

Scalable logistics solutions for Data Centre infrastructure

Precise delivery for mission critical data centre infrastructure



As hyperscale data center operators accelerate digital infrastructure expansion across the globe, the complexity of supply chain logistics demands a partner who doesn't just move freight but manages it end-to-end.

The right logistics partner for critical data centre infrastructure

Choosing the right logistics provider reduces risk, protects schedules, and strengthens delivery confidence.

At Blue Water, our specialised data centre cargo logistics team design logistics specifically around the realities of modern data centres: tight windows, high-value cargo, zero tolerance for error.

Strategic value proposition

We align our operational cadence with the industry's demand for speed, scalability and relentless optimisation—delivering mission-critical infrastructure components with zero-compromise reliability.

What you gain with us:

- > Data centre-specific expertise
- > Secure, controlled logistics execution
- > Reliable delivery aligned with construction milestones
- > End-to-end visibility and accountability
- > A partner committed to zero disruption

Across build, expansion, refresh and migration projects, we manage the movement of critical infrastructure equipment, including:

- Servers and storage systems
- Network and telecom hardware
- Racks, cabinets, and containment systems
- Power infrastructure (UPS, PDUs, batteries)
- Cooling equipment (CRAC units, chillers, in-row cooling)
- Modular and prefabricated data centre units
- Spare parts, replacement components, and buffer stock
- High risk inventory (HRI)
- Modular pre-fabricated components
- Decommissioned or redeployed IT assets

Control Tower Concept

Our Control Tower model centralises complex logistics flows into a streamlined command center across the globe, serving as the single source for all regional activities. Clear escalation protocols and frameworks ensure swift issue resolution and operational continuity.



Centralised command

A unified team managing end-to-end orchestration, ensuring consistent standard operating protocols (SOPs) across all markets. We act as the single point of contact for multi-country coordination, eliminating communication silos.



Real time visibility

Pan-regional monitoring of all shipments. We provide granular tracking milestones, enabling proactive exception management before delays impact project timelines.



Supply chain orchestration

Synchronizing suppliers, carriers, and site teams. We manage the flow of goods to match construction readiness, reducing on-site congestion and storage costs.



Data driven decisions

Leveraging analytics to optimize routes, consolidate volumes, and predict bottlenecks. Our technology stack turns logistics data into actionable business intelligence.



End-to-end project logistics lifecycle management

- > Pre-project planning, risk assessment & mitigation plans
- > Multi-origin coordination and pickup scheduling
- > Custom clearance and compliance support
- > Heavy lift and out-of-gauge cargo handling
- > International and domestic transport across all modes
- > Temporary storage and warehousing
- > Specialised data centres white glove services:
 - Export packing and crating
 - On-site logistics staging
 - Multi-vendor coordination/consolidation
 - Site delivery sequencing
- > Design and implementation of project-specific SOPs and Method Statements
- > Route surveys, feasibility studies, technical engineering
- > Compliance practices (HSE, FCPA, QA/QC, etc.)
- > Sustainability insetting and offsetting options

Orchestrating end-to-end data center logistics



Control tower execution process

The project team comprising project managers and executives orchestrate end-to-end logistics with local teams and on-site operations end to end, proactively managing exceptions and cost optimisations, keeping you updated, with real time visibility to your cargo and documentations.

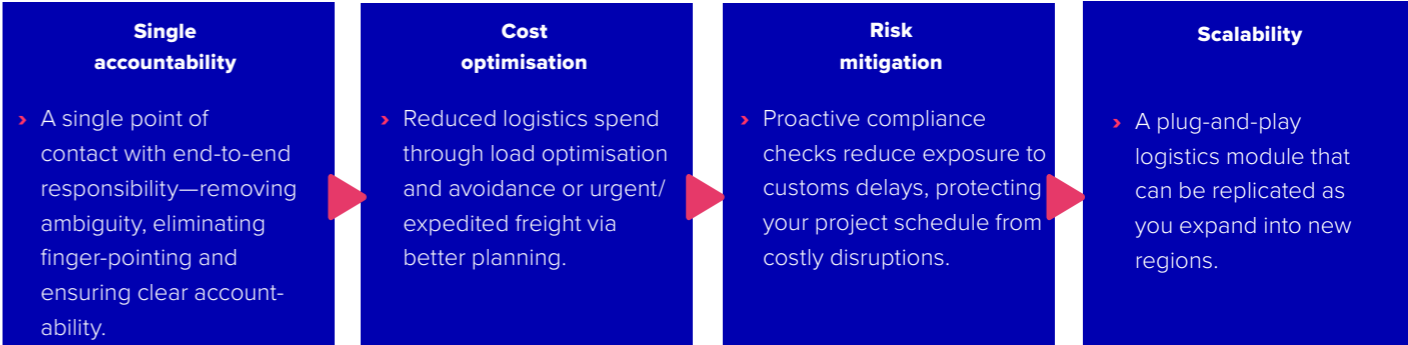
Blue Water Shipping Data Centre Project Team



Control Tower Oversight

- > **Real-time tracking:** Visibility across all stages from factory to campus
- > **Proactive management:** Exception alerts and resolution coordination
- > **Documentation flow:** Centralised repository for all shipping, customs and delivery records
- > **Client reporting:** Weekly status updates and milestones tracking

Strategic Benefits



Project References

SYD3 Data Centre, Sydney Australia

Cabinets & Accessories: 3,855 kg door-to-door from Shenzhen (Sep 2025)
Lithium Ion Batteries: 5,253 kg door-to-door from Shenzhen (Oct 2025)
Cooling Towers: 22 units via Baltimore Aircoil / 8,241 freight tons from Dalian in a single voyage (Feb 2026)
Generators: 18 units (45 tons each) via Cummins from Johor phased delivery Nov 2025 to Jan 2026



YTL Melon Data Center, Malaysia

Scope: Greenfield data center logistics including cross-border trucking and customs into Johor
Result: Zero downtime delivery for diverse cargo mix from structural steel to cooling equipment.



Caterpillar SDI Generator Projects, Malaysia

Johor campus: 22 units x 3500KV generators (26 tons each) factory to campus delivery (Aug 2025) - Awarded
Malacca campus: Malacca Campus: 16 units x 3500KV generators (26 tons each) factory to campus delivery (Jan 2025) - Awarded



Data Centre Cooling Components (US Golf Coast)

Scope:

- Supplier management & expediting** - Coordination of container staging and loading, sourcing from multiple origins including cross border shipments.
- Onsite supervision** - Oversight for over dimensional cargo handling and compliance.
- Ocean transportation** - Movement of approximately 500 TEUs monthly from multiple origins.
- Inventory management** - Deconsolidation, segregation, assembly work and ongoing inventory control.
- Scalable storage solutions**- Capacity up to 450,000 sq ft aligned with project schedule requirements.
- Delivery management** - Includes expedited trucking, journey management and route surveys for oversized cargo. Packing services, reverse logistics, waste disposal according to environment compliance.



Hyperscale Data Centre Construction, Denmark

Oversized materials: +1000 tons grounded beams, handled from vessel to warehouse and later trucked to construction site.
New builds: Supporting new data center build-up in Esbjerg to start in 2026



White Glove Data Centre Deployment in Iceland

Scope: White glove services from airport to site, trucking, uncrating and manpower provision from MHE to site for 100 racks, 600 colli weighing over 350 tonnes.
Result: Zero downtime delivery



Daryl Blue Project

Multimodal logistics: Sourcing from multiple origins, including cross-border shipments.
100,000 ft climate-controlled storage: Secure and temperature regulated for sensitive equipment.
Inventory management: Full visibility and control of stock levels.
Site deliveries aligned with project schedule: Timely deliveries to keep projects on track.
Oversized pieces up to 200 tonnes: Expertise in handling heavy and complex components.

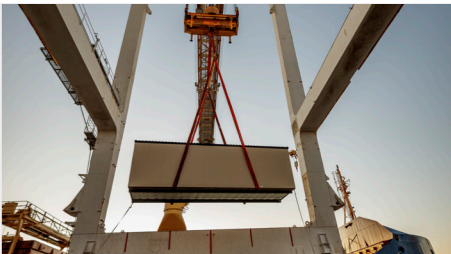


Temporary Warehousing for Data Centre Construction, Romania

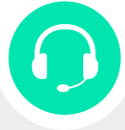
Client: Confidential
When: 2025
Where: Norway to Romania

Scope:

- Norway 34 modules (wide load)** - Materials needed for data center construction with temporary warehouse storage needed locally. Blue Water arranged warehousing, transportation, reloading and transfer of all goods until the data centre was ready for receiving.
- 20 GPU modules:** 2.8 m consisting of 2.6 m module height + 0.2 custom lifting hooks
- 9 cooling modules, 2 pump room modules and 3 AHU modules**



Core capabilities



Regional hub management

- › **Project Management:** Dedicated project teams with weekly reporting and milestone tracking
- › **Flexible Scope:** Open to client-specific requirements and specialized handling needs
- › **Multi-Vendor Consolidation:** Single receiving point for diverse supplier network
- › **Campus Delivery Scheduling:** Phased releases matching construction progress
- › **Customs & Compliance:** In-house customs brokerage teams handling import/export documentation, duty optimisation and regulatory navigation
- › **Heavy Lift Expertise:** Route surveys, transport engineering, specialised rigging coordination



Critical delivery management

- › **Time-Definite Delivery:** Coordinated scheduling aligned with construction milestones and dock availability
- › **JIT Coordination:** Synchronization with multiple vendors and site readiness to minimise on-site storage
- › **Last Mile & White Glove Service:** Specialised final delivery execution including site survey, positioning, and debris removal, tailored for active construction sites and secure facilities.
- › **Door-to-Door Management:** Single accountability from factory gate to data center campus



Multi-modal transport solutions

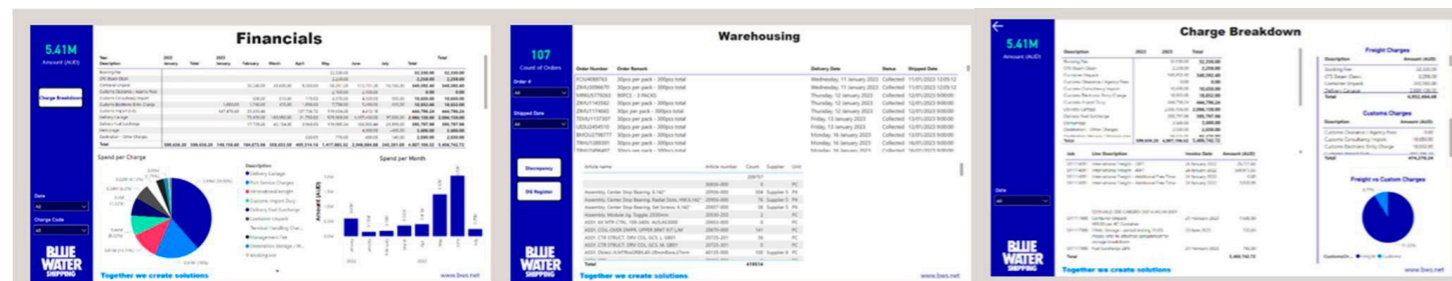
- › **Sea Freight:** Break-bulk and containerised cargo for heavy equipment (generators, cooling towers, transformers)
- › **Air Freight:** Expedited transport for critical components, batteries, and sensitive IT equipment
- › **Road Transport:** Specialized heavy haulage for oversized cargo and last-mile campus delivery
- › **Mode Optimisation:** Route planning and modal selection based on urgency, cost and cargo specifications



Technology & systems

Our digital ecosystem is built for transparency and integration, ensuring stakeholders have 24/7 access to critical project data through a client dashboard.

- › **Digital Tracking & Visibility:** Web-based portal offering SKU-level visibility and document repository for all shipping, customs, and POD records.
- › **API Integration:** Capability to integrate directly with client's ERP/TMS systems for seamless data exchange and automated milestone updates.
- › **Analytics Dashboard:** Custom reporting on KPI performance, spend analysis, carbon footprint, and transit time reliability.
- › **24/7 Monitoring:** Continuous system uptime and support aligned with the requirements of an always-on operation.



Value-added services

3PL/4PL & warehousing & data centre solutions



Strategic Inventory Buffering & VMI

- › **Buffer Zone Management:** We act as a buffer between your vendors and the active construction site. By holding OFCI (Owner Furnished Contractor Installed) inventory off-site, we prevent "flooding" the loading dock, ensuring GC (General Contractor) only receives materials that match the current WBS (Work Breakdown Structure) phase.
- › **Precision OTD Control:** We manage the "last mile" from our warehouse to your data center. Even if your vendor delivers early, we hold and release stock to hit the precise OTD (On Time Delivery) required by the install teams, eliminating demurrage and on-site congestion.
- › **Safety Stock Management:** We maintain critical spares and consumables close to your AZs (Availability Zone) to support rapid break-fix operations without bloating on-site storage.



Pre-staging

- › **Kitting & Staging:** We consolidate multi-vendor orders (e.g. cabling, switches and PDU's) into site-ready "kits" based on specific aisles or cage requirements, simplifying the job for the integration teams.
- › **Expert Management of out of gauge MEP (Mechanical, Electrical and Plumbing):** We specialise in the complex transport of heavy MEP infrastructure. From massive back-up generators to GRAH (Computer Room Air Handler) units, we handle the rigging, permitting, and heavy-haul transport for all OOG (Out of Gauge) cargo.
- › **Visual Inspection & DOA checks:** We perform visual inspections to identify Damaged On Arrival goods immediately, triggering the RMA (Return Merchandise Authorization) process before the item delays a project critical path.
- › **Pre-Site De-Trash & Unboxing:** We offer removal of cardboard, pallet and shrink wrap at our facility before the goods reach the data-center. This accelerates the Time-To-Rack velocity for deployment teams.



High security asset protection

- › **TAPA-Standard Compliance:** Our facilities adhere to the highest security standards, (TAPA-A/B equivalent), featuring cage-within-a-cage storage for high value components (e.g. CPU's, GPU's etc.)
- › **Serialized Inventory Tracking:** We scan and track assets by serial number from receipt to final dispatch, ensuring a complete, audit-proof Chain of Custody for sensitive data-bearing devices or high value hardware.
- › **Streamlined RMA management:** We handle the reverse flow of defective/ decommissioning parts, managing the consolidation and shipping back to OEM's (Original Equipment Manufacturer) freeing your operations team from administrative logistics burdens.
- › **E-Waste & Decommissioning:** As hardware cycles out, we serve as the consolidation point for secure decommissioning and responsible recycling, supporting Amazon's climate pledge goals by optimising reverse transport loads.



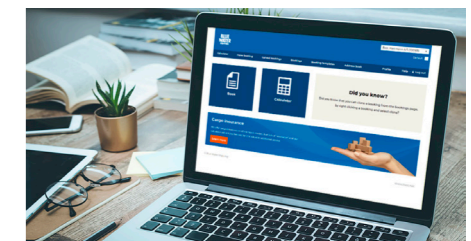
Customer centric

- › We align logistics execution directly with your WBS (Work Breakdown Structure), Ensuring that every asset from complex OOG (Out of Gauge) mechanical infrastructure to sensitive OFCI (Owner Furnished Contractor Installed) racks and navigate the global supply chain with precision. We exist to de-risk your deployment, turning logistics from a variable into a constant, so you can focus on lighting up the AZ (Availability Zone).



Secure chain of custody & visibility for HRI

- › We provide end-to-end custody and transparency for your high-value inventory (HRI).
- › We offer GPS tracking and secure transport protocols for HPC (High Performance Computing) hardware, ensuring zero shrinkage from FOB (Free on Board) to POD (Proof of Destination).



HSE and Sustainability

- › We are committed to Environmental, Social and Governance (ESG) principles, striving to minimise environmental impact and maintain the highest standards of governance across all operations.
- › On-site Health, Safety & Environment specialists provide compliance monitoring, risk management and real-time ESG/carbon emissions reporting.
- › Our services include tailored strategies to help our clients implement carbon offsetting or inssetting solutions.

Who we are



Blue Water Shipping is a global provider of all logistics services in modern supply chain management. At the heart of Blue Water is an organisation of professionals skilled to offer complete and tailor-made solutions to any shipping and transport requirement anywhere in the world.

Since the company was founded in 1972, our ambition has been to provide clients with the best service and highest quality in the industry. Our foundation is knowledge, decades of experience and dedicated employees.

From the very start – as a small local freight forwarding company in Esbjerg, Denmark – the ambition was to provide the clients with better service and higher quality than our competitors. Now - being a large international company - our ambition is still the same: to be Best in Town everywhere we operate.

Today, Blue Water is represented with more than 70 offices worldwide. In every Blue Water office, we combine our strong global network with local expertise – thereby adding value and providing our clients with services beyond transporting cargo in a safe and efficient way.

Our values

We play as a team – and we play to win

The colour of service is Blue – we work with passion to serve customers better - every day, everywhere

We keep our promises – because our business is built on trust

We believe in strong and long-lasting relations – enabling everyone to run a good business

Our responsibility reaches beyond our business – we take care of each other, our partners and society

We constantly question status quo – dedicated to improving our efficiency

Benefits of choosing Blue Water

- > Agile, innovative & tailored solutions
- > Dedicated chartering team with strong carrier relationships and direct market access
- > Multi-disciplinary engineering excellence covering structural, marine, and transport domains
- > End-to-end project management including route surveys, lifting/ securing/load-out analysis
- > Rapid response capabilities
- > Customised technical solutions
- > Cost-efficient freight forwarding and execution
- > Reduced reliance on external consultancies

Global Expertise, Local Presence

REV 4 / 2026.03.10 /ALDA-KITC



80+
offices

30+
countries

2500+
employees

Why Blue Water Shipping?

50+ Years of Expertise
Network Scale
Agility & Scalability

: Established in 1972, bringing decades of proven experience in global logistics.
: 80+ offices worldwide ensuring full origin and destination control.
: Flat management structure enables rapid decision-making, while flexible operational models adapt to surge demands and project growth.

Risk Management Leadership

: We take risks off your plate—proactively managing challenges to ensure uninterrupted operations.

Global Standards, Local Touch

: Combining international best practices with local expertise for seamless execution.

Commitment to ESG

: Driving higher sustainability standards and measuring carbon footprint across all operations.

Contact: singapore@bws.net

Together we create solutions

