in everyday working life. Together, these qualities make the agents much more than software programs; they're more like members of the team. They are prepped and trained for various tasks and are capable of interacting with humans. For AI agents to perform their tasks effectively, they must be repeatedly provided with the context of their actions through high-quality data and instructions (prompts). In other words, they need to be managed professionally and integrated well into human teams so that they are



Artificial intelligence
has arrived in logistics

accepted as “colleagues.” These are new skills that leaders and managers at all levels must learn very quickly and put into practice in the future.

Statement #5: Anyone can create AI agents

Along with managing and using agents, creating at least simple agents is also becoming a central part of logistics professionals’ daily work. In a trend referred to as “citizen development,” companies are developing environments that enable many users to create and deploy simple AI agents through targeted prompting and by connecting data sources and workflow systems. One example from everyday office life is Microsoft’s Copilot agents.

Statement #6: AI agents don’t yet deliver any ROI

Despite the considerable potential of agent-based systems and the initial concrete efficiency gains they achieve in certain processes, they don’t often yet yield a return on investment. Many AI agents are still at the minimum viable product (MVP) stage, are currently being tested in pilot projects, and are still far from being fully integrated into business models. Development costs,

licenses for AI systems, and token consumption for queries to large language models such as ChatGPT, Claude, or Mistral all come at a cost—especially if there’s an overreliance on a single provider or LLM. Added to this are the training sessions for employees and the time needed to gain experience in working with AI agents. Every innovation process of course involves a certain amount of investment in learning how to use new technologies properly.

Statement #7: AI agents are shaping the future

Despite their weaknesses, risks, and costs, AI agents will make inroads into nearly every process in the supply chain. Everyone should be aware of this. AI agents will sometimes change the nature of collaboration only slightly, but in some cases quite significantly, and in most cases they will make it more effective. This involves not only individual AI agents, but also multi-agent systems that interact with one another and with humans.

Stefan Hohm, Chief Development Officer (CDO) at Dachser, sums it up: “AI will not replace leaders. But leaders who use AI will replace those who don’t.”

**Andre Kranke, Head of Corporate
Research & Development at Dachser**

The “Future lab” feature presents findings from the Corporate Research & Development division, which works in close collaboration with various departments and branches, as well as the DACHSER Enterprise Lab at Fraunhofer IML and other research and technology partners.





Groupage logistics
forms the heart of
today's supply chains

Resilience arises from the network

Volumes are declining while pressure on price and costs is climbing. At the same time, industry and retail are calling more urgently than ever for reliable logistics partnerships. European groupage logistics is at a turning point. How can the system be made more resilient? Answers from Alexander Tonn, COO Road Logistics at Dachser.

“Sharply declining volumes,” “Waiting for the upturn,” “Industry and retail demand reliable logistics partnerships”—the headlines in the logistics trade press speak for themselves. The European groupage market is undergoing a profound transformation.

Groupage networks are heavily driven by fixed costs. Cargo handling, IT systems, personnel, and infrastructure must be maintained—whether or not capacity is fully utilized. That means declining volumes don’t automatically lead to lower costs. On the contrary, they increase relative cost pressure. Declining volumes coupled with a significant drop in profitability since 2023 have led many logistics providers to reduce their capacity. The problem is that once structures have been scaled back, it’s difficult to rebuild them when demand picks up again. Against this backdrop, capacity is becoming a strategic factor in the groupage market. It’s also clear that prices will have to rise in the long term, because only through investments in infrastructure, digitalization, and sustainability can we ensure that supply chains and logistics networks will remain efficient and resilient.





Supply chain resilience in groupage logistics isn't a question of individual effort—it's the result of a well-functioning system and effective partnerships built on mutual respect.

Alexander Tonn, COO Road Logistics at Dachser



Volatility in the groupage market is becoming the new normal

What does that mean for the groupage market? Now more than ever, fluctuating shipment volumes, seasonal peaks, and sudden changes in demand call for flexible network structures and a high degree of responsiveness. At the same time, forward planning is becoming ever more important. Logistics companies that are quick to get a handle on how volumes are developing will be in a position to manage their capacity more effectively and avoid bottlenecks. But it's not just costs that are developing; the structure of demand is also changing. Today's customers increasingly expect integrated end-to-end logistics solutions for groupage transport and services. It's no longer enough for physical supply chains and transport chains to simply function. Today, those chains have to be seamless and efficiently integrate transport, warehousing, and value-added services.

This integration is growing in importance, particularly in an international context; for example, in the flow of goods from Asia to Europe. No longer is the performance of individual segments—such as the transfer of containers from point A to point B—the sole determining factor. Rather, the quality of the overall system, like the seamless integration of Air & Sea Logistics and Road Logistics, is becoming a prerequisite for competitiveness.

Service partners as the backbone of effective groupage networks

A key factor in the success of Dachser's network—which is Europe's largest groupage network—is its service partners, especially the independent transportation companies that operate the majority of the services within Dachser's overland transport network.

In times of crisis and during economic downturns, small and medium-sized transportation companies in particular face considerable pressure. Rising fuel prices, such as those seen recently in the wake of the military strikes in the Middle East, are something they feel firsthand at the filling station. In its "middleman" position, Dachser supports its transport partners in this situation by ensuring fair and prompt payment. In most cases, we've agreed on a fuel cost "floater" with them. This allows additional charges to be passed on directly to customers under the appropriate contractual provisions.

Building trust through fair conditions

Dachser values long-term, reliable relationships with its service partners, with the goal of working together as equals to tackle the challenges that arise in a changing market. Approaches such as the Dachser Service Partner Initiative serve as a prime example of how fair operating conditions and improved working conditions for drivers help build mutual trust. This also includes dealing constructively with acute structural bottlenecks, which is indispensable for supply chain resilience. According to the German Federal Association of Road Haulage, Logistics, and Disposal (BGL), Germany is already short of more than 70,000 drivers—and that number is rising. Since the situation is similar in other European countries, it makes little sense to expect that drivers abroad will ease this problem. Fully 73 percent of all road transportation companies report a shortage of drivers. Some 35–40 percent of all drivers are over the age of 55, while only 3–5 percent of all professional drivers are under 25. Capacity in the groupage market is thus increasingly becoming a matter of workforce availability.

Dachser was one of the first logistics companies to take up this challenge: Back in 2014, it launched its own qualification offensive by founding DACHSER Driver and Truck Fleet Services GmbH (DTS GmbH). The aim is to attract young people to the driving profession, inspire them, train them, and secure them for the market over the long term—perhaps with them later becoming independent transport subcontractors themselves.

Efficiency in groupage logistics is key to competitiveness

In addition to staff availability, a look at the cost structure reveals where there is still major room for improvement: About 85 percent of the costs in groupage logistics are incurred in core operational processes. The greatest potential for improving efficiency lies in the "industrialization of processing," which aims to achieve standardized processes, high utilization of existing capacity, and the targeted use of technology.

Digital solutions in logistics, such as AI-powered forecasting systems and cargo handling processes, now make it possible to plan goods flows more accurately and allocate resources more efficiently. At Dachser, forecasting tools such as PAnDa One provide reliable forecasts for shipment volumes and support



Dachser COO Alexander Tonn has been a leading expert and pioneer in road logistics for many years

operational planning even in highly volatile environments. In the Dachser @ILO terminal, which has won multiple awards, packages are identified, localized, measured, and recorded in the transport management system fully automatically when they enter and leave the transit terminal, as well as during their stay. This eliminates manual barcode scanning and the additional labeling of the packages. In addition to cutting process time, this helps make cargo handling workflows more efficient.

Sustainability is changing the business model

Successful supply chain management in integrated groupage networks also involves meeting increasingly stringent requirements in the areas of climate action and sustainability. The framework is defined by internationally agreed climate targets and the associated regulations, as well as by customers' and logistics providers' own climate action expectations and commitments. In practice, that means avoiding empty runs, optimizing capacity utilization, and deploying resources strategically. Moreover, investments in alternative powertrain systems, energy efficiency, and low-emission transport solutions are called for. These, in turn, have a direct impact on the cost structure.

Network quality is becoming a key differentiator

In summary, it's fair to say that resources such as warehouses, drivers, and equipment, together with the required (network) quality, don't just happen by chance; they need long-term planning, and the costs of maintaining them must be shouldered together by all participants in the supply chain. It's critical to have standards for equipment and infrastructure, transparent IT and billing systems, a high degree of coordination among network partners, and increased capacity utilization and productivity along the entire supply chain. Quality doesn't appear here and there, but rather emerges from the entirety of logistics processes. One thing's for sure: Only networks that make long-term investments in infrastructure and IT will be able to successfully meet the market challenges in groupage logistics and safeguard their performance over the long term.

The answer lies in a holistic approach: in the integration of end-to-end logistics solutions, in the consistent improvement of efficiency in core processes, and in strong, collaborative networks. Or, to put it another way, supply chain resilience in groupage logistics isn't a question of individual effort—it's the result of a well-functioning system and effective partnerships built on mutual respect.

A. Tonn

Have a listen: In the seventh episode of the Dachser podcast "Network Talk," Alexander Tonn provides in-depth insights and perspectives on the current and future growth of Dachser's European Road Logistics network and the importance of post-merger integration along this path.



Opportunities in logistics

An alliance for the future



DACHSER

Intelligent Logistics

As part of the move toward more sustainable logistics, Alberto Gil González is driving decarbonization efforts at Dachser Iberia. For him, this is about more than just technology.

When Alberto Gil González began his career more than 20 years ago, most companies in Spain didn't yet consider sustainability to be a core strategic issue. At that time, his work focused on optimizing industrial processes, improving the energy efficiency of facilities, and using technical solutions to boost the competitiveness of his respective employer. Later, he realized that much of what he had been doing back then was already heading in the same direction as his current work: using energy and resources as efficiently as possible. "Back in the day, we called it optimizing costs and improving efficiency, but in reality we were already focused on sustainability even then, just without realizing it," he says. "Today, though, things are different, and sustainability has moved from being just a technical issue to become a key priority in many industries, including logistics." →

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Sustainability is not just a technical issue, but rather a key priority in many industries, including logistics.

Alberto Gil González, Team Leader Energy Management & Sustainability team at Dachser Iberia

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How can supply chains be decarbonized step by step? The white paper outlines Dachser's approach: fact-based, technology-neutral, and focused on measurable results. It provides guidance on emissions data, reporting standards, regulatory requirements, and specific development paths. Learn more by scanning the QR code.



Two years ago, Gil González joined Dachser Iberia to take over as head of the local Energy Management & Sustainability team. “What I found compelling about Dachser was that sustainability isn't just a one-off project here, and neither is it the responsibility of a single department. Instead, it's part of the corporate strategy and is directly embedded at the senior management level,” he explains.

In addition to the organizational structure, another aspect quickly won him over: the family-owned company's unique culture of collaboration. During his onboarding, he quickly realized that at Dachser, it's not just professional expertise that counts, but also the person behind it. It's an attitude that, in his view, is also evident time and again in his day-to-day work. “One minute you can be talking to a driver who's just back from his route, and then a few minutes later you might be chatting with the managing director. This ease of access says a lot about how Dachser operates.”

Sustainability as a corporate strategy

As team leader of Energy Management & Sustainability, Gil González is responsible for issues that extend far beyond electromobility. These include energy management, emissions reduction, alternative fuels, ESG reporting, and compliance with new European regulations. “Sustainability can't be the sole responsibility of a specific person or unit. The only way it can work is if the entire company integrates it into daily operations,” he says.

This all-embracing approach is especially important to him in his work. “It also obliges me to keep learning.” That's why he spends a lot of time interacting with colleagues in nearly every part of the company: with the operations team on optimizing routes; with the real estate department on making buildings more efficient; with the purchasing team on new criteria for supplier selection; and with human resources, the legal department, and the communications team on how to make progress visible.

“Each department has its own unique circumstances. That helps me better understand how the business works—not just at Dachser in Spain and Portugal, but also worldwide,” he says.

Why electric trucks alone aren't enough

One key focus for Dachser's sustainability strategy is electromobility. On the Iberian Peninsula, the logistics company currently operates 20 electric trucks of its own and is gradually expanding its zero-emission fleet for both short- and long-distance transport.

However, Gil González emphasizes that the future doesn't depend solely on electric vehicles. “There's no one-size-fits-all solution for decarbonizing logistics. To achieve our goals, we need to take a holistic approach involving electrification, alternative fuels, operational efficiency, innovation, and digitalization,” he explains.

“People often get the impression that everything depends on the trucks. But making logistics more sustainable also means planning routes more effectively, reducing empty runs, increasing trucks' capacity utilization, and using configurations such as duo trailers and mega trailers.” Essentially, Gil González says, the goal is to make logistics smarter—in keeping with Dachser's “Intelligent Logistics” claim.

Sustainability is also playing an increasingly important role for customers in Spain and Portugal. Many companies have set themselves goals for reducing emissions and are looking for logistics providers who can support them in this effort. Gil González is convinced that the only way to accelerate change is if the entire ecosystem continues to evolve: the charging infrastructure, the availability of vehicles, technological advancements, and even the way customers and consumers view transportation.

For him, this also includes considering delivery speed and predictability: “Demand for ever-quicker deliveries also has a harmful impact on the environment. The more flexibly we can plan, consolidate shipments, and optimize routes, the more efficient and sustainable logistics can be.”



Working with technology fascinates
and motivates the team leader

Why people are decisive for change

What Gil González finds most appealing about his work is its ever-increasing dynamism: “I get really motivated by everything relating to technology.” Electric vehicles, batteries, renewable energy, digitalization, and data analysis are all part of a rapidly evolving landscape that constantly obliges him to keep up-to-date. However, when asked what the biggest challenge of the energy transition is, he answers without hesitation: “It’s not the technology. It’s the people.”

Based on his experience with various transformation processes, he knows it’s often easier to implement new technical solutions than it is to change habits. That’s something he is

seeing again now as the company gradually integrates electric vehicles into its fleet. While some people are enthusiastic about the change, others are initially skeptical about putting the vehicles to use on a daily basis. “Every change creates uncertainty. The best way to deal with this is to show that it works.”

This viewpoint also reflects his understanding of leadership: Listen, build trust, move forward step by step, and ensure that innovation becomes part of everyday life. For him, the success of the transition to zero-emission logistics won’t be measured solely by the number of electric vehicles in use, but above all by how well the company is able to win people over to the change and permanently embed new ways of working into the company’s day-to-day operations.

M. Hermansanz

Network expertise



Freiburg is now also a Food Logistics hub

Dachser expands its logistics center in Freiburg

A new food logistics facility in the Breisgau strengthens the Dachser branch's role as an international hub in the border region where Germany, France, and Switzerland meet.

At the heart of the expansion is a temperature-controlled transit terminal covering approximately 3,200 m², designed to maintain temperatures between 2 and 7 degrees Celsius for food logistics. Capacity for industrial and consumer goods was expanded as well. In total, Dachser invested approximately EUR 12 million in the facility and created about 40 new jobs.

"The launch of food logistics makes Dachser's Freiburg logistics center an even more important node within the network. Our goal is to develop this location into one of Dachser's major hubs for food shipments," says Michael Gaudlitz, General Manager of Dachser's Freiburg logistics center.

Today, Dachser's Food Logistics business line has its own country organizations operating in ten countries. It covers a total of 34 countries through the European Food Network, a

European consortium of leading food logistics companies with Dachser as its system leader.

Another key focus of this investment was on sustainable infrastructure. Photovoltaics with a capacity of approximately 500 kWp will supplement the existing PV system, enabling nearly 1 megawatt-peak of electricity to be generated on-site in the future. Dachser has also added another 20 charge spots for e-trucks, bringing the total to 32, as well as a new substation and battery storage facility. This means that in the Breisgau, the logistics provider remains on course: Since the end of 2024, Dachser has been serving the entire city center of Freiburg exclusively with e-trucks and cargo bikes. This has turned the logistics center into one of Dachser's largest e-mobility hubs.



Synergie Canada's headquarters near Montreal

Stronger in North America

Dachser has entered into a strategic partnership with Synergie Canada. Based near Montreal, Quebec, the company specializes in air and sea freight services on transatlantic and transpacific routes and serves customers in the fashion, aerospace, engineering, and technology industries. The acquisition of a 10 percent stake in Synergie Canada strengthens the Dachser Air & Sea Logistics presence in North America.



Groundbreaking ceremony in Memmingen

Focusing on growth

In the Memmingen industrial park, where Dachser already operates its Allgäu logistics center and a fully automated high-bay warehouse, the company is investing approximately EUR 30 million in the construction of another logistics facility for industrial and consumer goods. The facility is scheduled to begin operations in the spring of 2027. The logistics center already handles 2,000 metric tons of industrial goods and 3,000 metric tons of food every day. A total of 1.3 million shipments per year and storage facilities for almost 200,000 pallets make Memmingen Dachser's largest operational location worldwide. Effective July 1, 2026, Daan van der Meer took over as head of Dachser's Allgäu logistics center. The 35-year-old Dutchman succeeds Thomas Henkel, who retired after 40 years with Dachser and 24 years at the helm of the Allgäu logistics center.

Using hydrogen for long-distance transport

In Karlsruhe, Dachser has become the first company in the world to put the new Mercedes-Benz NextGenH2 Truck into service. The logistics provider will start using its first truck tractor featuring innovative liquid hydrogen technology at the end of December 2026. Another two of the same model of H₂ truck tractor will then follow by mid-2027. The vehicles will operate primarily in long-distance transport, where they will be able to demonstrate their strengths in terms of range and flexibility.



The new hydrogen truck in action

Hub in northern Spain

Dachser Iberia is investing EUR 20 million in a new logistics hub in Vitoria-Gasteiz, in northern Spain. Currently under construction on a 50,000 m² site, the facility will comprise a 9,200 m² cross-dock terminal, which can be expanded to as much as 12,700 m², together with over 1,900 m² of office space. The new hub for exports to the rest of Europe is scheduled to begin operations in the summer of 2027.

Over the Brenner Pass in an e-truck

Since April, Dachser has been operating a Mercedes-Benz eActros 600 on the Brenner route between Bolzano and Munich. Zero-emission trucks can really play to their strengths in transalpine transport. The e-truck takes four to four and a half hours to complete each of the roughly 300-kilometer legs of the trip between the capitals of Bavaria and South Tyrol. Rather than stopping to recharge en route, the truck's battery is topped up at Dachser. Using e-mobility on this route reduces the impact on sensitive landscapes and long-suffering residents' ears. In addition, logistics providers with electric trucks are permitted to drive at night. This helps ease traffic congestion and provides greater flexibility in organizing the network and scheduling.



Electric transport over the Brenner Pass

A man wearing a blue jacket, a blue beanie, glasses, and green rubber boots stands in a bog field. He is holding a large, fluffy clump of yellowish-green moss. In the background, two other people are working in the bog. The ground is dark brown peat soil, and there are rows of planted moss. The sky is blue with some clouds.

Pulling on **rubber boots** for climate action

Dachser CEO Burkhard Eling
at the project kickoff on the moor

Together with myclimate and ZukunftMoor, Dachser is launching a long-term climate action project in Lower Saxony, Germany. Through rewetting and the cultivation of peat moss, a natural CO₂ sink is being reactivated—while simultaneously creating a new model for sustainable agriculture.

It's a cool morning in late March in the North German lowlands, and the weather can't make up its mind. The sky is overcast and the icy wind brings rain showers, but every now and then, the sun peeks through. That brightness is reflected in the joy on the faces of the people gathered out here. Dachser and its partners, the nonprofit foundation myclimate and ZukunftMoor Gnarrenburg GmbH, have invited guests to Gnarrenburg, a town of 9,000 in the district of Rotenburg in Lower Saxony. The occasion is a groundbreaking ceremony of a very special kind: part of a Corporate Citizen+ project, "Rewetting of the Langenhausen Moor."

An undertaking that goes far beyond one day

Active participation is on the agenda, but nothing here is done without rubber boots: The ground gives way with a squelch underfoot, and water collects in shallow depressions. Anyone pitching in here needs to be willing to stand in the mud and has to move carefully to avoid getting stuck. That's exactly what everyone present is doing today: Bernhard Simon, Chairman of the Supervisory Board at Dachser; members of the shareholder family; and Burkhard Eling (CEO) and Stefan Hohm (CDO) representing the Executive Board. Joining them are branch managers and trainees from Bremen, Hamburg, and Hannover, representatives of the partners myclimate and ZukunftMoor, and colleagues from the Corporate Sustainability department who are coordinating the project at Dachser.

"The motivation and drive, especially among our younger colleagues and our local partners, is impressive. When generations work side by side like this, they make tangible progress. Above all, however, it's an expression of a culture of sustainability within the company that goes far beyond this project," says Dachser CEO Burkhard Eling,

who, together with fellow Executive Board member Stefan Hohm, is visibly enjoying himself as he lends a hand in sowing peat moss. What's beginning here is part of a long-term climate action project: the rewetting of a drained peatland area covering nearly 12 hectares, equivalent to approximately 16 soccer fields or the size of one of the larger Dachser branches.

An underestimated climate key

Bogs are among the most effective natural carbon sinks on Earth. Although they cover only about 3 percent of the world's land area, they store twice as much carbon as all forests combined. When a bog is drained, however, this effect is reversed: The carbon bound over centuries is released—and on a massive scale. In Germany alone, this accounts for around 7 percent of annual greenhouse gas emissions. According to the Peatland Atlas published by the Heinrich Böll Foundation, the use of drained peatlands in Germany for low-yield agriculture generates 25 times as many greenhouse gas emissions as domestic air travel.

The Langenhausen Moor and its history are an integral part of the local culture. It was drained as early as the 18th century and is primarily managed as pastureland for dairy cattle.

Like many others, this moor was drained over decades for agricultural use with comparatively low yields that decrease year by year and eventually run out. The result was continuous emissions that have accumulated over long periods of time. According to calculations by ZukunftMoor, more than 2,000 metric tons of CO₂ equivalents are currently released annually on the project site. Without intervention, this process would continue for centuries.

Bring back the water, stop emissions

The solution is as simple as it is effective: Put the water back. Drainage systems are being dismantled, the water level raised, and the area rewetted. This stops the decomposition process and the moor can resume its original function as a carbon sink. Rewetted peatlands are also essential for greater biodiversity and the development of a sustainable rural value chain.

The project relies on an innovative concept that combines climate action with land use: paludiculture. The term derives from the Latin word "palus," meaning "marsh," and refers to the agricultural and forestry use of wetlands or rewetted peatlands. On the Langenhausen Moor, this →

About 3 percent of the Earth's land surface is covered by bogs. They store twice as much carbon as the combined biomass of all forests.

Dachser's rewetting project on the Langenhausen Moor is scheduled to last 50 years. Once the area has been restored, it will reduce CO₂e emissions in the amount of those generated by 14 million kilometers of heavy-duty truck traffic.



Restoring the Langenhausen Moor peatlands will cut CO₂e emissions equivalent to those from 14 million kilometers of heavy-duty truck traffic.

Stefan Hohm, CDO at Dachser

means cultivating sphagnum moss, which serves as a climate-friendly substitute for peat in the substrate industry. This not only creates an effective carbon sink but also offers economic opportunities for local farmers.

New prospects for agriculture

The result is an approach that unites ecological and economic interests. “Sphagnum moss has the potential to replace the use of climate-damaging peat—an important step in light of the planned phaseout of peat in the European Union by 2030,” says Julia Kasper, co-founder and managing director of ZukunftMoor.

Stefan Hohm, who as Chief Development Officer (CDO) is responsible for areas including research & development and innovation at Dachser, emphasizes the scale of the project: “Restoring the peatlands will cut CO₂e emissions equivalent to those from 14 million kilometers of heavy-duty truck traffic.” This combined approach creates a model that demonstrates how climate action projects can be scaled and integrated into existing economic structures.

Taking responsibility together

Dachser’s commitment to the Langenhausen Moor is part of its Corporate Citizen+ program—an expanded understanding of long-term, social, and climate-related engagement that goes beyond the core business. “With our Corporate Citizen+ program, we want to make a lasting contribution to environmental and climate action, beyond advertising and certificates,” says Bernhard Simon.

The project on the Langenhausen Moor connects Dachser’s identity and roots in Germany with this global commitment to better living conditions and stability. The project exemplifies a new form of land use that combines climate action, resource conservation, and regional value creation. “The rewetting of a bog is not a quick fix but a sustainable investment in the future. The project’s 50-year duration underscores this long-term approach,” Simon explains. “Future generations will benefit from what we have set in motion today.”

M. Schick



Climate action is a joint task that everyone in the Dachser project is taking on together



Team spirit for the future

Dachser currently employs approximately 1,800 apprentices in Germany across all years of the program. Just under 120 of them gathered in Unna in September to network and demonstrate their skills in various tasks. MESSAGE! is the name of the spectacular event format that saw Dachser's talented young logistics professionals compete—and Dachser CEO Burkhard Eling was there to cheer them on and answer their questions.

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