



GLOBAL SUPPLY CHAIN RISK

INTRODUCTIONS



Erin Doan

Regional Manager
Risk & Insurance
San Francisco



EXPEDITORS AT A GLANCE



Founded in 1979



Global headquarters
Seattle



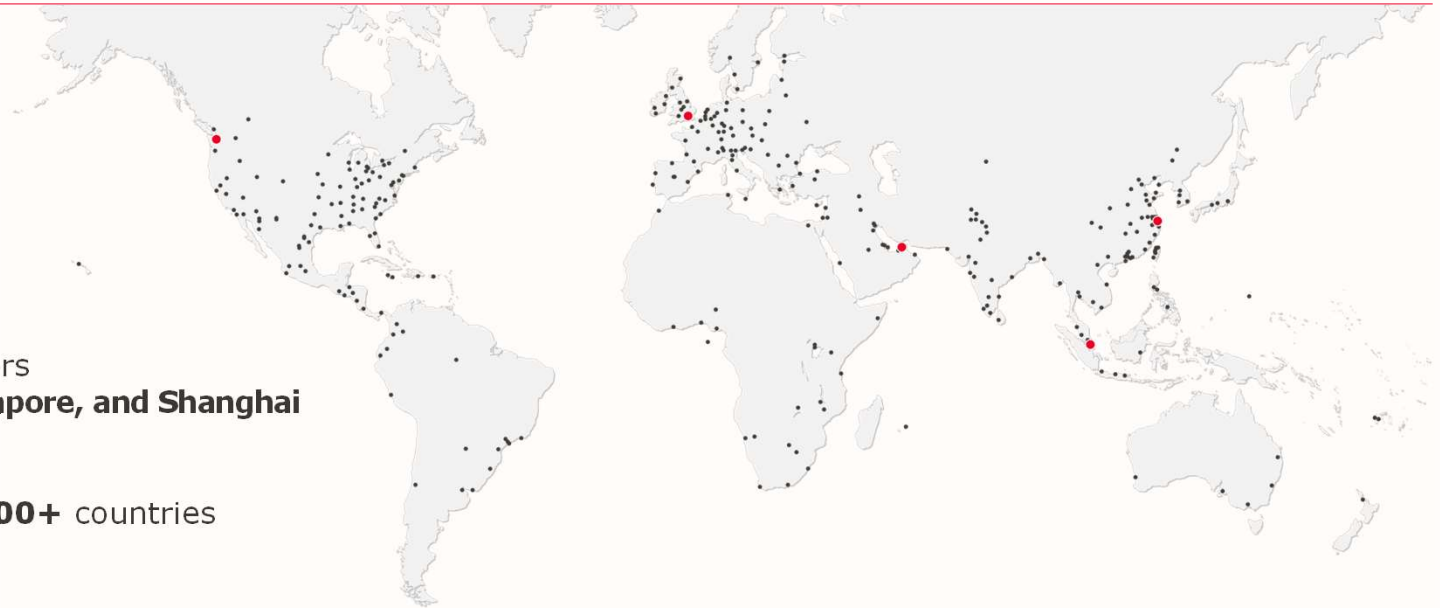
Regional headquarters
London, Dubai, Singapore, and Shanghai



350+ locations in **100+** countries



U.S. Fortune 500 and **S&P 500** Company

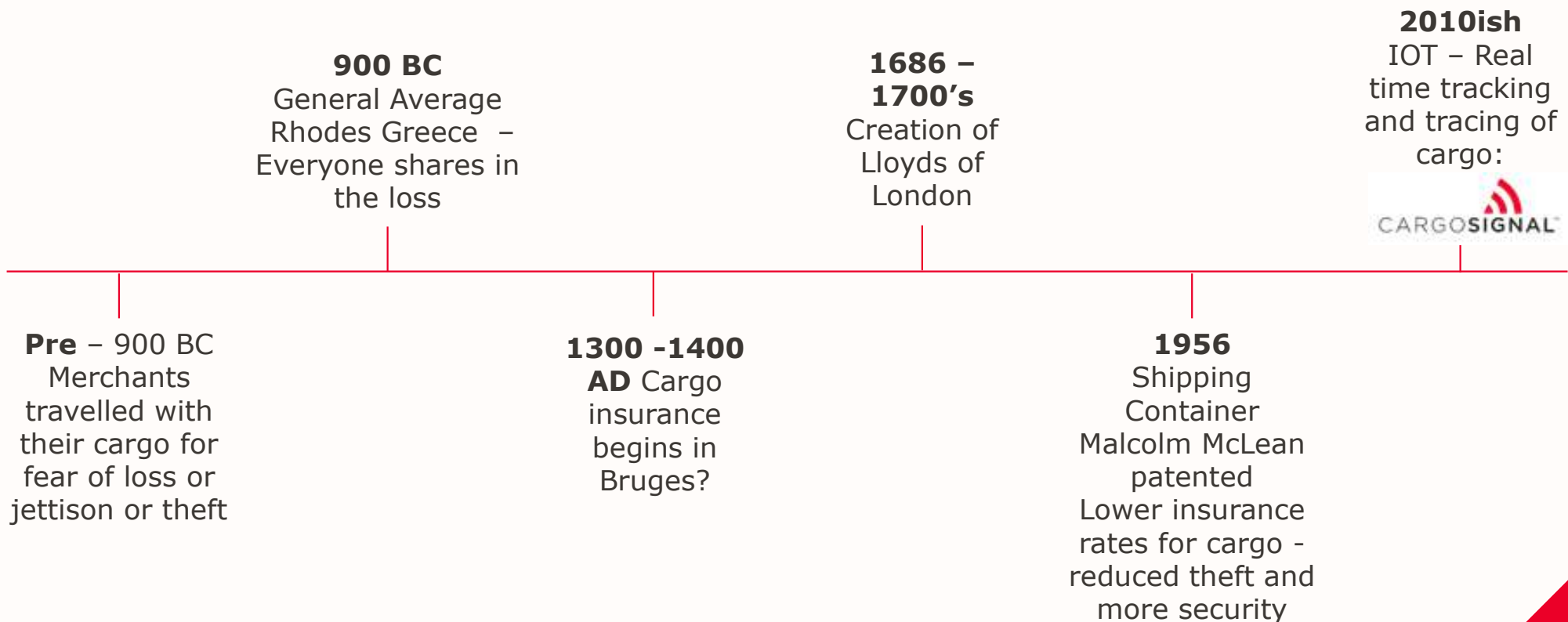




Expeditors Cargo Insurance Brokers

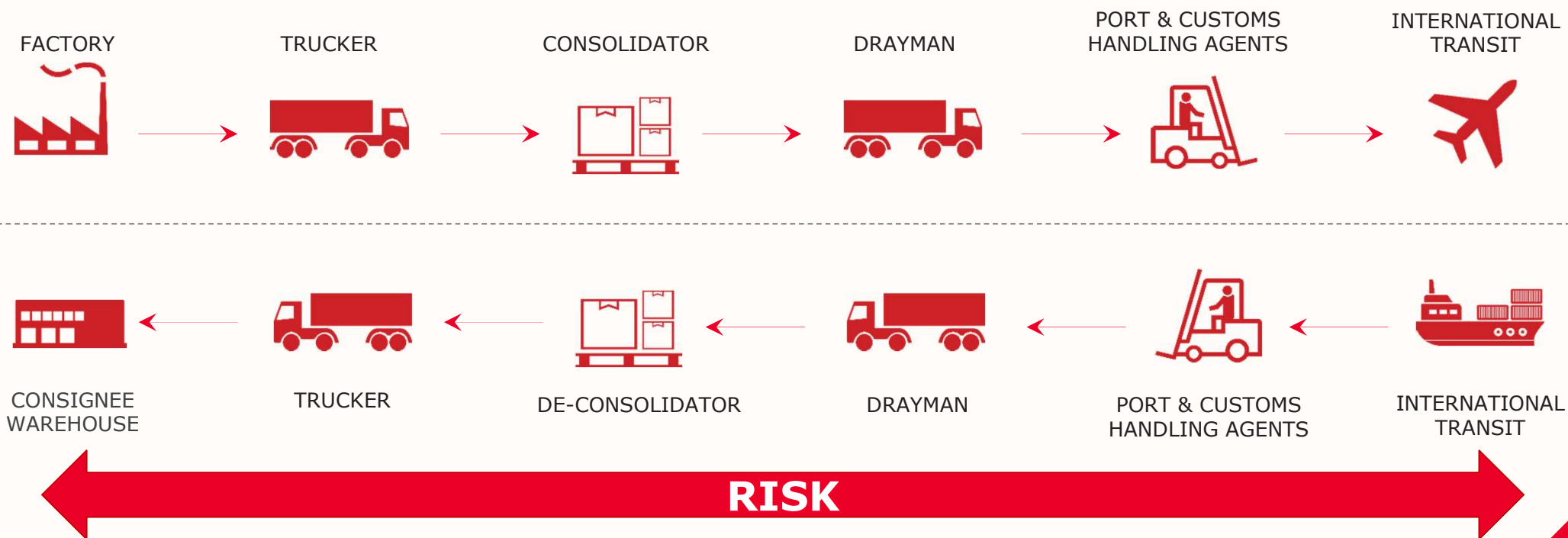
- Wholly Owned Subsidiary Of Expeditors
- Specializes in
 - **Cargo insurance, claims advocacy**
 - **Third Party Claims Administration – above and below deductibles**
- Brokerage in US, Mexico, and Europe
- 28 Claims Administrators
- Manage > 27,000 Claims
- Strong Relationships With All Major Cargo Insurers

EVOLUTION OF RISK MANAGEMENT IN SUPPLY CHAIN

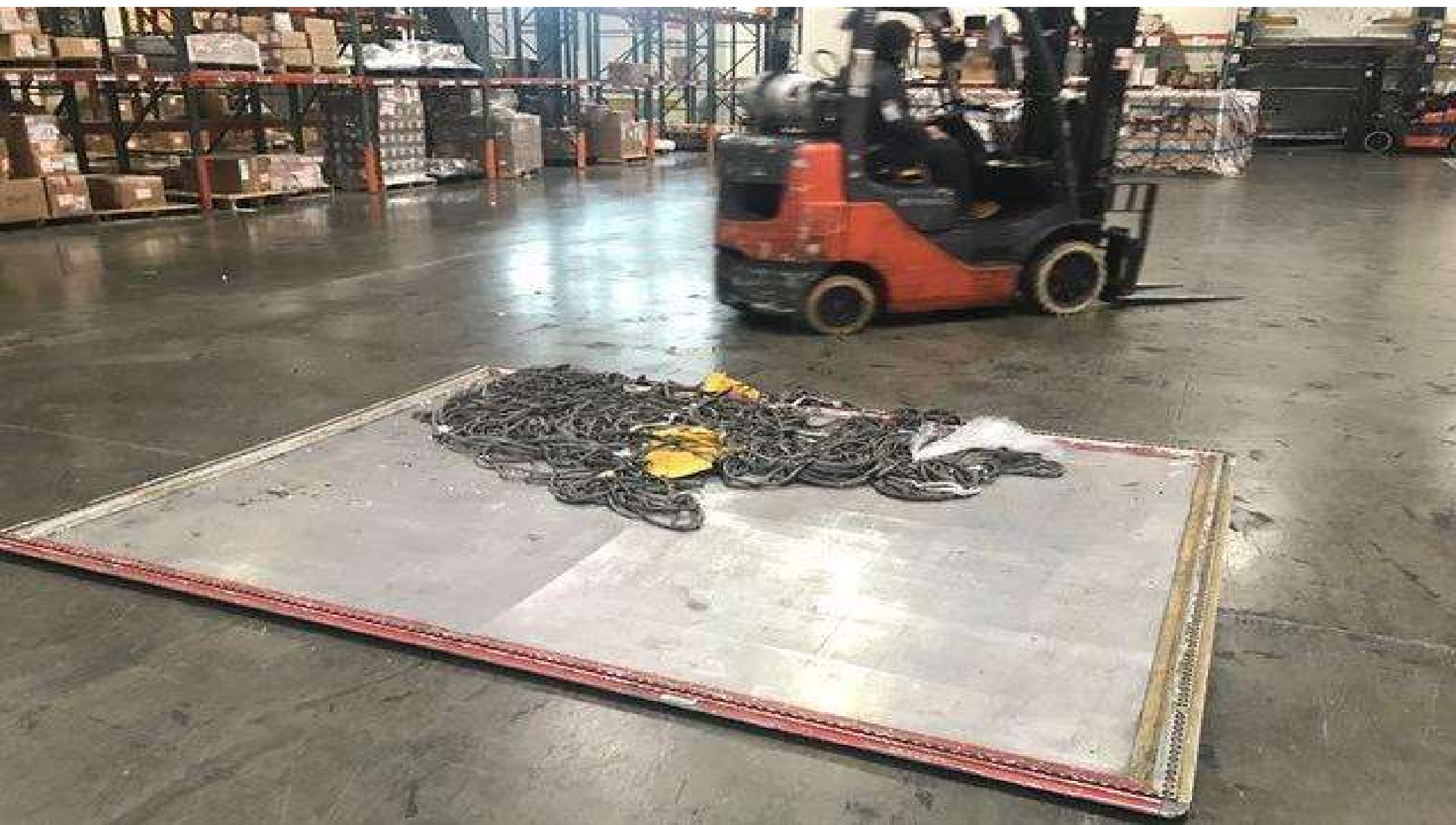


HOW MOST INTERNATIONAL FREIGHT MOVES

ORIGIN TO DESTINATION



**The process of getting goods from Origin to Destination Involves many parties*







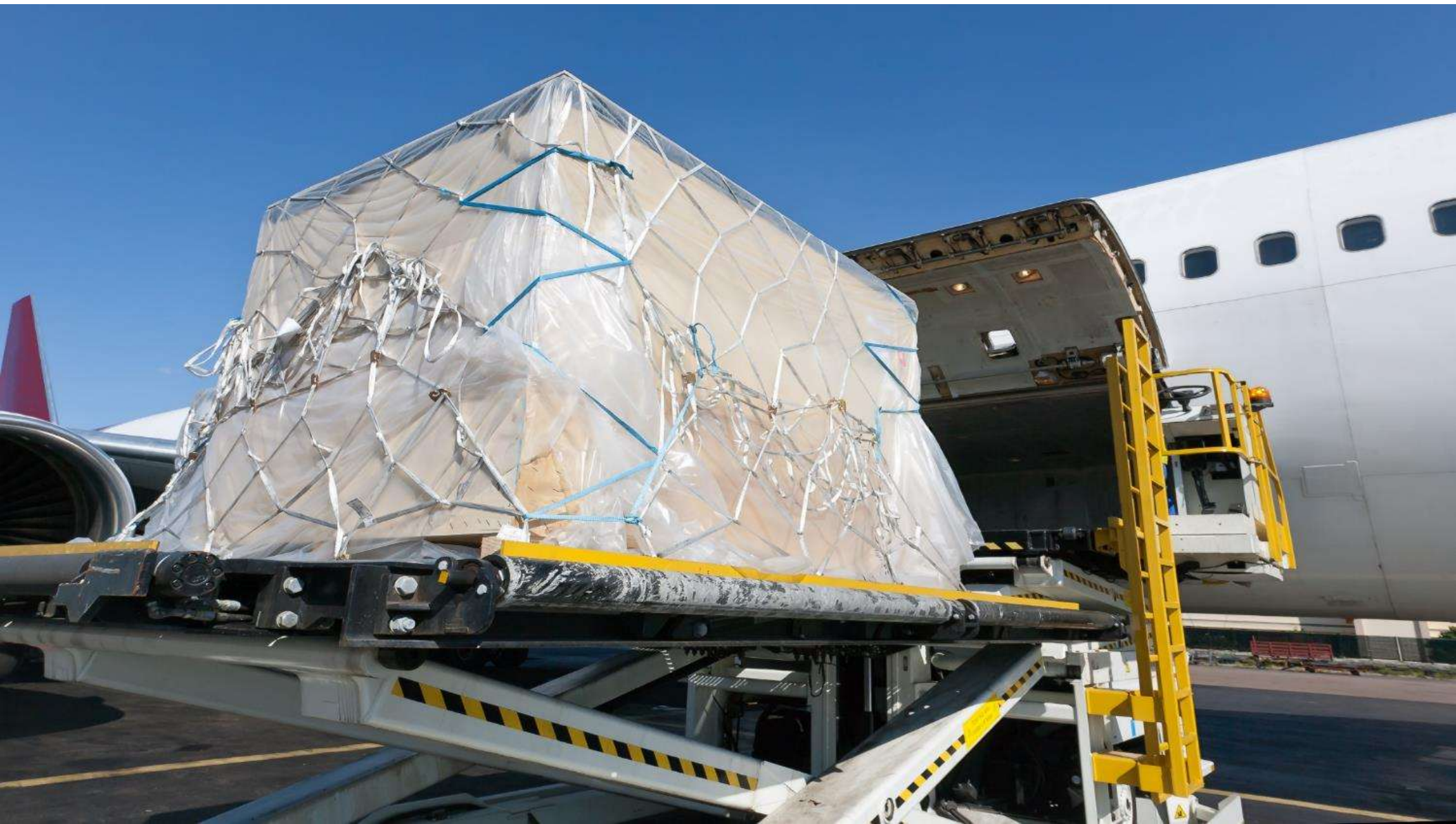


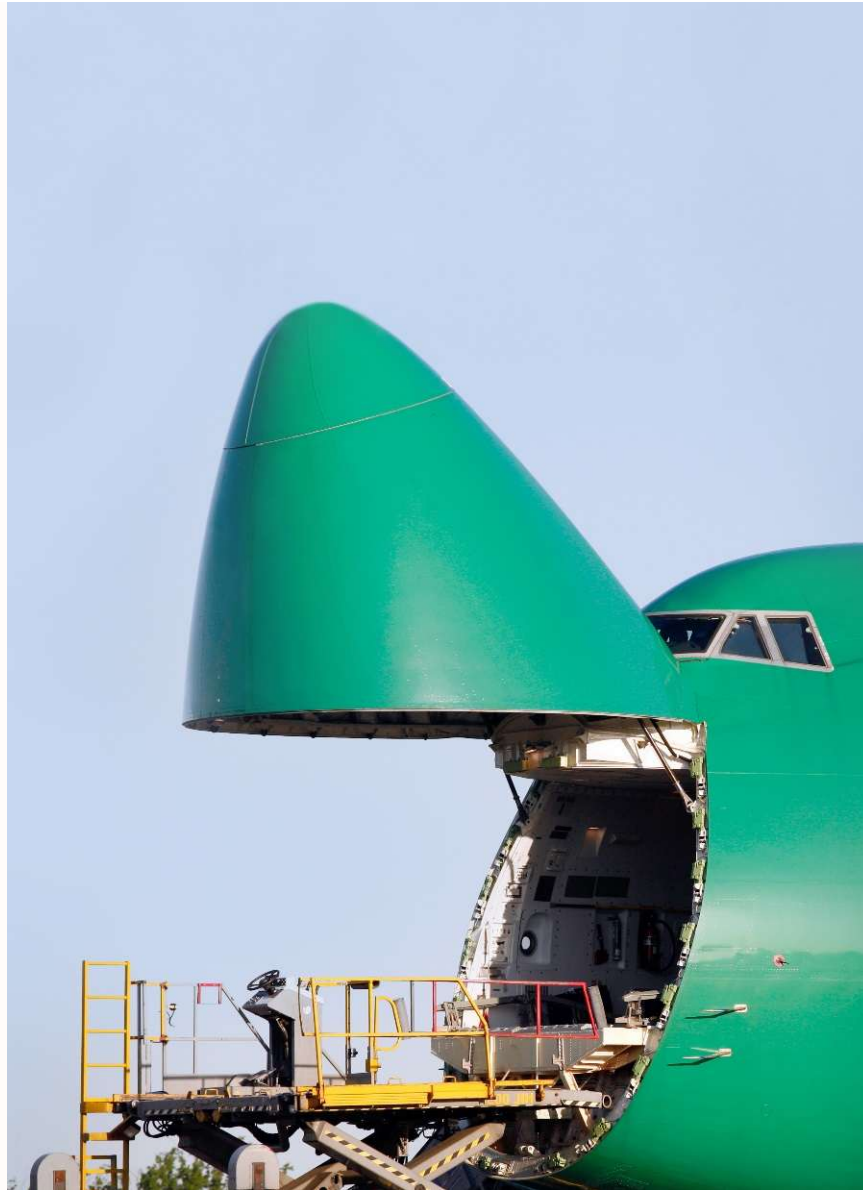


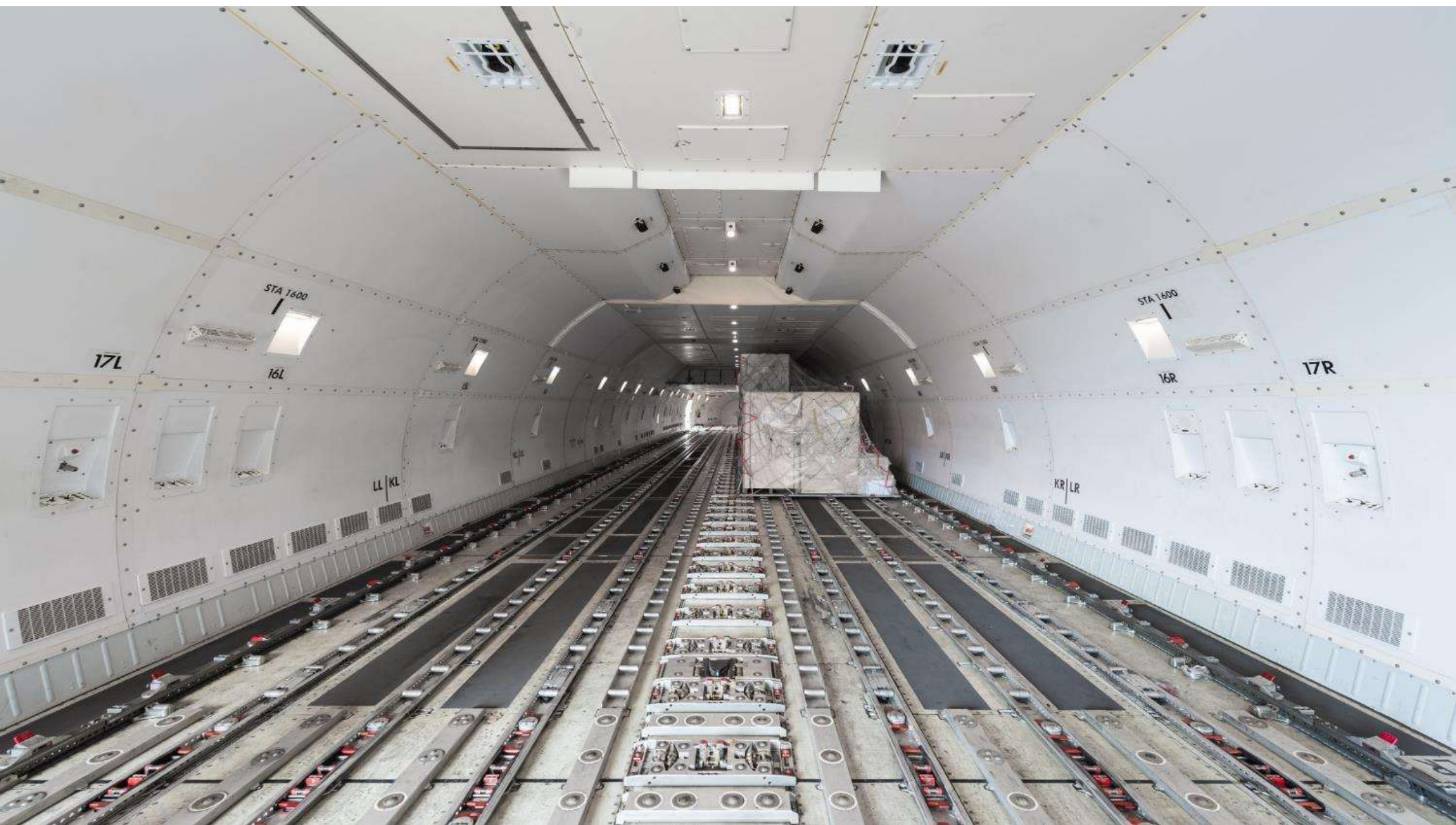














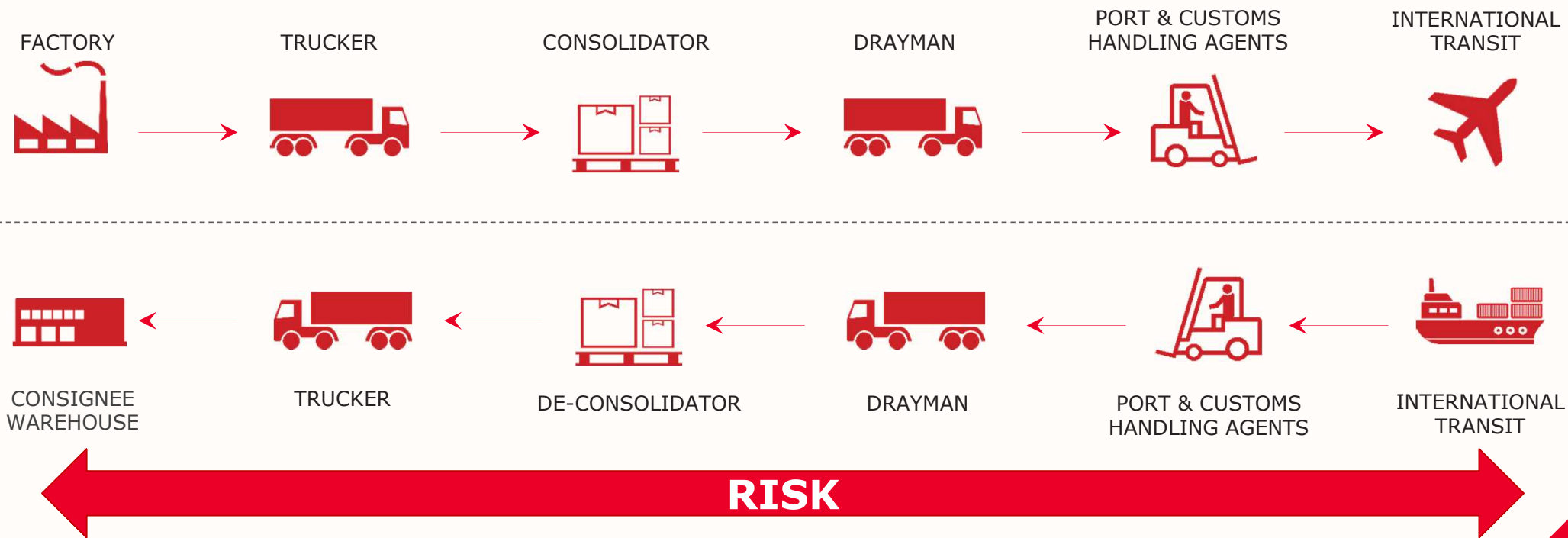






HOW MOST INTERNATIONAL FREIGHT MOVES

ORIGIN TO DESTINATION



**The process of getting goods from Origin to Destination Involves many parties*



- **Incoterms® = International Commercial TERMS**
- **First developed by the International Chamber of Commerce in 1936 and revised in 1953, 1967, 1976, 1980, 1990, 2000, 2010, & 2020**
- **The purpose of Incoterms rules is to provide a set of international rules for the interpretation of the most commonly used trade terms in foreign trade.**
 - ✓ **OBLIGATIONS**
 - ✓ **COSTS**
 - ✓ **RISKS**
- **Available in full form through the ICC's publication "Incoterms® 2020"**





OMNIMODAL TERMS

24

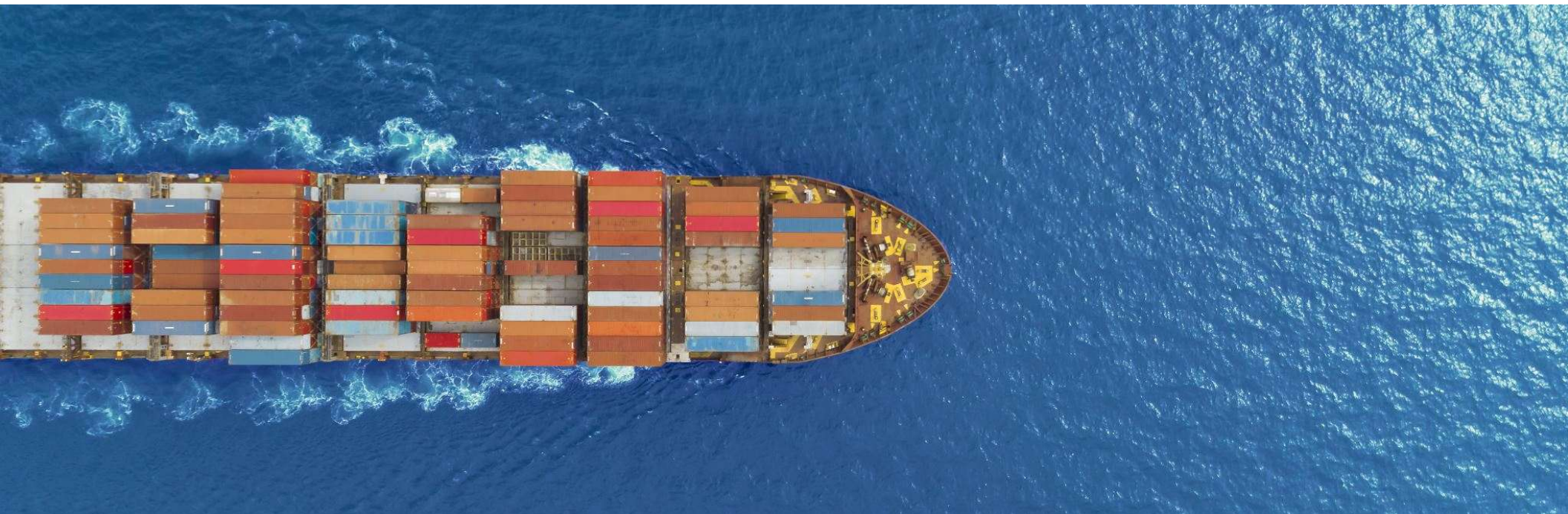
INCOTERMS® 2020 Rules



		SELLER/EXPORTER FACILITY	CUSTOMS CLEARANCE (EXPORT)	PRE-CARRIAGE	DELIVERED AND UNLOADED AT PORT OF LOADING	ALONGSIDE VESSEL	ONBOARD VESSEL PORT OF LOADING	MAIN TRANSPORT	ONBOARD VESSEL POINT OF DISCHARGE	UNLOADED AT PORT OF DISCHARGE	ON-CARRIAGE	CUSTOMS CLEARANCE (IMPORT)	BUYER/IMPORTER FACILITY
ANY MODE(S) OF TRANSPORT	EXW EX Works	CARRIAGE RISK COST											
		Seller is only responsible for having the goods packed made available at the seller's premises. The buyer bears the full risk and cost from there to the destination, including the loading of the cargo.											
	FCA Free Carrier	CARRIAGE RISK COST											
		Seller is responsible for delivery to the named place. Seller is responsible for loading. Risk and cost are transferred to the buyer as soon as delivered at the named place. Unloading is the buyers responsibility.											
	CPT Carriage Paid To	CARRIAGE RISK COST											
		Seller arranges the transportation and costs to the named place at destination. Risk is transferred to the buyer once delivered at first carrier.											
	CIP Carriage and Insurance Paid To	CARRIAGE RISK COST											
		Seller arranges the transportation, costs, and insurance on behalf of the buyer to the named place at destination. Risk is transferred to the buyer once delivered at first carrier. Seller is required to obtain extensive insurance cover complying with Institute Cargo Clauses (A) or similar clause in the buyers name.											
	DAP Delivered At Place	CARRIAGE RISK COST											
		Seller delivers the goods to the agreed place at destination. Seller assumes all cost and risk until the goods are ready for unloading at named place at destination.											
	DPU Delivered at Place Unloaded	CARRIAGE RISK COST											
		Seller assumes all costs and risks until the goods are unloaded at the agreed named place at destination. Buyer is responsible for Import customs formalities.											
	DDP Delivered Duty Paid	CARRIAGE RISK COST											
		Seller delivers the goods to the agreed place at destination. Seller assumes all cost, including import formalities, and risk until the goods are ready for unloading at named place at destination.											

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SEA & INLAND WATERWAY

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SEA & INLAND WATERWAY TRANSPORT	FAS Free Alongside Ship	CARRIAGE RISK COST	Seller is responsible for delivery of the goods at the port alongside the vessel. From this point onward, risk and cost transfers to the buyer.									
	FOB Free On Board	CARRIAGE RISK COST	Seller is responsible for delivery of the goods loaded on board the vessel. Risk and cost are transferred as soon as the goods have been loaded onboard the vessel.									
	CFR Cost and Freight	CARRIAGE RISK COST	Seller covers cost of freight to the named port of destination or place. Risk is transferred as soon as the goods have been loaded onboard the vessel.									
	CIF Cost, Insurance and Freight	CARRIAGE RISK COST	Seller covers cost of insurance and freight to the named port of destination or place. Risk is transferred as soon as the goods have been loaded onboard the vessel. Seller is required to obtain min. Insurance cover complying with Institute Cargo Clauses (C) in the buyers name.									



INCOTERMS® 2020 Chart of Services

INCOTERMS® 2020 Reference Chart

Services	ANY MODE(S) OF TRANSPORT							SEA & INLAND WATERWAY TRANSPORT			
	EXW EX Works	FCA Free Carrier	CPT Carriage Paid To	CIP Carriage & Insurance Paid To	DAP Delivered at Place	DDP Delivered Duty Paid	DPU Delivered at Place Unloaded	FAS Free Alongside Ship	FOB Free On Board	CFR Cost and Freight	CIF Cost, Insurance & Freight
	Who Pays										
Export Packing	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER
Marking & Labeling	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER
Block and Brace	1	1	1	1	1	1	1	1	1	1	1
Export Clearance (License, EEI/AES)	BUYER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER
Freight Forwarder Documentation Fees	BUYER	BUYER	SELLER	SELLER	SELLER	SELLER	SELLER	BUYER	BUYER	SELLER	SELLER
Inland Freight to Main Carrier	BUYER	2	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER	SELLER
Origin Terminal Charges	BUYER	BUYER	SELLER	SELLER	SELLER	SELLER	SELLER	BUYER	SELLER	SELLER	SELLER
Vessel Loading Charges	BUYER	BUYER	SELLER	SELLER	SELLER	SELLER	SELLER	BUYER	SELLER	SELLER	SELLER
Ocean Freight / Air Freight	BUYER	BUYER	SELLER	SELLER	SELLER	SELLER	SELLER	BUYER	BUYER	SELLER	SELLER
Nominate Export Forwarder	BUYER	BUYER	SELLER	SELLER	SELLER	SELLER	SELLER	BUYER	BUYER	SELLER	SELLER
Marine Insurance	3	3	3	SELLER	3	3	3	3	3	3	SELLER
Unload Main Carrier Charges	BUYER	BUYER	4	4	SELLER	SELLER	SELLER	BUYER	BUYER	4	4
Destination Terminal Charges	BUYER	BUYER	4	4	SELLER	SELLER	SELLER	BUYER	BUYER	4	4
Nominate On-Carrier	BUYER	BUYER	5	5	5	SELLER	5	BUYER	BUYER	BUYER	BUYER
Security Information Requirements	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER
Customs Broker Clearance Fees	BUYER	BUYER	BUYER	BUYER	BUYER	SELLER	BUYER	BUYER	BUYER	BUYER	BUYER
Duty, Customs Fees, Taxes	BUYER	BUYER	BUYER	BUYER	BUYER	SELLER	BUYER	BUYER	BUYER	BUYER	BUYER
Delivery to Buyer Destination	BUYER	BUYER	BUYER	BUYER	BUYER	SELLER	SELLER	BUYER	BUYER	BUYER	BUYER
Delivering Carrier Unloading	BUYER	BUYER	BUYER	BUYER	BUYER	BUYER	SELLER	BUYER	BUYER	BUYER	BUYER



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Freight Carrier Legal Liability

Provides a baseline of liability in the Industry that is standard across all carriers

Provides for efficient / simple Freight pricing – per KG / Cubic Meter, per Container

Allows individual cargo owners to make a business decision for their own cargo

Defines carrier defenses

LEGAL LIMITS OF LIABILITY ARE STANDARDS IN THE INDUSTRY

INTERNATIONAL OCEAN



Limited to **\$500 / Customary Freight Unit:**

Carriage of Goods by Sea Act
Carriage of Goods by Water Act
Hague-Visby

INTERNATIONAL AIR



Limited to **26 SDR / kg** or
\$35 US / kg:
Warsaw Convention
Montreal Convention

TRUCKING & WAREHOUSING

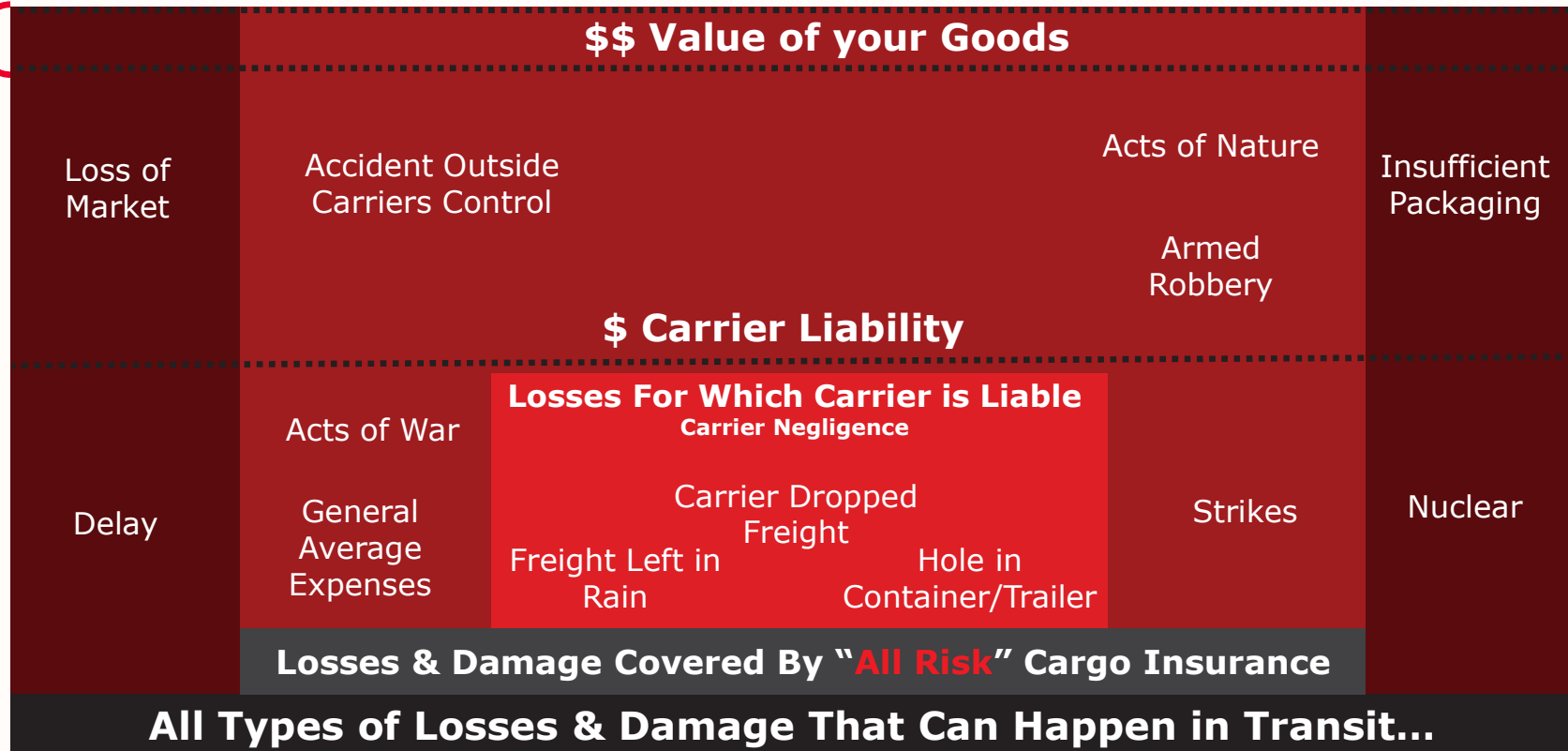


Standard Liability is limited to
\$0.50 / lb:
This Varies from Country to Country

CARRIER LIABILITY VS CARGO INSURANCE

\$\$\$ Insured Claim Payment

Cargo Value,
Shipping
Costs,
Duty + 10%



WHEN ARE OCEAN CARRIERS NOT LIABLE?

NEITHER THE CARRIER OR SHIP OWNER WILL BE RESPONSIBLE FOR LOSS OR DAMAGE ARISING OR RESULTING FROM:

1. Act, neglect, or default of the master, mariner, pilot, or the servants of the carrier in the navigation or in the management of the ship.
2. Fire, unless caused by the actual fault or privity of the carrier.
3. Perils, danger, and accidents of the sea or of other navigable waters.
4. Act of God.
5. Act of war.
6. Act of public enemies.
7. Arrest or restraint of princes, rulers or people, or seizure under legal process.
8. Quarantine restrictions.
9. Act or omission of the shipper or owner of the goods, his agent or representative.
10. Strikers or lockouts or stoppage or restraint of labor from whatever cause, whether partial or general; Provided that nothing herein contained shall be construed to relieve a carrier from responsibility for the carrier's own acts
11. Riots and civil commotions.
12. Saving or attempting to save life or property at sea.
13. Wastage in bulk or weight or any other loss or damage arising from inherent defect, quality, or vice of the goods.
14. Insufficiency of packing.
15. Insufficiency or inadequacy of marks.
16. Latent defects not discoverable by due diligence.
17. Any other cause arising without the actual fault and privity of the carrier without the fault or neglect of the agents or servants of the carrier, but the burden of proof shall be on the person claiming the benefit of this exception to show that neither the actual fault or privity of the carrier nor the fault or neglect of the agents or servants of the carrier contributed to the loss or damage.



WHEN ARE AIR CARRIERS NOT LIABLE?

Carriers are not responsible for things that occur outside of their control such as:

Act of War

Hijacking

Act of God
/
Act of
Nature

Terrorism

Consequential
Damage

C.H. Robinson and its Customer Unilever Sued Over Catastrophic Crash

Complaint alleges
collecting the

Contributed Conte



Transportation Risk Management

Posted by Lance T.

What the Montgomery Decision Means for

GOVERNMENT | BUSINESS | EQUIPMENT | SAFETY | FOR-HIRE

Nuclear verdicts in trucking nearly triple in 2025

Awards reach
from \$1.4 billion

Noël Fletcher | Staff

September 23, 2026

Press Release

Trucking Industry Backs Dalilah's Law

MAR
17

BACK

Media Contact:

[Office of Public](#)

Mar 17, 2026

Washington – Today, the American Trucking Associations, Truckload Carriers Association, National Tank Truck Carriers, and state trucking associations across the country issued the following joint statement in support of Dalilah's Law, which will be considered by the House Transportation & Infrastructure Committee tomorrow, March 18th:

Related

[The Hill R](#)
[2 Issue N](#)
[Sep 21, 2026](#)

SUPPLY CHAIN TRENDS

- Fewer Air shipments more Ocean Shipments
- Cost control - Procurement
- Longer transit
- Higher concentration of value
- Larger ships
- Change in local laws in the trucking industry
- Nuclear verdicts
- General increase in commodity values

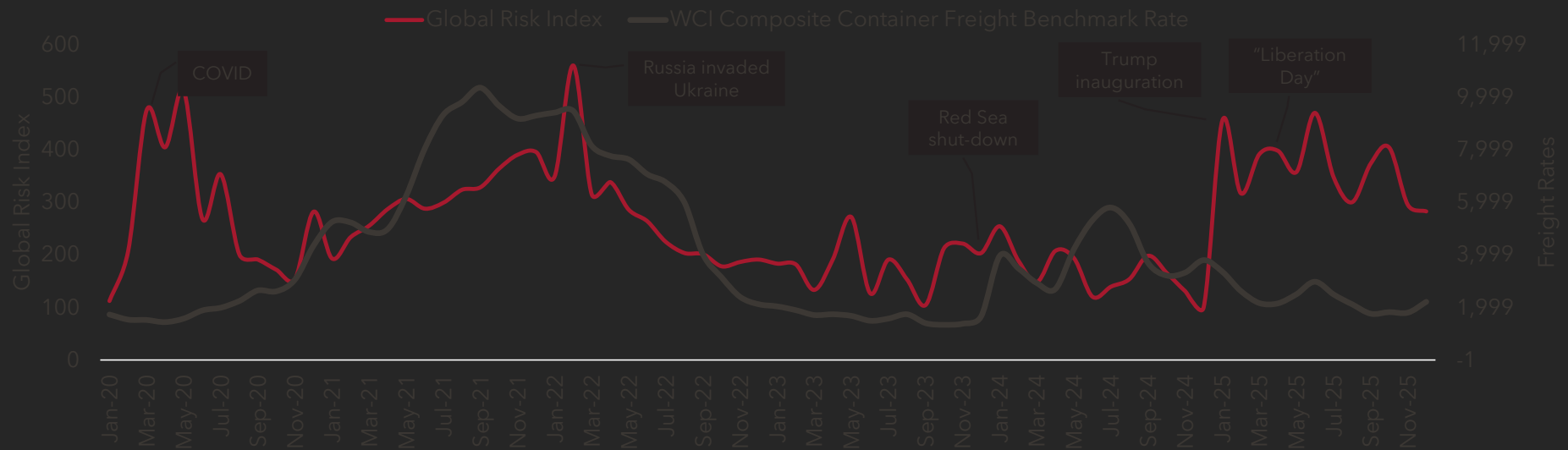


External shocks drove freight rate volatility from 2020-2024

- But the recent capacity glut has resulted in lower, more stable rates despite trade policy uncertainty

Global ocean shipping rates versus external shocks

Left axis: Global Risk Index set to 2019=100, Right axis: Freight rates

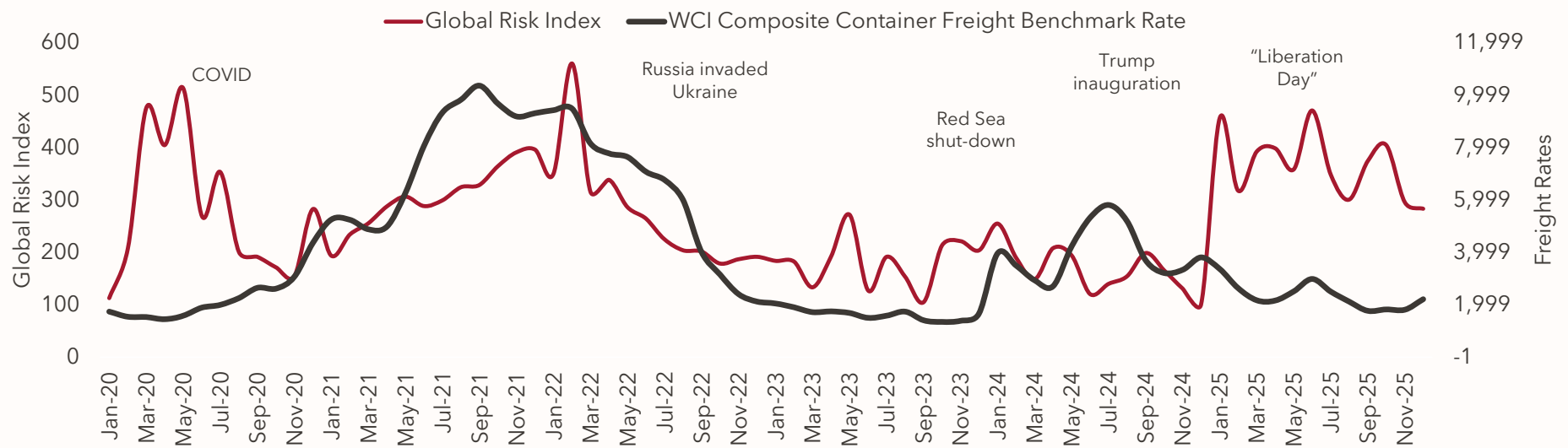


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Global ocean shipping rates versus external shocks

Left axis: Global Risk Index set to 2019=100, Right axis: Freight rates



MAGNITUDE OF A LOSS

Concentration of Value

OOCL Hong Kong

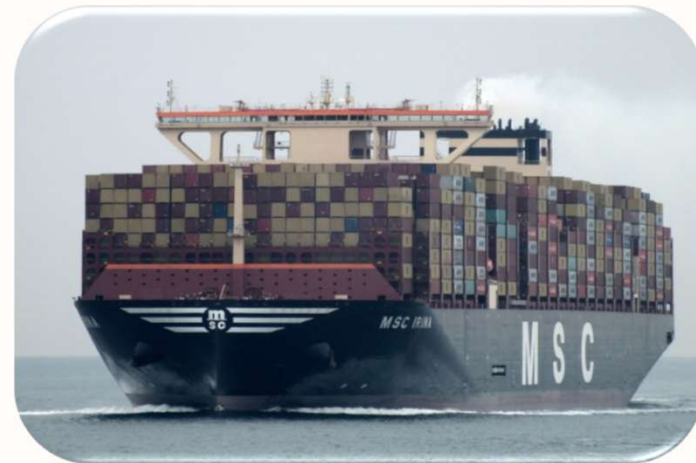
- May 2017
- 399.87 meters long
- 58.8 meters wide
- 21,413 TEU



There are now there are 80 ships larger as of Jun 2024

MSC Irina

- Jan 2023
- 399.99 meters long
- 61.3 meters wide
- 24,346 TEU



Put these in order from shortest to tallest:

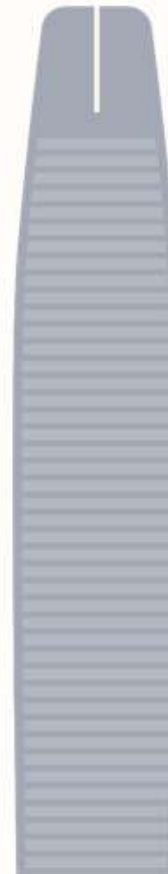
Seattle Space Needle



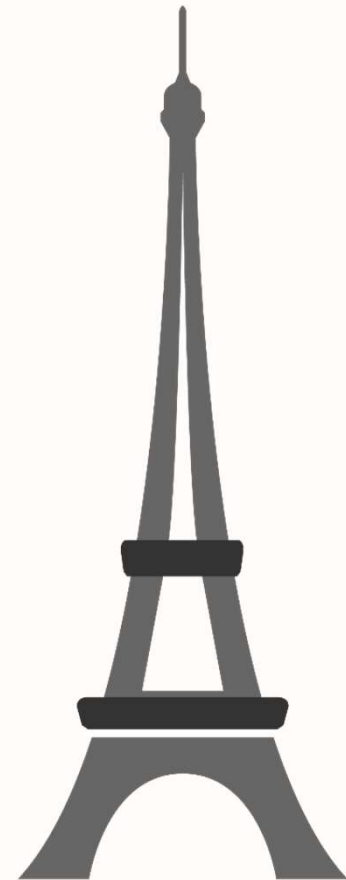
OOCL
Hong Kong



San Francisco
Salesforce Tower



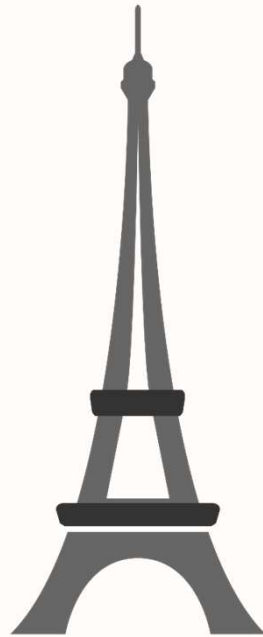
Eiffel Tower



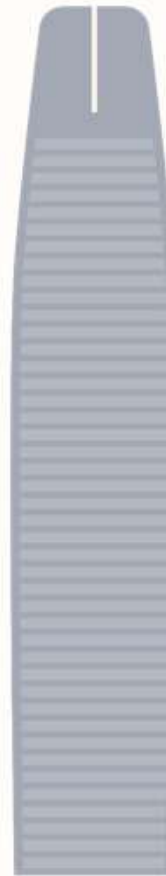
Seattle Space Needle
605 ft



Eiffel Tower
984 ft



San Francisco
Salesforce Tower
1,070 ft



OOCL Hong Kong
1,312 ft



COST PRESSURE FOR SHIPPERS VS. CONCENTRATION OF RISK

- Risk management philosophy tells us to avoid concentrations of risk that would result in a fundamental impact on the organization in the event of a loss
- Logistics focuses on streamlining, and gaining efficiencies through leveraging volumes
- These two pursuits can land in direct conflict



MOL COMFORT – JUNE 17, 2003



MOL COMFORT



FELICITY ACE – FEBRUARY 16, 2022



ONE HENRY HUDSON – NOVEMBER 21, 2025



GENERAL AVERAGE



GENERAL AVERAGE

Parameters

- General Averaging is a concept that is based in maritime tradition and is governed by a set of rules known as the York/Antwerp Rules, revised most recently in 2004.
- It is a means of apportioning among all parties to a maritime venture, any loss incurred by some of those parties, in the interest of preserving the entire venture.
- A general average can be declared by the vessel owner only if there is a "General Average Act"
 - "Any extraordinary sacrifice or expenditure is intentionally and reasonably made or incurred for the common safety for the purpose of preserving the peril the property involved in a common maritime adventure."

2 Costs Allowed:

- **Sacrifice:** For the reasonable discharge or intentional disposal of cargo to ensure the safety of the vessel
- **Expenditure:** Costs that commonly result from the vessel entering a port of refuge and costs associated with towing/rescuing a disabled vessel.



GENERAL AVERAGE

Process

- The vessel owner declares a “General Average”
- An average adjuster is appointed to oversee discharge of remaining cargo and the calculations of the costs to each party.
- Shippers are asked to post security generally in one of three forms: cash, collateralized bond or letter of credit or insurance
- Your cargo will not be discharged from the vessel until appropriate security has been posted and approved by the average adjustor
- The security insures that the vessel owner will get paid once the costs for each party have been determined. If you have posted more security then it is ultimately determined you owe, the difference will be refunded to you.
- The average adjustor will the begin the process of accumulating the necessary documents and calculating the cost to each shipper.

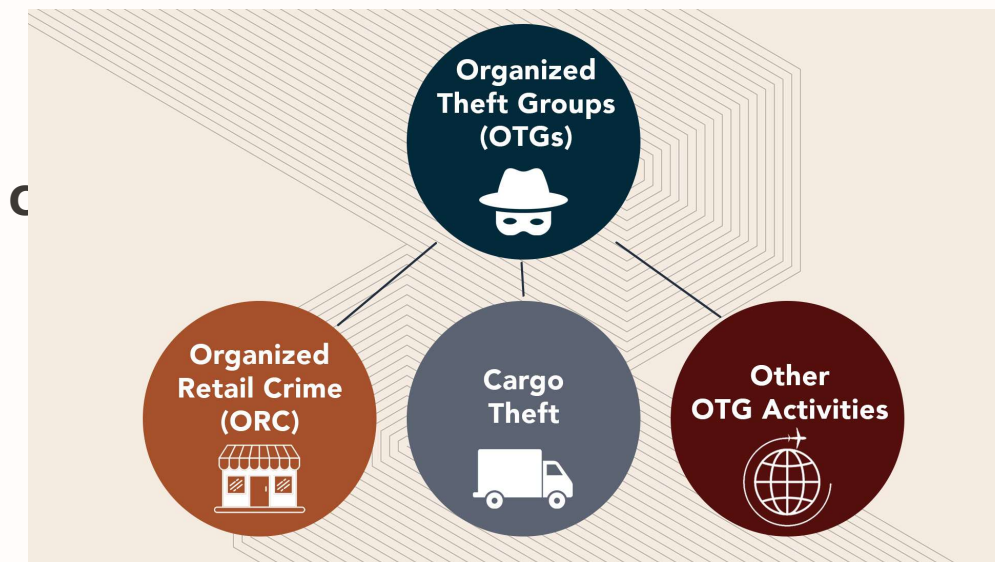




CARGO THEFT – OPERATION BOILING POINT

47

- HomeLand Security Investigators (HSI) response to Organized Crime



Operation Boiling Point takes on Organized Theft Groups | ICE



CARGO THEFT – OPERATION BOILING POINT

48

Cargo Theft

\$15-35 Billion Annually

OTGs Target Cargo at:

- Ports of Entry
- Truck Stops
- On Freight Trains
- Along Supply Chain

Variety of Means:

- Fraudulent pick-ups
 - Load Boards
- Phony Documentation



CARGO THEFT – OPERATION BOILING POINT

49

S&P Journal of Commerce

Union Pacific steps up security as container thefts spread from LA-LB port



Despite freight moving across states and multiple jurisdictions, thefts are prosecuted at the local level. Photo credit: Hit1912 / Shutterstock.com.

Borderlands Mexico: Tractor-trailer thefts in Mexico totaled 153 in April



Noi Mahoney • Monday, May 13, 2024



More than 70% of tractor-trailer theft cases in Mexico involve some type of violence, Mexican authorities said. (Photo: Jim Allen/FreightWaves)





OPERATION BOILING POINT THREAT ASSESSMENT

TEXAS



Operation Boiling Point is Homeland Security Investigations' (HSI) response to Organized Theft Groups (OTGs) profiting from Organized Retail Crime (ORC), cargo theft and other theft-related crimes that threaten the economy and security of the United States.



Organized Theft Groups are sophisticated criminal organizations who profit from illegally obtaining goods that are later sold for economic gain.



ORGANIZED RETAIL CRIME (ORC)



\$3.8B
STOLEN GOODS¹
(2021)



36,654
lost jobs
\$1.9B
lost wages
ECONOMIC IMPACT²
(2021)

TOP 10
CITIES AFFECTED
BY ORC INCLUDE³
#4 Houston #10 Dallas

30%
OF JOBS⁴
directly and indirectly
supported by the retail
industry (2018)



OPERATION KING OF THIEVES: 2015-2021^{5,6}

A TRANSNATIONAL CRIMINAL ORGANIZATION (TCO) based in the Houston area involved in ORC and other criminal activities

- Items stolen from retailers included **OVER-THE-COUNTER MEDICATIONS, DIABETIC TEST STRIPS** and **PERSONAL CARE PRODUCTS**
- These items are **COMMONLY STOLEN** by OTGs. These items can cause health and safety risks to consumers who unknowingly purchase these items that are stored and transported utilizing unregulated methods and/or altered before resale
- 24 ARRESTS** for various federal charges including healthcare fraud, conspiracy and transportation of stolen goods
- \$8 MILLION, TWO HOMES** and **LAND SEIZED**
- Approximately **\$30 MILLION IN LOST REVENUE** for retailers
- \$150 MILLION LOSS** to insurance and government programs due to healthcare fraud



TEXAS PENAL CODE 31.03 THEFT⁷

- Class C Misdemeanor <\$100
- Class B Misdemeanor ≥ \$100 but <\$750
- Class A Misdemeanor ≥ \$750 but <\$2,500
- State jail felony ≥ \$2,500 but <\$30,000
- Felony of the third degree ≥ \$30,000 but <\$150,000
- Felony of the second degree ≥ \$150,000 but <\$300,000
- Felony of the first degree ≥ \$300,000

TEXAS PENAL CODE 71.02 ENGAGING IN ORGANIZED CRIMINAL ACTIVITY (INCLUDES THEFT)⁸

- When a person commits an offense while being part of a "combination"; in Texas is defined as 3 or more people
- This offense is one category higher than the most serious offense that was committed

continued on next page



OPERATION BOILING POINT | THREAT ASSESSMENT TEXAS



CARGO THEFT

#2 STATE
FOR CARGO THEFT^{9,10}



TOP CITY
IN TEXAS FOR
CARGO THEFT¹¹
Dallas

TEXAS PENAL
CODE 31.18
CARGO THEFT¹²



Felony when total value of cargo
is ≥ \$1,500

TOP STOLEN CARGO ITEMS STATEWIDE¹³



FOOD & BEVERAGE
• Energy Drinks
• Alcohol



HOUSEHOLD ITEMS
Kitchen Appliances



VEHICLES & ACCESSORIES
Tires



OTHER THEFT

CATALYTIC CONVERTER OTGs



- MARCH 2022 HOUSTON** Harris County Sheriff's Office Deputy Damien Almdendrez was shot and killed by three suspects attempting to steal the catalytic converter from the deputy's vehicle in a supermarket parking lot. The three suspects were arrested for capital murder.
- JULY 2022 HOUSTON** Six suspects arrested (one of six was released)—477 stolen catalytic converters worth \$1 million, 2,800 oxygen sensors and 29 firearms were seized.
- AUGUST 2022 PEARLAND** Five suspects arrested—1,450 stolen catalytic converters worth \$2.7 million and \$840,000 in illicit proceeds were seized.



TEXAS HOUSE BILL 4110

- Effective September 1, 2021 - Texas Occupations Code 1956 Metal Recycling Entities
- Purchase of a stolen catalytic converter changed from misdemeanor to felony¹⁴

FUEL THEFT



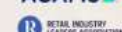
- OTGs stealing gas by tampering with station fuel pumps
- MAY 2022 DALLAS** Four arrested, 80 gallons of gas of stolen
- JULY 2022 ODESSA** Three arrested, multiple thefts totaling in 3,600 gallons of gas stolen
- AUGUST 2022 GRAPEVINE** Two arrested, 460 gallons of gas stolen

AUTO THEFT



TEXAS #10 STATE FOR VEHICLE THEFT by population with 320 thefts per 100,000 people (2021)¹⁵

1 Retail Industry Losses Association (RILA) and Bay State America Coalition, The Impact of Organized Retail Crime and Product Theft in the United States, www.rila.org/news-press/policy-study-retail-theft-hallmarks-to-over-60-billion, 11/14/21
2 RILA and Bay State America Coalition, The Impact of Organized Retail Crime and Product Theft in the United States, www.rila.org/news-press/policy-study-retail-theft-hallmarks-to-over-60-billion, 11/14/21
3 National Retail Federation (NRF), 2022 Retail Security Survey - The State of National Retail Security and Organized Retail Crime, www.nrf.com/research/national-retail-security-survey-2022, 8/14/22
4 NRF, The Economic Impact of the US Retail Industry, https://nrf.com/economy/industry/2022/04/15/US-Retail-Economic-Report-2022, 5/2/22
5 Association of Certified Fraud Examiners (ACFE), Organized Retail Crime and Homeland Security Investigations (HSI), Detecting and Reporting the Retail Financial Paper Trail to Organized Theft Groups and Organized Retail Crime, www.acfe.com/en/organized-retail-crime/summary-488644, 5/2/22
6 Texas Constitution and Statutes, https://statutes.capitol.texas.gov/Docs/OC/OC_3001-3099/OC_3001-3099.htm, 5/2/22
7 Texas Constitution and Statutes, https://statutes.capitol.texas.gov/Docs/OC/OC_3001-3099/OC_3001-3099.htm, 5/2/22
8 Texas Constitution and Statutes, https://statutes.capitol.texas.gov/Docs/OC/OC_3001-3099/OC_3001-3099.htm, 5/2/22
9 Caughtit, 2022 Supply Chain Risk Trends Analysis, www.caughtit.com/news-and-events/cargos-in-the-midst-2022-theft-trends, 1/12/23
10 International Retail Protection Association (IRPA), 2022 United States & Canada Cargo Theft Annual Report, 5/1/23
11 Texas Department of Public Safety (DPS), 2022 Cargo Theft Reports, https://www.dps.texas.gov/transport/cargothefthereport, 1/1/23
12 Texas Constitution and Statutes, https://statutes.capitol.texas.gov/Docs/OC/OC_3001-3099/OC_3001-3099.htm, 5/2/22
13 Caughtit, 2022 Texas Cargo Theft, 1/10/23
14 Texas Constitution and Statutes, https://statutes.capitol.texas.gov/Docs/OC/OC_3001-3099/OC_3001-3099.htm, 5/2/22
15 National Insurance Crime Bureau (NICB), NICB Report Finds Vehicle Theft Continues to Stayflat in Many Areas of U.S., www.nicb.org/news-room/newsroom/nicb-report-finds-vehicle-theft-continues-to-stayflat-in-many-areas-of-us, 10/1/22



RISK IS EVERYWHERE

Many parties are involved during the transportation of goods:

- Shipper (Seller)
- Consignee (Buyer)
- Factory or Manufacturer
- Freight Forwarder
- Steamship Line or Airline
- Truckers
- Consolidators/Deconsolidators
- Warehouses
- Customs and Other Government Agencies



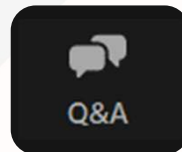


IN CONCLUSION

- Many parties involved in moving international shipments
- Risk is everywhere, ships getting bigger and bigger
- Liability is limited and designed to protect carriers
- “All Risk” cargo insurance fills the void
- Has your cargo insurance policy kept pace with your supply chain needs?
- Are the Logistics and Risk Management teams aligned within your organization?



Q&A SESSION



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