



Request for Proposal

WE Cross Border Transportation

Description

Carlsberg Supply Company AG |

September 2024



Disclaimer

Nothing contained in this Request For Proposal (RFP) or any other communication made between Carlsberg or its representatives and any party or part thereof shall constitute an agreement, contract or representation between Carlsberg and any other party (except for a formal award of contract made in writing by Carlsberg).

Receipt by the Respondent of this RFP does not imply the existence of a contract or commitment by or with Carlsberg for any purpose and Respondents should note that this RFP may not result in the award of any business. Carlsberg reserves the right to change any aspect of, or cease, the RFP and subsequent tender process at any time. The information contained in this RFP is subject to constant updating and amendment in the future and is necessarily selective. It does not purport to contain all of the information which a Respondent may require.

While Carlsberg has taken reasonable steps to ensure, as at the date of this document, that the facts which are contained in this RFP are true and accurate in all material respects, Carlsberg does not make any representation or warranty as to the accuracy or completeness or otherwise of this RFP, or the reasonableness of any assumptions on which this document may be based.

All information supplied by Carlsberg to the Respondents, including that contained in this RFP, is subject to the Respondent's own due diligence. Carlsberg accepts no liability to Respondents whatsoever and however arising and whether resulting from the use of this RFP or any omissions from or deficiencies in this document.

Carlsberg may exclude any Respondents from this process who have been found to be in breach of confidentiality or intellectual property rights provisions in this RFP (or in any Confidentiality Agreement entered into by Carlsberg and the Respondent) and may pursue any remedy or take any other action for breach as it considers appropriate.

Carlsberg may at its request require unsuccessful Respondents immediately to return or destroy all documents and other materials and working papers relating to this project and all copies thereof and to destroy all electronic copies. The Respondent may at Carlsberg's request be required to confirm in writing that all such information has been returned or destroyed.

Carlsberg may use the information included in a Respondent's response for any reasonable purpose connected with this RFP. In particular, once a Respondent has been excluded, Carlsberg reserves (save where agreed otherwise in writing by an officer of Carlsberg) the right to use any ideas contained in that Respondent's bid in any on-going discussions with other Respondents but undertakes not to reveal the identity of the provider of such ideas or compromise any IPR of the Respondent.

Respondents should note that any quantities or volumes contained in this RFP are for indicative purposes only and any future quantities or volumes may vary from those stated. It is the responsibility of Respondents to obtain for themselves at their own expense all additional information necessary for the preparation of their response to this RFP. No claims of insufficient knowledge will be entertained.

Any Respondent who directly or indirectly canvasses any employee of Carlsberg concerning the award of the contract will be disqualified. All Respondents are recommended to seek their own financial and legal advice.

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1 Overview

1.1 Foreword

This document is for information purposes only and does not constitute an offer.

1.2 Background

This Request for Proposal (RFP), will look to:

- open Carlsberg WE Cross Border Transportation Lanes to the market and allow Respondents to offer creative proposals
- identify the optimal supplier portfolio with the intention, where appropriate and economic, of increasing the scope of business offered
- to achieve appropriate configuration and use of assets, to cover needed capacity while absorbing fluctuations in volume

The Respondent should not assume that the existing operating methods shall apply but should be proactive in looking for and identifying opportunities that will:

- maintain and improve the required levels of customer service and quality
- ensure flexibility to meet the changing business environment
- Enable Carlsberg to operate best practice at optimum cost.
- be compliant to Carlsberg's Global standards

Carlsberg is a complex business in a consumer-focused and changing marketplace, and as such the solution shall reflect:

- the paramount importance to Carlsberg of real time and accurate shipment visibility and tracking information
- the absolute requirement to maintain the availability of product to our consumers, supported by a focus on reducing any risk to this
- the possibility of fluctuation in volumes and the requirement to absorb these changes
- the company's presence in the region and the potential to grow with Carlsberg
- the capability of the respondents IS/IT team
- the capability and experience of the management team
- accepting Carlsberg's terms and conditions
- financial stability

After the awarding of contracts, implementation programs will be formulated and managed to ensure a phased approach is undertaken to minimize disruption to existing business functionality subject to contractual and operational constraints per region/country.

1.3 Period of Validity

Proposals shall remain valid for one hundred and eighty (180) days after the date of Proposal submission prescribed in the RFP document. A Proposal valid for a shorter period may be rejected by Carlsberg on the grounds that it is non-responsive. In exceptional circumstances, Carlsberg may solicit the Respondents consent to an extension of the period of validity. The request and the responses thereto shall be made in writing. The Respondent granting the request will not be required nor permitted to modify its Proposal.

1.4 Payment Terms

Payment terms offered are current month plus 93 days, after receipt of a correct and complete invoice (including the valid Purchase Order Number and VAT invoice details) at the Carlsberg address set out in the Purchase Order, except where capped by local legislation in the registered domicile of the Respondents business entity.

1.5 Language of the Proposal

The Proposals prepared by the tenderer and all correspondence and documents relating to the Proposal exchanged by the tenderer and the Carlsberg representative office shall be written in the English language. Any printed literature furnished by the tenderer may be written in another language as long as accompanied by an English translation of its pertinent passages in which case, for purposes of interpretation of the Proposal, the English translation shall govern.

1.6 Innovation, System Design, Process Enhancements

As we are looking for step changes to improve our current business model, please focus your creative thoughts within each region to recommend the most efficient process moving forward. This functionality will have an impact on your implementation plan, so please ensure that the process is methodical and clearly defined.

1.7 Volume Variability (Peak periods)

From the data supplied it is apparent that the capacity requirements for each lane can fluctuate at different time periods. Please ensure that your business solution allows for this increased up scaling of functionality during these periods. **It is difficult to provide an accurate forecast of volumes and all information provided should be viewed as indicative only. Carlsberg does not commit to minimum volumes.**

1.8 Consolidation of Cargo

The inclusion of other commodities with the Carlsberg portfolio of products is to be clearly identified and must comply with the laws as tabled by government. Any product included as part of a consolidation must ensure that the integrity of the Carlsberg product is, under no circumstances, compromised in any manner whatsoever.

1.9 eRFP Platform

The eSourcing (RFP) process is facilitated via the platform Keelvar. The platform is the sole tool to submit your proposal (by downloading the bid sheet and uploading it after input of requested data).

1.10 Prices

Prices should be submitted in Keelvar Bid Sheet designed for any lanes Respondent would be interested in operating. Bid Sheets that has been manipulated and/or modified whereby comparison is no longer possible will not be considered. It is however possible to submit a supporting document describing alternative ways of operating the business / different cost models, which will be considered as a facilitator for further discussions.

Bid sheets are available for downloading from the eRFP Platform (Keelvar). Please upload these bid sheets to the platform when complete.

1.11 Vat

All rates quoted on bid sheets are to exclude VAT – i.e. all offers are exclusive of VAT.

1.12 Road Tolls

At the launch of this tender, several countries are expecting increase in Road Tolls for any vehicle passing through their country. Any such expected increases that has not yet been officially announced at the launch date of this tender, is therefore requested by all Respondents to not take into consideration when bidding on potentially affected . Respondents later awarded lanes affected by such increases in Road Tolls have such increases in cost added to the contracted prices via a separate process.

1.13 Sustainable fuels/Intermodality

All prices submitted in the bid sheet should be reflecting the use of Diesel fuel. Any offering of Green fuel alternatives as well as any intermodal solutions is welcomed by Carlsberg, but we ask that you upload these prices as well as lane by lane description of these solutions in a supporting document in Keelvar (Word, PDF)

1.14 Supplier Screening

Carlsberg reserves right to conduct supplier screening procedures at any point of the tender process.

2 Carlsberg Group

2.1 General Description

Some have to dig deep to find their purpose. For us, it has always been there.

The Carlsberg Group was established in 1847 by brewer J.C. Jacobsen. J.C. Jacobsen was a true renaissance man. A believer in quality, research and serving the community, he shared his knowledge with fellow brewers. He looked to the future, prizing long-term growth over short-term gain.

Over the years, these values have evolved to form our purpose: brewing for a better today and tomorrow. Imagination and fresh thinking are in our DNA - from the method for how to purify yeast, the invention of the pH scale and to the revolutionary sustainable Snap Pack packaging innovation.

Our founders' mentality and their unquenchable thirst for progress have made us who we are today: one of the world's leading brewery groups. We are a global brewer, powered by strong local brands. We have more than 140 brands in our beer portfolio, which spans core beer brands, craft & speciality and alcohol-free brews.

Know more about Carlsberg Group: <https://www.carlsberggroup.com/who-we-are/about-the-carlsberg-group/>



2.2 Carlsberg Western Europe Cross border Transportation

Carlsberg is present in 18 markets in Western Europe. Cross-Border transportation involves close to 50,000 FTL movements per annum which are managed by our Transport Control Tower (TCT) team based in Poznan in Poland.

Cross-Border Transportation primarily involves the movement of:

- Finished goods & empties between our brewery NDCs and also some RDCs
- Bulk product between breweries
- Inbound packaging direct from suppliers to breweries on JIT basis
- Third party supplied finished products to brewery based NDCs and also RDCs

The majority of movements are FTLs. Both one-way and roundtrip journeys are present.

Transport modes include road, intermodal and short sea.

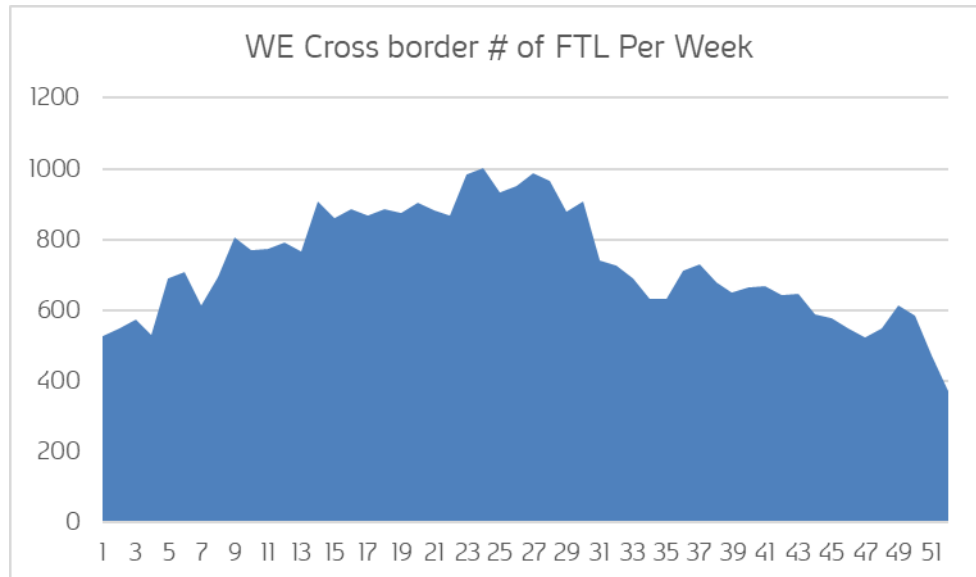
The map below shows some of the lanes operated by TCT.



2.2.1 Seasonality & Volume Variability

Carlsberg's demand is highly seasonal. Summer is the peak season for Carlsberg with the months of March to August accounting for roughly 60% of annual volume.

The graph below shows an example of seasonality for FTL shipments.



Suppliers are expected to submit proposals that allow for the seasonal variability in volumes. Also, it is not possible for Carlsberg to provide accurate forecast of volumes and hence all information provided in the bid sheet shall be considered as indicative only.

2.2.2 Period of Operation

Several lanes operate with different equipment types for summer & winter seasons. Winter equipment (Thermo trailers) generally operate from November till March and summer equipment (Ambient trailers) from April till end October. Please see 'Period' column in the bid sheet to identify if a lane is summer, winter or all year.

3 Sustainability

3.1.1 Introduction

As one of the leading companies in the FMCG industry, Carlsberg has a high focus on environmental impact and is therefore looking for partners with appropriate environmental profile.



Taking responsibility is important for Carlsberg - in this way we can create a long-term sustainable business.

In 2017, Carlsberg's new global sustainability strategy was launched - it is based on global areas / challenges relevant to our business - and also mapped against the UN - or rather all spring - global goals for sustainable development. During 2022, these targets were updated to reflect our current progress and new targets towards 2030 and 2040.

Sustainability

Carlsberg has done a thorough analysis based on global challenges, our operations and the UN's global climate target, "Agenda 2030", and has defined six strategic areas where we will keep our focus - globally - and increase our ambition.

ZERO Carbon Footprint - Our ZERO Carbon Footprint ambition was established in our preceding ESG programme, Together Towards ZERO (TTZ). With the evolution of the programme to Together Towards ZERO and Beyond (TTZAB), we have raised our ambition level by maintaining our targets towards 2030 and introducing a new 2040 target.

We will continue delivering on our Together Towards ZERO commitments, including our target of ZERO carbon emissions at our breweries and a 30% reduction of our value chain emissions by 2030. In addition to this, we will go Beyond by working towards a new target to achieve net ZERO carbon emissions across our entire value chain by 2040.

To achieve our ambition and targets on carbon, we will take concrete action across our value chain, and leverage carbon reductions from our new targets and activities within agriculture and packaging.

ZERO Accidents Culture - Commitment: Strive for a zero vision for accidents.

Respondents to this RFP should be able to present how they work with the above areas and future plans for **sustainability, health and safety**.

3.1.1.1 Environmental demands

Carlsberg is, pursuant of the sustainability targets regarding carbon footprint, looking for step change in the area of alternative fuels and reduction of emissions. As such, we acknowledge that future operational efficiencies and HVO fuels can only take us so far. We are instead looking to our future to invest in alternative fuels such as biogas, hydrogen fuel cells or battery electric methods of propulsion.

3.1.2 Laws and regulations

It is the Respondents that ensure that its staff and subcontractors comply with the provisions of Carlsberg Code of Conduct and other policies. The Respondents shall ensure that in all respects of the provision of the Services, but with particular reference to health and safety, that its own operations and any subcontractors that provide services comply with all the requirements stipulated by law and or Carlsberg policies.

4 Tender Documents & Contact

As part of the process, specific Bid Sheets have been designed to quantify Carlsberg's current volume network. The respondents are asked to fill in these for relevant areas and volumes so that the tenders can be compared in a similar fashion to competition as well as our own baseline (internal cost level).

The Respondent is not obliged to bid in all areas except for areas where they are expected to deliver high and competitive service levels.

Should you wish to discuss the bid sheet formats and have questions on alternative pricing models then please raise a request within Keelvar.

4.1 Tender Documents

All the tender documents shall be available in Keelvar bidding tool used by Carlsberg. Please review all the documents carefully before submitting your offer:

- WE Road T&D Tender - RFP Document
- Bid Sheet (available for download from Keelvar after answering all "Gating questions" of the RFI section in the system)
- WE Cross border Draft Contract Template
- WE Cross border Operational Manual
- WE Cross border Lane Remarks & Time Tolerance
- WE Cross border Carlsberg Technical Requirements Raw Packaging and FP Goods
- WE Cross border Carlsberg Technical Requirements Bulk Transport Container
- WE Cross border Invoicing Instructions

4.2 Bid Sheet

Following is the explanation of different columns in the bid sheet:

MARKET	TCT / CE&L
FLOW TYPE	Domestic – Within a country Cross border – International Transportation / Inbound – Movements between Carlsberg locations / suppliers
LANE ID	Unique lane identifier
TCT LANE ID	TCT identifier for lanes operated by TCT
ORIGIN LOCATION ID / ORIGIN LOCATION NAME / ORIGIN LOCATION / ORIGIN POSTAL CODE	Origin details

DESTINATION LOCATION ID / DESTINATION LOCATION NAME / DESTINATION LOCATION / DESTINATION POSTAL CODE	Destination details
RETURN LOCATION ID / RETURN LOCATION NAME / RETURN LOCATION / RETURN POSTAL CODE	Return location details for roundtrips
DISTANCE INDICATIVE (ORIGIN -> DESTINATION) [KM]	Indicative distance between origin and destination in km
DISTANCE INDICATIVE (DESTINATION - > RETURN) [KM]	Indicative distance between destination and return location in km
TRIP TYPE	One-way trip or roundtrip
TYPE OF MATERIAL	Cargo type
EQUIPMENT TYPE	Required trailer type
LANE REMARKS	Additional remarks
PAYLOAD REQUIREMENT	Minimum payload required in kg
PERIOD	Period of operation – All year / Summer only / Winter only
PAYER	Invoice payer
CAPACITY REQUIRED PER WEEK	Minimum capacity required per week in number of trucks. Capacity required corresponds to the 'Total Volume'. Defined only for TCT lanes.
TOTAL VOLUME	Estimated forecasted volume for 2024 in number of trips Note that this information is indicative only.
VOLUME W1, W2, ..., W52	Estimated forecasted for 2024 by week in number of trips - Note that this information is indicative only.
UNIT OF MEASURE	Price per trip: Respondent to provide price per one-way or roundtrip Price per hour: Respondent to provide price per hour
CURRENCY	Applicable currency TCT, CE&L : EUR
PRICE	Respondent price per trip or price per hour in applicable currency Price per trip: <ul style="list-style-type: none"> • Origin to destination price for one-way trips • Origin to destination to return location price for roundtrips Mandatory column to be filled by the Respondent All rates quoted on bid sheet are to exclude additional charges like fuel surcharge, waiting time etc.
% CAPACITY COMMITTED %	% of capacity committed by the Respondent considering 'Total Volume', 'Volume W1, W2, ..., W52' and 'Capacity Required per Week' Values: 5%, 10%, 15%, 95%, 100% Mandatory column to be filled by the Respondent

	Allocation to the Respondent shall be limited to the capacity committed
TRANSIT TIME [HOURS]	Transit time in hours
SHARE OF OWN FLEET FOR THE LANE	% of shipments that are planned to be done using own fleet
% OF KM ON ROAD FOR THE LANE	For road lanes: 100% For intermodal lanes: % of km done on road
AVERAGE DIESEL CONSUMPTION IN LITER PER TRIP	Estimated diesel consumption <ul style="list-style-type: none"> • origin to destination for one-way trip • origin to destination to return location for roundtrip Please provide an estimate at a region / country level if lane level numbers are not available.
% OF VEHICLE EMISSION STANDARDS, EURO IV / V / VI / OTHERS	Share of vehicle emission standards applicable for the lane. Total should be 100%.
COMMENTS / BIDS FOR ALTERNATIVE EQUIPMENT TYPE (IF ANY)	Respondent comments if any. If the offer is based on an alternative equipment or intermodal movement, please mention in this column. Optional column to be filled by the Respondent
SUPPLIER LANE PRIORITY	Optional numerical field for Respondent to fill in based on priority of the lane, i.e. how well it fits into the Respondent network

4.3 Draft Contract & Operations Manuals

Respondents are expected to review the draft contract template, operational manuals, technical requirements, lane remarks etc. and highlight any concerns in their offers.

4.4 Charges and Key Commercial Terms

	WE Cross border Transportation (TCT / CE&L)
Allocation	FTL: Each lane shall be allocated to one or more suppliers. % allocation to each supplier shall be mentioned in the contract.
Base Charge	FTL: One-way: Rate per trip from origin to destination Roundtrip: Rate per trip from origin to destination to return location All rates quoted on bid sheet are to exclude VAT – i.e. all offers are exclusive of VAT.
Round trip factor	Not applicable
Additional Charges Details in Operational Manuals / Contract Templates	Fuel surcharge Waiting charges Cancellation charges Multi-stop Weekend Charges Others
Price changes	Apart from fuel surcharge, all prices shall remain fixed for the duration of the contract (except legal changes by government e.g. changes of road-tax).
Payment Terms	M093 days i.e., 93 days from the end of the month after receipt of the invoice, except where capped by local legislation in the registered domicile of the Respondent business entity
Insurance	EUR 500,000 per event and EUR 1m general liability
Service Level & Penalties	Described in Operational Manual / Draft Contract Template

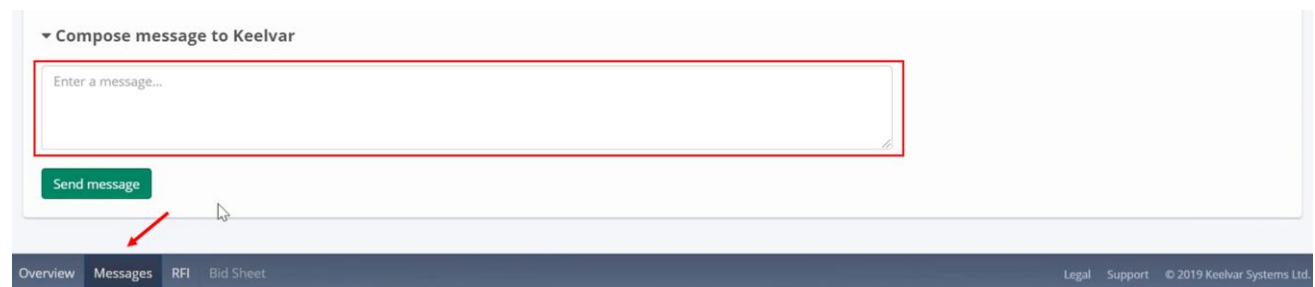
4.5 Contact

4.5.1 Technical queries

Please contact support@keelvar.com for any technical questions on using the software.

4.5.2 All other queries

Please avoid emails / phone calls to Carlsberg employees and instead use the 'Messages' functionality within Keelvar to ask any other questions related to the tender.



If your questions are still not answered, contact:

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