

ACTING RESPONSIBLY



**BLG LOGISTICS
BLENDS ECONOMIC
PERFORMANCE
WITH SOCIAL
RESPONSIBILITY AND
COMMITMENT TO THE
ENVIRONMENT.**



Ecological. Social. Economic.
Sustainable with BLG LOGISTICS

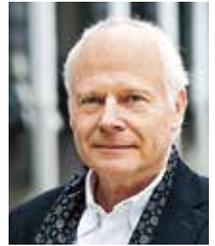
ABOUT THIS REPORT

Dear Reader,

You want to leave your children and grandchildren an intact world. Wherever possible, we make a contribution to responsible action. BLG LOGISTICS assumes social responsibility, increases energy efficiency, operates in a future-oriented manner and deals fairly with its employees.

In this and future reports we give intense consideration to the profile we accord our sustainability topics. We examine the role of sustainability in interplay with customers, owners, employees and the company. This self-reflection is supported by interviews that both convey an external view of BLG and point out the position of important stakeholders within BLG.

For this issue we have chosen Prof. Frank Straube from the Technical University of Berlin, who is an acknowledged expert for sustainability in logistics and has asked our most important clients about their BLG image on our behalf on several occasions already; Robert Köhler from Siemens Building Technologies, which is helping our Hörsel site to reduce energy consumption; and Dieter Strerath, who as chairman of the Group works council concentrates on the interests of our present and future employees.



WOLF LAMPE
Head of Sustainability
and New Technologies

Wolf Lampe
Head of Sustainability and New Technologies

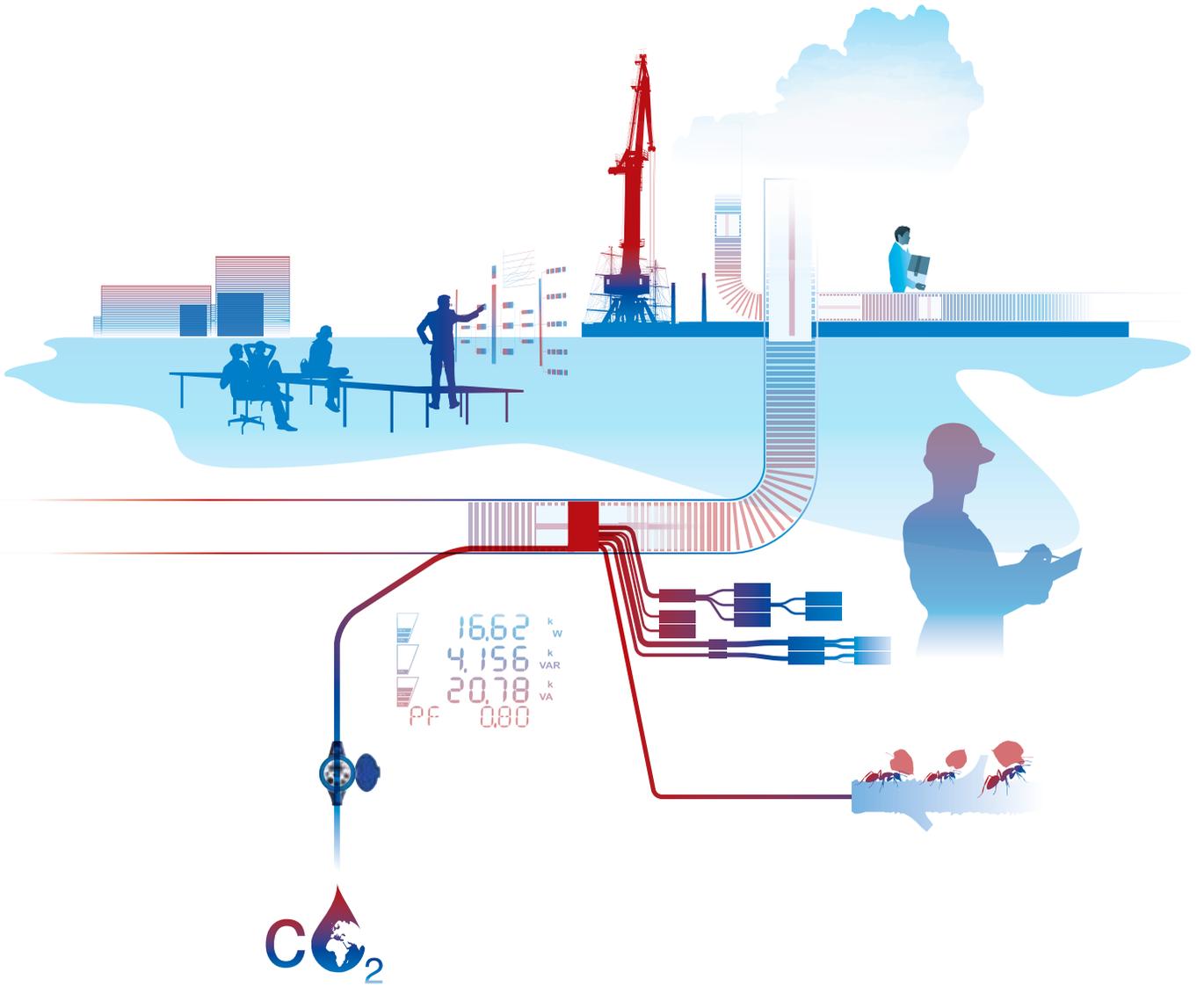


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Ladies and Gentlemen,

At the age of six I was holding my mother's hand in Bremen's Überseehafen, amazed by the first container ship being discharged on German soil. At that time my father was working for BREMER LAGERHAUS-GESELLSCHAFT, providing decisive initial assistance during the birth of container transport in Germany. Blazing new trails, showing courage - BLG has remained true to this maxim in its now nearly 140-year history. Adaptability and the readiness to assume social responsibility are deeply entrenched in our company tradition. That is part of our success story.

To ensure our further entrepreneurial success in the future as well, we will continue to pursue the strategy of growing profitably while maintaining stringent cost management. We owe that to our stakeholders and, in particular, to our employees. We have a good reputation as an employer and make a great effort to offer attractive jobs in a changing labor market. Respectful leadership and action, dealing fairly with one another, providing and complying with collective pay agreements, talent management and caring for our workforce were again key issues for our human resources management in 2015. Our responsibility extends even further, however: logistics profits to a high degree from globalization. At the same time transportation and logistics generate a significant portion of the worldwide CO₂ emissions responsible for climate change and Earth warming - global challenges that are tackled at the international level. In 2015 the United Nations passed a resolution for a global convention. The "Paris climate protection agreement" is the first of its kind to jointly place an obligation on all countries. On a binding basis, the world community pledges itself under international law to the goal of limiting Earth warming to less than two degrees. Furthermore, it stipulates that the world has to become greenhouse gas neutral in the second half of the century. The Paris climate protection agreement will be signed in New York on April 22 and Germany will be among the first to sign it.

BLG LOGISTICS, too, continues to stand behind the goal defined in 2012: 20 percent reduction in greenhouse gas emissions by 2020. In the year under report we introduced systematic energy management and thus considerably improved data transparency. We identified the ecological, social and economic challenges of our time and continuously work on the resulting issues. We act responsibly and inform the public of that in this Sustainability Report.

As Chairman of the Board of Management, I hope our customers also appreciate the fact that we are committed to climate protection, deal fairly with our employees, assume social responsibility, blaze new trails and maintain the sustainability of these innovations. I hope the efforts we undertake as a service provider are acknowledged - in an interplay of forces. In this spirit we look forward to the future dialogue with our partners.



Frank Dreeke
Chairman of the Board of Management

FOREWORD BY THE CEO



*» Adaptability and the readiness to assume social responsibility
are deeply entrenched in our company tradition. «*

Frank Dreeke / *Chairman of the Board of Management* /

BLG LOGISTICS: A FIXTURE IN THE LOGISTICS SECTOR

Profile

BLG LOGISTICS GROUP AG & Co. KG has its core competencies in automobile, contract and container logistics. In these three segments the Group offers complete logistics system services. Its clients include the leading German automakers as well as leading companies in the retail trade. Around 8,700 BLG employees assume responsibility for smooth logistics for high-quality products every single day.

The roots of the Group go back to the year 1877. Today BLG LOGISTICS is a growing enterprise that has developed into a global logistics specialist with activities at over 100 locations in Europe, North and South America, Africa and Asia. Including all shareholdings, BLG LOGISTICS currently has around 16,000 employees worldwide.

Leading automobile logistics provider in Europe

The AUTOMOBILE Division performs all services for finished vehicles encompassing logistics from the manufacturer to the dealer. That includes cargo handling, storage, technical processing and freight forwarding and transport logistics via rail, road and inland vessel. At three locations we handle the logistics directly at the plant. In the 2015 financial year BLG handled around 7.3 million vehicles and thus maintained its position as a leading automobile logistics provider in Europe. In addition to seaport terminals in Bremerhaven, Cuxhaven and Hamburg as well as in Gioia Tauro, Gdansk and St. Petersburg, BLG LOGISTICS operates inland terminals on the Rhine and Danube. BLG AutoRail is a provider specialized in rail-based vehicle transport with state-of-the-art and universally applicable equipment. The bases of our truck fleet extend from Neuss to Moscow.

Contract logistics: services along the supply chain

In the CONTRACT Division we offer all services along the supply chain for such diverse goods as car doors, rims, sneakers, foundation elements for offshore wind turbines weighing up to 1,000 tons, furniture, kitchens, bathroom fittings, railway components and deep-frozen potato products. We store, deliver, pack and unpack, handle conventional orders, online orders and returns and thus number among the leading German providers of logistics services. We work for strong brands at our logistics centers and special warehouses at

Locations in

15 countries

over

100 locations worldwide

around

8,700 employees

PROFILE AND STRATEGY

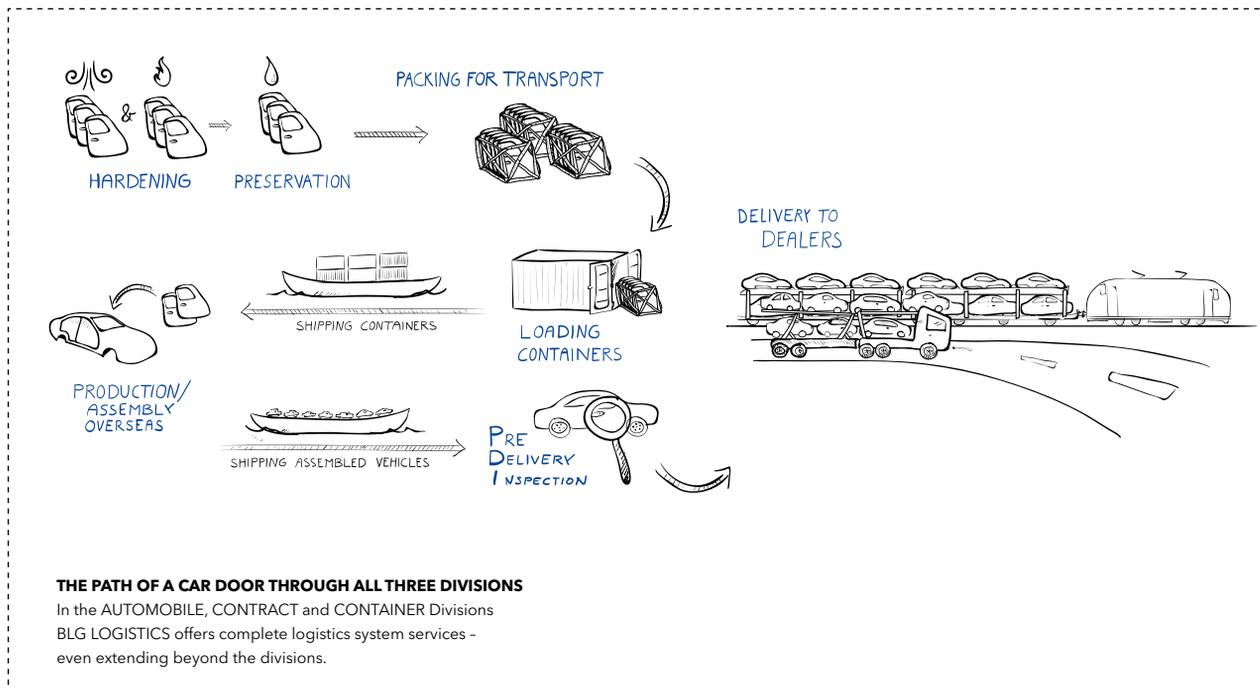
over 40 CONTRACT locations in Europe and overseas. Our clients also include major German and international carmakers that we also serve in the USA, South America, South Africa, China and Eastern Europe.

Strong market position in container logistics

In BLG's CONTAINER Division the EUROGATE joint venture has established itself as a leading, shipping-company-independent container terminal operator in Europe. The company handled 14.5 million standard containers (TEU) in 2015. The strong market position is based on the pan-European terminal concept, covering all services related to container transport, including feeder services and intermodal networking with the hinterland. The EUROGATE terminal network encompasses locations in Bremerhaven, Hamburg, Wilhelmshaven, Gioia Tauro, La Spezia, Cagliari, Ravenna, Salerno, Lisbon, Tangier and Ust-Luga.

Corporate structure: publicly owned – privately managed

The company is managed by a management company organized as a private enterprise, i.e. BREMER LAGERHAUS-GESELLSCHAFT –Aktiengesellschaft von 1877– with the Municipality of Bremen as the main shareholder. The Board of Management of the listed joint stock corporation manages the business of BLG LOGISTICS GROUP AG & Co. KG on its own responsibility. This structure guarantees a high degree of reliability and at the same time great flexibility. It also means the company has an exceptional social responsibility and needs a comprehensive and sustainable corporate policy.



Strategy and management

Sustainability is of great importance for BLG LOGISTICS. It forms the basis for our goal of comprehensively high quality that embraces social responsibility, environmental and climate protection as well as future-oriented economic management. We view sustainability as a holistic concept. Our objective is to blend economic performance with social responsibility and commitment to the environment. We adhere to legal and ethical stands and also require this from our business partners and suppliers.



www.blg-logistics.com/de/karriere/warum-blg/fuehrungsgrundsaeetze
Management principles



www.blg-logistics.com/de/investor-relations/corporate-governance/
Corporate Governance



www.blg-logistics.com/de/unternehmen/compliance/
Compliance

The fact that we increasingly tackle the issue of sustainability in a strategic manner is shown by the establishment of a central sustainability department at the end of 2011. The Sustainability and New Technologies Department reports directly to the CEO. As an executive department, it combines the relevant activities of BLG's individual business segments and departments and prepares the annual Sustainability Report. Its duties include calculating the CO₂ balance, setting up cross-departmental energy management and developing other new impetus - particularly in the field of ecological sustainability. It is also responsible for implementing the energy policy specified by the Board of Management. We deliberately decided in favor of combining sustainability and new technologies because their application additionally supports more efficient use of our resources and helps to avoid energy waste.

Values and mission

The Human Resources Department assumes the main responsibility for all issues relating to our employees. Finding employees and binding them to the company is its key contribution to value creation. "We consistently support the skills and commitment of our staff. The quality and efficiency of

our services mainly depend on the competence of the people in the BLG LOGISTICS GROUP." We have developed our management principles in line with the mission statement. It forms the basis of our cooperation, staff leadership and development. They are intended to create trust and help our employees on the road to success.

Corporate Governance

In the Corporate Governance Report, which at the same time represents the declaration on corporate management in accordance with Section 289a of the German commercial code (HGB), we point out the key elements of the corporate governance structures of BREMER LAGERHAUS-GESELLSCHAFT –Aktiengesellschaft von 1877.

KEY ELEMENTS OF CORPORATE GOVERNANCE STRUCTURES

- _ Declaration of Conformity of Board of Management and Supervisory Board,
- _ major practices of corporate management going beyond legal requirements,
- _ working approach of Board of Management and Supervisory Board as well as their composition.

Compliance

Our conduct in business life is based on values and norms. By complying with laws and regulations as well as our ethical principles, BLG LOGISTICS remains a reliable and fair partner for clients, business partners and shareholders.

By introducing the new Code of Conduct and an Anticorruption Guideline, both effective since April 1, 2015, we consistently take a further step in establishing our local and global responsibility.

WE SECURE SUSTAINABLE SUCCESS BY

- _ not tolerating corruption in any way or form,
- _ refraining from discrimination of any kind,
- _ giving top priority to occupational safety and health protection,
- _ using our resources responsibly,
- _ tackling fair competition and
- _ treating the personal data of our employees and customers strictly confidentially.

Aside from that, our compliance guidelines define standards and expectations regarding daily dealings with one another as well as the actions of our staff members and executives. And they serve as an orientation for the conduct of the latter in a national and international business environment as well as in their cooperation with customers and suppliers.

Around 250 employees were intensively trained in this entire complex of issues in 2015, including the Board of Management, the first to third level of management as well as further staff members from departments where there is a risk of noncompliance. Previously to that the company appointed a Compliance Officer, adopted a Code of Conduct and the Anticorruption Guideline and appointed an ombudsman, who anonymously receives indications of compliance violations. The next step involves training for our international employees as well as for new and promoted staff members. The objective of all these efforts is to sharpen the awareness for compliance and create security for our daily actions.

Sustainability in the supply chain and procurement

As a logistics provider, we have very little influence on the upstream processes of our customers. In most cases we work with material provided to us. For this reason an examination of sustainability in the supply chain plays a minor role. Wherever we can carry out supplier management and exert influence, we do so - for example, in our purchasing processes. Thus, we have updated our General Terms of Contract and Purchasing and added the new Paragraph 17 "Compliance, environment, social responsibility", which is geared to the Global Compact of the United Nations.



www.blg-logistics.com/de/agbo
General Terms of Contract
and Purchasing

Determination of relevant topics

Decision-makers from the Sustainability, Human Resources, Quality Management, Purchasing and Controlling Departments have drawn up the key sustainability issues for the 2015 reporting year. The responses from surveys sent to the relevant holding departments served as the basis. We jointly analyzed this information and subjected the reports on these topics from the previous years to a strength-weakness analysis. In addition, we took into account the already known interests of our numerous stakeholders and the coming legal requirements and conditional framework. These activities are preparation for future reporting in accordance with the standards of the Global Reporting Initiative (GRI G4). In the first step we see the use of GRI G4 as the basis for our reporting this year as an opportunity to tackle the issue of sustainability in an even more structured manner. »

250
employees trained
in compliance

Key spheres of action

This Sustainability Report makes general statements on our company, values and mission statement as well as on our previously described ethical responsibility. Furthermore, the 2015 report looks at our activities in the following key spheres of action, which as in the previous years are allocated to the areas of ecological, social and economic sustainability:

Ecological:

- _ Creation of transparency on energy consumption
- _ Energy efficiency
- _ Greenhouse gas emissions

Social:

- _ Fair and socially compatible pay
- _ Occupational safety and health management
- _ Employee satisfaction
- _ Initial and further training
- _ Equal opportunity
- _ Social commitment

Economic:

- _ Increase in economic performance
- _ Intensified quality, efficiency and innovation orientation

For these aspects we have developed indicators that make it easier for us to measurably pursue the goals we have set.

We are aware that our sustainability efforts should concern the entire BLG Group, i.e. also our locations abroad. Step by step we want to integrate the latter via defined goals and measures. The initial focus, however, is on domestic business, which makes up by far the largest proportion of our business activities.

EUROGATE manages many areas independently. Environmental and resource protection have a high priority and a long tradition here, too. The company is aware of its responsibility to the environment, people and society and regards efficient environmental protection as a holistic, company-wide strategy. Since EUROGATE itself reports comprehensively, exclusively economic aspects from the CONTAINER Department are examined in this Sustainability Report.

Inclusion of our stakeholders

For us, stakeholders are all persons or groups, both internally and externally, who have an interest in the development of our company or have claims or demands on us; in short, all those who are directly or indirectly affected by our entrepreneurial activities at present or in future. We strive to take into account the goals and interests of all stakeholders in an appropriate and balanced manner and see this as a contribution to successful corporate management. It is therefore important for us to know the perceptions and expectations of our stakeholders so that BLG retains a future-oriented alignment.

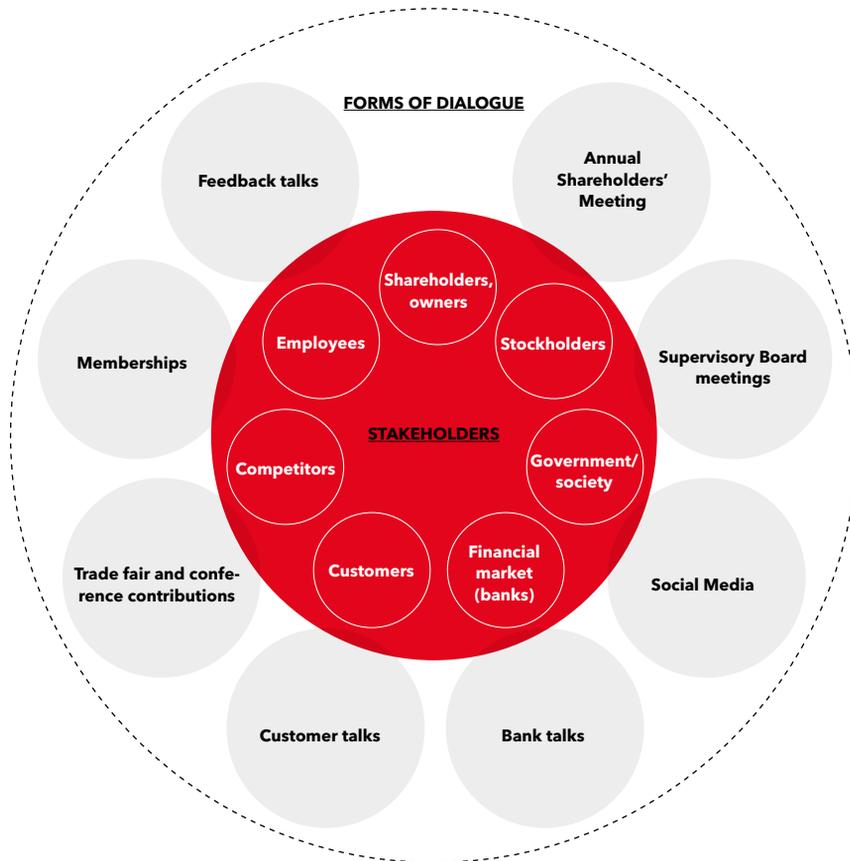
MEMBERSHIPS IN ASSOCIATIONS AND ORGANIZATIONS

- _ Bundesvereinigung Logistik (BVL)
- _ Central Association of German Seaport Operators (ZDS), Hamburg
- _ German Association for Freight Forwarding and Logistics (DSL), Bonn
- _ German Transport Forum (DVF), Berlin
- _ Förderverein Logistics Alliance Germany, Berlin
- _ AKJ Automotive "Arbeitskreis Just-in-Time"

17

years of Bremen Forum
of Entrepreneurs

DIALOGUE WITH OUR STAKEHOLDERS

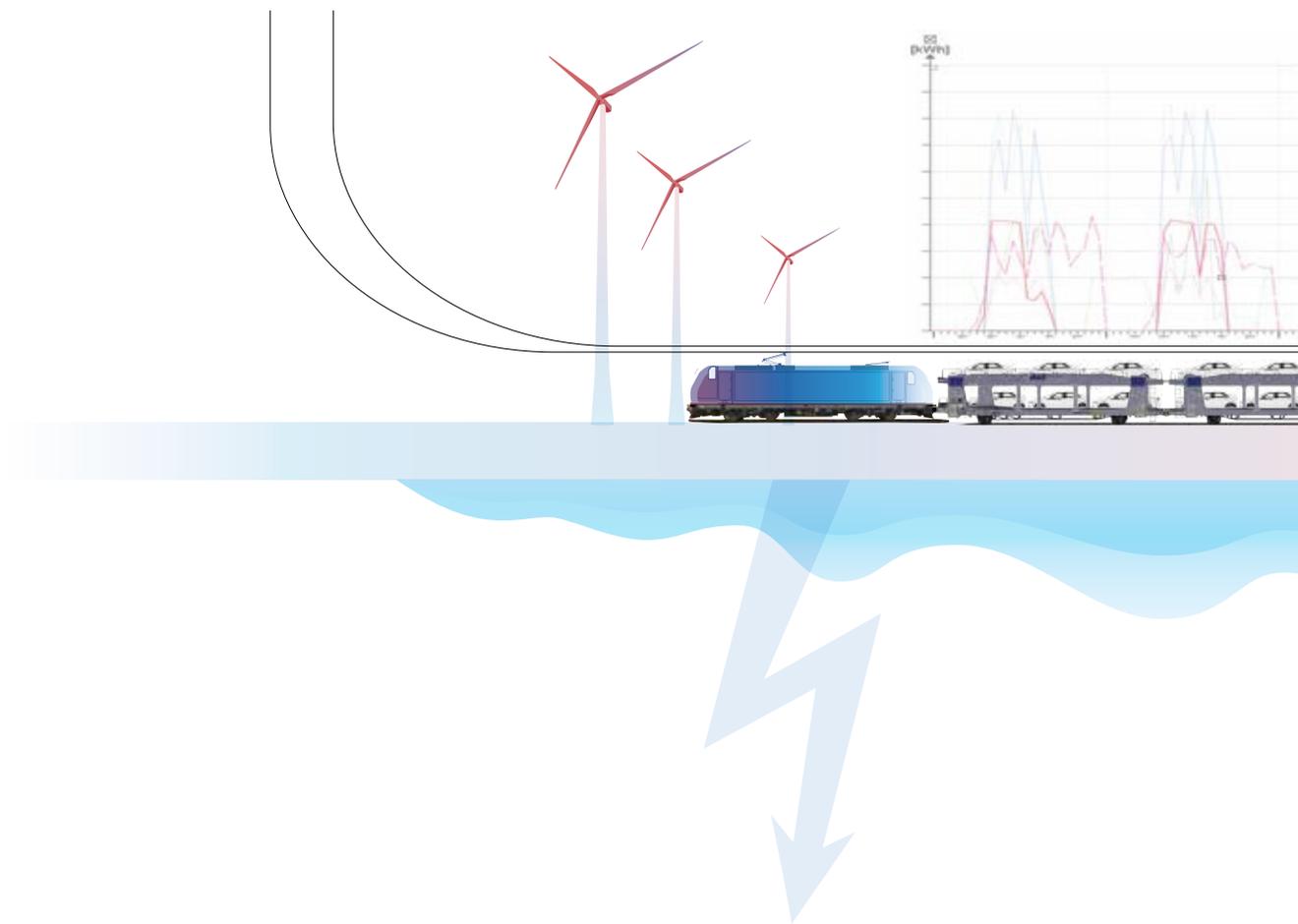


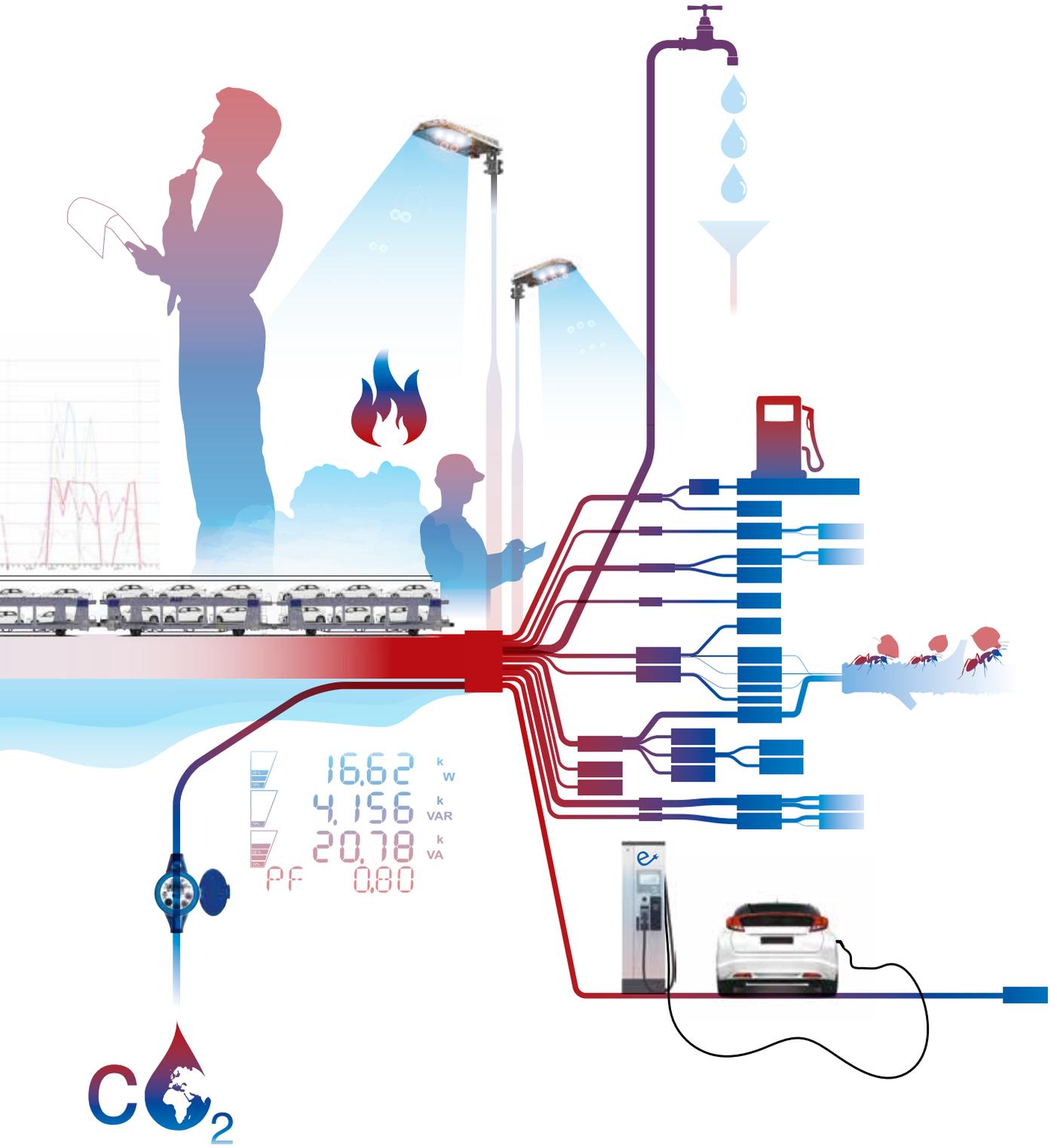
We already actively “manage” the majority of our stakeholders. For us an even more systematic involvement and a constructive exchange with our stakeholders are worthwhile. We therefore view the requirements of the Global Reporting Initiative as an impetus to launch a monitoring process that looks at the following questions: Who are our most important stakeholders? What expectations do they have of BLG? How can we incorporate the issues that are put forward to us by the various stakeholders? How can we continuously improve the dialogue with them? The figure provides an

overview of the most important stakeholders and the already established dialogue formats. Prominent examples include repeated surveys of customers at the Board level and the “Bremen Forum of Entrepreneurs”. The CEO of BLG LOGISTICS regularly invites high-ranking guests from politics, industry and society to the historical Bremen Town Hall for this purpose. The event is supported by the Senator of Economic Affairs, Labor and Ports and the Bremen Chamber of Commerce – Chamber of Industry and Commerce for Bremen and Bremerhaven.

ECOLOGICAL

*As a reliable partner for industry and commerce,
we also stand behind our responsibility to protect the
environment and natural resources.*





ENVIRONMENT AND RESOURCE PROTECTION

Environment and resource protection

There are intensive interactions between logistics and the environment. Logistics profits to a great degree from the internationally intermeshed commodity and value chains with which in turn our prosperity and economic growth are closely tied. The necessary transport activities and logistics processes cause at the same time a significant share of the greenhouse gas emissions that are responsible for climate change and Earth warming. All logistics companies thus have a responsibility for taking measures to protect the environment and natural resources. BLG LOGISTICS, too, has taken up the cause of making a contribution to more energy efficiency, resource protection and worldwide reduction of emissions.

In our cooperation with our customers we note that the sensitivity to sustainability issues has grown considerably. We feel this directly in tenders that we process on a regular basis. The contract award criteria are increasingly oriented to sustainability aspects and descriptive information is no longer enough by any means. Our customers in the automotive sector and retail trade demand data and KPIs, standards and certificates. They expect us to be in a position to make concrete statements on environmental impacts and CO₂ emissions with regard to the contracted logistics services. Ecological sustainability is becoming more and more relevant in terms of competition. Sustainable logistics is the focus of numerous other stakeholders: the public and lenders increasingly demand from us ecological commitment and investments in energy efficiency measures. The legal conditional framework, such as the



amendment of the Energy Services Act and the introduction of mandatory reporting on nonfinancial KPIs, make further measures regarding ecological sustainability necessary and increase the pressure on more efficient use of resources. Not least of all, more efficient use of energy represents an important factor for economic efficiency - although rethinking green frequently involves investments and process changes. That means we face the additional challenge of creating a balance between economic and ecological efficiency.

Making a binding contribution to climate protection

Creating the highest possible degree of transparency regarding our energy consumption and the greenhouse gas emissions caused and reporting on that openly on a regular basis number among our professed goals. We need reliable knowledge on where exactly and to what extent we cause CO₂ emissions in order to take suitable countermeasures. Transparent available data are therefore a key prerequisite to identify possible ways of optimizing the use of resources and the energy-saving potential. Enhancement of energy efficiency is a key pillar of the energy transition and makes a significant contribution to climate protection. Saving energy is thus not only an objective of the European Union and the German Federal Government - we, too, pledge ourselves to making more efficient use of the energy required. Furthermore, we adhere to our binding goal of climate protection, to which the Board of Management of BLG LOGISTICS committed itself in 2012. Taking 2011 as the base year, we want to reduce our greenhouse gas emissions by 20 percent.

All our ecological goals are an integral element of the energy policy stipulated in February 2016. This programmatic approach states: "We are convinced that responsible action and social acceptance are becoming increasingly important, also for logistics providers, in order to be and remain economically successful. Making our services efficient while using minimal resources and being able to offer our customers high-quality sustainable solutions represent a clear competitive edge." In future the energy policy will serve as an integral part of our sustainability efforts and of the orientation of BLG LOGISTICS as defined by strategic guidelines. It points out spheres of action as well as means and ways we must now pursue more consistently in order to achieve our goals. The section "Key spheres of action and management approaches" is devoted to our focal topics for 2015 / **page 18** /.



www.blg-logistics.com/de/unternehmen/nachhaltigkeit
Energy policy

GOALS

- ➔ **Transparency of energy consumption and greenhouse gas emissions**
 - ➔ **Enhancing energy efficiency**
 - ➔ **Reducing greenhouse gas emissions by 20 percent by 2020**
-



ENERGY EFFICIENCY AT BLG SPORTS & FASHION LOGISTICS

INTERVIEW WITH
ROBERT KÖHLER

TECHNICAL PLANNING, SIEMENS AG
(DIVISION BUILDING TECHNOLOGIES)

You have developed a contracting concept for energy efficiency and modernization for BLG Sports & Fashion in Hörsel. How did you go about this?

We started with a rough analysis in Hörsel in July 2014. This means we go through the entire plant for a day and take a look at all technical equipment: ventilation, compressed air, refrigeration, air conditioning. Then we draw up a list of questions in which we ask about energy consumption figures

and energy prices. On the basis of this data, we conduct a rough analysis with suggestions for investments and possible savings.

And if the customer decides to work with you?

Dann Then we conduct a detailed analysis. We measure the consumption values of all systems and ascertain the precise actual status. That takes between six and twelve weeks, depending on the scope involved. It is a very in-depth examination.

What caught your attention right away in Hörsel?

In terms of the technical state, it is a very good site. Construction in 1996 focused on relatively energy-saving aspects. However, a lot has changed in the last 20 years. The lighting immediately caught our attention. The warehouses were all equipped with fluorescent tubes. Today you can, of course, achieve quite a bit with LED.

To what extent are energy savings possible by replacing the lights?

Between 50 and 70 percent, depending on the section. In the warehouses we drop from 60 to 27 watts while the effect in the offices is somewhat less.

In what other areas was action taken?

The entire ventilation system had to be renewed. Belt-driven fans were installed there. Using the new directly driven fans, we achieve a significant optimization, around 30 percent savings in electricity.

In December 2015 BLG received the Sustainability Award from the federal state of Thuringia for the Hörsel site. For which measures?

The award was presented for the overall concept. That was naturally a big incentive for us to achieve the ambitious goals, also in terms of implementation. Overall, these measures will result in a 33 percent reduction in CO₂ emissions at the site.

And how do things stand now? What has been implemented already? What else will be implemented?

We started with rebuilding the ventilation systems in the ironing shop in 2015. To interrupt production as little as possible, we had to do this in the off season. In December we began with the second major measure, i.e. replacement of the tunnel finishers, those are automatic ironing machines for textiles. At the end of February all fluorescent tubes were then replaced by LED lights.

When will the entire concept be implemented?

We assume that we will complete all work by the end of June or July 2016. The next big measure is construction of a combined heat and power station to generate power and heat for the plant. After that the whole building management system will be modernized. That will presumably take until September.

How high are the investments for the overall concept?

Siemens has invested 3.5 million euros for the overall concept. This investment is refinanced via savings in energy costs that are achieved every year.

» Thanks to the changeover from fluorescent tubes to LED, it is possible to save up to 70 percent in energy for lighting. «

How do you verify these savings?

The savings in heat and power are verified via installed meters. At the combined heat and power station we measure the gas supply and the generated heat as well as the generated power. In the case of the lighting, consumption is proven computationally.

Who do the modernized facilities, including the combined heat and power station, belong to after the end of the period of operation?

Our contract runs for eight years. After the end of this period the complete facilities remain with BLG. It is the operator and owner.

You have indicated the savings and reduction in CO₂ emissions. How does the staff benefit from the measures, however?

For the staff the working conditions have improved substantially, thanks to better light at the workplace and in particular in the ironing shop thanks to better ventilation. There was also a lot of positive feedback on that during implementation.

KEY SPHERES OF ACTION AND MANAGEMENT APPROACHES

Focus on energy and emissions

To tackle the previously described ecological challenges and achieve the goals we set, BLG LOGISTICS concentrates on the key spheres of action “energy” and “greenhouse gas emissions”. The year 2015, for instance, focused entirely on the introduction of energy management. The appointment and training of energy officers at every site formed the basis for this. They are responsible for detailed and systematic energy data capture. Furthermore, the Board of Management has appointed a central energy manager and officer of top management for energy matters who has responsibility for developing the company’s own energy policy.

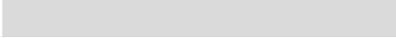
The newly established energy management also represents an improved framework for assessing greenhouse gas emissions. This assessment has been an integral part our sustainability efforts since 2012 and can now be further refined thanks to detailed and standardized data acquisition. Selected indicators make our efforts measurable

and show where we stand in terms of implementation. / Page 21 / documents the key figures regarding energy consumption / 01 / 02 /, energy intensity / 03 / as well as development of the absolute / 05 / and relative / 04 / 06 / greenhouse gas emissions of BLG’s AUTOMOBILE and CONTRACT Divisions. The issue of ecological sustainability has been reported directly to the Board of Management via the executive department of Sustainability and New Technologies since 2012. The team develops standard approaches, supports the individual BLG locations in implementing energy reduction and energy efficiency measures and centrally documents the activities and milestones.

Systematic data capture

Detailed data acquisition forms a fundamental prerequisite for our cross-departmental energy management. To take further steps towards achievement of our goal of creating a high degree of transparency regarding energy consumption and the generated greenhouse gas emissions, we extensively systematized acquisition of our energy consumption data and increased the degree of detail in the 2015 reporting year. All fully consolidated companies are included. Aside from energy consumption, such basic data as topography, number of employees and shift times as well as information on all facilities and consumers are collected. At present 46 sites make use of this energy data capture and regularly record their consumption themselves. The system developed by the Sustainability and New Technologies Department forms the basis for identifying potential for improvements in energy efficiency, reducing energy consumption and thus also reducing

TOTAL ENERGY CONSUMPTION (kWh)

2015		284,624,747
2014		279,324,486
2013		274,716,521

greenhouse gas emissions. At the moment we initially record domestic BLG sites. One of our objectives for the coming years is to successively include our foreign locations as well.

Energy officers on site

The employees of BLG LOGISTICS are an important part of our energy management - they have to be familiar with the requirements and tasks of the system. In 2015 BLG's management appointed energy officers at 46 sites who were subsequently trained by the Sustainability and New Technologies Department in the framework of the annual technology meetings. One of the focal points was familiarization with BLG's data acquisition system. The intensive training will continue in 2016, in some cases with external support.

Meeting legal requirements

The new Energy Services Act (EDL-G), which implements the requirements of the Energy Efficiency Directive of the European Union, came into force in Germany in April 2015. Many enterprises in Germany are now required to conduct an energy audit in accordance with DIN EN 16247 or introduce an energy management system according to DIN EN ISO 50001 or an environmental management system in accordance with EMAS. For BLG LOGISTICS, too, one of the main tasks in 2015 was to meet the legal requirements that came into effect during the period under report as a result of the amendment of the Energy Services Act by the stipulated deadline. However, we do not view this merely as an obligation, but also see it as an opportunity to improve our energy management and thus make advances in reaching our goals.

BLG's divisions decided to utilize the room for maneuver permitted by the EDL-G in different ways. Our Automobile Logistics locations were analyzed and audited in due time by external energy auditors. The objectives of the energy



audits are to identify potential for energy reduction and efficiency and point out concrete location-specific measures. As soon as the audit reports are available, as many of the specified measures as possible are to be implemented, the results systematically recorded and incorporated into cross-departmental energy management.

ANNUAL TECHNOLOGY MEETINGS

Once a year our technology executives and energy officers from all over Germany get together at a BLG site in order to discuss technical best practice solutions and current sustainability projects on a cross-departmental basis. Group work, lectures and site inspections in the framework of these technology meetings promote cooperation, create synergies and enhance networking among the executives nationwide. Regular items on the agenda include measures for saving energy and the BLG "TechnikAtlas", an internal platform that employees use to stay up-to-date in terms of innovations, new purchases and good ideas.



25

locations on the way to certification according to ISO 50001

284,625

MWh in energy consumption

95,737

t of CO₂ equivalents

BLG's CONTRACT Division has decided to move towards certification of the energy management system in accordance with DIN EN ISO 50001. This will involve integration into the BLG environmental and quality management system according to ISO 14001 and ISO 9001, which has existed for years. Our quality managers will support this process.

A practiced certified energy management system increases the transparency of energy use, energy consumption and energy costs. It supplies reliable data and makes it possible to measurably identify savings potential and specify binding reduction and efficiency goals. In addition, it enhances process effectiveness, increases energy efficiency, improves profitability and in the end creates a competitive edge.

In the reporting period we carried out preparations for a certified energy management system at 25 locations, appointed energy officers, recorded all relevant data and conducted an initial energy analysis. Completion of certification is planned for autumn 2016. In future additional sites will be included in the certification in accordance with DIN EN ISO 50001.

Assessment of greenhouse gas emissions

Structured energy data acquisition also forms the basis for calculation of the greenhouse gas emissions (GHG emissions) caused by us. BLG has been centrally assessing energy consumption and emissions since back in 2011. In 2015 we adjusted our balance limits in line with the balance limits on which energy management is based.

As a matter of principle, we provide information on CO₂ equivalents (CO₂e) that also take into account other gases with a high greenhouse gas potential, such as methane and laughing gas (nitrous oxide). At the same time we record all CO₂e emissions for our energy consumption - scope 1 and 2 according to the Greenhouse Gas Protocol (GHG Protocol) - as well as their upstream chains. »

EXPLANATION OF THE SCOPES ACCORDING TO THE GHG PROTOCOL

Scope 1 comprises all direct GHG emissions that result from a company's own business activities in the stricter sense. These are emissions generated directly in the company during combustion of primary energy sources, such as natural gas, heating oil, diesel or coal, as well as direct GHG emissions from the production process.

Scope 2 comprises the indirect GHG emissions resulting from generation of the procured energy. These are emissions from secondary energy sources, such as electricity, district heating, steam and cooling energy.

Scope 3 comprises all other indirect GHG emissions that result from upstream and downstream company activities, such as downstream transport, business trips and commuter travel.

01 / ABSOLUTE ENERGY CONSUMPTION

broken down according to energy sources

Energy source	2015	2014	2013
Total energy consumption [kWh]	284,624,747	279,324,486	274,716,521
Power [kWh]	63,260,788	58,907,206	56,013,968
Natural gas [kWh]	70,423,479	58,403,305	62,536,569
Heating oil [l]	989,273	1,037,926	1,343,503
Diesel [l]	11,389,370	12,256,049	12,259,405
Gasoline [l]	18,333	11,877	43,653

02 / PERCENTAGE SHARE OF ENERGY CONSUMPTION 2015

broken down according to divisions and segments 2015



03 / ENERGY INTENSITY 2015

(relative energy consumption)

0.35

kWh/€ Umsatz

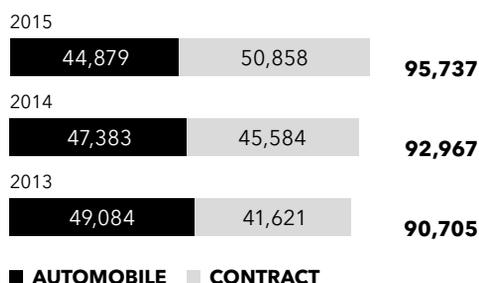
04 / DEVELOPMENT OF GREENHOUSE GAS INTENSITY

from 2011 to 2015

-6.6%

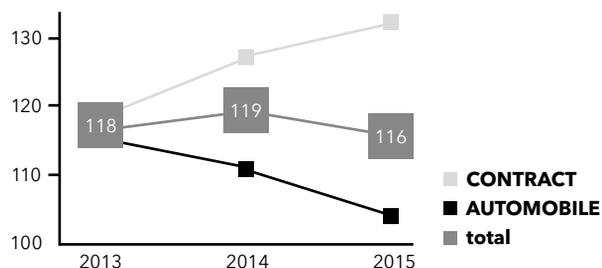
05 / ABSOLUTE GREENHOUSE GAS EMISSIONS

CO₂e (t)



06 / RELATIVE GREENHOUSE GAS EMISSIONS/INDEX

gCO₂e/€ sales



For the calculation we also use well-to-wheel emission factors (WTW). They contain all resulting CO₂e emissions from production to transport and processing all the way to combustion and use. The emission factor used for power applies Germany-wide and also contains the upstream chains. The CO₂e emission factors for calculation for transport or for diesel vehicles result according to DIN EN 16258, introduced in 2013. The rise in total greenhouse gas emissions in the last three years / 05 / is due to a constant increase in our business activities and the takeover of new sites. This effect is driven by the CONTRACT Division and overlaps development in the AUTOMOBILE Division. The latter's documented emissions show a declining trend because, among other things, we adjusted the balance limits in 2015 and thus now only record the consumption for which we are responsible.

Energy and greenhouse gas intensity

To make the development of our energy efficiency measurable in future, we are measuring the energy intensity this year, i.e. the relative energy consumption / 03 /. One of the special challenges posed by the assessment is the high process diversity at the locations. There is no overriding reference variable that precisely describes all our activities in a comprehensive and adequate manner. Possible reference variables range from picks during order picking and CBU (complete buildup unit) for vehicles to cubic meters of refrigerated space. In the course of systematic data acquisition we expect new approaches for assessing energy efficiency statistically. The aim is to take into account the technical interrelationship between the reference variable and energy consumption as far as possible. Thus far, "sales" have proven to be the best general reference variable for BLG's AUTOMOBILE and CONTRACT Divisions in dealing with this abstract issue. For this reason we also carried out the calculation of the relative CO₂e emissions of the two divisions on the basis of sales and thus analogously to the past years. The relative development of BLG's GHG emissions based on sales shows a reduction of 6.6 percent

compared to the base year 2011 / 04 /. Figure / 06 / shows the development in the divisions over the last three years. By virtue of implementation of the numerous measures identified in the energy audits and certifications, we expect a significant reduction in GHG emissions in the coming years.

ELECTROMOBILITY

One contribution that can be made to reducing CO₂ emissions in road traffic is to replace conventional internal combustion engines with alternative drives. Six pool vehicles procured through a funded project have successfully passed trial operation and have in the meantime been replaced by new e-mobiles. Even after the end of the project we want to increase the proportion of e-vehicles in our fleet of pool vehicles and have now included e-vehicles, in addition of diesel vehicles, as a standard part of our leased fleet. Our contribution to increasing the density of the charging infrastructure network - the charging stations set up in Bremen and Bremerhaven in 2013/2014 - will be continued and enable charging for the public. Battery charging with 100 percent eco-power remains free of charge.

Energy efficiency measures

Apart from setting up comprehensive energy management, we also implemented a number of small-scale and large-scale measures at our sites that make an additional contribution to greener logistics. One of the focal points was again on optimization of lighting. Outdoor lighting, indoor lighting, street lighting - the light sources, for which we control energy consumption ourselves at our German locations, offer a great deal of savings potential. Besides presence detectors and twilight switches, the primary focus is on the use of LED. We are examining this in specific applications at different sites. New logistics facilities like

>10
thousand lights
replaced with LED

“LC GVZ 2” in Bremen and the logistics center in Düsseldorf as well as construction of a new eighth parking deck in Bremerhaven with 7,050 parking spaces are being completely equipped with LED right from the beginning, in some cases also with intelligent light control. At the Hörsel site, which has been part of the BLG Group since July 2015, we have replaced over 8,000 lights, both indoors and outdoors, with LED lighting systems in day-light quality. BLG Sports & Fashion Logistics has contracted Siemens Building Technologies AG to carry out these and a number of other modernization measures / **Interview page 16 – 17** /.

In the reporting year BLG AutoTransport GmbH & Co. KG invested in 42 new Daimler Actros trucks with a special system for reducing CO₂ emissions. Aside from the Kässbohrer superstructure, the Lohr superstructure is now represented in our fleet for the first time. Its design also enables optimal stacking with only four vehicle axles. Moreover, BLG AutoTransport saves paper – around 5.6 tons

of paper in seven years. This is due to introduction of the electronic paperless file by the business segment at the beginning of 2015. In addition, the entire BLG Group has changed over to paperless accounting.

Our international locations also endeavor to achieve ecological sustainability in line with the requirements in the respective countries. Photo-voltaics and intelligent light control are already used to save CO₂ at the site in Padua, Italy. And BLG Logistics Solutions Italia is the partner of SOS Log, an association for sustainable logistics in Italy that works towards reduction of emissions in road freight transport.

You will also find continuous measures, initiatives and projects in our Sustainability Reports from 2012, 2013 and 2014.

5.6

tons of paper in seven years



www.sos-logistica.org
SOS Log, Italien

FUTURE TOPICS

BUILDING MANAGEMENT

At several German locations BLG LOGISTICS works in buildings that are certified by the German Sustainable Building Council (DGNB). Minimum standards or standardization regarding sustainability in new projects has not existed up to now, with the exception of the requirements of the investor. Now there are plans to draw up and define minimum cross-site requirements, such as regarding insulation, lighting, charging technology, energy measurement systems and indoor heating.

LED/LEP

BLG LOGISTICS takes part in the cooperation project “Comparative study and pilot application of LEP and LED lights in ports of the metropolitan region”. In this process we apply our expertise in the incorporation, documentation and optimization planning of area lighting and indoor lighting. We will define application cases and provide test areas for LEPs (Light Emitting Plasma), which are even more energy-efficient than LED lights.

SOCIAL

Finding and binding employees are a key contribution of human resources management to value creation.





CHALLENGES AND GOALS

Working world in transition

“Passionato instead of lamento” Dr. Elke Eller, President of the Federal Association of Human Resources Managers, published a highly regarded article with this title in 2015. In it she urges that HR managers play “a formative role as value creators”. She states that the labor market is changing from a supply side to a demand side market in which “a totally positive application experience” is of immense importance. The “procurement” of personnel cannot be the right approach, instead successful talent management is necessary. Finding and binding employees to the company is also a key challenge for the Human Resources Depart-

ment at BLG LOGISTICS. Logistics is a sector shaped by people. Our staff is one of the most significant factors for the development of the company and one of our most important resources. The current demands made on logistics are high: standardization, digitization and innovativeness are some of the key words in this context. Particularly digitization not only changes products and services, but the entire value creation process and is making inroads in all production and work processes and even in the relations between companies, customers and employees. New opportunities for diverse and flexible work are the consequence, but also a high level of dynamics and complexity characterize the working world.



Satisfied employees are an important asset in this environment since a company can only remain competitive and adaptable with a satisfied, healthy and motivated staff.

The demographic development in Germany, as in other industrial nations, has an impact on nearly all aspects of personnel work: the consequences – the rising average age of the population and the declining number of residents – lead to a “war for talents”, i.e. increasing competitive pressure on companies in the fight for young talents. University graduates are one of the most coveted resources today.

However, a company not only needs these “high potentials”. In the logistics sector the demand for qualified specialists is high in all areas. They include IT specialists, engineers and economists as well as specialized personnel with commercial training and specialists for physical logistics.

Surviving in the “war for talents”

The young people of today have grown up as part of an achievement-oriented society, but also belong to “generation Y”, for whom the work-life balance is a key concern and who attach great importance to having a meaningful job. The applicants of today expect attractive employers to respond to these new priorities. They are aware of their market value and advocate their demands with self-confidence. And they can afford to do so as the labor market has transformed from a supply side to a demand side market. For this reason only an attractive employer can survive in the competition for the specialists sought. One of our paramount goals is to strengthen our profile as an attractive employer.

In the search for new employees and in maintaining the loyalty of our current staff, we also look at those groups in the labor market that have not been the focus of attention thus far. Needs-oriented training for all levels of qualification is another goal for us. We are proud of the fact that many committed,

formative and open-minded employees are part of the company.

We want to concentrate more on this potential and manage our talents even better. Workforces – as well as the life patterns and expectations of people – are becoming more and more diverse due to globalization and the open European labor market. Management of these varied workforces is of special importance to us. In this context our objective is to implement equal opportunity, i.e. equality of occupational opportunities for everyone, regardless of gender or origin, in the best possible way.

It is expected of an international company with a long tradition like BLG LOGISTICS that we also address and promote socially important issues. We want to fulfill these expectations. As one of the biggest employers in the federal state of Bremen, we bear a great responsibility for the region – as well as at other locations in Germany and beyond. For this reason we report on our social commitment in a separate section / page 36-37 /.



www.blg-logistics.com/de/unternehmen/nachhaltigkeit
Social commitment

GOALS

- ➔ Strengthening our profile as an attractive employer
 - ➔ High degree of employee satisfaction
 - ➔ Needs-oriented training for all qualification levels
 - ➔ Implementation of equal opportunity
-



HIGH LEVEL OF WORK QUALITY THANKS TO SECURE JOBS

**INTERVIEW WITH
DIETER STRERATH**
CHAIRMAN OF THE GROUP WORKS
COUNCIL AT BLG LOGISTICS

What is sustainability in human resources policy for you?

It's a mixture of many elements. They include work satisfaction, health at the workplace, a good mix in the age structure. Other aspects from the point of view of the works council are fundamentally taking on trainees as part of the permanent staff and maintaining the highest possible rate of employment of its own staff so that as many employees as possible are employed directly by BLG and not by personnel service providers.

How is the rate of employment of your own staff developing at the moment?

In distribution in Bremen, for example, we agreed with our employer in the course of pay negotiations to hire or take over workers from the Gesamthafenbetriebsverein (GHBV) labor pool or from personnel service providers on the order of 700 employees by spring 2016. This is being implemented in this fashion. In Wackersdorf 80 new employees will be hired / taken over by spring of this year as well. At the Auto Terminal in Bremerhaven 300 employees were taken over in the past two years. Our objective is a further increase in the rate of employment of our own staff, though we

cannot do without the GHBV labor pool and personnel service providers. A logistics specialist like BLG needs a certain amount of flexibility because of the greatly fluctuating order situation.

Why is employment of your own staff so important with regard to sustainability?

By taking over employees, we make their jobs secure. According to the colleagues, their self-esteem increases significantly and gives further impetus to their motivation. They no longer number among the first who have to go when the order situation worsens and they no longer feel like second-class employees. Furthermore, there is greater identification with the employer. We now have a high fluctuation rate among temporary workers. If an employer in the region hires new people and offers 20 cents more, they are gone. We assume that fluctuation will drop if the rate of employment of our own staff rises.

How many BLG sites are covered by collective bargaining agreements?

Around 98 percent. We have just grown very rapidly in the Contract Logistics segment. But also almost all of the new locations are working under collective bargaining agreements. Our goal is, of course, a hundred percent.

BLG has now again surveyed its employees regarding their satisfaction with their job.

Are you satisfied with the result?

There are several tools for determining and improving the work satisfaction of the employees. The survey of Great Place to Work is one of them. The results of that are now being processed. In addition to that, we have an evaluation system in which superiors evaluate their staff and vice versa. This has been extended to blue-collar workers and trainees as well. However, these tools have to be given more substance. They don't work automatically. We are now in the process of revising the evaluation system. Our aim is to strengthen the feedback culture and move more intensively towards staff training

and further development. There, too, it's all about sustainability. If we want to find young people and bind them to the company, we have to offer them attractive jobs and development opportunities.

What are the focal points of your work in 2016?

Health promotion is an important issue for us. Today employees already have the opportunity to receive free examinations or health checks during our health days, for instance, or get allowances for prevention measures such as fitness training. In future we want to get the company medical office and social counseling service more involved in company meetings to provide up-to-date information on health at the workplace, such as about new occupational diseases like skin cancer, which increasingly occurs among people who work a lot outside. The same applies to social counseling.

» If we want to find young people and bind them to the company, we have to offer them attractive development opportunities. «

This frequently involves stress-related aspects at the workplace that are connected with both physical and psychological strain. The social counseling service increasingly has to deal with entirely new forms of addiction, such as compulsive gambling, cell phone use and Internet surfing. Another problem is the constant availability of executives who get cell phones from the company and then also receive e-mails or calls at home on the weekend. You have to clamp down on this and specify clear rules. The cell phone stays in the company on Friday evening. We would like to stay on the ball in dealing with these issues, but we still haven't got very far with our thoughts on these matters.

KEY SPHERES OF ACTION AND MANAGEMENT APPROACHES

Finding and binding employees

In view of the outlined challenges, the human resources work at BLG LOGISTICS is already quite impressive. We work with comprehensive tools and programs for staff planning and development that are constantly evaluated. To achieve our goals in terms of social sustainability, we again intensified our strategic-conceptual work in 2015. The key spheres of action in the reporting year can be subsumed under the following headings: attractive and fair working conditions, employee satisfaction, initial and further training as well as equal opportunity. The selected KPIs on / page 33 / regarding number of employees / 01 / and trainees / 05 /, employee survey / 02 /, fluctuation / 03 /, accidents / 04 / and proportion of women / 06 / make our efforts comprehensible and measurable.

Focus on fair and attractive working conditions

Fair pay and collective bargaining agreements

Fair and socially compatible pay is a key basis for finding and keeping employees in the company. BLG LOGISTICS is a company that adheres to collective bargaining agreements. Negotiation of, agreement on and adjustment of collective bargaining agreements for our various sites and sectors formed a focal point of human resources work in 2015. Among other things, talks took place on all levels concerning the issue of trade union responsibility for contract logistics. In spring two collective bargaining agreements that were previously applied to seaport logistics were combined into a new, uniform pay scale. A working group

consisting of representatives of employers and employees supported the negotiation process as well as with classification questions and shaped the takeover of up to 700 employees from the GHBV labor pool in Bremen and other personnel service providers / Interview on page 28–29 /.

Future social security

To close gaps in the pension scheme of our employees, BLG offers Future Social Security, i.e. an employee-financed system that it supports through profit-based bonus payments. To supplement the statutory pension insurance, part of the salary can be converted for the company pension scheme. In 2015 a total of 2,268 employees took part in this pension plan in the CONTRACT and AUTOMOBILE Divisions and in the holding company.

Health promotion and occupational safety

Healthy and motivated employees are one of the most important resources for BLG LOGISTICS. We maintain and promote the health of our employees, their ability to work and well-being on a long-term basis via targeted prevention, ergonomic design of workplaces, comprehensive occupational safety and by reducing work stress. Particularly in view of demographic change and an increasingly long working life, these are very key spheres of action for us.

Company health days sensitize the employees to their own health, have a positive impact on health awareness and promote health communication in the company in general. For this reason we again offered a series of health days on the topics of strong bones, risk of stroke and heart attack, skin

98

percent of the
BLG locations are
covered by collective
bargaining agreements.

cancer, nutrition, physical activity, allergies and workplace ergonomics in 2015. Our trainees also preoccupied themselves with the issues of addiction, nutrition and ergonomics for the first time.

The prevention measure "Fit & Fun" in cooperation with fitness studios continues to enjoy great popularity. In 2015 we expanded the program to additional sites. In December 1,116 employees took advantage of this measure subsidized by the company.

For three years now we have been using the "My Ticket" software to record and systematically evaluate accidents at work. For instance, we are able to develop preventive measures and implement them jointly with the responsible company executives and the works councils. The sum of the work-related accidents that must be reported, based on 1,000 full-time employees in each case / 04 / , dropped slightly in comparison to the previous year and is now around 50.

In addition, we conducted an in-depth analysis of causes of absenteeism in the year under review. Among other things, this analysis examined the connection between absenteeism and age groups, pay groups, functions, days of the week, period of employment at the company and leadership behavior. On the basis of these results, we developed various measures that will be implemented now and in the following years.

Compatibility of family and career

Another thing expected of an attractive employer is the availability of flexible working time models and focus on the work-life balance. Our efforts regarding the compatibility of family and career in 2015 were specifically geared to individual agreements with our employees so as to take into account the personal child care situation in a targeted manner. For example, we attempted to assign blue-collar workers to their preferred shift on a long-term basis whenever this was operationally feasible.



Certification of a number of BLG companies, such as BLG Retail Logistics, the holding company, BLG Auto Terminal Bremerhaven and BLG AutoTec, by the "berufundfamilie"® initiative substantiates our numerous family-friendly measures. This year BLG CarShipping Koper was the first foreign site to receive the renowned complete "Family Friendly Enterprise Certificate". BLG has agreed on further ambitious goals for the coming years. For instance, the company will make even more targeted efforts to convey to executives the decisive role they play when it comes to compatibility of family and career. Moreover, communication channels in this area will be examined, established and specified so as to improve the exchange of ideas between employees and decision-makers. Existing measures will be looked at in terms of their current need, e.g. support for child care. Care for members of the family will remain an issue of increasing significance. >>

"My Ticket" helps to develop measures and reduce the number of accidents.

"Family Friendly Enterprise Certificate" for our site in Koper

79

Great Place to Work®-
working groups

Focus on employee satisfaction

Employee survey

Credibility, respect, fairness, pride, team spirit – BLG LOGISTICS would like to sustainably further develop the workplace culture and work satisfaction as these are important dimensions. In December 2014 we conducted the second complete survey among the BLG LOGISTICS and GHBV employees at all German locations with the help of the external survey institute Great Place to Work®. The survey of several foreign locations followed in November 2015; the evaluations are currently taking place there.

In its overall result the survey shows that the “mood” at BLG did not change much compared to 2012, i.e. the “perceived endorsement” of the company by our employees as an extensively “good place to work” (56 percent). A participation rate that definitely could be improved and the feedback that only some of the surveyed persons thought that the measures carried out after the last survey had a positive impact on work satisfaction may be an expression of the fact that they did not view the changes after the last survey as comprehensive or visible enough. That is why we made the design of the follow-up process an integral part of the agreements on objectives of the executives and HR managers and evaluated and communicated the survey results at all German locations in detail.

11

years -
average period
of employment

The results were evaluated in 79 working groups and follow-up measures were defined on that basis. 615 employees were involved with the participation of executives and the works council and 561 measures were defined with the focus on improvement of working conditions, leadership, team spirit, training, health promotion, work-life balance, transparency of social benefits and accessibility of the workplace. Furthermore, we identified the expansion of feedback structures, improvement in dealing with constructive criticism and more transparent leadership behavior providing orientation as important areas. This means the issues which BLG LOGISTICS must continue to work on in order to become a “Great Place to Work” have been identified. We are making use of the year 2016 for further implementation so we can check again in 2017 how much progress the company has made.

The magazine “Focus” once again selected us as one of the best employers in Germany this year. The ranking is based on various sources, such as Xing, Kununu and random sampling surveys.

Long period of employment

Apart from the results from our employee surveys, the percentage of employees who left the company of their own accord is an indicator of work satisfaction for us. In the 2015 reporting year this percentage remained at a very low level group-wide. Also in view of demographic change, a stable personnel situation reflected in the relatively long period of employment at the company is important to us. The average period of employment in 2015 was again 11 years and thus continues to remain stable on a nationwide average. »

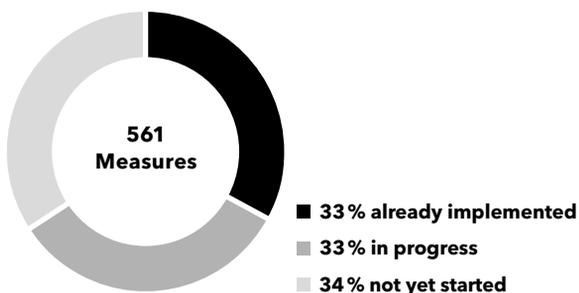
01 / NUMBER OF EMPLOYEES ACCORDING TO DIVISION

Average number of employees of the fully consolidated companies

	2015	2014	2013	Changes from 2014 to 2015
AUTOMOBILE	2,638	2,431	2,262	8.5%
CONTRACT	4,280	3,771	3,348	13.5%
Services (Holding)	249	223	216	11.7%
Total	7,167	6,425	5,826	11.5%

02 / EMPLOYEE SURVEY

Status of implementation of the measures defined in 2015



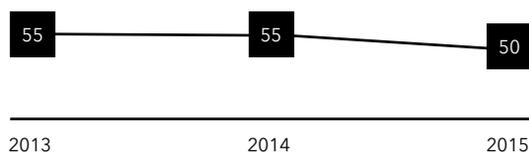
03 / FLUCTUATION

Employees who left the company of their own accord in 2015

1.84%

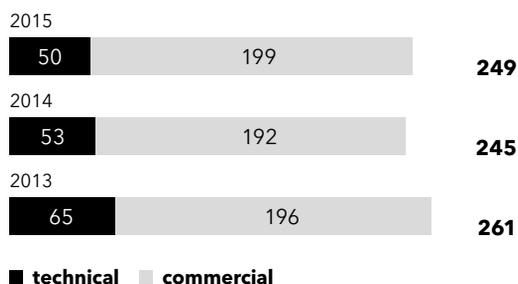
04 / ACCIDENTS AT WORK THAT MUST BE REPORTED

Number per 1,000 employees



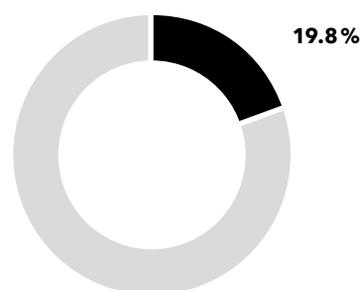
05 / NUMBER OF TRAINEES

BLG (incl. GHV)



06 / PROPORTION OF WOMEN

AUTOMOBILE, CONTRACT, Services



143

employees
newly included
in talent pool

Focus on training

The situation on the labor market has changed markedly – from a supply side to a demand side market. Therefore, we are blazing new trails in the search for junior staff members that match our needs and we offer training opportunities for all qualification levels.

Executive training

In the year under report we conducted a potential analysis company-wide, on the basis of which we identified high potentials for future departmental and management functions. All high potentials have taken part in a staff development seminar in the form of an assessment center. That was the basis for identifying and agreeing on individual development measures, such as seminars, courses or special projects. The candidates were included in our talent pool.

JMP program

BLG grew rapidly in the past years and has significantly expanded its international activities. The executives the company needs to manage this growth are not sufficiently available on the market. For this reason we set up our own junior management program (JMP) back in 2001. In contrast to other trainee programs, this one is specially tailored to BLG's needs with the aim of actually employing the graduates. May 2015 marked the launch of the eighth JMP program with nine external and nine internal candidates, including four employees from our foreign locations.

Diverse training opportunities

Around 80 young persons start their training at the German locations of BLG every year – as specialists for warehouse logistics, office management staff, automotive mechatronics technicians, mechatronics specialists, management staff for freight forwarding and logistics services, professional drivers, automotive painters or in the logistics and process

management bachelor's degree program. In 2015 a total of 49 trainees successfully completed their vocational training or dual study program in Bremen and Bremerhaven. In the framework of the company's guarantee to take on all trainees as employees given corresponding personal aptitude, 40 trainees received an employment contract. Four trainees left BLG of their own accord in order to take on new challenges.

"Training through work"

The joint project carried out by BLG LOGISTICS and GHBV offers young people who have not found a traineeship the opportunity of proving themselves via work. Over 30 young persons took part in 2015. School completion certificates and grades are secondary in terms of hiring. The objective of the program is to achieve vocational qualification as a specialist for warehouse logistics. The participants receive support through numerous training programs and courses as well as intensive support from BLG and GHBV.

Logistics training in the USA

Internationally, too, we blaze new trails to win over junior staff for our sector. BLG Logistics, Inc. took the initiative in the US state of Alabama in 2012 and established a vocational training program for logistics. Up to then training in logistics was only possible on the bachelor's and master's degree level. Together with Brookwood High School, our American company initiated a program on the high school level. Now other partner schools are also involved and work is under way to set up complete certification by the German foreign Chambers of Commerce.



[www.blg-logistics.com
/de/karriere](http://www.blg-logistics.com/de/karriere)
Training and studies

Focus on equal opportunity

Workforces are becoming more and more diverse due to globalization and the open European labor market. Managing these diverse workforces has special importance for us. We regard this broad sphere of action as a strategic challenge that we see as an opportunity to be taken advantage of. The people from many different nations that successfully work together in our company show that we are already doing a good job. However, there are other spheres of action in which equal opportunity plays a major role.

Women in management positions

BLG is still characterized by its tradition as a port operating company. This tradition is male, but today logistics also offers excellent work and career opportunities for women. The proportion of women in BLG's workforce is around 20 percent overall and has hardly changed as compared to the previous year. In 2015, however, we achieved an increase in the presence of women in management positions. The proportion has risen in the meantime from 16 percent in 2014 to 18 percent now. Our JMP forms a key element for operational activities. That makes it all the more gratifying that 10 of the current 19 JMP trainees in this program are women - the highest percentage to date.

New selection and application process

In 2014 we revised our selection procedure for trainees in Bremen in such a way that even pupils with not so good grades have the opportunity to get a traineeship at BLG. This is because the applicant situation has changed such that more and more young people are opting for university studies or transition programs between school and training - recruitment is getting increasingly difficult for BLG. Therefore, we have created a more open and at the same time more targeted and efficient process. Using a new test procedure, we look at the values, competencies, attitudes and motivation the applicants have to offer and whether they



fit in with BLG on the basis of these results. In the first step we dispense with references and other documents. In 2015 we started up this online test procedure as part of regular operations and received positive feedback from the applicants - for the improved response time and user friendliness. And applications have, in fact, risen in number and were submitted earlier.

Many nationalities

People from 65 different nations are employed at our company. At the beginning of the new training year in 2015 four refugees launched their professional career at BLG in Bremen. Two of the young men immediately started training as warehouse logistics specialists. The other two are completing an entry-level internship. During this period they can improve their language skills and obtain initial occupational experience. After that they have the opportunity of receiving a traineeship at BLG.

On December 31, 2014 operations ended at our site in Vitoria, Spain after a period of six years. The management staff in Bremen and Vitoria subsequently developed a concept to offer the experienced and well trained employees new prospects in Germany. Twelve of them accepted this offer and moved their main place of residence to Germany, where they were not only warmly welcomed, but also received intensive support in the initial period.

65
different nations

+2
percent more women
in management positions

SOCIAL COMMITMENT

Good neighbor – in Bremen and around the world

We support social, cultural, sports and educational policy activities.

It is expected of a company with a long tradition and international operations like BLG LOGISTICS that we also become involved in and promote socially important issues as a matter of course. We have been involved in numerous projects in the region around our national and international sites for many years now and as a good neighbor support social, cultural, sports and educational policy activities. In 2015 we continued the cooperation with the World Food Programme (WFP) of the United Nations established three years ago – an ideal intermeshing of social responsibility with our core competence, logistics.

Port analyses for the United Nations

We also continued the cooperation with the World Food Programme (WFP) in 2015.

In future, too, we will support the UN World Food Programme (WFP) with our logistics expertise / 02 /. That was agreed upon by Frank Dreeke, CEO of BLG LOGISTICS, and Ramiro Lopes da Silva, Assistant Executive Director for Operations Services at the UN organization, in August 2015 at a meeting in Rome, the headquarters of the WFP. The World Food Programme is the biggest humanitarian organization in the world. Every year it distributes around three million tons of food via aircraft, ship and truck to victims of wars, conflicts and natural disasters. Since 2012 we have provided the WFP, which finances itself through donations, with our port expertise free of charge on several occasions and have drawn up detailed analyses of ports in Sierra Leone, Ecuador, Indonesia and, most recently, in 2015 for northern Madagascar, which is regularly devastated by cyclones, and for southern Madagascar, which has been rav-

aged by drought for years. Through this commitment we make a contribution to finding possible transport corridors in disaster areas in cases of emergency.

Projects in the neighborhood

In the area around our locations in Germany and abroad we support numerous projects connected with schools, sports and culture. In the reporting year, for example, we again invited all fourth grade pupils in Bremerhaven to the fascinating exhibition at Klimahaus Bremerhaven 8° Ost / 03 /. On the international level we are extremely socially active in the US and South Africa. For instance, in 2015 we supported the young musicians of the Bocha-bela Youth String Orchestra, which was established by American musician Peter Guy in the townships of Bloemfontein in 1996 / 04 /. In Alabama we joined forces with the relief organization Habitat for Humanity and rebuilt the house of a woman in the neighborhood that had previously been destroyed by a tornado / 05 /.

Junior management staff sets a good example

The participants of our junior management program (JMP) make a regular commitment to various social projects. In 2015, for example, the new group of junior management trainees provided further support to a home for refugees in Bremen / 01 /. The JMP participants collected money to make the playground more attractive for the 15 children there. They also continued their commitment to the Bremerhaven disability sports festival in July 2015, in which numerous former graduates were also involved. For two years now the JMP trainees have been helping the Seaman's Mission in Bremerhaven with its Christmas activities.



01 / JMP 2015/2016 CLASS

commitment to home refugees,
children's hospice and Seaman's Mission



02 / LOGISTICS ON MADAGASCAR

support for UN World Food Programme



03 / FOURTH GRADERS IN FRONT OF KLIMAHaus BREMERHAVEN

invitation to fascinating exhibition and port tour by bus



04 / BOCHABELA YOUTH STRING ORCHESTRA

support for a South African music project

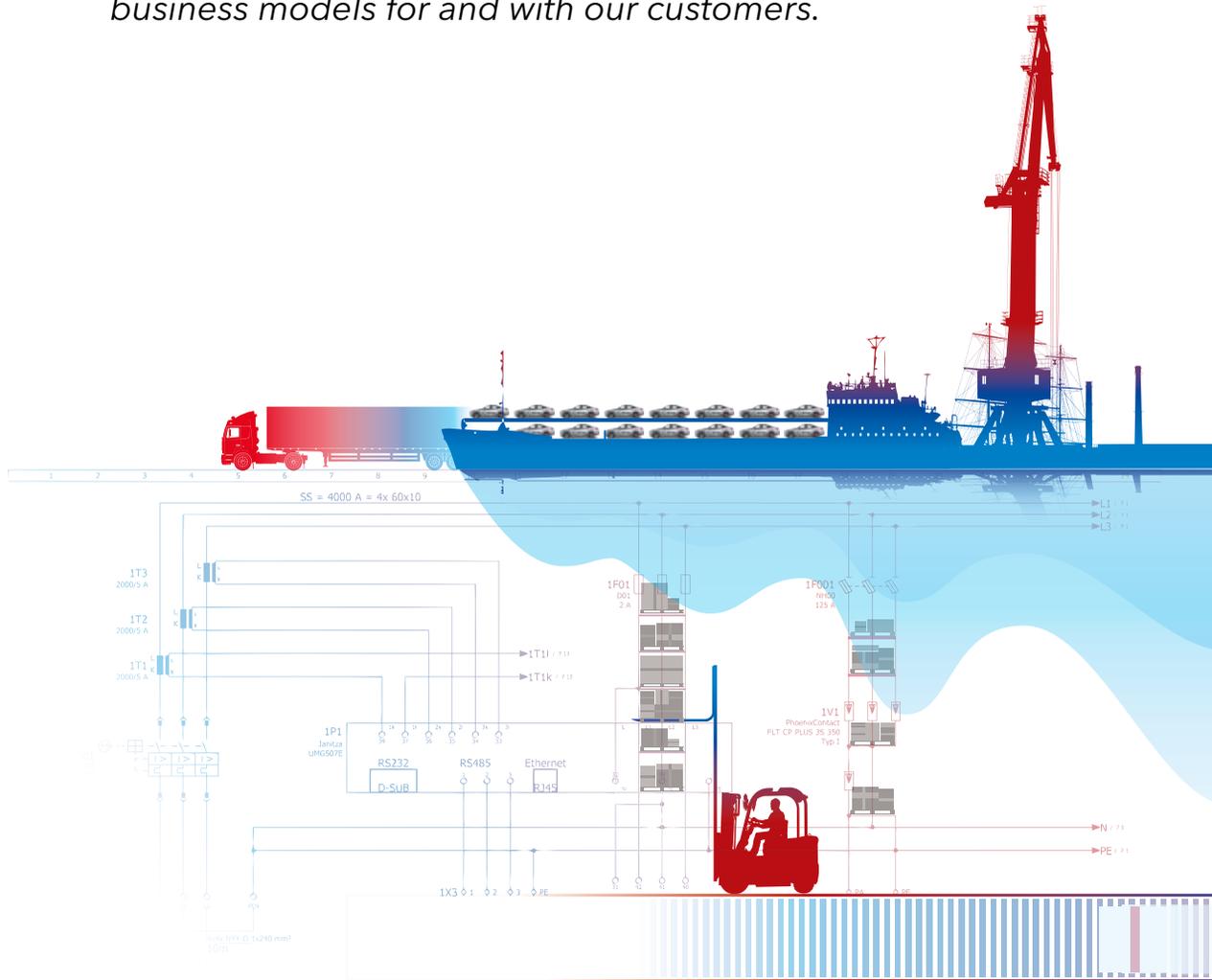


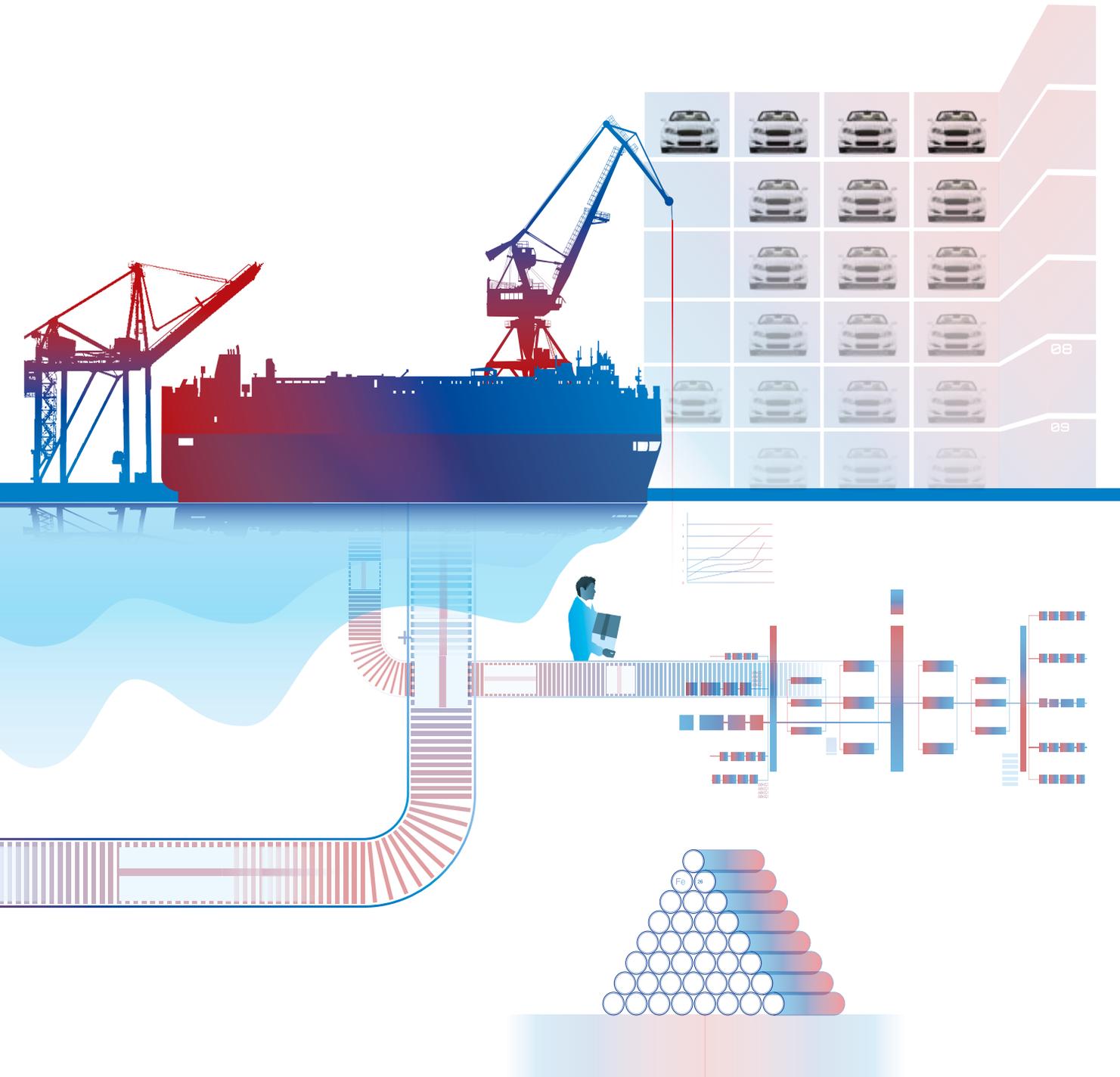
05 / NEIGHBORHOOD ASSISTANCE

rebuilding a house destroyed
by a tornado in Alabama

ECONOMIC

We implement future-oriented business models for and with our customers.





CHALLENGES AND GOALS

Fast-paced market environment and competitive pressure

Every two years the World Bank assesses the logistics performance of the world economy. Germany regularly holds a top position in this context. The logistics sector is an industry of great importance because it consistently records solid growth and constantly creates new jobs. As the biggest sector after the automotive industry and the retail trade, it ranks even higher than the electronics and mechanical engineering sectors.

For 2015 Bundesvereinigung Logistik reckons with a logistics market volume of around 270 billion euros. That would mean a plus of about 2.5 percent in comparison to the previous year. The logistics sector is also a key segment of the economy because efficient and competitive logistics is an indispensable part of the international division of labor. And it enables companies to concentrate on their core competencies and optimize the real net output ratio. At the same time logistics as the framework of globalization depends to a considerable extent on the dynamics of the world economy.



As a company, BLG LOGISTICS is constantly in competition with other enterprises and has to be competitive. Nowadays the success of a company often depends on how fast it can respond to customer demands. The highly mechanized world in which we live has, on the one hand, shortened the development time of products but, on the other hand, also the time they remain on the market.

This fast pace is noticeable in the logistics sector as well. Much more is demanded of it today than several years ago. Shortened product life cycles and constant product changes also bring about new process requirements. The call for automation solutions is getting louder and louder due to the rising personnel, energy and transportation costs – particularly in online trade. A prominent buzz word is Industry 4.0. In addition to smart glasses and 3D printing, such achievements as robotics and driverless transport systems play a central role. They are designed to enable uninterrupted operation, cut back on personnel and reduce damage in transit.

Staying future-oriented

Two particularly necessary logistics competencies are shipment capability at short notice and flexible adjustment to hefty fluctuations in volume. Prerequisites for such competence are, in turn, very good know-how regarding the process workflows as well as the structure and organization of conveying technology. Standardization, mechanization and the application of new technologies play an increasingly important role. Great readiness to invest and innovativeness are part of the self-image of a good logistics provider. At the same time contracts with short terms compel us to be more and more flexible. Already logistics companies are constantly working on optimizing their processes

and the quality of their services, such as by applying new technologies at existing facilities. As a result of increasing standardization, logistics services are becoming more interchangeable.

To tackle the challenges in this fast-moving market environment and counter competitive pressure, our professed goal is: combining profitable growth with stringent cost management. The objective is for BLG to remain a successful, future-oriented company. Our services are closely linked to the production process and the IT of our clients. We have to understand the direction in which our customers are developing strategically so we can support them on the basis of holistic logistics systems. That is why we view the factors of quality, efficiency and innovation orientation as essential elements for our sustained economic success.



[www.blg-logistics.com/de/
unternehmen/nachhaltigkeit](http://www.blg-logistics.com/de/unternehmen/nachhaltigkeit)
Economic commitment

GOALS

- ➔ **Profitable growth combined with stringent cost management**
 - ➔ **Securing and increasing competitiveness: quality, efficiency and innovation orientation**
-



DIGITIZATION AS A DRIVING FORCE FOR SUSTAINABILITY AND INNOVATION

**INTERVIEW WITH
PROF. DR.-ING. FRANK STRAUBE**

TU BERLIN, HEAD OF THE DEPARTMENT OF LOGISTICS
AT THE INSTITUT FÜR TECHNOLOGIE UND MANAGEMENT

Sustainability is a much overused term. What does sustainability mean for logistics specialists?

Allein Transportation alone is responsible for 14 to 15 percent of the CO₂ emissions worldwide and continues to grow 1.8 times faster than the world economy. That is why the transportation sector is increasingly becoming a focus of regulation. The climate summit in Paris stipulated that every person

may only emit two tons of CO₂ per year in 2035 if we want to achieve the two degrees goal. Logistics is being questioned more and more about its contribution to coping with the climate problems. If we don't have any good answers, there will be legal regulations which are not exactly efficiency-boosting, but generate a lot of administration and cost a lot of money. For this reason the sector is called upon to tackle the issue actively.

But where should the human and financial resources come from to develop concepts for this purpose in spite of margin pressure and shorter and shorter terms of contract?

In terms of its significance the issue of sustainability is unfortunately regarded at times as totally important while at other times it only costs money. However, it is a fallacy that sustainability always costs money. In about half the logistics projects I am familiar with there is improvement potential for reducing emissions and costs.

How great do you assess the potential for savings?

I estimate a cost efficiency potential of around 20 percent and improvements in delivery reliability and performance in present-day global logistics systems of up to 30 percent. Through application of clean technologies and improved cooperative process workflows in networks it would be possible to achieve additional cost and emission savings of 20 percent, though the effects of logistics-oriented new product optimization are not taken into account here. However, that would require that we slightly extend return on investment times in partnerships between industry, trade and service providers, from two to three years. This would enable the entry of new technologies. Our short-term thinking hinders innovation in some places.

You talk about long-term partnerships. Logistics specialists are, by contrast, experiencing growing cost pressure and a search for partners via Internet platforms where usually the cheapest offer counts.

This so-called cherry picking generates positive effects only in the short run. However, we do not have a holistic understanding, such as of problems that result from internal or external factors in the course of a supply relationship and that can only be solved on a partnership basis. I think that is often a misunderstanding of Purchasing about the value contribution of logistics.

Do logistics providers have to present themselves to a greater extent as equal partners?

We need an initiative for better cooperation between suppliers and recipients in logistics.

Digitization could be a driving force for that. It might give logistics the boost it needs for more efficiency, more collaboration and at the same time these technologies may also help to improve sustainability efficiency in logistics chains. Sustainability represents an opportunity, especially in combination with digital technologies and innovation.

To what degree do tenders already contain tough sustainability criteria?

Nowadays you will always find a section on sustainability in tenders, though as a mandatory section that is expected as a matter of course by service providers. The voluntary exercise is then the negotiation of the price. That focuses on the question of what share of the costs at a given price are accounted for by sustainability.

» Logistics is increasingly questioned about its contribution to coping with the climate problems. If we don't have any good answers, there will be legal regulations. «

And then the cheapest bidder still gets the contract?

Like I said, cherry picking is a sure way to the gallops because we disregard holistic optimization options. Industry tells service providers they are too expensive and not innovative and flexible enough while service providers accuse industry of drawing up tenders that are too tight and only involve cost aspects. The issue of sustainability is stuck precisely in this trap. We need a new way of thinking. There are many technologies that we don't use because they are not economical enough in the classic sense. The government could subsidize these technologies in a targeted manner. Logistics is called upon to draw up a list of requests containing the technologies they would like to be subsidized. There are enough platforms: Deutsches Verkehrsforum, BVL, the digitization initiative, the World Bank invests nine billion dollars in logistics every year. There were never so many interested supporters for innovations. We have to make more out of that.

KEY SPHERES OF ACTION AND MANAGEMENT APPROACHES

Sustainable growth

A foresighted and risk-conscious financial policy forms the basis for BLG LOGISTICS' corporate actions. We aspire to be a reliable and useful partner for our clients, employees, owners and the company. To secure a viable future for the BLG Group on a long-term basis, we invest in new developments, countries and markets. Our paramount goal is to continuously offer our customers high-quality and competitive services. We develop sustainable solutions that meet the previously mentioned challenges and are geared to the future – in many cases jointly with our clients. In the 2015 reporting year we tapped a new business segment, enhanced our economic performance through innovations and leaner processes and expanded the existing infrastructure for our logistics, among other things.

A detailed description and the calculation of the key figures related to the Group financial statement as well as the opportunity and risk management of BLG LOGISTICS are provided in detail in our **Financial Report** /. Here **page 47** / we restrict ourselves to furnishing an overview of the most important KPIs on the earnings situation **/ 01 /** and the use of the net value added **/ 02 /** as an indicator of the “economic value added” of our business activities.

Focus on economic performance

Business expansion

Germany is the biggest clothing market in Europe. A key trend in this sector is the rapid increase of complex e-commerce business with the highest growth rates in the fashion segment. The shift between the sales channels – from stationary to online – also increases the demand for new logistics concepts. Returns represent an additional market volume for logistics providers. BLG already has expertise in handling textiles as flat goods, this is demonstrated by the e-commerce centers at the Bremen and Frankfurt sites.

Through the acquisition of 51 percent of the shares of textile logistics specialist MOTEX Mode-Textil-Service Logistik und Management GmbH in Hörsel, Thuringia we started to build up a new segment in 2015. BLG Sports & Fashion Logistics GmbH, established in August with over 500 employees taken over at the Hörsel site, takes care of the logistics for hanging and flat goods of such well-known textile clients as Adler and Steilmann. The two companies complement their competencies in textile logistics and thus offer customers comprehensive large-scale logistics solutions. Among other things, this applies to handling flat and hanging goods, the e-commerce segment, cross-channel retailing, preparation, value added services, returns and IT processes as well as project and process management. The entire economic transfer of MOTEX GmbH is taking place in two stages and will be completed in 2019.

more than
500
employees taken over
in Hörsel

Aside from classic contract services, in the sense of holistic value chains, our clients also increasingly request freight forwarding services from us. That is why we decided in 2015 to attach more importance to this field and selectively expand our freight forwarding activities.

Investment in infrastructure

In 2015 we secured our competitiveness by investing in our technical equipment and infrastructure as well. By virtue of the new N3 parking deck, which offers over 6,000 additional spaces, we have secured the future of the Bremerhaven location as one of the most important transshipment points for the automobile industry worldwide. In 2015 alone 2.3 million vehicles made their way to our Auto Terminal in Bremerhaven. The new parking deck, the eighth on the grounds so far, increases parking capacity near the water, which in turn shortens the distances to the big car carriers and enhances the terminal's productivity. Furthermore, we invest in the consolidation and optimization of the existing network in the AUTO-MOBILE Division and gear our capacities to the needs of our customers, such as by modernizing our truck fleet / **page 23** /.

At our logistics center in Krefeld we handle plant supply regarding unfinished components for one of the leading manufacturers of rail vehicles. Particularly handling of the components measuring up to 28 meters in length requires tailored concepts. Apart from investment in special facilities, in the planning we also focused on computer simulations. To meet the customer's requirements, we invested in a semiautomatic, crane-operated bay warehouse, two high-performance saws and a laser for cleaning profiles and modules. A washing facility for large components was provided by the customer and is operated by us. These are very specific and innovative services. Read more about that in our / **Company report 2015** / entitled "Blazing new trails".



Focus on quality, efficiency and innovations

BLG LOGISTICS offers individualized solutions both for industry and SMEs as well as for the flagships of the German economy and a high degree of service orientation. By placing great weight on the quality and efficiency of the services we offer and promoting innovations, we secure our competitiveness and economic performance. To simplify complex processes and make them more transparent, we invested in smart logistics solutions and utilized new technologies in 2015. We view our customers as partners in these undertakings. We want that the cooperation be intensified and continue to grow and, in the end, that the activities we perform as a logistics provider are rewarded appropriately. In these efforts we attempt to enter into targeted development partnerships with our customers and take over, step by step, logistics activities that go beyond the classic services. >>



GERMAN AWARD FOR SUPPLY CHAIN MANAGEMENT 2015

Excellent innovation

An example of an exceptionally successful development partnership is the project entitled “Stargate meeting point - logistics at the interface of humans and robots” with our client engelbert strauss, a market leader in the workwear sector, at the Frankfurt site. In October 2015 we received the German Award for Supply Management from Bundesvereinigung Logistik (BVL) for this robot-aided warehousing and order picking concept. The successful interplay of several factors convinced the jury: technology and customer orientation, efficiency via minimization of distances covered in the warehouse, ergonomics thanks to these shortened paths and fewer lifting operations as well as mobility, scalability and flexibility of the system, which for its part is able to relocate.

The robot-aided logistics solution in Frankfurt is based on the fundamental idea of a mobile order picking warehouse: the racks are moved to a multifunctional picking station fully automatically. In this way the members of the order picking staff no longer have to go to the racks, the goods come to the staff from the right place and at exactly the right time on mobile racks. Robots linked to a sophisticated warehouse management system take care of transport. The system, which is based on a technical solution developed by Grenzebach, is a milestone in terms of functionality and flexibility. Thanks to the modular principle, diverse application options are conceivable.

By making use of this modern technology in Frankfurt, we also respond to the challenges on the skilled labor market. Demographic change leads to a rise in the average age of employees and at the same time to greater physical and mental demands. The Frankfurt system creates stationary, ergonomically designed workstations, supports and relieves the work stress of its operators in different ways and minimizes unproductive tasks, such as searching or covering long distances.

We were the first company in Europe to implement such a robot-aided warehousing and order picking system - and are working on applying it to other projects, customers and business segments. In times of Industry 4.0 and Logistics 4.0 this system appears at just the right time. After all, in addition to smart glasses, exoskeleton and 3D printing, such achievements as automatic identification, intelligent load carriers, standardized event messages as well as robotics and driverless transport systems play a key role in preparation for the paradigm shift in the organization of supply chains. They are intended to help close the gaps between real workflows and their imaging in the planning and controlling IT systems. And they thus enable significantly more efficient and better-networked logistics processes. »

Industry
4.0

01 / KEY FIGURES REGARDING EARNINGS SITUATION

Accounting according to equity method

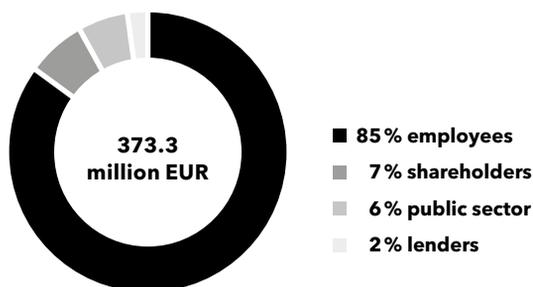
		2015	2014	2013	Changes from 2014 to 2015
Sales	million EUR	938.6	882.8	854.5	+6.3%
Return on sales ¹	%	3.8	4.2	4.6	-9.5%
Operating profit EBIT	million EUR	35.3	37.4	39.0	-5.6%
Earnings before taxes EBT	million EUR	29.7	30.1	12.7	-1.3%
Earnings per share	EUR	0.44	0.44	0.59	0.00%
Employees/annual average ²	Number	8,738	8,027	7,466	+8.9%

¹ We refer to the financial report for the calculation of the key figures.

² Determination according to Section 267 (5) of the German Commercial Code (HGB), including CONTAINER Division employees.

02 / USE OF VALUE ADDED

Net value added in 2015: EUR 373.3 million = 100%

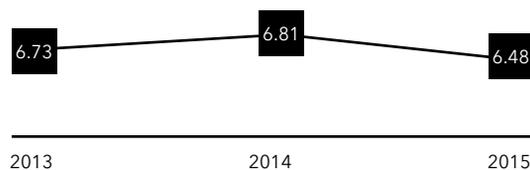


The net value added is calculated from the output minus all intermediate consumption and depreciation.

The biggest share is accounted for by our employees with an amount of 316.6 million EUR and a proportion of 85%.

03 / LOAD FACTOR IN AUTOMOBILE TRANSPORT SEGMENT

Average of transported vehicles



Pilot projects with Bosch

BLG Industrial Logistics is currently working together with Bosch on a project for testing smart containers equipped with RFID and sensors. The objective is autonomization of the supply chain. The use of smart containers has a number of advantages. It enhances the transparency of processes and thus the predictability of the flow of goods. Inclusion of the warehouse on wheels makes capacity planning possible even before the goods arrive. Additionally, processes can be optimized by minimizing risks of error and accelerating processes. The use of sensors enables continuous quality tracking of the goods over the entire supply chain. Smart containers would allow BLG to offer new services and develop further market potential. Special processes like express deliveries via air freight and the related environmental pollution could be substantially reduced. Through this project, too, only one of many, BLG is getting ready for the future and Industry 4.0.

Quality and efficiency

In introducing and monitoring sustainability criteria, BLG LOGISTICS concentrates on its own, very varied activities. Since we hardly do any production ourselves, we attempt to make our processes as sustainable as possible by continuously streamlining and improving them. In our company lean management has the same importance as quality, environmental and staff management aspects. It is applied wherever processes take place. The aims of lean management are to eliminate the superfluous, minimize process deviations and harmonize processes perfectly with one another - and constantly align them after that. After all: "Lean is not just a set of tools. Lean is a way of thinking." What is important here is a holistic approach. The employees have to be included and motivated and the existing competencies utilized. Many different methods are involved in the lean principle, such as 5S, waste walk, shopfloor man-

agement and value stream mapping. At BLG process management supports application and boosts further development as well as implementation. In 2015 we defined lean lighthouse locations at BLG and started to implement individual modules. The aim here is to test and further develop methods as well as make the lean idea tangible and come alive.

SHOPFLOOR MANAGEMENT

Daily shopfloor management is a key control tool with regard to the implementation of lean management. At the so-called shopfloor boards in the operational as well as in some administrative sections we already regularly conduct meetings that serve to track KPIs and measures. On a joint basis quick decisions are made here and solutions found for problems. Existing work standards are checked and new standardized processes introduced - an important basis for improving quality and efficiency. In addition, the daily meetings enhance the transparency of the work on the various management levels, strengthen cross-departmental communication and promote respectful dealings with one another. The employees are actively involved and a common understanding for solutions and procedures prevails. Apart from key performance indicators (KPIs) and quality checks, shopfloor management examines environmentally relevant and sustainability issues. Safety, orderliness, cleanliness as well as personnel topics are on the agenda.



[www.blg-logistics.com/de/
unternehmen/
awards-zertifikate](http://www.blg-logistics.com/de/unternehmen/awards-zertifikate)
Awards and certificates

For us quality is the way of constant improvement – also in BLG’s AUTOMOBILE Division. Our high performance quality in the automobile logistics is documented many times over by seals of quality and certificates. Another element of our quality promise is the development and application of environmentally compatible services and products, taking into account in particular the reduction of CO₂ emissions. All German locations have a certified environmental management system in place in accordance with ISO 14001 and our quality management system is certified in accordance with ISO 9001 at all German as well as most of the foreign locations.

The AUTOMOBILE Division constantly works on a more intensive interlinkage between the strategic hubs and our own truck, rail and inland vessel connections. An important indicator of the efficiency of the planning and scheduling of our road shipments

is the load factor. It indicates how many vehicles were transported on average. Our objective is high capacity utilization of the trucks, which can transport up to eight mid-size vehicles thanks to a sophisticated system of movable ramps. The development of the load factor in the past three years, however, is eclipsed by the trend towards bigger and bigger cars and thus reflects the large market share of SUVs. With bigger vehicles significantly fewer than eight cars can be loaded on the trucks. This development – coupled with the goal of complying with delivery dates and the volatility of the vehicle volume – means that it remains a challenge for dispatchers to achieve optimum capacity utilization of trucks. For this reason the only thing we can determine from the relatively high load factors of the past three years / **page 47** / is that we predominantly utilize the full capacity of our trucks under increasingly difficult conditions.

FUTURE-RELATED TOPICS

WORKING GROUP “HYDROGEN AS A RENEWABLE ENERGY STORE”

The Senator of Economic Affairs, Labor and Ports, bremenports and the independent research institute ttz Bremerhaven carried out this project on sustainable development of the maritime sector in 2015. BLG is one of the project partners. Looking into pioneering technology at an early stage rounds off our picture of coming opportunities and demands. Hydrogen power is especially interesting for BLG LOGISTICS as we already have forklifts with hydrogen fuel cells in operation in the US.

LEAN MANAGEMENT

For 2016 BLG has a lot of plans as far as lean management is concerned: We want to establish the lean idea across all levels by means of workshops and training. We will further expand the current lighthouse locations by implementing and further developing lean methods and elements as well as implementing lean measures at other locations. Moreover, we are planning audits in order to determine what support our locations need to be able to further develop in this field. And we will boost our networking efforts regarding lean management both internally and externally even more.



http://maritimerwasserstoff.de/wasserstoff_maritime_wirtschaft

Working group hydrogen

REPORTING IN 2015



/ Company Report /



/ Sustainability Report /



/ Financial Report /

Our contribution to environmentally compatible production:

All reports consist of 100 percent recycled paper that is certified with the EU Ecolabel. The printing shop employs a climate-neutral printing process.



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For the sake of simplified readability a gender-neutral formulation was not used in some sections. In all cases, however, both genders are addressed in accordance with gender equality.

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