

# LATAM DCC Introduction & Customer Service Annual Performance

2026 LATIN AMERICA AGENCY MEETING

Presented by **Juliet Lee** · Head of Latin America CSD DCC

# Agenda

A structured overview of today's discussion — from the establishment of the DCC to a full review of regional performance and the path forward.

01

## DCC Introduction

Strategic context, establishment details, scope of services, and governance framework

03

## Review & Outlook

Operational observations and regional focus areas heading into 2026

02

## 2025 Regional Annual Performance

Import & export B/L volume growth, top 10 rankings, and performance overview

04

## Conclusion

Key takeaways and the path forward for Evergreen's Latin America network

# Strategic Context — Why DCC?

The establishment of the Documentation Control Center responds directly to the growing demands of Evergreen's Latin America operations. As the regional network expands, so does the complexity of managing documentation workflows across multiple markets and agents.

## Network Expansion

Rapid growth of the Latin America service network has created new operational touchpoints requiring consistent oversight and coordination.

## Rising Complexity

Regional documentation operations have grown more complex, with diverse regulatory environments and increasing transaction volumes demanding greater control.

## Coordination Gaps

Stronger alignment between agents and headquarters is essential to ensure accuracy, timeliness, and consistency across all documentation processes.

## Governance Objective

The DCC establishes centralized documentation governance, creating a single point of coordination to drive standards and operational excellence throughout the region.

# DCC Establishment

## Key Details

### Established

January 1, 2026

### Location

Panama City, Panama

### Center Lead

Juliet Lee

### Contact Channel

[elacsd@pa.evergreen-line.com](mailto:elacsd@pa.evergreen-line.com)

### Organization

Latin America Customer Service Documentation Control Center

## Why Panama City?

Panama City serves as the ideal hub for regional documentation control — centrally located within Latin America, with strong logistics infrastructure, direct connectivity to major ports across the region, and a well-established maritime services ecosystem. The DCC is purpose-built to streamline documentation control and provide effective operational coordination for all agents across the Latin America network.

# Scope of Services

The DCC is designed to be the operational backbone of customer service documentation across the Latin America region — covering routine coordination as well as urgent and exception cases.



## Import & Export Documentation

Regional coordination of all import and export documentation, ensuring accuracy, compliance, and timely processing across every market.



## Irregular Case Handling

Managing non-standard or complex documentation cases that require escalation, special review, or cross-functional coordination beyond routine processing.



## Operational Guidance

Delivering clear, consistent operational guidance to customer service teams, enabling agents to resolve issues efficiently and in line with company standards.

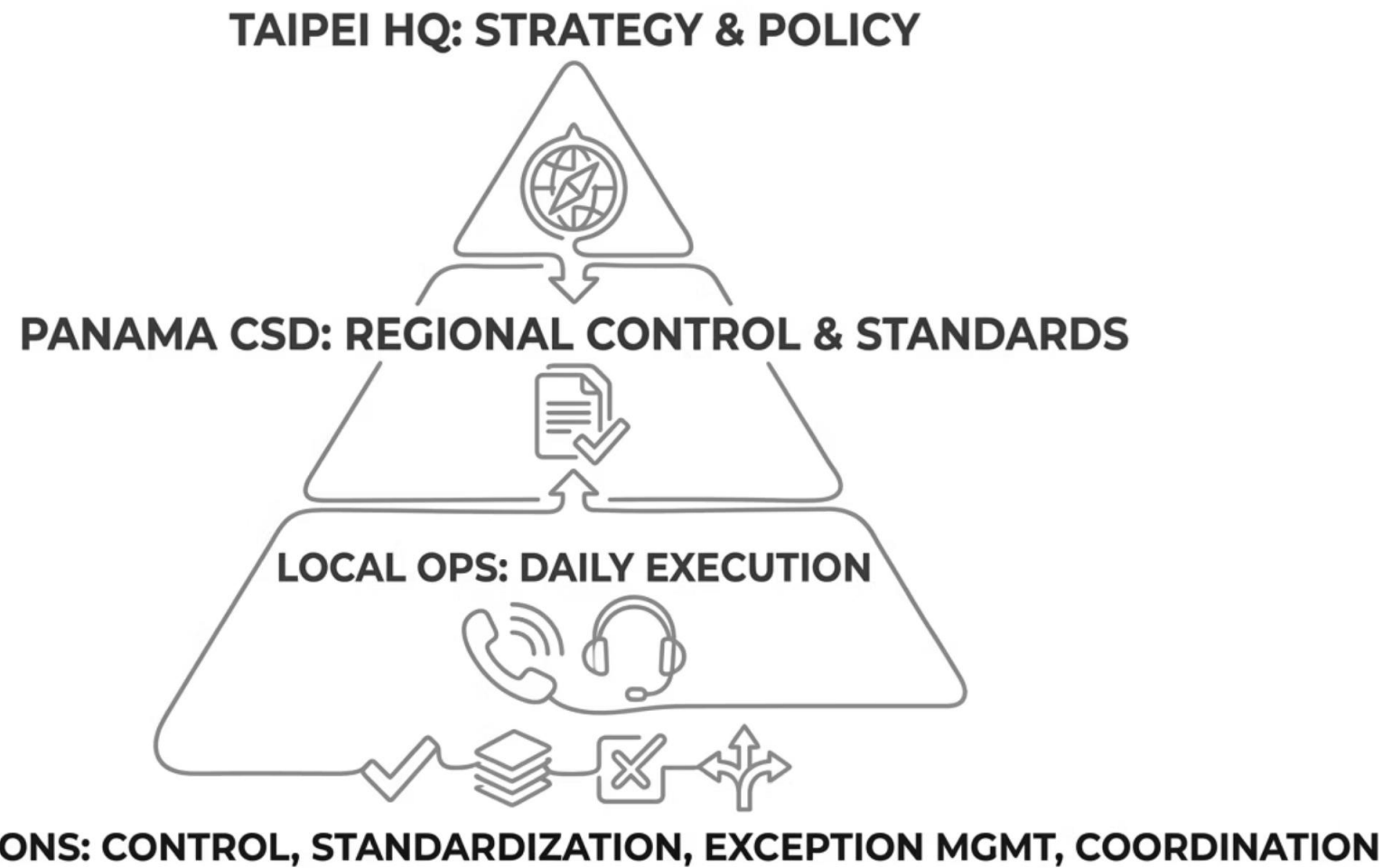


## Urgent Matter Support

Providing timely support for urgent operational matters to minimize disruption to cargo flows and maintain high standards of customer service delivery.

# Operating Model & Governance Framework

The DCC operates within a three-tier governance structure that connects local customer service operations with regional coordination and headquarters oversight — ensuring clarity of accountability at every level.

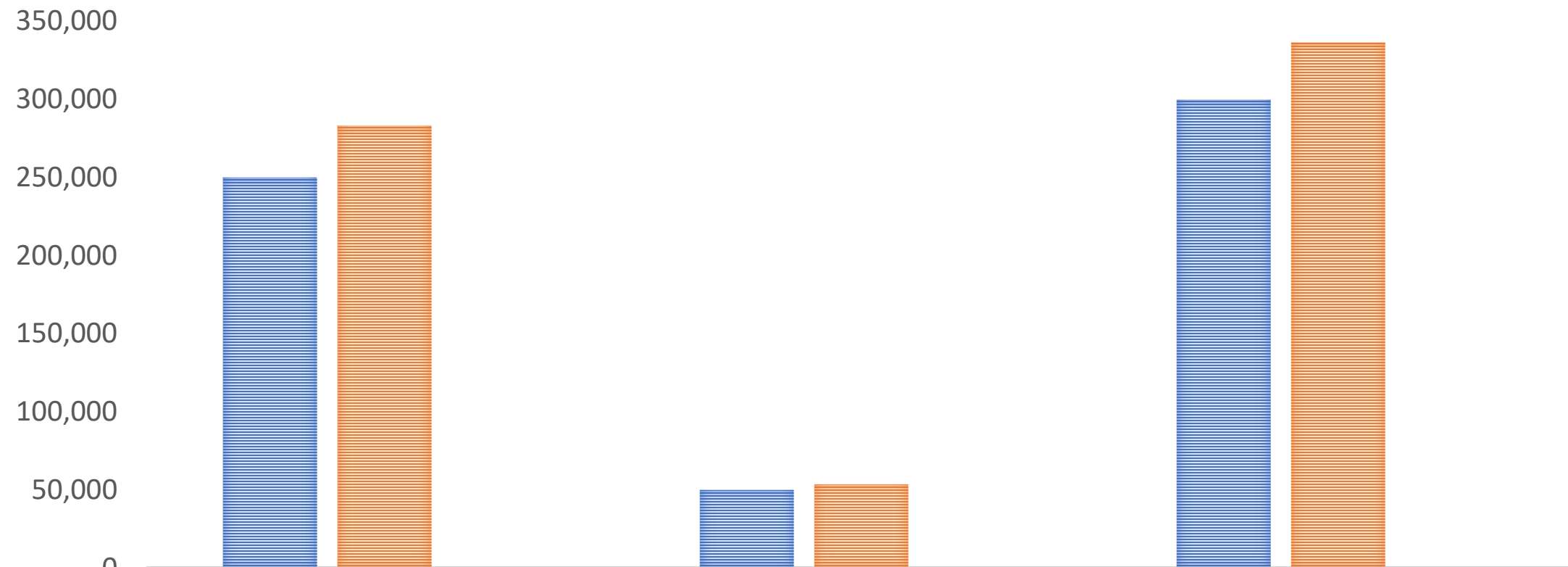


This governance model ensures that local teams are empowered to act quickly, while the DCC maintains oversight and consistency, and headquarters provides strategic alignment and final escalation support.

# IMP & EXP B/L Volume Growth

Across the Latin America region, both import and export Bill of Lading volumes demonstrated meaningful growth in 2025, reflecting the continued expansion of the Evergreen service network and increased customer activity throughout key trade lanes.

■ 2024 TTL ■ 2025 TTL ■ Growth(%)



## Key Highlights

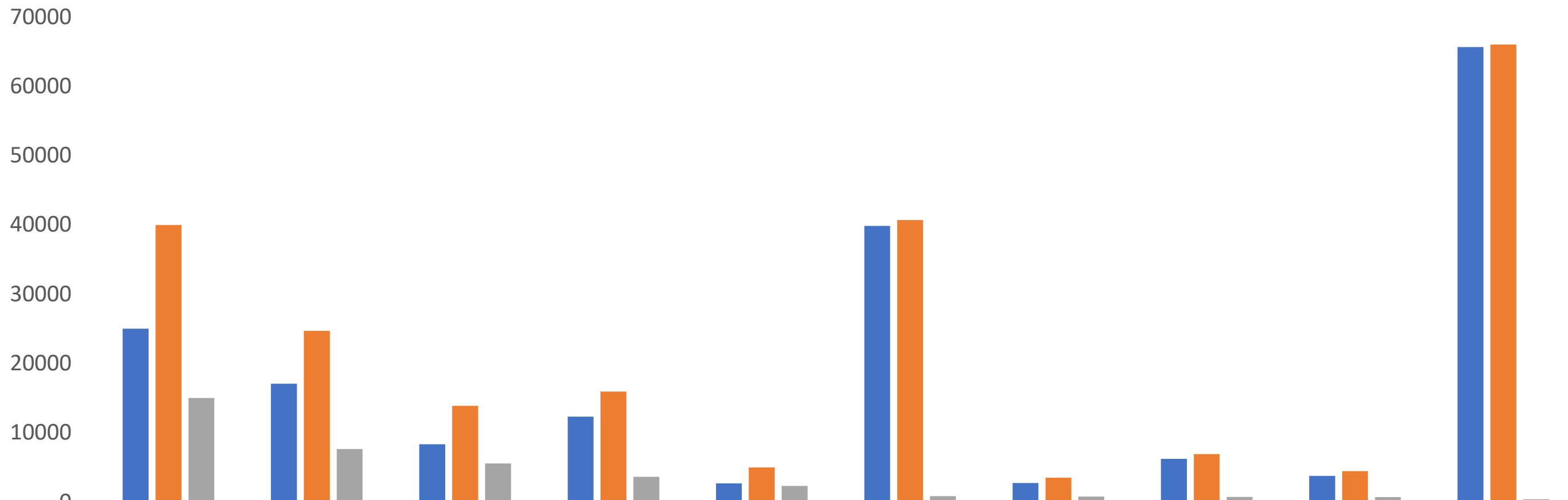
**IMP Growth**  
**+13.28%** year over year

**EXP Growth**  
**+7.04%** year over year

	IMP	EXP	I+O
■ 2024 TTL	249,715	49,794	299,509
■ 2025 TTL	282,884	53,299	336,183
■ Growth(%)	13.28%	7.04%	12.24%

# Top 10 IMP B/L Growth

The following agencies demonstrated the strongest import Bill of Lading volume growth across the Latin America region in 2025. These results reflect exceptional operational execution and growing market penetration in their respective territories.

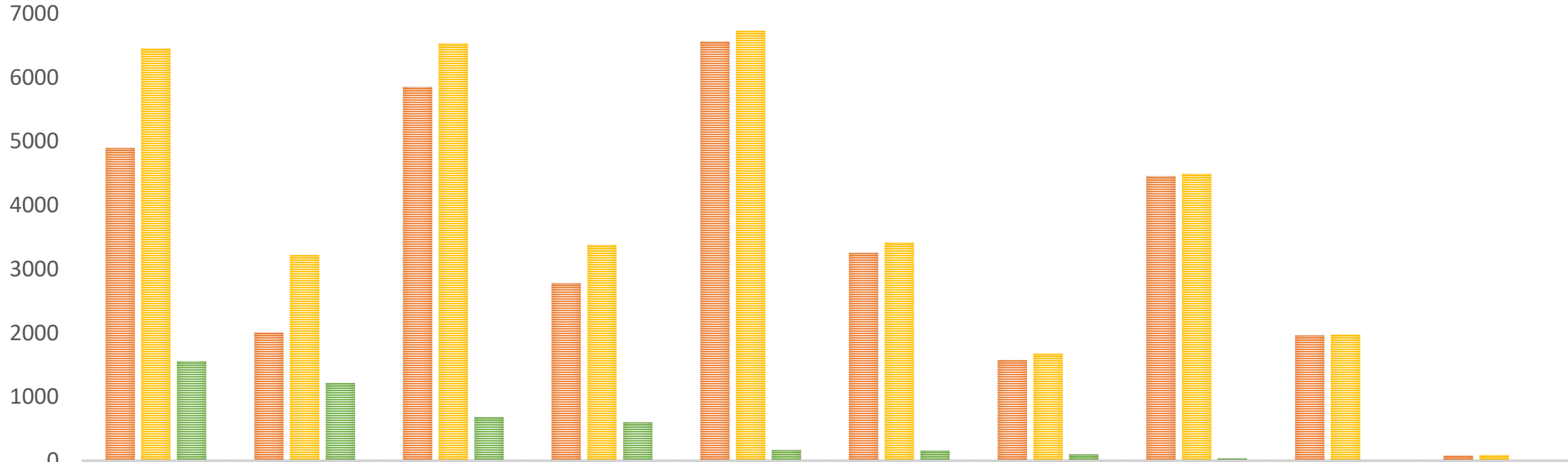


	ECO	EPE	EAR	MCD	SMS	EBR	UNI	EECU	EUY	EMX
■ 2024 IMP BL Counts	24981	17056	8313	12292	2665	39824	2713	6188	3743	65626
■ 2025 IMP BL Counts	39956	24677	13857	15906	4951	40645	3485	6891	4438	65991
■ Amount of Growth	14975	7621	5544	3614	2286	821	772	703	695	365

Top-performing agencies are distributed across multiple sub-regions, confirming that growth is broad-based rather than concentrated in a single market. These agencies set the benchmark for import documentation excellence across Latin America.

# Top 10 EXP B/L Growth

Export B/L growth in 2025 was driven by a combination of new trade lane activations, improved documentation turnaround times, and stronger coordination between agents and the regional network. The agencies below led the region in export volume expansion.



	EPE	UMS	ECO	EECU	ECL	EAR	SNP	EMX	EUY	NAV
2024 EXP BL Counts	4893	2004	5847	2775	6557	3252	1574	4452	1959	80
2025 EXP BL Counts	6448	3217	6527	3374	6724	3411	1674	4489	1971	89
Amount of Growth	1555	1213	680	599	167	159	100	37	12	9

Several agencies appear in both top 10 import and export lists — a strong signal of well-rounded operational capability and high service quality that merits recognition at this meeting.



# Performance Overview — Regional Scorecard

For the 2025 annual performance evaluation, **20 agencies** across the Latin America region were assessed using two key indicators: **performance score** (reflecting documentation quality, turnaround time, and compliance) and **operational scale** (reflecting volume and network contribution). Together, these metrics provide a balanced view of each agency's contribution to regional service excellence.

Overall, the region demonstrated **stable and encouraging performance**, with the majority of agencies maintaining or improving their standing year over year. This stability, combined with strong B/L volume growth, reflects the resilience and capability of the Latin America CSD network.

20

Agencies Evaluated

Across all Latin America markets

2

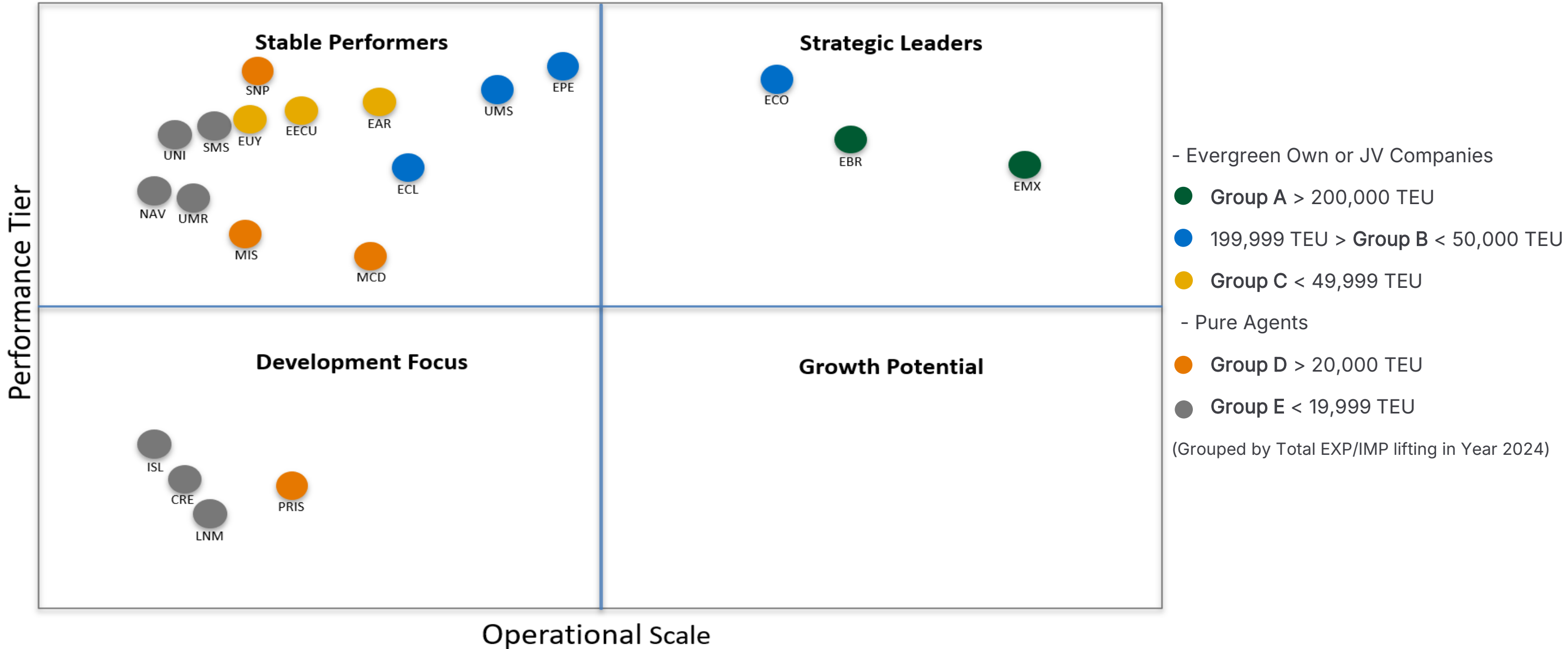
Key Indicators

Performance score & operational scale

Overall regional performance remains stable, with positive momentum in key growth markets heading into 2026.

# Performance Positioning — 2025 Agency Matrix

Agencies are positioned across four performance tiers based on their combined score and operational scale. This matrix enables targeted strategy development for each agency group.



# 2025 Operational Observations

A review of 2025 operations across the Latin America region reveals three defining trends that will shape the DCC's priorities and support strategy in the year ahead.

1

## Increasing Operational Complexity

Markets across Latin America are experiencing heightened complexity driven by regulatory changes, evolving trade patterns, and the growing diversity of cargo types. This places greater demands on documentation accuracy and timeliness.

2

## Growing Documentation Workload

B/L volumes have grown substantially year over year, increasing the overall documentation workload for agents. Efficient processing and quality control have become critical to maintaining service standards under higher volumes.

3

## Higher Coordination Requirements

The increasing interconnectedness of regional operations means that effective, real-time coordination between agents and headquarters is no longer optional — it is a core requirement for consistent service delivery.

# 2026 Regional Focus Areas

Building on the lessons of 2025, the DCC has identified three strategic focus areas to guide regional efforts in 2026. These priorities are designed to strengthen the foundation of the Latin America CSD network.



## Documentation Governance

Strengthening standardized documentation procedures across all agents to reduce errors, improve compliance, and ensure consistency in every transaction — from routine B/Ls to complex multi-party shipments.



## Operational Coordination

Enhancing communication channels and structured support mechanisms between regional agents and the DCC — enabling faster issue resolution, clearer escalation paths, and tighter alignment with headquarters.



## Service Quality

Maintaining and elevating consistent customer service standards across all Latin America markets — ensuring that every agency interaction reflects the Evergreen brand's commitment to reliability and professionalism.

## CONCLUSION

# Key Takeaways

As we move into 2026, the Latin America CSD network is well-positioned for continued growth — anchored by the new DCC, stable agency performance, and a clear strategic direction.

## Stronger Governance

The DCC strengthens Evergreen's regional governance framework, providing a dedicated center for documentation control, operational coordination, and exception management across Latin America.

## Stable Performance

Agent performance across the region remains stable and largely consistent year over year, with clear leaders emerging and a roadmap in place to support agencies in development-stage tiers.

## Continued Collaboration

Deepened collaboration between agents, the DCC in Panama, and headquarters in Taipei will be the engine for service excellence — ensuring every customer interaction meets the highest standards.

# Thank You

We appreciate your time, engagement, and commitment to the Latin America CSD network. Together, we build the foundation for an even stronger 2026.

JULIET LEE · HEAD OF LATIN AMERICA CSD DCC

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