

# A MATTER OF ATTITUDE



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**MANAGING  
COMPLEXITY**

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**IN THE BEST  
OF HANDS**

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**5,500 TONS  
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**APPRECIATING  
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**48 HOURS  
EAT, SLEEP, CODE,  
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In logistics, we have our finger on the pulse of change. From the cyclical development of the global economy to the buying behavior of local end consumers, we are among the first in line to recognize change. Being in motion is our business. When our customers' value creation processes change, we adapt. When modern technologies offer us new opportunities, we seize them. Through all these challenges, we work to keep an open mind and remember what we have learned from our many years of experience.

Behind this success is a strong network of responsible and committed people who perform their tasks with passion and respect. Valuable guidance comes from our corporate culture and a clear understanding of our task: to make logistics easier for our customers and ensure they are successful in the market. Despite the challenges encountered by each and every one of us, we always manage to maintain the right balance. **It's a matter of attitude.**

# MANAGING COMPLEXITY

TO BUILD A COLOSSAL LOGISTICS CENTER, YOU NEED NOT ONLY THE RIGHT CAPABILITIES AND EXPERIENCE BUT ALSO GENUINE PARTNERSHIPS. SUCH AS THOSE MAINTAINED TO SERVE OUR CUSTOMERS PUMA AND ENGELBERT STRAUSS.

The best person to make a plan is the one who actually follows through with it later. This was the decision made by the sporting goods manufacturer PUMA when we began talks for a massive logistics center in Geiselwind, Franconia. Spread across roughly 63,000 square meters of logistics space, an impressive building is being constructed on 116,000 square meters of land, which will house 22,000 meters of conveyor technology - and all this in just over two years. For this exciting large-scale project, we were allowed to take the helm and take over the entire project management. Central to the planning is the customer's own business processes. What are the requirements in terms of dispatch, returns, speed and performance? With the experience we have built up in e-commerce and fashion logistics, we know exactly what is important. For example, is there sufficient pre-storage space available for the number of

40-foot containers that arrive and need to be unloaded here every day? After all, this can amount to 30 to 40 per day. Because we know that speed is crucial in this business, our plan includes a particularly high degree of automation. The 714,000 carton and tote storage locations are served by no fewer than 480 shuttle vehicles, which ensure the highly dynamic provision of goods. Thanks to the parallel control of the various subsections, after just nine months, we were already beginning to install the conveyor technology in one part of the building, while continuing construction in other areas. IT development was also taking place at the same time. The common goal is to provide precisely the level of performance required by the end customer at the highest speed possible - no ifs, ands or buts. We keep that in mind. After all, we will be the ones operating the logistics center starting in 2021.



## A NEW DISTRIBUTION CENTER FOR PUMA

**01/  
2018**



**BEGIN OF  
COOPERATION**

The planning phase begins with a handshake. A ton of questions. And decisive answers. In the end, we knew how to design the logistics processes to ensure that the quality and performance were right for the end customer.

**02/  
2019**



**BREAKING  
GROUND**

With the start of construction, the work of all trades begins. The three main components "construction", "conveyor technology" and "IT" are closely intertwined. And run in parallel. Which means we can begin with the assembly of the conveyor technology as early as September.

**09/  
2019**



**TOPPING  
OUT**

Early access is achieved. The first part of the building is sealed, meaning the conveyor technology can be installed. Most of the building is expected to be completed by March 2020. As the year progresses, we will put the processes to the test.

**04/  
2021**



**START OF  
OPERATIONS**

# A NEW DIMENSION

THE LOGISTICS CENTER FOR OUR LONGTIME CUSTOMER ENGELBERT STRAUSS AT THE SCHLÜCHTERN SITE (NEAR FULDA) IS ALREADY IN OPERATION. HERE TOO, BLG LOGISTICS WAS ON BOARD RIGHT FROM THE START.

Under the roof of the new Engelbert Strauss CI Factory, there are not only 13 kilometers of conveyor technology; four huge, fully automated carton storage locations; and 400 shuttles, but also a shoe factory. This is where work boots are produced and delivered directly to the customer. A combined heat and power plant, alongside a photovoltaic system, are here to help cover 35 percent of the energy requirement internally. Quite complex.

The logistics center has been in operation since January 2020. Operating this center is not done at the push of a button. Rather, it is a process that requires authority and a lot of tact. Extensive tests are necessary to ensure that every process runs stably at a full load. Now we can see the advantage of being directly involved in the planning

process. Our project managers know each and every process inside out. With Engelbert Strauss and a large team, we have designed the plant precisely so we can operate it ideally. This degree of reliability is exactly what is needed in operation. After all, up to 3,000 parcels will soon be rolling off the conveyor belt - every hour.

Highly automated, customized logistics solutions, such as those developed for PUMA and Engelbert Strauss, are our specialty. And we are always continuing our development along this path. We are perfecting the interaction between the interdisciplinary teams of process managers, economists and IT experts. Because that is what really counts in the end.

CARTON STORAGE SPACES  
IN HIGH-BAY STORAGE:

# 1 million



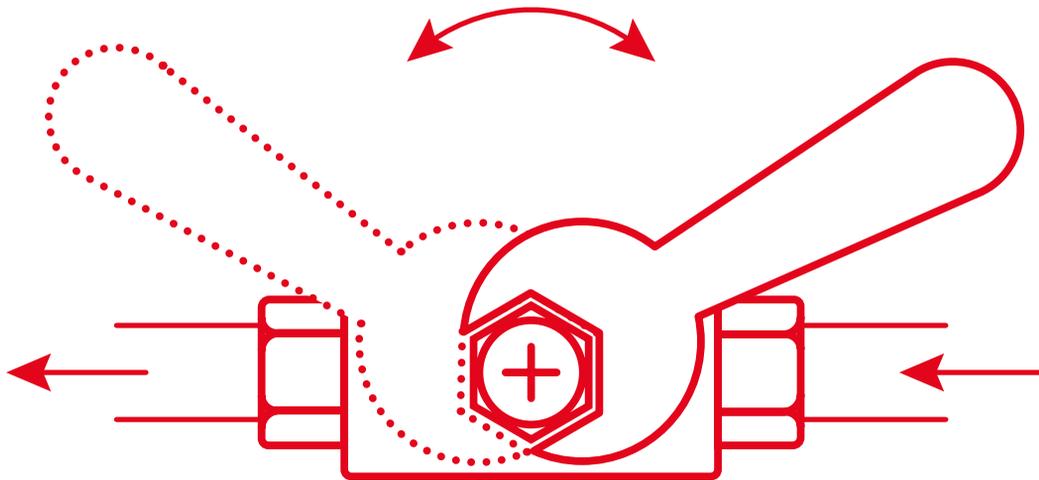
CUSTOMER:

KONICA MINOLTA

LOCATION:

EMMERICH

# IN THE BEST OF HANDS

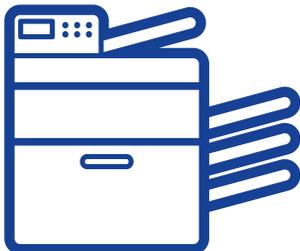


**240 capable hands  
Up to 300 pieces  
of equipment per day**

**If the parts are already here, why not go ahead and assemble the devices. This idea never left our minds. We built up the know-how step-by-step and ultimately took over the business of the pre-delivery installation of multi-functional printing systems for our customer Konica Minolta.**

**Degree of customization: virtually infinite**

Our customers can choose from countless components when it comes to assembling printing systems, supplying software and receiving the customized specifications they desire. With a love for details, 120 BLG employees finish up to 1,500 devices per week.



**“When clients entrust us with their own customers, that’s considered something of a ‘rite of passage’. Proving that this trust is justified, motivates us each and every day.”**

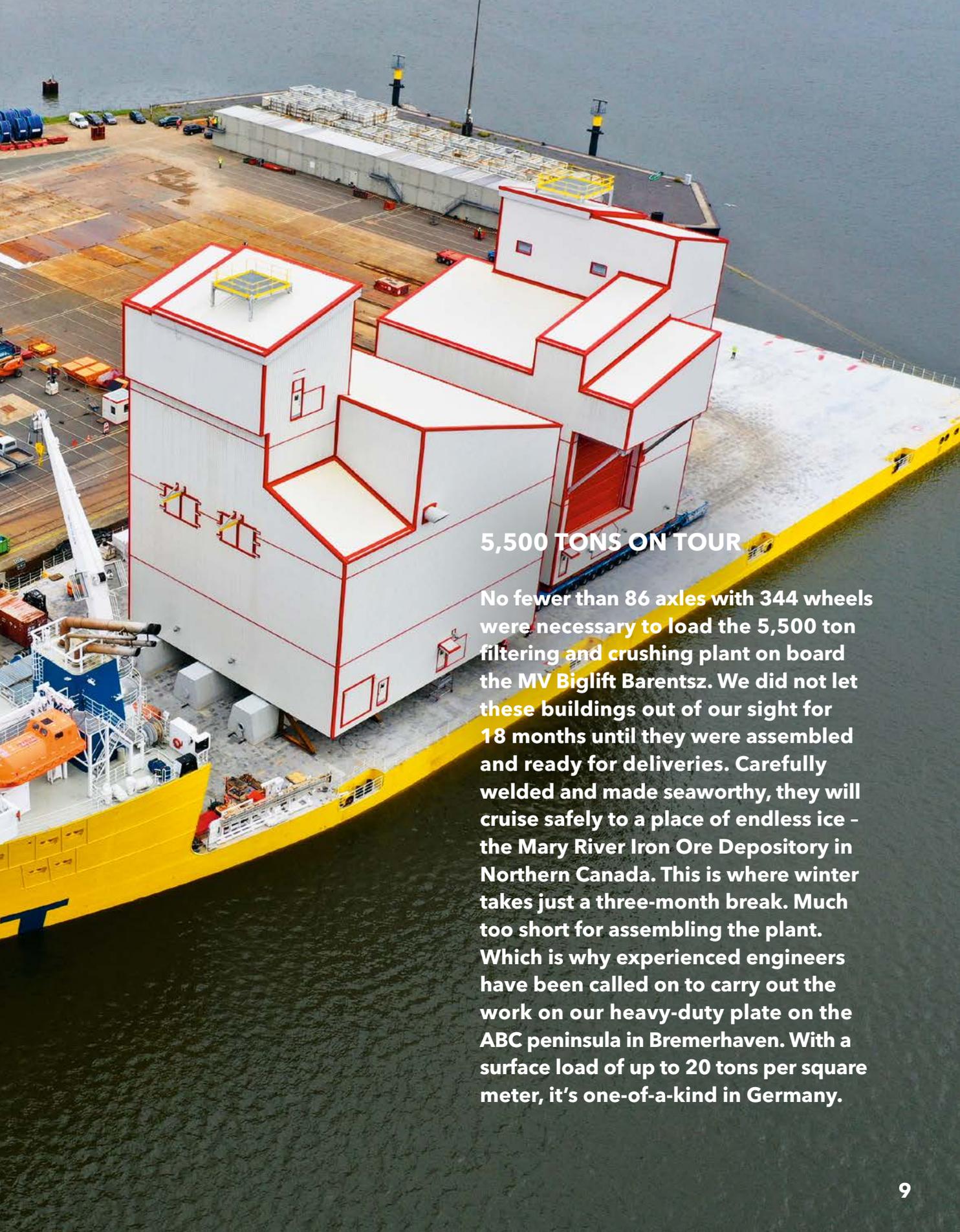
**SEBASTIAN BISKUP** (left)  
**JULIAN BREMER** (right)  
LOCATION MANAGEMENT  
BLG EMMERICH



**A TRUE PARTNER**

To take over a growing share of the burden from our customers and be a true partner - that is our vision. We continually develop ourselves to achieve this. Not only the highest level of professionalism and passion for the product but, above all, a lasting relationship of trust is decisive in ensuring that this close form of cooperation leads to shared success.





## 5,500 TONS ON TOUR

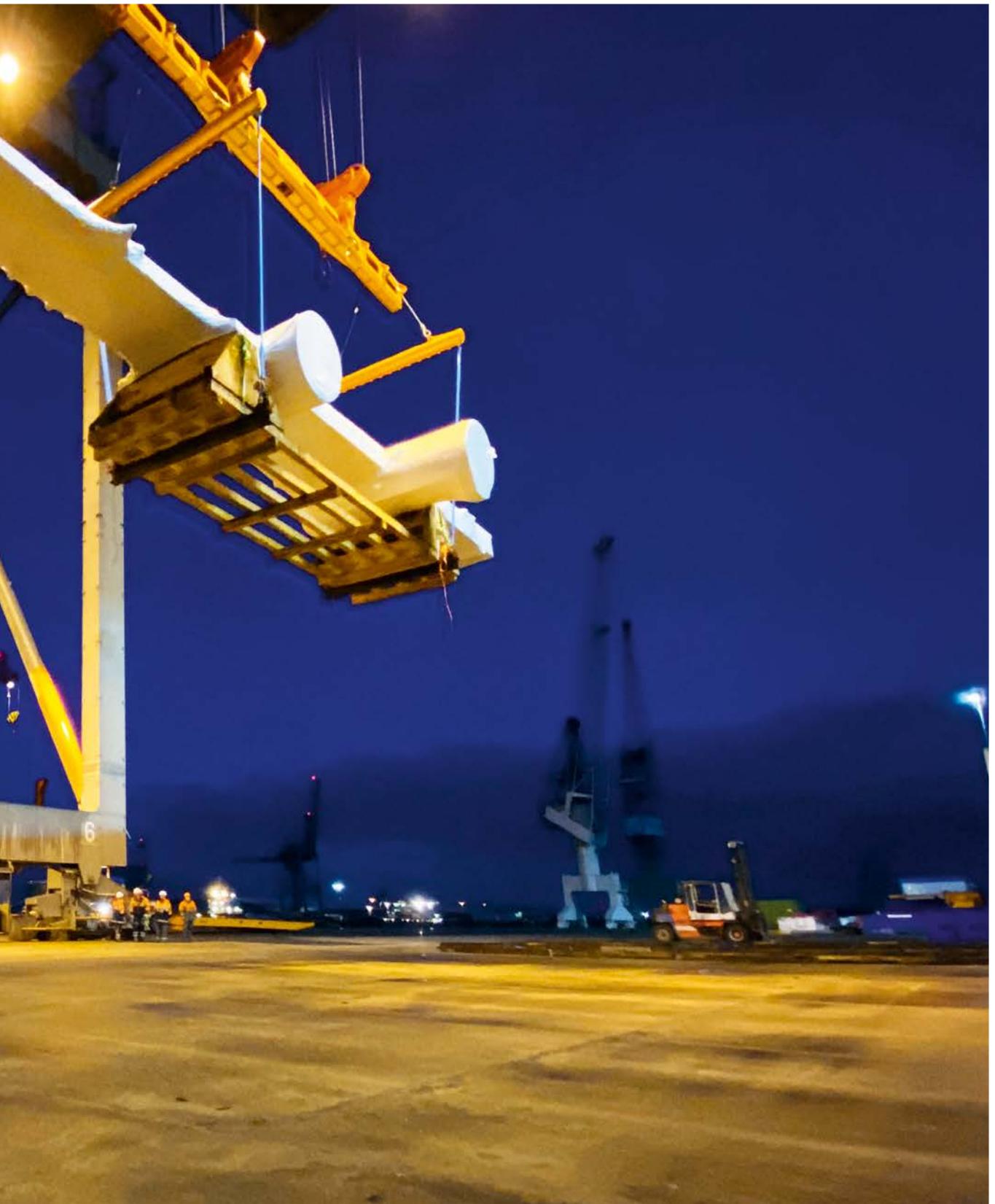
No fewer than 86 axles with 344 wheels were necessary to load the 5,500 ton filtering and crushing plant on board the MV Biglift Barentsz. We did not let these buildings out of our sight for 18 months until they were assembled and ready for deliveries. Carefully welded and made seaworthy, they will cruise safely to a place of endless ice - the Mary River Iron Ore Depository in Northern Canada. This is where winter takes just a three-month break. Much too short for assembling the plant. Which is why experienced engineers have been called on to carry out the work on our heavy-duty plate on the ABC peninsula in Bremerhaven. With a surface load of up to 20 tons per square meter, it's one-of-a-kind in Germany.

## LANDING ASSISTANCE FOR LEGENDS

The gantry crane works almost reverently at the "Neustädter Hafen" port in Bremen. It's handling a very special piece of cargo. It's no mystery why the Lockheed L-1649A Super Star is the most beautiful aircraft for aviation enthusiasts. Just like its colleague, the Junkers Ju 52, it has to be unloaded and stored safely. The heavy cargo experts at BLG LOGISTICS unload the fuselage, wings and several containers with components such as engines and landing gear with great care and store the two historic Lufthansa aircraft at the "Neustädter Hafen" port in Bremen. Nothing is ordinary in this type of project. But a matter of honor.

ATTITUDE





**APPRECIATING  
DIFFERENCES.  
PROVIDING  
OPPORTUNITIES.**



Diversity is an essential characteristic of BLG. We control an infinite number of processes, and the most important thing behind them are people. People that are fundamentally different. The challenge for the BLG Qualification Center is making sure everyone feels on board.

## QUALIFICATION IS ONE THING ABOVE ALL: HUMAN.

Zankar Bhavalkar, Sadasiv Rana, Sheshadri Umrajkar and Asan Rifay Abdul Samath (photo page 13, bottom left) work at BLG's Indian locations Chennai and Pune. They are in Germany for training for two weeks to gain an insight into the automotive parts business. Like everyone who begins training at the Logistics Center in Bremen, they started at the Qualification Center. Ralf Wietzorek, Quality and Process Manager at LC Bremen, led the four colleagues through the various stations of basic qualification. Here new employees learn the most important rules for safety and behavior, from instructions on operation and safety to traffic and visualization. Intentionally held in a practical environment, the training course, simulations and sample processes ensure employees gain an easy and uniform understanding (photo page 13, bottom right).

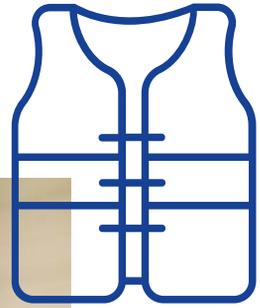
Najwa Msuker (photo page 13, top left) is currently completing a commercial apprenticeship at BLG. The 25-year-old came to Germany from Syria in just 2015. She initially struggled with the German language and extensive grammar. In her first year at BLG, she supported the Qualification Center within the scope of her vocational training. Through her enthusiasm,

her willingness to learn and her attendance of language courses, she was able to gain a strong command of the language in a very short amount of time.

"Knowledge of the German language is indispensable for successful qualification," says Athina Altantzi-Kotula, Division Manager of the Qualification Center, who speaks from experience. "With 11,700 employees, we shouldn't assume that everyone is starting out with the same skill level," she adds.

"It's the Qualification Center's task to recognize differences, offer opportunities and achieve a uniformly high understanding of quality among all employees," explains Athina Altantzi-Kotula. Four coaches work with passion and a strong sense of responsibility to achieve this every day. When it comes to teaching, the trainers approach people individually and check with them frequently to see how well they are absorbing the knowledge. They also use innovative learning methods, as well as technological aids such as VR glasses. Process Manager Nele Keßenich tested the new technology for its practicality for use in the qualification center (photo page 13, top right).

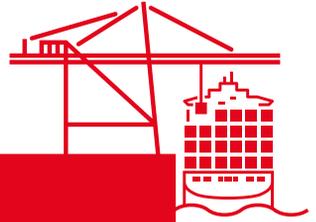
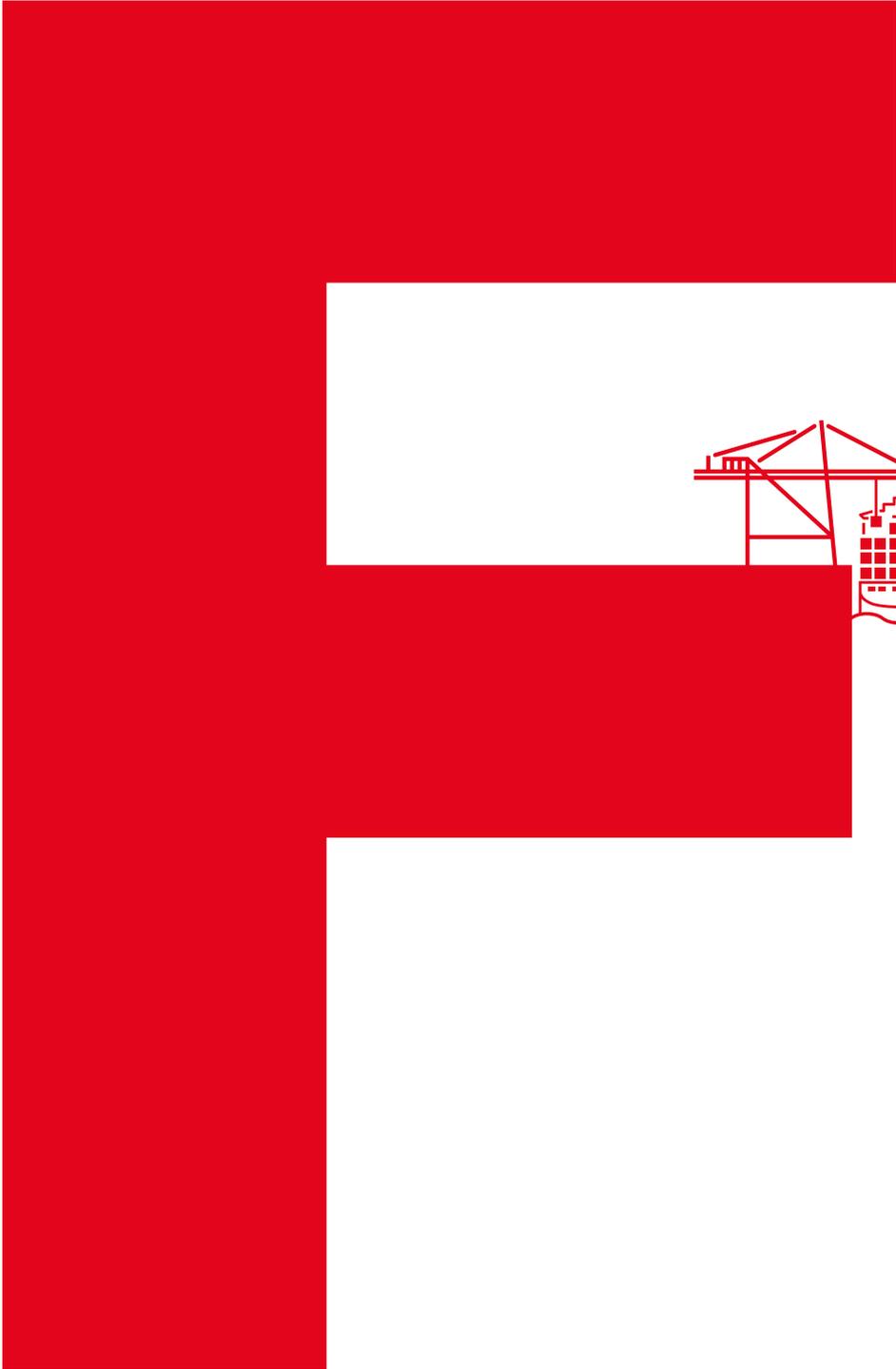
**SINCE 2017, THE QUALIFICATION CENTER HAS BEEN CONDUCTING the safety and process training for BLG Industrielogistik. Through the uniform qualification of all employees, BLG guarantees a particularly high standard of quality and safety - and increasingly at other locations. The team of six lead by Athina Altantzi-Kotula sees itself as a service provider and relieves some of the pressure from BLG's operative divisions, which can focus even more on their core business.**



"We are extremely demanding when it comes to the quality of our logistics services. After all, we want to make it as easy as possible for our customers to be successful in the market. To achieve this, we need exceptionally qualified employees. Which is precisely why we do this."

**ATHINA ALTANTZI-KOTULA**

DIVISION MANAGER  
OF THE BLG QUALIFICATION CENTER



**A collective agreement for the future /** Those who want to develop, need a direction. This is exactly what the container terminal operator EUROGATE and the trade union Vereinte Dienstleistungsgewerkschaft (ver.di) have now created by adopting the future collective agreement. The growing automation of the work taking place at ports is changing not only individual processes but also entire work universes. Turbulent waters require steady navigation. The collective agreement provides this navigation by regulating the social and dependable handling of employment-related changes resulting from automation and digitalization measures. In this way, we provide management and employees alike with a binding framework for the early and ongoing course of this important transformation process. An automation commission is set up and involved before any automation measure is taken. Staffed by employees and employers, it develops suitable personnel concepts which can then be decided on and implemented by the individual subsidiaries. Supported by this dependability, we not only shape the future successfully, but can do it in a socially responsible way.



**ANNE BAUMGARTEN**

PROJECT MANAGER FOR THE CONTROL STATION PROJECT

# **PROJECT: CONTROL CENTER**

## **LOCATION: ATB**

## **TASK: COMPLEX**

HOW TO ENSURE ONE OF THE WORLD'S LARGEST AUTOMOTIVE HUBS IS EQUIPPED FOR THE FUTURE? PROJECT MANAGER ANNE BAUMGARTEN EXPLAINS WHY A NEW SOFTWARE TOOL ALONE IS NOT ENOUGH.

2.1 MILLION VEHICLES ON THE MOVE - THAT'S AN IMPRESSIVE TRACK RECORD FOR 2019. WHY DO WE NEED A NEW PLANNING AND CONTROL TOOL AT THIS VERY MOMENT?

AB To provide all parties in the logistics chain with the right information at the right time, we need software that does justice to the complexity at the terminal. This is exactly what we are now creating. We aren't looking to just keep pace with our customers. We want to be a real partner for them in the true sense of the word when it comes to digitalizing and automating their logistics processes.

WHAT CONCRETE EXPECTATIONS ARE LINKED TO THE NEW CONTROL STATION TOOL?

AB Our goal is to give our team the security they need to plan and control processes effectively in the future. To achieve this, we need to bring all of

the information together centrally: Which slot is needed when for which load? Each inquiry takes time and energy. With the help of the control station tool, we can recognize deviations at an early stage and react to them effectively. However, the tool alone will not produce the desired results. We need to combine the software's implementation with changes in the organization.

WHY EXACTLY IS THIS LINK SO IMPORTANT?

AB Lasting success can only be achieved when we effectively mesh technological innovation with organizational development. Instead of adapting the organization to a software change after its implementation, our idea is to develop the software and the organization simultaneously. We should not only ask how the organization needs to change in order to use the software to its full potential, but also how the tool can be designed to ensure the organization can work with it efficiently.

CHANGE REQUIRES NEW ROUTINES.  
HOW DOES THE PROJECT TEAM HELP?

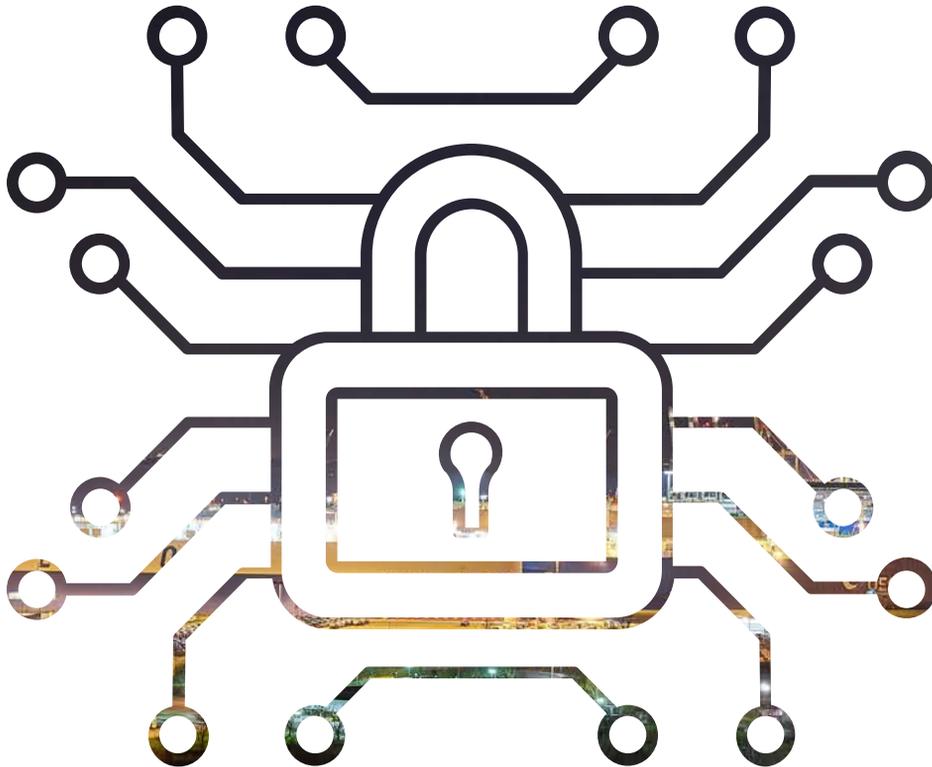
AB Changing routines requires a high level of process understanding. We achieve this by clearly identifying the changes that need to be made. And discussing them. In workshops, we determine in which direction the development is going. Periodic briefings ensure we maintain transparency. Based on this knowledge and our shared responsibility, new processes have a good chance of becoming routine.

TO WHAT EXTENT DO EMPLOYEES AND CUSTOMERS BENEFIT FROM THE NEW CONTROL CENTER?

AB Through clearly defined responsibilities, unambiguous communication channels and having information in the right place at the right time. This tool, in conjunction with the new control center, gives us planning and process reliability that benefits all those involved. This means not only less stress for the employee by reducing "last-minute decisions" but more importantly, higher performance and greater transparency for our customers. Whether order or transport planning, our customers are always kept up to speed on all processes taking place at the terminal.

SecProPort

# STRONGER TOGETHER

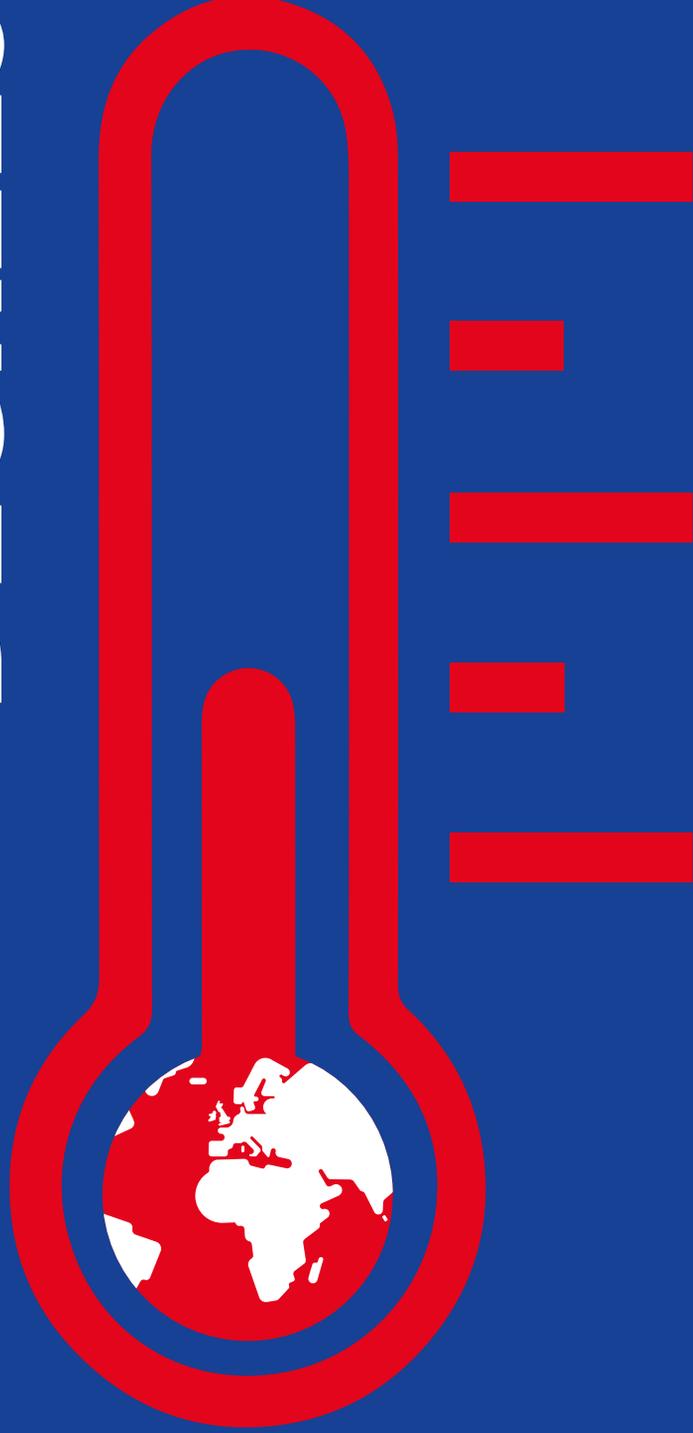


## PROTECTING GERMAN PORTS FROM CYBER ATTACKS

We are networking our ports using new technologies on an ever-growing basis. While this is positive, it also requires special protective measures. For example, if a network is attacked, it could breakdown the port's entire operation. To prevent this, we are part of the "SecProPort" research project, which is sponsored by the Federal Ministry of Transport and Digital Infrastructure (BMVI) and funded with approx. 2.8 million euros. Together with research and industrial partners, we are developing an effective security architecture for our ports in a very practical way - using one of our own cargo handling processes at the "Neustädter Hafen" port in Bremen.



# WELL BELOW TWO DEGREES



# As part of the Paris Agreement, the United Nations set itself a goal to limit global warming to below 2 degrees Celsius. According to a 2018 special report by the Intergovernmental Panel on Climate Change, global warming should even try to be kept below 1.5 degrees. We at BLG LOGISTICS are making our own contribution to achieving this goal - and those efforts did not just begin yesterday.

Climate protection has never been as present as it is today. But let's put it plainly. What does that mean in concrete terms? What does climate protection mean for us as BLG LOGISTICS? How can we make an effective contribution to reducing global warming in our everyday business?

We already know that we can achieve something in this area. After all, as early as ten years ago, we already set ourselves a concrete goal. In 2019, we managed to reduce our sales-based emissions by 29.6 percent instead of the planned 20 percent.

Equipped with this experience, we are boldly moving on to our next goal. This time, we are using science as a basis and formulating our new climate protection goals based on the requirements of the Science Based Targets initiative - an organization committed to reducing business-related CO<sub>2</sub> worldwide. And not just "somehow" or "sort of". But based on hard facts. How high must our reduction target be for us to actually help keep global warming well below two degrees?

The answer is clear: By 2030 we want to reduce our own greenhouse gas emissions by at least 30 percent in absolute terms compared

to 2018, and those along our supply chain by 15 percent!

To achieve this, we're rolling up our sleeves and focusing specifically on three levers:

## **01 / INCREASING OUR ENERGY EFFICIENCY.**

Work the same using less energy. This first lever is nothing new. We are emphasizing a large-scale LED retrofitting, intelligent lighting and heating controls and gradually renewing our truck fleet.

## **02 / EXPANDING OUR USE OF RENEWABLE ENERGY.**

Because when we generate electricity, we can be sure that it is green. The new photovoltaic system at our AutoTerminal in Kelheim is an important step. A further system is already in the planning stage. Combined heat and power plants also enable us to generate part of the energy ourselves.

## **03 / PURCHASING MORE GREEN ENERGY.**

And not just because we are a logistics service provider largely operating in rented warehouses, we will never be able to generate all of our electricity ourselves. As a consequence we raise the bar when purchasing electricity and buy it as green as possible.

Our ambitious goal: To be climate-neutral by 2030. And in the process offer individual climate-neutral services.

# 48 HOURS EAT, SLEEP, CODE, REPEAT

BREMEN HACKATHON, SEPTEMBER 2019:  
IN JUST 48 HOURS, A SMART SOLUTION  
IS DEVELOPED FOR THE ROLL-UP GATE AT  
THE AUTOTERMINAL IN HAMBURG.

ATTITUDE

It's like an open-air festival - but without a band. And yet there is a lot of hard work. At the third Bremen Hackathon at the Kraftwerk City Accelerator, 120 programmers are on the hunt for the one ingenious solution. At this type of hackathon - a mixture between hacking and a marathon - companies take challenges encountered in their own daily business and pass them on to students and young professionals who then pick out the most interesting tasks and develop a prototype within 48 hours. "I had three minutes to pitch our challenge to the participants," recalls Jakub Piotrowski, Head of Sustainability and

Digitalization at BLG, who participated in the event with a task from the "Internet of Things" section. The challenge involved an "intelligent" roll-up gate used at the AutoTerminal in Hamburg. "We wanted to redesign the gates, which were still entirely intact, so that they would automatically open for authorized vehicles only," says Piotrowski. "At the end of the challenge, we even had three prototypes to choose from," says Piotrowski with enthusiasm. A 100-day project is currently running in Hamburg to test the winning idea in an everyday setting.



**Smart roll-up gate:** The winner "BarGate" relies on artificial intelligence. A camera not only detects whether a vehicle is in front of the gate, but also scans the bar and QR codes on the vehicle's windshield. The gate only opens for authorized vehicles. If there are persons or objects in front of the gate, however, it remains locked. The winning team received 750 euros in prize money for its prototype.





# TAKING THE STAGE

**4 START-UPS**  
**4 JUDGES**  
**7-MINUTE PRESENTATION**  
**1 WINNER**

ATTITUDE

In autumn 2019, we launched the Logistics Pitch Night - an event where four start-ups take the stage to present innovative solutions for the logistics industry. "We wanted to get to know start-ups in a different way," says Jakub Piotrowski, Head of Sustainability and Digitalization at BLG. "Not in a webcall, like we usually do." After the pitches, a jury from BLG's CONTRACT and AUTOMOBILE divisions along with two external experts decides which idea best fits into the BLG world. The winner begins a 100-day project with us, which is granted a sum of 10,000 euros.

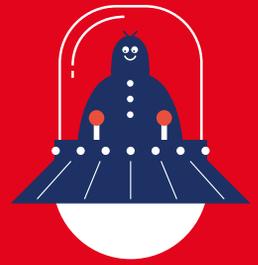
But gaining a tangible process improvement with a new solution is only half the story. "More important for us is to connect with the start-up ecosystem," says Piotrowski. "Innovative solutions and thought patterns from start-ups are an ideal complement to our extensive industry experience, making it a win-win situation." The plan to begin exchanging with each other was a success. Both BLG employees and partners from the logistics industry made extensive use of the opportunity to make contacts at the pitch night. Quit when you're ahead? "Absolutely not," grins Piotrowski. Instead, the format will be rolled out nationwide starting in 2020 - and this time we'll call it Pitch Day.

**»Events like Pitch Night are an important source of inspiration to take our processes to the next level.«**

**JAKUB PIOTROWSKI**  
HEAD OF SUSTAINABILITY AND DIGITALIZATION



**If you want to be better, you need inspiration. And if you want inspiration, the best way is to get out and explore. This is exactly what we do at BLG LOGISTICS. We venture outside of our familiar terrain and specifically network with young companies in the start-up scene - a change of perspective that allows us to work on issues differently, think disruptively and develop solutions designed for the future. When a new technology emerges on the market, we hear about it. Half an hour and a webcall later, we know whether we will pursue it or not. Short ways, simple offer phase. This way we can get into trial and error very quickly. Formats like the hackathon or Pitch Night are part of this approach. To us, innovation always means change with a sense of proportion. "When we change processes, it is particularly important for us to make sure all employees are on board," says Piotrowski. #SuccessDependsOnEverybody.**



**INNOVATIVE SOLUTIONS ARE ALWAYS WELCOME. WE INVITE  
YOUNG COMPANIES TO SUBMIT THEIR IDEAS ON OUR HOMEPAGE  
AT [HTTPS://STARTUPS.BLG-LOGISTICS.COM](https://startups.blg-logistics.com). UNCOMPLICATED.  
THAT'S INNOVATION.**



**“IT’S A MATTER OF ATTITUDE THAT DETERMINES WHETHER THE OUTCOME IS SUCCESSFUL.”**

FRANK DREEKE, CEO

**At BLG, it’s a matter of attitude as to whether the outcome is successful.**

**Can a company show attitude?**

It certainly can. Attitude sets the tone for a company’s own actions. It provides orientation. It gives strength and flexibility. And shapes the relationship with customers and employees.

**What is the source of BLG LOGISTICS’ attitude?**

We operate in a vibrant corporate culture that provides us a compass for how we want to work and interact with one another. We are in a continual exchange with our employees about this topic and use striking examples to make acting in accordance with our values more tangible. We appreciate the absolute transparency that allows us to bring critical questions to the table. Regardless of which level. We consciously step outside the door and seek to interact with other people and other ways of thinking. For a company that was founded in 1877, we have a very modern way of thinking.

**What is the relationship between BLG’s attitude and the quality of the services it offers customers?**

As different as our services are, the industries we serve, and the diversity of our client landscape – at the core of every offer is the same promise: We make logistics easier for our customers, take over their processes and thereby increase their added value. Helping them to be even more successful in the marketplace. Taking this step requires a very special degree of trust. Our customers can rely on us to live up to this trust every day. One hundred percent. That is our attitude.

# MILESTONES

*With a sense of responsibility for the future.  
This is what we set in motion in 2019:*

## NEW BUSINESS FOR DÜSSELDORF AND BRANDENBURG

*BLG operates distribution warehouses for Fischerwerke  
and ZF Friedrichshafen*

# 2

### new customers

Fischerwerke and ZF Friedrichshafen AG - two new customers in one fell swoop for the Düsseldorf and Brandenburg locations. Since May 2019, 5,000 square meters of the total 30,000 square meters area at the Düsseldorf site have been available for Fischerwerke. From there we supply national and international customers with rail systems, bracket sets and assembly accessories. For ZF Friedrichshafen AG, manufacturer of drive systems for passenger cars, commercial vehicles and industrial technology, our colleagues in Brandenburg an der Havel have been responsible for supplying the complete production since January 2020.



## EXPERIENCING THE CORPORATE CULTURE

*At the #SuccessDependsOnEverybody roadshow, the  
Board of Management made an on-site presentation of  
BLG's new corporate values directly to employees*

"This is the first time we have held such an event in the history of BLG," Frank Dreeke, CEO at BLG, sums up the #SuccessDependsOnEverybody roadshow. "This is a great chance to experience the BLG community." In the course of the roadshow, the BLG Board of Management visited more than 11,000 employees at 66 locations to present the new, jointly developed corporate values. That passionate and open cooperation is an inherent part of everyday life at BLG was already evident by the positive attitude of the employees participating in the events.

## NO DETOURS

*BLG sponsors aid deliveries for the World Food Program (WFP)*



The United Nations World Food Program (WFP) transports hundreds of tons of food daily between Tanzania and Tororo in Eastern Uganda by truck, westbound around Lake Victoria. BLG port expert Ferdinand Möhring is on site checking a direct connection via the Ugandan port city of Jinja. Four kilometers of missing tracks are preventing the connection. With Ferdinand Möhring's recommendations, WFP can now make targeted investments. For several years, BLG has been helping WFP analyze transport corridors and seaports in particular.

## INTELLIGENT SUPPLY CHAINS

*Completion of the SaSch research project for monitoring deliveries and transport conditions*

Real-time information is essential to be able to react promptly to problems in transporting goods. A transparent and efficient supply chain is particularly crucial when a number of players are involved. The SaSch project, which is funded by the Federal Ministry of Economics and Energy (BMWi), has now developed a solution that connects the supply chain using state-of-the-art sensor technologies. SaSch stands for Digital Services for the design of agile supply chains. The project partners are BLG LOGISTICS, Bosch Connected Industry, the Bremen Institute for Production and Logistics (Biba), GS1 Germany and Queo.



## 5,000 EUROS FOR "JONA"

*BLG management trainees make collections for children's hospice*

In early November, ten of this year's management trainees donated over 5,000 euros to the Jona outpatient children's hospice service. Every year, trainees support social projects. "We want to be socially responsible," explains Maik Rowohlt, project manager and participant in the management trainee program. A large portion of the sum donated was collected by the junior managers during a golf tournament. The remainder of the donation was topped up by BLG's Board of Management.

# AUTOMOBILE

*BLG RailTec offers a new service to automotive manufacturers, the Dodendorf location becomes an automotive terminal, and seven barges provide transport services on the Rhine and Danube rivers.*



# 6,300

With a total of 6,300 parking spaces, the former truck support center in Dodendorf is turning into a BLG AutoTerminal.

## EXPANSION IN DODENDORF

*The Dodendorf location wins a VW order and becomes an auto terminal*

The BLG location in Dodendorf doubles its capacities. Going forward, our client VW will use a total of 75,000 square meters as support outpost on the way to Bremerhaven. In the future, electric vehicles from VW's various European locations will be stored, handled and, in some cases, technically processed here. For VW, this is a plus for flexibility: When the parking spaces at the seaport are occupied, VW can easily park its vehicles in Dodendorf. The location scores points based on its own rail connection and its convenient location between the VW plants in Wolfsburg and Zwickau.

## SERVICE FOR VEHICLE MANUFACTURERS

*BLG RailTec with its own marshalling yard and modern wagon repair shop*

BLG AUTORAIL, 50 percent-owned by BLG AUTOMOBILE Logistics, transports 800,000 automobiles every year by rail throughout Europe. In the past, manufacturers had to fill entire trains before they could embark on their journey. Today, this is done on a contract basis by BLG RailTec who then groups the loaded wagons according to their destination to form entire trains at its own marshalling yard in Falkenberg/Elster. This saves a tremendous amount of space - space that the manufacturers can now use for production. The wagons are routinely maintained in BLG's own repair shop. RailTec's mobile repair team performs repairs to any damage arising en route directly on site.



# 600

In 2019, the company's own repair shop carried out a total of 600 overhauls. And not only for the company's own wagons, but also those of third-party customers.

# 3.3 million

BLG has transported more than 3.3 million vehicles to date on the Rhine and Danube rivers.



## TRANSPORTING VEHICLES ON THE RHINE AND DANUBE RIVERS

*BLG network scores highly with inland navigation*

For the transport of automotive vehicles, BLG operates a total of seven inland waterway vessels on the Rhine and Danube rivers - five on the Rhine via the BLG Interrijn joint venture, and two on the Danube. Thanks to a convenient connection to its own auto terminals, inland navigation is not only an important part of the large BLG network, but also a significant contribution to sustainable logistics. An inland waterway vessel, for example, can transport about 500 small cars, saving about 60 truckloads. And with the same amount of energy, the vessel can travel almost four times as far. The energy savings versus rail transport are 25 percent.

# CONTRACT

*An automated small parts warehouse for VW,  
even more heaters for Bosch Thermotechnik and  
three new business deals in the USA.*

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## 6,500

We operate a 6,500 square meter, cutting-edge automated small parts warehouse for wiring systems used in VW's electric vehicles.



## CABLE SETS IN SAXONY

*BLG operates logistics center for  
LEONI wiring systems*

Since the summer of 2019, BLG has been operating a new logistics center in Meerane, Saxony, for LEONI Bordnetz-Systeme GmbH, one of the world's leading system suppliers of electrical and electronic distribution systems. Across a total of 6,500 square meters, we operate a cutting-edge, automated small parts warehouse for wiring systems used in VW's electric vehicles, in addition to delivering vehicle-specific cable sets to VW's plants in Zwickau and Dresden.



## NEW BUSINESS DEALS IN THE USA

*BLG assumes logistics services for Voestalpine and BMW*

For the Austrian steel group Voestalpine, BLG provides logistical services to Voestalpine's customer warehouse located in Cartersville, Georgia (USA). All US-based German car manufacturers receive their steel blanks from this location. BLG also received two new orders from Spartanburg, South Carolina (USA), where it runs an equipment warehouse in the immediate vicinity of automotive manufacturer BMW. Using its company truck, BLG delivers spare parts and tools directly to BMW's production facility. In addition, 48-volt batteries manufactured by the South Korean company LG Chem have been commissioned from a bonded warehouse for the production of BMW hybrid vehicles.

# 24/7

45 employees are on-site 24/7 working a three-shift system to supply the production at the BMW US Manufacturing Company in South Carolina.

## HEATERS EVERMORE

*Bosch Thermotechnik expands cooperation with BLG*

BLG has been storing and commissioning the entire range of Junkers brand heating equipment for its client Bosch Thermotechnik in Butzbach, Hesse, since 2012. This contract has now been extended for an additional two years. At the logistics center directly next door, Bosch carries out the logistics for heating items of the brand Buderus. Now this too is being placed in the hands of BLG. Bosch is relying specifically on BLG's extensive knowledge of the heating items, which range from earring-sized rubber rings to four square meter solar modules - each requiring a unique approach.

# 30,000

The brands Junkers and Buderus have 30,000 article numbers each passing through BLG hands.

# 8 p.m.

When a craftsman orders a product by 8 p.m., it's already waiting at the building site the following day.



# CONTAINER

*A new terminal control system for Bremerhaven, the largest container ships in the world and a total of twelve gantry cranes for Bremerhaven and Hamburg.*

## THE WORLD'S GREATEST

*Megamax-24-class container ships call at MSC Gate Bremerhaven*

# 23,756

With transport capacity of 23,756 standard containers (TEU), the new giants exceed all preceding classes of container ships.



MSC shipping company has commissioned a fleet of eleven MSC Megamax-24-class container ships. With transport capacity of up to 23,756 standard containers (TEU), they are the largest container ships in the world. Nine of these giants regularly call at MSC Gate Bremerhaven, which is a joint venture of EUROGATE GmbH & Co. KGaA, KG, and Terminal Investment Limited Sàrl, an affiliated company of MSC Mediterranean Shipping Company. The chosen location demonstrates its capability of providing a tailor-made infrastructure for the next generation of container ships.



## INVESTING IN THE FUTURE

*Bremerhaven launches new terminal control system*

Huge container ships demand an ever-higher rate of turnover, posing an enormous challenge to the planning and control carried out at the terminal. To gear up for the future, Container Terminal Bremerhaven is investing in the launch of the new Navis N4 Terminal Operating System (TOS). As the mastermind, this system processes all of the information at the terminal and controls the movement of each individual container for even more efficiency and transparency. This system is scheduled to commence operation in May 2020.

# 1,300

A total of 1,300 employees will be trained to handle the new terminal control system. The “go-live scenario” envisions close to 500 steps - all of which are planned down to the minute.

## TWELVE AT ONCE

*EUROGATE invests in new container gantry cranes*

EUROGATE has ordered a total of twelve container gantry cranes for terminals in Germany - four cranes for North Sea Terminal Bremerhaven (NTB), two for MSC Gate and six for EUROGATE Container Terminal Hamburg. Towering a total of 135 meters high, the cranes featuring a lift capacity of up to 54 meters under the spreader and an outreach of 73 meters, the gantry cranes are able to handle container ships with up to 25 rows of containers on deck without any restrictions. The immensity of this investment is an important indicator of the anticipated further expansion and development of the handling equipment at the terminal - for the benefit of the customers.



# 12

Gantry cranes represent a major investment in the future of the Bremerhaven and Hamburg locations.

# EMPLOYEES

*Our employees lie at the heart  
of our smooth-running logistics.*

**3.2**

Fluctuation  
(in %)

**25.4**

Proportion of women  
(in %)

**44.4**

Average age of workforce  
(in years)

/ Average years of service /

**9.6**

/ Employees under collective agreement (in %) /

**98**

# KEY FIGURES FOR THE BLG GROUP

**75.2**

Ratio of own BLG employees  
(in %)

**75**

Former trainees offered  
continued employment (in %)

**1,421**

Employees enrolled in "fit & fun"  
health prevention program

**20,000**

Jobs worldwide

**1,956**

Applications for occupational  
training at BLG

/ Number of new management trainees  
for the year /

**10**

/ Employee participation in further  
training and education /

**2,252**

# FINANCES

**1,159**

Sales revenue  
(in million EUR)

**37.5**

EBT  
(in million EUR)

**3.2**

EBT margin  
(in %)

/ Dividend per share (in EUR) /

**0.40**

/ Dividend (in %) /

**15**

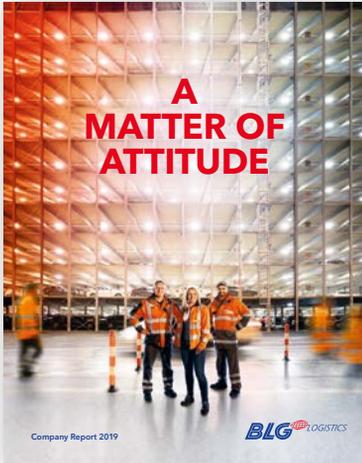
# KEY FIGURES FOR THE BLG GROUP

		2019	2018	Absolute change	Percentage change
<b>Sales and profit</b>					
Sales revenue	million EUR	1,158.6	1,141.3	17.3	1.5
EBITDA	million EUR	135.3	80.2	55.1	68.7
EBIT	million EUR	46.4	42.2	4.2	10.0
EBT	million EUR	37.5	37.5	0.0	0.0
EBT margin	%	3.2	3.3	-0.1	-3.0
<b>Asset and capital structure</b>					
Balance sheet total	million EUR	1,288.3	728.0	560.3	77.0
Investments	million EUR	54.4	33.2	21.2	63.9
Equity	million EUR	203.4	250.8	-47.4	-18.9
Equity ratio	%	15.8	34.5	-18.7	-54.2
Net debt	million EUR	611.9	214.0	397.9	185.9
<b>Cash flow</b>					
Cash flow from operating activities	million EUR	65.7	23.3	42.4	182.0
Cash flow from investing activities	million EUR	3.8	9.8	-6.0	-61.2
Cash flow from financing activities	million EUR	-72.1	-57.7	-14.4	-25.0
<b>Key figures for BLG share</b>					
Earnings per share	EUR	0.38	0.66	-0.28	-42.4
Dividend	EUR	0.40	0.45	-0.05	-11.1
	%	15.4	17.3	-1.9	-11.1
Dividend yield	%	3.1	3.8	-0.7	-18.7
<b>Personnel</b>					
Employees <sup>1</sup>	number	11,720	11,079	641	5.8
Jobs worldwide	number	20,000	20,000	0	0.0

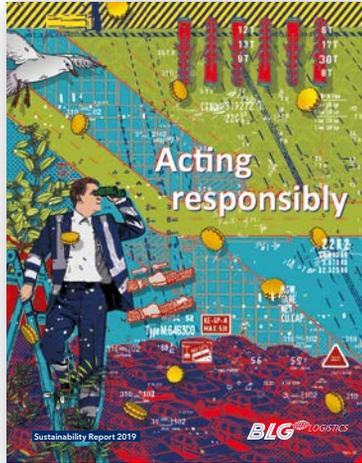
<sup>1</sup> Calculation in accordance with § 267 (5) HGB and includes CONTAINER division.

# REPORTING IN 2019

[www.blg-logistics.com/annual-report](http://www.blg-logistics.com/annual-report)



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