



BLG  LOGISTICS

Magazine
2021

**MASTERING
CHALLENGES
TOGETHER**

Profile

BLG LOGISTICS is a seaport and logistics service provider with an international network. For 145 years, our hallmark has been logistics driven by both passion and pragmatism. We shape trends in logistics for our customers in industry and retailing by applying our expertise to develop and deliver innovative, highly sophisticated and sustainable solutions.

Today, the BLG Group is represented in all the world's growth markets, with almost 100 locations and offices in Europe, America, Africa and Asia. Our AUTOMOBILE and CONTAINER Divisions are leaders in Europe. Our CONTRACT Division is among the leading German providers.

BLG LOGISTICS aims to become a climate-neutral company by 2030. In fact, we are the first German logistics provider with scientifically recognized climate change mitigation targets.

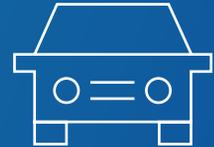
As an employer, we foster a personal touch, value our employees' contribution and keep our sights firmly on the future. Including all associated companies, BLG LOGISTICS currently provides some 20,000 jobs worldwide. The BLG Group is headquartered in the Free Hanseatic City of Bremen.

AUTOMOBILE

The AUTOMOBILE Division is the leading technical and logistics service provider for the international automotive industry.

518

Revenue in EUR million



CONTRACT

The CONTRACT Division manages complex logistics projects and offers its customers reliable upstream and downstream distribution solutions.

543

Revenue in EUR million



CONTAINER

The EUROGATE Group, in which BLG LOGISTICS holds a 50 percent stake, is Europe's leading ship-ping-line-independent container terminal group.

306

Revenue in EUR million¹



¹ Corresponds to 50 percent of the total revenue of the EUROGATE Group.

DEAR READERS,

BLG Group's 2021 financial year was largely marked by the coronavirus pandemic coupled with challenging market conditions and their cumulative impacts on the global flow of goods.

The good news: Compared with 2020, BLG LOGISTICS was able to significantly improve its operating result and close the year better than expected. In recent years, we have diversified our business more and more and have established a broad customer base.

We mastered 2021 together in the truest sense of the word. Not just together with our customers, but also together with our employees. They deserve our thanks for their strong commitment and willingness to embrace change.

Despite the global challenges we currently face, we are looking ahead to the future with confidence and a total belief in our own strength. Because if the pandemic has shown us one thing, it's how important and systemically relevant logistics is.



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BLG LOGISTICS delivers custom solutions for Tchibo, PUMA, Siemens-Energy and STRAUSS - no matter how complex the requirements.



Enhance your experience online!

Our online magazine contains lots of additional information, clips and stunning photo essays.

reporting.blg-logistics.com/en





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Stronger together



Link to the interview
[reporting.blg-logistics.com/
 2021/en/ceo-interview](https://reporting.blg-logistics.com/2021/en/ceo-interview)

The 2021 financial year again presented BLG LOGISTICS with major challenges - but also opportunities. The lack of parts availability put a strain on customers in the automotive and industrial logistics sectors. But on the positive side, the boom in e-commerce provided a fillip, and the restructuring of EUROGATE progressed apace. Just how the strong sense of common purpose across the entire BLG Group helped to master many different kinds of tasks is the topic of our interview with CEO Frank Dreeke.

What do you personally associate with this year's motto for the BLG Annual Report: "Mastering challenges together"?

I find it very fitting. 2021 was characterized by challenges and these will continue to play a key role in 2022 - albeit to varying degrees in the different divisions. I think the word *together* is important, because in a company the size of ours we can only achieve our goals if we work together as a team - it's not a task for an individual alone. *Mastering* implies that we not only tackle the challenges, but also find ways of overcoming them. That's not just abstract theory, it sums up what we experience on an everyday basis at BLG.

2021 will go down in history as the second coronavirus year. What is your feeling when you look back over the year?

Once we put 2020 behind us, many hoped that in 2021 the pandemic would be over. Unfortunately, that wasn't the case and we had to grapple with the situation over and over again. Restrictions in our private lives combined with the business challenges we faced made considerable demands on the entire BLG workforce. My heartfelt thanks go to all employees. Personally, I was in no doubt that we would weather the year better. After all, in our joint show of strength in 2020, we already amply demonstrated that we can do it. For me, that's proof that the cultural change we initiated three-and-a-half years ago is now bearing fruit. The corporate values we developed

together back then, such as embracing change, have played a decisive role in the past two pandemic years. COVID-19 has had one small positive effect, though: The pandemic has shown how important and systemically relevant logistics is. Uninterrupted production and functioning goods flows need reliable logistics. Railcars, trucks, ships - these are the lifelines of our economy. We can be proud that operations at our ports have continued even in challenging times.

How did supply chain uncertainty and the lack of parts availability affect BLG's business?

The shortage of parts particularly impacted volumes in the AUTOMOBILE Division and in industrial logistics. In the first half of 2021 we actually saw a slight increase in vehicle handling, for example, but the parts shortage unfortunately put a damper on this recovery in the second half-year.

How did business develop apart from the parts shortage?

At EUROGATE, we on the one hand made significant progress with the transformation process, while on the other we were able to benefit from the high global demand for container transports. The high order volume provided very positive momentum for our terminals throughout 2021 and we expect this to continue in 2022. In contract logistics, the picture was quite similar, with encouragingly high demand in the area of e-commerce and consumer goods. Another plus point was that bricks-and-mortar retailers were able to open up again - albeit under constraints.

BLG has received EUR 53 million from the Bremen Fund to bolster its equity ratio. Can you please explain the background?

With the introduction of the new IFRS 16 international accounting standard in 2019, our equity ratio fell by nearly 19 percent despite a good business performance. Prior to that, we had a ratio of 34.5 percent,

“The pandemic has shown how important and systemically relevant logistics is.”





which was very good. In 2020, the pandemic-related negative operating result caused the equity ratio to drop to just five percent. But for a company of our size, this is too low vis-à-vis the banks, which will not grant us conditions that allow us to make meaningful investments on the capital market to secure our future growth.

That's why you talked to your shareholders?

Exactly. We jointly believe that our strategy in our three business divisions puts us in an excellent position to achieve further profitable growth. And the fact that the coronavirus has demonstrably impacted on our business meant that we were able to take advantage of the relevant fund of the Free Hanseatic City of Bremen.

With what result?

Overall, our equity ratio has now risen to 12.8 percent, sending a clear signal to the banks and the financial market that BLG is on course.

Nowadays, a sustainable growth strategy is unthinkable without climate protection. What path is BLG taking here?

Climate protection is another challenge for the global community that needs to be mastered together. The targets are ambitious. We are also committed to implementing the United Nations Sustainable Development Goals, or SDGs, in all three areas of

sustainability: environmental, social, and economic. In doing so, we consider the entire supply chain. We set ourselves goals and targets, committing ourselves in future to the 10 principles of the UN Global Compact, among other standards. We implement projects for and with our customers, exchange ideas with our stakeholders, and also hold our suppliers to account. BLG also supports its customers in looking for ways to safeguard the climate. For example in the area of electromobility, by converting our terminals accordingly and launching joint projects aimed at using alternative drive systems and fuels. As the C3 logistics center shows, we are also addressing the issue of climate-friendly real estate. We are already on the right track with our emissions reduction target and can report an absolute reduction in our CO₂ emissions of 13.1 percent compared with 2018. This is already more than one third of the way to our target.

Mr Dreeke, thank you very much for the interview.



On the right track



When a new car leaves the manufacturing plant, it is just the start of its long journey to the final customer. In the age of climate change, limiting our carbon footprint is also important during the transportation process. As the route taken by a ŠKODA ENYAQ from the factory in Mladá Boleslav, Czech Republic, via BLG RailTec's marshalling yard in Falkenberg to BLG AutoTerminal Bremerhaven demonstrates: The future of sustainable automotive logistics belongs to rail transport.

Top: BLG LOGISTICS transports cars by train in a climate-friendly way.

Right: A ŠKODA ENYAQ is being built piece by piece at the Czech plant in Mladá Boleslav.

**BLG CAR TERMINAL
Bremerhaven**

DESTINATION

620 km

covered by the ŠKODA ENYAQ on its train journey from Mladá Boleslav to Bremerhaven

Bremen

Hamburg

Schwerin

Berlin

**MARSHALLING
YARD
Falkenberg**

Leipzig

Dresden

**ŠKODA PLANT
Mladá Boleslav**

START

Prague



© ŠKODA AUTO



Link to the story

reporting.blg-logistics.com/2021/en/right-track

One final check before issuing the all clear: The brand-new ŠKODA ENYAQ in moon white is ready to set off on its journey from the plant in Mladá Boleslav, Czech Republic, to the final customer. But how do the cars actually find their way to their future owners? This time, the final destination is overseas so first the vehicle has to be transported to the BLG Group's car terminal in Bremerhaven, a distance of 620 kilometers from the ŠKODA plant. Bremerhaven handles some 1.7 million vehicles annually, making the seaport terminal one of the world's largest automotive hubs.

As an all-electric vehicle, the ŠKODA ENYAQ stands for climate-friendly mobility. So, for the automobile manufacturer, a member of the Volkswagen Group, it stands to reason that reducing CO₂ emissions in logistics also has high priority.

David Strnad, Head of Brand Logistics at ŠKODA AUTO, says: "As part of its sustainability and Green Future strategy, ŠKODA AUTO has set itself ambitious targets, which it is striving to meet by gradually increasing the share of rail transport powered by

green energy, both in the INBOUND and OUTBOUND areas. The OUTBOUND area, which is responsible for transporting ENYAQs, now uses rail in 58 percent of all cases. However, this percentage is not the endpoint for ŠKODA AUTO; the strategic goal is to increase it."

Logistics means enjoying the challenge

Transporting a sustainable car piggy-back on a diesel transporter for hundreds of kilometers by road?

"We can do better than that," says Thomas Bamberg.

"Namely, emission-free by rail." BLG AutoRail can

transport in excess of 200 cars on every train. And it does this in the German and Austrian rail network using green electricity every kilometer of the way.

Thomas Bamberg is Manager of the associated company BLG AutoRail GmbH. He is a railroad man through and through: At Deutsche Bahn, he was responsible as works manager for the maintenance of locomotives and freight cars, before later moving into rail logistics. Since 2013, he has been sharing his expertise with BLG AutoRail. His aspiration is to guarantee automotive logistics that reconciles efficiency

"Modern, lean and reliable processes are the strategic direction for the use of rail transport."

DAVID STRNAD, HEAD OF BRAND LOGISTICS AT ŠKODA AUTO



© ŠKODA AUTO



© ŠKODA AUTO

Left: The final quality check takes place at the ŠKODA plant in Mladá Boleslav before the ENYAQ starts its rail journey to Bremerhaven.



“Our proposition to partners like ŠKODA: All you need to do is sort the wagon loads by destination, and we’ll assemble them into trains.”

THOMAS BAMBERG, MANAGER OF BLG AUTORAIL GMBH



and sustainability. “A tricky task, but doable,” Thomas Bamberg says. And it’s precisely the tricky part that the logistics expert enjoys. “In this job, it helps enormously if you’re up for a challenge.”

Back in Mladá Boleslav, the ŠKODA ENYAQ in moon white is ready to be loaded onto a car train. Another hundred new cars are also ready to be transported, some to Bremerhaven, some to other destinations across Europe. For ŠKODA, the logistical question at this point is: How can the cars be sorted so that they reach their respective destinations without any detours? Designate a separate train for each location and wait until enough cars are transport-ready? That would be incredibly space-consuming, expensive

and inefficient for the manufacturer. “This is where we come in,” says Thomas Bamberg. “Our proposition to partners like ŠKODA: All you need to do is sort the wagon loads by destination, and we’ll assemble them into trains.”

David Strnad, Head of Brand Logistics at ŠKODA AUTO, adds: “In the future, ŠKODA AUTO is also planning to increase the loading capacity of its production vehicles onto trains, both at the production plant in Mladá Boleslav and at the Kvasiny site. Modern, lean and reliable processes are the strategic direction for the use of rail transport.”

Reinvention of a railroad location

So the ŠKODA ENYAQ is loaded onto a rail car bound for Bremerhaven. This is then coupled to others that will later head for different destinations. This mixed block train then travels 200 kilometers northwest, to Falkenberg in Brandenburg. Railroad enthusiasts are familiar with this location that lies halfway between Leipzig and Cottbus. Falkenberg was already an important hub in the 19th century, and in the days of the GDR the marshalling yard was very important for freight transport. The railway museum at Falkenberg bears witness to these bygone times. When Deutsche Bahn decommissioned the site in 1994,

it looked as if Falkenberg was destined to disappear from the railroad landscape. "But then we came along," says Thomas Bamberg.

In 2011, BLG AutoRail established its BLG RailTec subsidiary. Its mission was to reawaken the facility from its long sleep and bring it back to life. Quite literally, because the old tracks were overgrown, the switch points were derelict and thorny brush was growing along the former line. But at least the rails were still there, and Falkenberg's location in the heart of Europe was still ideal. So BLG RailTec invested in building up a logistics hub for freight transport. That was



ten years ago. What started out as a project with just a handful of employees is now a marshalling yard that every year handles rail wagons carrying more than 300,000 new cars. "Over the past ten years, we have succeeded in breathing a whole new life into the forgotten railroad town of Falkenberg," says Thomas Bamberg, who also manages the business of BLG RailTec. The fact that the logistics center is now one of the most popular employers in the region fills him with pride, he says: "This success not only has economic and sustainable dimensions, it also produces a social dividend."

> 300,000

new cars pass through the Falkenberg marshalling yard per year

Sorting and coupling rail cars

When the car train from Mladá Boleslav reaches the Falkenberg logistics hub, the wagons are sorted so that at the end of the process each one is coupled with others bound for a single destination. This works because, in addition to the train from Mladá Boleslav, Falkenberg also handles trains coming from other plants. However, in logistics the clock is always ticking, so it's important to keep standing times to a minimum. "But that doesn't mean that planning and execution are always easy," Thomas Bamberg adds. Like passenger transport, freight transport is also dependent on the quality of the rail network, and not only in Germany, but also on those sections of the route in the Czech Republic or Poland. Delayed trains are not only annoying, they also throw plans into disarray because sorting in Falkenberg gets held up. "You need to keep a cool head, especially when you have to resort to Plan B or even Plan C," says Oliver Fabian, authorized representative and Sales Director at BLG AutoRail. In short, he advises automobile manufacturers on the company's logistics solutions.

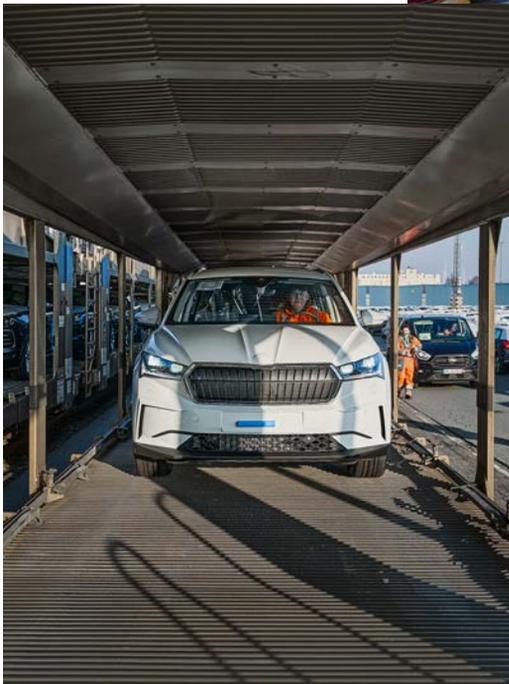


Left: Falkenberg is now an important logistics hub for freight transport.

Top: Every second wagon repaired in the freight car workshop now comes from a third-party customer.

Right: Vehicles are shipped all over the world from BLG Car Terminal Bremerhaven.

Bottom: After 620 kilometers by train, the ŠKODA ENYAQ has arrived in Bremerhaven.



The future is digital, automated, optimized for electric vehicles

For rail-bound auto transport, the company operates its own fleet of some 1,500 rail cars. Each one passes through the marshalling yard in Falkenberg multiple times per year. So it was an obvious step to utilize this time to undertake recurring maintenance and repair work on rail cars at the site. Since 2014 this has been done in a new freight car workshop; by now every other rail car that is serviced here comes from external customers. "In the space of a few years, the workshop has become an indispensable business unit," says Manager Thomas Bamberg. Mobile repair teams are also on call to provide rail car maintenance services along the line.

The workshop is also the place where the company drives innovations. "These are necessary, because electromobility is placing new demands on logistics," Thomas Bamberg explains. An all-electric SUV like



On the right track

"We are working on making rail-bound automobile logistics smarter, more efficient and, as a result, even greener."

THOMAS BAMBERG, MANAGER OF BLG AUTORAIL GMBH

**BLG CAR TERMINAL
Bremerhaven**

Kiel

Hamburg

Bremen

the ŠKODA ENYAQ, for example, is significantly heavier than a car powered by a combustion engine, and the sensitive batteries also have to be adequately secured for transport, Bamberg points out. To cope with the growing variety of car sizes, the team uses wagons with flexible loading levels. For transporting large vehicles such as SUVs, a rail car was designed with two flexible loading decks, for which tunnels no longer pose an obstacle in Europe.

BLG RailTec is at the forefront of another step toward the future of rail logistics and is cooperating with researchers from the Technical University of Berlin on the development of concepts for digital automated coupling (DAC). The innovative feature: the system automatically connects freight cars and transmits relevant data directly to the locomotive. This saves time and, together with new braking systems, enables much longer trains of more than 1,000 meters. "We are working on making rail-bound automobile

logistics smarter, more efficient and, as a result, even greener," Thomas Bamberg says. Freight trains are ready for the scrap heap? "Quite the contrary, the climate-friendly future belongs to them."

Once the shunting work is completed in Falkenberg, each block train is coupled to a locomotive - and the journey continues to a total of 13 different destinations. For the ŠKODA ENYAQ, the second stage of the journey begins. After a few hours, the car transport train arrives at BLG AutoTerminal Bremerhaven, where the vehicle is prepared for the overseas leg of its journey. This logistical feat takes two to three days. A playfully easy undertaking? The very idea makes Oliver Fabian laugh. "If at the end of the day the customer has the impression that everything went smoothly, then we've done a good job," says the sales director.

THE



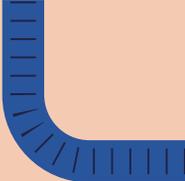
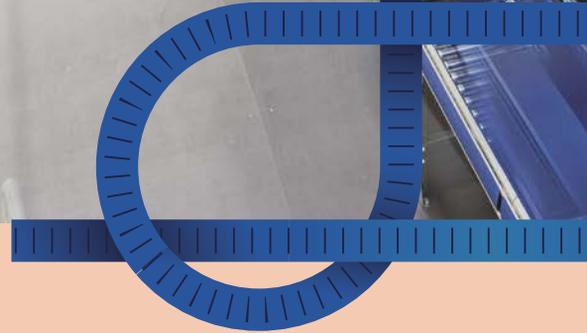
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2021/en/logistics-architects](https://reporting.blg-logistics.com/2021/en/logistics-architects)



BLG LOGISTICS is a master of automated logistics, delivers custom solutions to meet individual requirements and is not satisfied until the customer is. Four examples show what this means in practice.

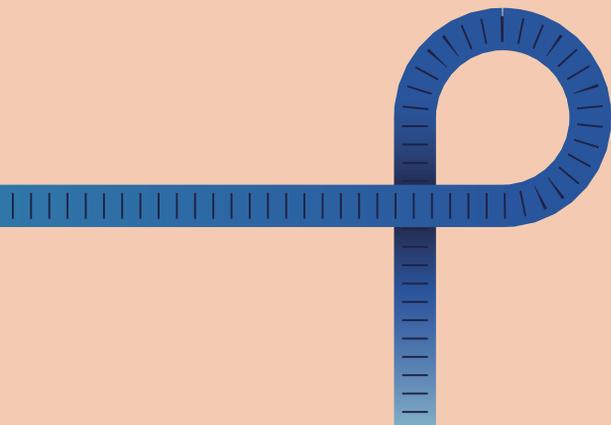
Textiles, food, household items or electronics: Today we order countless goods online without giving it a second thought. Since the turn of the millennium, e-commerce has exploded, and the coronavirus pandemic has further fueled the trend. According to the German E-Commerce and Mail Order Association, e-commerce sales in Germany alone have more than doubled since 2015 from around 47 billion euros to 99 billion euros in 2021. An end to the journey is not in sight.

“More and more companies want and need to shift up a gear when it comes to this topic,” says Thomas Krüger, Managing Director of BLG Handelslogistik. Modern, highly automated logistics that flexibly dovetails the requirements of e-commerce and the various forms of bricks-and-mortar retailing is high on the wish list of many customers. But implementing this is complicated, and fraught with obstacles. Warehouse space, for example, is increasingly scarce and therefore expensive, it’s difficult to find and retain good staff, and outdated ERP and IT systems hinder rapid change.

“Every company has its own challenges and goals,” says Krüger, summing up the mixed picture. “This is why what is needed is a custom-fit concept.” From the initial idea through planning and execution to operation, companies need a partner like BLG LOGISTICS that will support and supervise them with customer-specific, solution-oriented concepts – this is what makes BLG logistics architects. The following four examples illustrate how this works in practice.



TICS



STAYING



Left: For its customer Tchibo, BLG operates one of the largest high-bay warehouses in Europe.

Bottom: BLG employees prepare the orders for transport.

IN

TCHIBO

Staying in sync

Bremen, Neustadt port. From the outside, the building that houses one of Europe's largest high-bay warehouses looks rather inconspicuous despite its dimensions. Inside, however, be prepared to be impressed: Over 200,000 pallet storage spaces that are managed fully automatically hold millions of individual products. Seven hundred BLG employees keep the wheels of this machinery turning and handle complex logistics processes for the customer Tchibo, covering its entire online retail business as well as many hundreds of Tchibo's own branches and thousands of sales points in supermarkets.

The configuration and workflows in the warehouse are the result of 20 years of collaboration, during which one of Germany's largest consumer goods companies has undergone a huge development, not least in the area of e-commerce. The warehouse has continuously kept pace with this, expanding and becoming more flexible along the way. "We are the backbone of Tchibo," says Michael Wichmann, Head of Operations in Bremen. Every time the company introduces a new weekly theme world, the BLG team also reinvents itself a little bit. One week it may be hundreds of

SYNC



thousands of bathrobes, while the next it's silicone mats as a substitute for baking parchment.

Nearly every single product in the Tchibo universe that is ordered, sold or returned comes from this warehouse or finds its way back here. Order peaks occur with a time lag and are often difficult to plan for, especially from online channels. "That makes things very dynamic, challenging - and exciting," Wichmann says. Teamwork, dialog and a coordinated rhythm are key. "We - Tchibo and BLG - are continuing to develop. Perfectly in sync."



Top: The result is a highly automated warehouse with 22 kilometers of conveyor technology and 480 shuttle vehicles.

PUMA

Don't let up

A3 freeway, Geiselwind exit, 50 kilometers east of Würzburg. Since 2021, BLG LOGISTICS has operated a distribution center here for PUMA that serves a number of different sales channels and, apart from Germany, also supplies several other European countries with sports and lifestyle articles. It took three years from awarding of the contract, planning, and construction to on-schedule commissioning - pandemic notwithstanding.

Many dozens of coordination meetings that would normally have taken place on site were held online. At times, up to 500 people from various neighboring countries were working on the construction site. "The pressure on everyone involved to get the project over the line while complying with coronavirus regulations was enormous," recalls Arno Ziegler, Director of Operations. So, how did his team manage to accomplish this feat on time against all the odds? "We just don't let up, and we continually involve everyone actively in the process."

The result is a highly automated warehouse with 22 kilometers of conveyor technology and 480 shuttle vehicles, with storage space for up to 10 million articles. That's one side of the coin. Another, often less visible aspect, has to do with the workforce. BLG went the extra mile to make working conditions for the 350 men and women employed here as attractive as possible. Two examples: Ergonomic, height-adjustable workstations that are equally suited for men and women, whether tall or short. And by putting on extra bus routes, even employees without their own means of transport can report for their shift on time.

DON'T

LET

UP

Bottom: Since 2021, Geiselwind has been the site of the new distribution center for PUMA.



KEEP

SIEMENS-ENERGY

Keeping our word

How can logistics adapt when suddenly faced with losing significant amounts of storage space, although order volumes and time pressure remain the same? This was precisely the question confronting BLG's Berlin-Falkensee logistics center, which handles many of the external inbound warehousing processes for the Siemens-Energy plant 12 kilometers away, where the group produces high-voltage switchgears.

Because Siemens-Energy is planning to build a new work and research campus in the coming years that will also occupy parts of this site, the inbound logistics process was reduced by one storage level in the supply of the plant. "Consequently, the number of accesses in our warehouse shot up from around 700 picks a day to 5,000," reports Eike-Kristof Kollhorst, Director of Operations in Berlin.

BLG overcame this challenge by outlining a number of possible solutions to Siemens-Energy, transparently discussing the pros and cons of each and making a recommendation. The result is a

special form of warehouse technology that was integrated seamlessly into the logistics concept: a so-called autostore. This uses IT, robotics and sophisticated algorithms to stack 60-by-40-centimeter bins for small parts in a very confined space. Their storage and retrieval is for the most part fully automated. "This allows us to achieve maximum storage density in the minimum amount of space, and eliminates the need for aisles," Kollhorst explains. Today, 70,000 bins are stacked on 24 levels on an area of 1,400 square meters. The conversion was carried out on schedule and on budget without interrupting operations at the Siemens-Energy plant. "We kept our word," says Kollhorst. And admits to feeling proud.

Bottom: The autostore for the customer Siemens-Energy demonstrates how efficient automated solutions are.



OUR WORD

IN

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Right: At peak times, up to 50,000 parcels per day are dispatched.

Bottom: In 80 percent of cases, orders are shipped on the same day.

STRAUSS

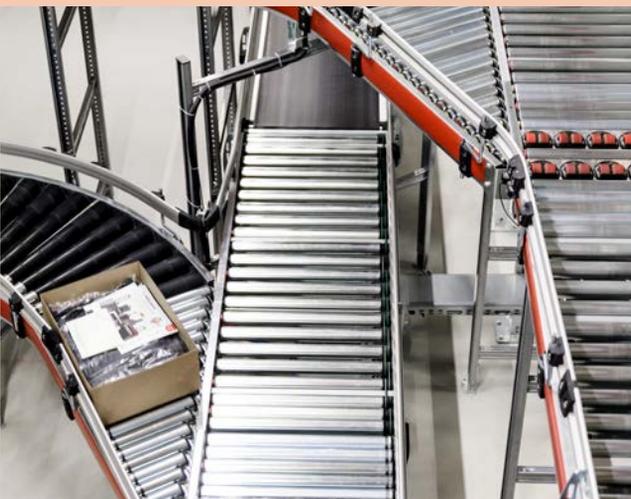
In flux

In logistics, what ultimately counts is how quickly, efficiently and reliably things get done, especially under pressure. Impressions of this from Schlüchtern: Since May 2020, BLG has operated a logistics hub here for clothing specialist STRAUSS with over one million storage locations, 400 driverless shuttles and a jungle of conveyors totaling 13 kilometers in length. "Of course, our common goals were and are very ambitious," says Bolko Wiechmann, the site's Director of Operations.



However, the successes are now clear for all to see: The picking of the wide product range - extending to around 35,000 article numbers - in the meantime runs like clockwork. At peak times, up to 50,000 parcels per day are dispatched. And: "In 80 percent of cases, we manage to process and ship orders on the same day." Much to the delight of STRAUSS's mostly commercial customers - after all, who wants to wait longer than necessary for their work shoes and pants?

This is possible because the logistics operations in Schlüchtern are dovetailed. "Let me give you an example," says Bolko Wiechmann. STRAUSS's ERP system and our IT in the warehouse are closely networked. When a customer places a product in their online shopping cart, an ad hoc check verifies whether the product is actually in stock." Errors or delays from the customer's perspective are therefore extremely rare. This ensures everything is for the most part as it should be: in flux.



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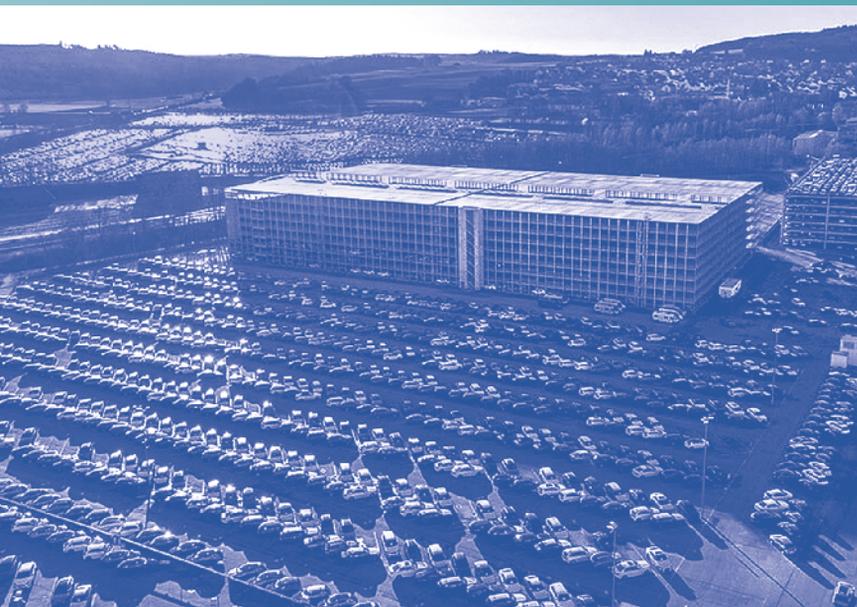
5,368



8 levels, 32 charging points for electric vehicles, 2,800 LED lights and exclusive parking space for 5,368 Kia vehicles: The third "P3" multi-story car park at BLG AutoTerminal Kelheim has successfully gone into operation. The car terminal is more than just a strong location in the international automotive logistics network; it is also an example of sustainable real estate. The first photovoltaic system was installed on one of the hall roofs at the terminal in 2019; now a second is being planned for the roof of the P3.

Award-winning climate protection

Our climate protection measures have once again received awards. The online portal Statista and the business magazine *Capital* rank BLG LOGISTICS among the most climate-conscious companies in Germany. Out of 2,000 companies surveyed, in 2021 we came 49th among those companies that have achieved the highest reductions in their greenhouse gas emissions over the past five years.



Gold & Silver

Our 2020 business reporting received two awards: "Silver" at the international iNova Awards and "Gold" at the FOX Finance Awards.



Link to the story
reporting.blg-logistics.com/2021/en/panorama

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200 vehicles per train

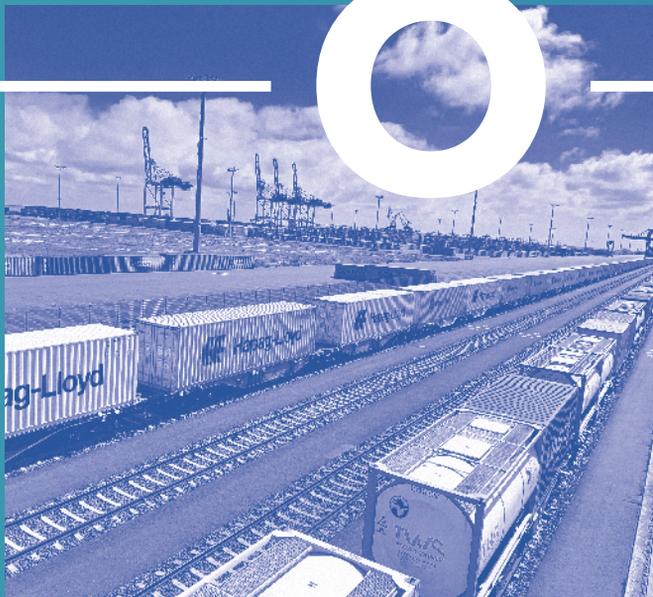


BLG LOGISTICS is continuing to improve its CO₂ footprint by stepping up rail transports. BLG AutoRail can transport in excess of 200 cars on every train. And it does this in the German and Austrian rail network using green electricity every kilometer of the way.



100,000

For a new customer, BLG commissioned a food import warehouse in Verden with 100,000 pallet spaces in two halls.



Moving forward together



Hapag-Lloyd and EUROGATE: a good fit. Hapag-Lloyd is to acquire a 30 percent stake in Container Terminal Wilhelmshaven (CTW) at the JadeWeserPort and a 50 percent stake in Rail Terminal Wilhelmshaven (RTW).

The port of the future

What knowledge and skills do employees of the port of the future need? BLG is participating in the "PortSkill 4.0" project, which is investigating the impact of the digital transformation for port employees. A sum of just over three million euros is available for the formulation of future qualifications.

R

A



37

At the BMW Group plant in Leipzig, our BLG team has put industrial trucks powered by fuel cells into operation for the first time. The 37 vehicles operate emission-free and fueling is fast, easy and space-saving.

150 million



EUROGATE is investing some 150 million euros in its Container Terminal Wilhelmshaven (CTW) by 2025. At Germany's only deep-water container terminal, container handling operations are to be converted from a manual to an automated system. The first automated shipping berth is expected to be commissioned as soon as 2024. Future ahoy!

Digital logistics

BLG and Open Logistics Foundation are working together for the future of logistics. The goal: to jointly drive digitalization in logistics through open-source projects. Jakub Piotrowski, Head of Digitalization, Sustainability and IT at BLG LOGISTICS, is supporting the projects with his expertise as a member of the Board of Trustees.

M

A



1.7 million



Loyal partners and new opportunities



We are continuing to handle goods flows in the large high-bay warehouse at the Neustadt port site for our long-standing customer Tchibo, after selling the corresponding land and buildings to Tchibo in June. We also sold our nine freight forwarding locations of BLG International Forwarding to Rhenus Air & Ocean with effect from April 1, 2021. The Bremen location remained operational.

One of the world's largest shipping companies, Hyundai Glovis, has big plans: As part of a joint venture with BLG LOGISTICS, Hyundai Glovis intends to use Bremerhaven as a European hub for its automobile transports between Asia and Europe. BLG is thus gaining a strong partner at AutoTerminal Bremerhaven, one of the world's largest automotive hubs with 1.7 million vehicles handled per year. The terminal will nevertheless remain open to all shipping companies as a universal port.



Smart helpers

BLG is putting its trust in automation. Two driverless forklifts ensure the end-to-end supply and disposal of materials for a coating line at LC Bremen. With the help of a laser scanner, the vehicles navigate autonomously through the warehouse and are able to recognize different load carriers. An automatic sweeper and automatic load measurement using sensor technology were also tested in the high & heavy area.

A strong presence



A breathtaking view: the container terminal Tanger Med II is impressive not only because of its size.



The new Tanger Med II container terminal is proof: EUROGATE's impressive networking capabilities are paying off. Well-coordinated teams and the right partners on the ground have written a real success story in Morocco despite the pandemic.



Link to the story

reporting.blg-logistics.com/2021/en/strong-presence

The best vantage point is from the bird's eye perspective. From a lofty lifting height of 54 meters, the crane operators at Tanger Med II can marvel at an amazing panoramic view: in the distance the shimmering blue of the Strait of Gibraltar and the mountain ranges behind Tangier. In the hustle and bustle on the ground below them, on the other hand, a lot of work awaits. Covering an area of 36 hectares in the north of Morocco, Tanger Med II is a modern container terminal built in an ideal location. Since early 2021, EUROGATE's equity interest in Tanger Med II has contributed to the overall success of BLG's CONTAINER Division with stable processes and good operating figures.

“We didn’t start from scratch, but were fortunate in being able to draw on our local experience and good partnerships.”

CARL AUGUSTIN, MANAGING DIRECTOR
OF EUROGATE INTERNATIONAL GMBH



TEUs in Tanger Med II increased by almost 25 percent within just one year after being commissioned.

Number one in the Mediterranean

With a total handling volume of around 7.17 million TEUs, Tanger was the most successful container port in the Mediterranean in 2021, recording a rise in throughput of almost 25 percent in the first year since Tanger Med II became operational. The surrounding area is characterized by modern infrastructure, with companies such as Renault and Peugeot having production facilities nearby. DHL is also among the companies contributing to Tanger’s strong growth with a logistics center that opened here in 2020.

The thriving port has established itself as a hub for the movement of goods between Europe, Africa, America, and Asia. Operating at this strategically located intersection for north/south and east/west traffic, the Tanger Alliance joint venture, a consortium made up of local port operator Marsa Maroc, Contship Italia, Hapag-Lloyd and EUROGATE International, has already made a lot of things happen. The official commissioning of Tanger Med II on January 1, 2021 was the result of good teamwork and careful planning.

Successful first year

When the spreaders are tightened, everything clicks in tandem. As vessels are loaded and unloaded, eight container gantries operating in shifts keep up a continuous whirring sound. Around one million TEUs were handled at Tanger Med II within the first year of

operations. The 800-meter-long quayside is a buzzing hive of activity. That’s why it’s all the more important that the supporting role of the overhead gantries, tractor units and trucks functions like clockwork. Cohesive and well-choreographed teamwork sees to it that around 300 permanent employees and up to 200 external service providers do an effective job. You only need to spend a few minutes as an observer immersed in the daily hubbub of Tanger Med II to understand the important role this terminal plays.

Its success has a backstory, which Carl Augustin is keen to share. The Managing Director of EUROGATE International GmbH looks back with pride on a project whose planning began in the fall of 2017. “We didn’t start from scratch, but were fortunate in being able to draw on our local experience and good



partnerships,” Augustin explains. Tanger Med II is one of four handling facilities in two adjacent sections of the port. EUROGATE has been operating here since 2008 and is continuing its course of success with the second development phase of the Port of Tangier.

However, the commissioning of Tanger Med II wasn’t without its challenges. The general disruptions in the logistics chains, coupled, among other things, with the unique circumstances of Brexit, had caused a container backlog at British ports at the beginning of 2021, which had a ripple effect all the way to Tangier. “Instead of a gradual ramp-up, Tanger Med II was catapulted into live operations requiring a high degree of flexibility from the get-go. Thousands of containers destined for onward transport to England suddenly had to be temporarily stored. Without the necessary

lead time, it was all a bit wild west. But we got there in the end,” says Augustin. He has headed up EUROGATE International since 2008 and can draw on experience from numerous large-scale international projects.

Driving transformation forward together

Over the past few years, Augustin has made a number of trips by plane, car, and ferry to hold on-site coordination meetings in Tangier. His bottom line: Despite the coronavirus pandemic, commitment on the ground was imperative in further advancing the EUROGATE transformation process with the terminal project. For him, the key to success was good teamwork among EUROGATE colleagues and well-tuned partnerships on an equal footing. In his view, on-site presence is essential if both are to thrive.

“Instead of a gradual ramp-up, Tanger Med II was catapulted into live operations requiring a high degree of flexibility from the get-go.”

CARL AUGUSTIN, MANAGING DIRECTOR
EUROGATE INTERNATIONAL GMBH

The need to introduce a range of precautionary measures to protect against coronavirus infections led to a number of delays. New technical personnel in some cases had to be trained remotely in digital meetings. For important fine-tuning, EUROGATE experts remained in Tangier for months at a time. Encouraging figures are proof that the commitment of everyone concerned has paid off. In the first quarter of 2021, the initial handling rate at Tanger Med II was 12 containers per crane and hour. By the fourth quarter of the first operating year, this number had already more than doubled to 26 containers. One year after commissioning, Tanger Med II is already a success story for EUROGATE, and yet marks only the beginning of the new container terminal, which will continue to bring added value for EUROGATE’s customers, shareholders and the Moroccan economy for decades to come.

One year after commissioning, Tanger Med II is already a success story for EUROGATE.

The “Future EUROGATE” transformation program was launched two years ago with the objective to make the German terminals more competitive.

3 questions to Michael Blach

CHAIRMAN OF THE EUROGATE GROUP
MANAGEMENT BOARD

Mr Blach, how is EUROGATE mastering the currently very complex challenges?

Our terminals are a vital hub for global freight transport. All political, social and global economic developments have an impact on container shipping and thus have direct and indirect repercussions for our business operations. While we are still facing the challenge of dealing with the consequences of the pandemic for global supply chains, the Ukraine war is now at the forefront of our thoughts. At the moment,



we continue to do all we can to provide the best possible services for our customers. Our terminals have the necessary infrastructure and flexibility that give us the ability to deploy available capacities in a targeted manner and find joint solutions for many problems working closely with our customers. Of course, it also helps that we are present at several locations in Germany with different strengths and can therefore usually offer an alternative.



The “Future EUROGATE” transformation program was launched at the end of 2019. Why does transformation still remain such an important mission?

Competition for container transshipment volumes is growing fiercer all the time and we have to hold our own against strong competitors from the West and East. In our industry, price and performance, among others, are powerful arguments. And here it’s important that we draw level with our competitors, and overtake them when it comes to the details. That’s what our transformation process is aiming to achieve. The changes necessary to accomplish this have now largely been set in motion and will ensure that in the course of the next two years our processes become more efficient and commercially viable. We must see the transformation for what it is: the prelude to a long and continuous effort to permanently adapt to the conditions and requirements of the industry. Change must become part of our DNA. We can no longer afford to simply rest on our laurels.

What milestones does EUROGATE want to reach in the current year in terms of the transformation project?

Our aim in 2022 is to translate the agreements and action plans we have so far defined as quickly as possible into something tangible and measurable. By taking initial decisions and implementing the first measures, in 2021 we already reached around

25 percent of the targeted savings potential of a total of 84 million euros over the long term. But the road to achieving that target is long and bumpy. Plus, we are struggling with unplanned price increases, for instance for energy and investments. The transformation will not be a success until all the measures have been implemented and we have brought the new structures and workflows to life in our day-to-day operations. We are currently hard at work to accomplish this and in some areas are already in the middle of the test or implementation phase. I would like to express my special thanks to our team for this, because introducing new processes during ongoing is not something that can be taken for granted, especially considering the current order situation, persistent disruptions in shipping schedules, congested ports, and the fact that under the present circumstances handling is difficult to plan. In the medium to long term, we will focus on significantly increasing the degree of automation in our handling processes, because automation is an irreversible trend in our industry and a challenge that we must and will rise to.

When artificial intelligence makes work easier



Link to the story
reporting.blg-logistics.com/2021/en/ai

At BLG LOGISTICS, digitalization and automation are an integral part of our strategy. Now they are also finding their way into the Accounting department. A new document management system will streamline monotonous routine document handling tasks in the future. To this end, artificial intelligence and robotic process automation work hand in hand.

“It’s always a good thing when processes are made easier,” says Vanessa Kalwait, Project Manager for Innovations and Digitalization Projects at BLG LOGISTICS. The innovation expert and her team develop solutions designed to take the strain off employees by enhancing efficiency and improving workflows. On a current project, she and her colleagues are using artificial intelligence (AI) to develop a document management system (DMS) that will reduce the amount of repetitive manual work employees are required to perform.

Attempts to replicate human intelligence in machines with the help of data and software and have the technology solve problems independently is becoming increasingly possible thanks to AI. "Essentially, our system is designed for extracting and classifying documents," says Kalwait, explaining the pilot project, which is initially being rolled out in Accounting. The first step is for the new system to recognize whether an incoming document is an invoice or a delivery certificate. Based on training data, the intelligent system learns which information is relevant, for example the address of the invoicing party or the invoice date, and extracts this from the documents. Whereas today documents are still checked and relevant content typed out manually, in the future the DMS will take care of these tasks - resulting in enormous time savings.

AI has already arrived in other areas at BLG LOGISTICS, for example optical parts recognition or human resources planning. In the case of the planned DMS, it would make sense from a technical point of view to host the application externally and use a cloud solution. This is because training an AI system only temporarily requires high computing and graphics capabilities. For production and normal operations, on the other hand, standard server capacities are perfectly adequate - although high costs will be incurred if these are used to train the AI. The innovation team and the IT department are working closely together on developing a sustainable solution.

AI needs humans and robots

Once the pilot phase of the DMS is completed, staff in the Accounting department will over the long term be able to look forward to an easing of their workload.

Tedious tasks such as typing out invoice data will be significantly reduced. This is made possible through the combination of AI and robotic process automation (RPA). Tobias Falke has been responsible for robotic process automation at BLG LOGISTICS for a number of years. The RPA expert knows how well RPA and artificial intelligence complement each other: "We need AI to structure the data, because this is where RPA technology reaches its limits," Falke says. AI reads data from documents and can, for example, recognize that important information such as the date does not appear in the same place on every invoice. "AI can extract

“Essentially, DMS is about extracting and classifying documents.”

TOBIAS FALKE, EXPERT FOR ROBOTIC PROCESS AUTOMATION AT BLG LOGISTICS



such data, but isn't able to transfer it to other systems. This is where RPA takes over," says Falke. RPA transfers the content from the documents, for example to the internal SAP system, which can be accessed by various business divisions.

During the pilot phase, the DMS project is for the time being focusing on invoices in Accounting, but potential future applications include order confirmations and delivery certificates in Purchasing, shipping orders, and receipts of incoming goods. "Our goal is to make the process perceptibly easier for our staff, for example by reducing the effort involved in processing delivery certificates, and by easing time pressure," says Kalwait. There may be an added value ripple effect in other areas, too, such as digital data storage. This not only enables more targeted and simplified searches; it also saves paper, which is good for the environment.



R R P A

“The DMS gives employees greater scope to concentrate on more complex tasks,” Kalwait concludes. “AI and automation are not replacing human beings. However reliable the technology may be, we will continue to depend on human beings in the future.” In many areas, AI will even create new job profiles. The fact that BLG LOGISTICS is once again digitally ahead of the game is something Falke observes in exchanges with other companies. Falke and Kalwait agree: “BLG has recognized important future trends and is already driving them forward in many areas.”

“AI and automation are not replacing human beings. We will continue to depend on human beings in the future.”

VANESSA KALWAIT, PROJECT MANAGER FOR INNOVATIONS AND DIGITALIZATION PROJECTS



"Sustainability is a matter close to my heart"

In addition to operational considerations, logistics facilities of the future must increasingly take environmental and social aspects into account. Because customers, local authorities and investors are setting the bar high when it comes to the sustainability of their real estate projects. Prof. Dr. Alexander Nehm, logistics professor at the Baden-Württemberg Cooperative State University (DHBW) in Mannheim, and Matthias Magnor, Head of the Contract Logistics Division at BLG LOGISTICS, discuss the market situation in contract logistics and the future of logistics real estate.



Top: With the "C3 Bremen", BLG LOGISTICS relies altogether on climate-friendly concepts.



Link to the interview
[reporting.blg-logistics.com/
2021/en/sustainability](https://reporting.blg-logistics.com/2021/en/sustainability)

Alexander Nehm: For logistics service providers, I see two factors in the market that are currently strongly driving the issue of sustainability. Firstly, given the severe limitations on the availability of space in Germany, local authorities are placing great emphasis on efficient, environmentally and socially compatible real estate. Second, real estate funds are taking environmental and social criteria into account as well as the application of principles for responsible investment. What is your experience of this in practice?

Matthias Magnor: Exactly the same. These days, large funds only invest in real estate projects with a robust sustainability strategy. This also has to do with political measures like the EU Taxonomy, which are driving investors in this direction.

AN: The problem in my view is: Where should new sustainable buildings be built? Three years ago, as part of a study for the Logistics Real Estate Initiative (Logix), we found that Germany still had hardly any green logistics facilities. The bulk of the developed space is currently occupied by logistics centers that take little account of environmental or social aspects.

MM: In the 2000s, Germany's locational advantage was the availability of space, leaving us as investors or tenants spoilt for choice. But for some years now, we've seen that suitable sites for logistics real estate are becoming increasingly scarce. However, demand is so high that in the meantime land owners can award the contract to the highest bidder from a multitude of interested parties. The market has shifted from a buyer's to a seller's market.



Right: Talk among two experts: Matthias Magnor (left) and Prof. Dr. Alexander Nehm

More than just a place of work

AN: This shift doesn't only affect available sites. Twenty years ago, sufficient numbers of qualified employees were also available; now we're seeing an acute shortage of skilled labor. The consequences of this are also impacting heavily on logistics.

MM: That's very true. And we're going to feel the pinch even more in the coming years. One point in the BLG Group's favor here is a corporate culture with a strong focus on our employees.

AN: I can imagine that BLG's standing and its role as one of the largest employers in the region give the company a competitive edge in the highly contested labor market, especially in Bremen. Going forward, being able to offer attractive, holistic workplace concepts is likely to play an even greater role in recruiting and retaining qualified staff in logistics, too.

MM: Creating attractive workplaces is without a doubt an important criterion when it comes to acquiring employees. We are currently building "C3 Bremen", an XXL logistics center. This sustainable lighthouse project at our home base in Bremen is setting new benchmarks. The building boasts green spaces with quiet zones, plenty of daylight thanks to additional windows in the roof, the facade and the gates, a company canteen with outdoor terrace that supports a balanced diet, and a park with native trees and shrubs and even edible fruits. It goes without saying that ergonomically designed workstations and support for employees through digitalization and automation also play an important part. We want our people to have a sense of wellbeing at the workplace.

Achieving climate targets together

AN: We've talked about the availability of suitable space and developing attractive work environments. Another factor moving the market in contract logistics is climate-friendly concepts. One interesting



MATTHIAS MAGNOR

(born in 1974) has been responsible for BLG LOGISTICS' Contract Logistics Division since October 1, 2021. The Business Administration graduate draws on extensive expertise in supply chain management, logistics, services and retail - and has been active in the logistics sector and shipping industry for more than 20 years.

observation is that carriers set themselves clear climate targets, but often still lack the know-how to improve the carbon footprint in a critical sector like logistics. My theory is that here companies are looking to logistics service providers for support and CO₂-saving measures that will help them achieve their own climate objectives. Is that something you can confirm?

MM: Absolutely. My experience has been that customers are willing to invest more in a solution if it helps them achieve their climate targets. Our existing customers and potential customers, too, are asking with growing frequency what exactly our climate change mitigation targets are, what action can be taken and how measurable it all is. In contract logistics, real estate accounts for a large share of CO₂ emissions. Therefore, it's only logical that as a logistics service provider we offer answers and find solutions to the demand for climate-neutral or even climate-positive logistics real estate.

AN: In order to be able to fully assess how sustainable a facility is, however, it's necessary to calculate and reduce the impact not just of the building itself, but also of the transport routes.

MM: That's a good point and one that ties in directly with C3 Bremen's outstanding green credentials. For not only does it by virtue of its location have a direct connection to the freeway and the railroad but, via Neustadt port, it is also linked by inland waterway, for example to Bremerhaven.

AN: I see these intermodal transport connections as the right response to the market situation. Scheduling combined transports via rail and waterways has always been an ideal alternative because it reduces the number of vehicles on the roads and saves CO₂. Against the backdrop of the energy transition, it is to be hoped that this topic will gain significant traction.

MM: With C3 Bremen, we're going down the climate-friendly route from start to finish. The building will boast the largest contiguous roof-mounted photovoltaic system in Germany to date. We will not only use the energy generated to meet our consumption needs directly on site, but also to supply other BLG locations.

This represents an important step in our MISSION CLIMATE target to become climate-neutral by 2030. To achieve this goal, we are reducing emissions across the company significantly by 30 percent in absolute terms, and we will cut those caused outside the company by 15 percent. Our activities to lower greenhouse gas emissions are scientifically assessed and certified by the independent Science Based Targets initiative (SBTi). This commitment fills me with pride because, as the father of three children, sustainability is a matter close to my heart.

The future is growing upwards

AN: In Bremen, BLG is building a holistically sustainable logistics facility, rubber stamped by scientific analyses and certificates. Such concepts always impress me. I actually think C3 Bremen is a showcase project. Did you ever consider building upwards over several levels? That's how they overcome the scarcity of space in Japan; albeit the problem is far more extreme there.

MM: True, C3 Bremen is just single-story, but we're already working on plans for multi-story logistics facilities. I strongly believe that multi-level buildings will increasingly find their place in the logistics real estate landscape.

AN: When I look at the overall situation in logistics, it's my firm conviction that long term, buildings will not only follow sustainability criteria but, in light of the growing need for Europe and Germany to achieve energy autonomy, will also be designed to be energy self-sufficient or even energy positive. Given your own experience, what do you think: Can a focus on sustainable or even energy-autonomous logistics real estate be a differentiating factor that gives you a competitive edge in contract logistics?

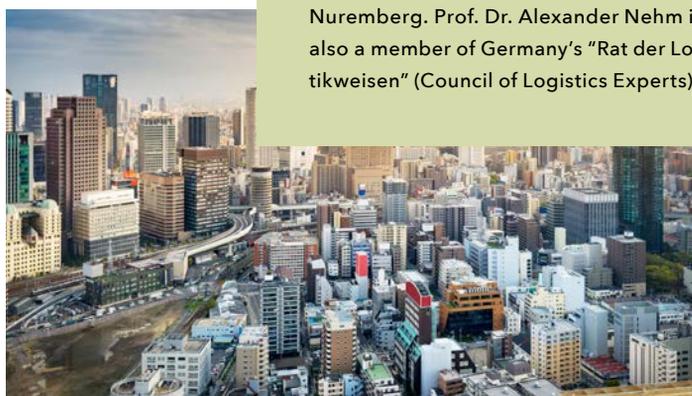
MM: That has to be a clear yes. We see solutions for climate-neutral or even climate-positive logistics facilities as a key success factor. That's why we will continue to pursue the topic not only in contract logistics - holistic sustainability is on our agenda in all business areas. We believe that this approach is an important criterion for why customers choose BLG LOGISTICS.



PROF. DR. ALEXANDER NEHM

has been working in the field of logistics markets, logistics real estate and logistics locations for over 15 years. Since October 2020, he has held a chair on the study course Business Administration - Forwarding, Transport and Logistics at the Baden-Württemberg Cooperative State University (DHBW) in Mannheim. Prior to that, he was Managing Director of Logivest Concept GmbH and Fraunhofer SCS in Nuremberg. Prof. Dr. Alexander Nehm is also a member of Germany's "Rat der Logistikweisen" (Council of Logistics Experts).

Bottom: Japan solves the problem of scarcity of space by building multi-story logistics facilities.



Key figures on sustainability

272 GWh

Total energy consumption

-13.1 %

Absolute greenhouse gas emissions
(Scope 1 and 2, 2018-2021)

99.2 %

Collective pay agreement

0.8 %

More accidents than
in the previous year

1,270

Employees participated in the
"Fit & Fun" healthcare program

26.7 %

Proportion of women in
total workforce



24.3 %

Proportion of women on
management levels 0 to 3

€ **14.6** million



Total project volume for research
and development projects

3,696

Training days
(centrally organized)



Our employees (year's average in 2021)

Total

11,952



AUTOMOBILE

3,397



CONTRACT

6,599



CONTAINER (50% share)

1,582



SERVICES

374



Average age

45.2 years

Financial figures

Key figures at a glance:

BLG Group



Revenue

€ **1,050** million

EBT

€ **52.2** million

EBT margin

5.0 %

Financial year 2021
at a glance



[reporting.blg-logistics.com/
2021/en/year-at-a-glance](https://reporting.blg-logistics.com/2021/en/year-at-a-glance)

BREMER LAGERHAUS-
GESELLSCHAFT
-Aktiengesellschaft von 1877-



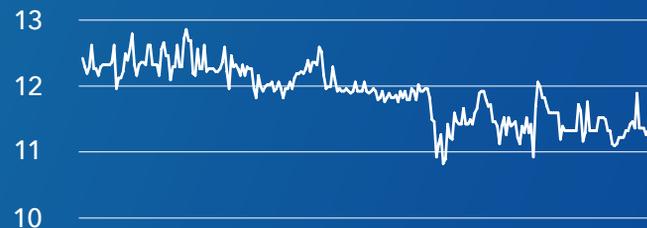
Earnings per share

€ **0.30**

Dividend per share

€ **0.30**

Share price 2021 in EUR



01.2021

06.2021

12.2021

“The 2021 financial year was again severely impacted by the coronavirus pandemic and challenging market conditions such as industry supply bottlenecks. Nevertheless, we were able to significantly improve our operating result and close the year better than originally expected.”

Christine Hein, CFO of the BLG Group

Selected key figures of the BLG Group

In thousand EUR		2021	2020	Absolute change	Percentage change
Revenue and earnings					
Revenue ¹		1,050,438	1,065,235	-14,797	-1.4
EBIT ¹		61,507	-107,670	169,177	157.1
EBT		52,226	-116,127	168,353	145.0
EBT margin	percent	5.0	-10.9	15.9	145.6
Asset and capital structure					
Balance sheet total		1,218,177	1,194,093	24,084	2.0
Cash investments		68,544	69,890	-1,346	-1.9
Equity		156,289	59,741	96,549	161.6
Equity ratio	percent	12.8	5.0	7.8	155.9
Net debt		578,105	676,904	-98,798	-14.6
RoCE ¹	percent	6.2	-13.8	20.0	145.3
Staff					
Employees ²	number	11,952	11,609	343	3.0
Jobs worldwide	number	20,000	20,000	0	0.0

¹ Please see the “Fundamental information about the Group” section of the group management report for information on the calculation of the key figures.

² Determined according to Section 267 Subs. 5 HGB incl. CONTAINER Division.

Forecast for 2022

EBT and EBIT	Revenue	EBT margin and RoCE
significant reduction ↘	at around the previous year's level →	significant reduction ↘



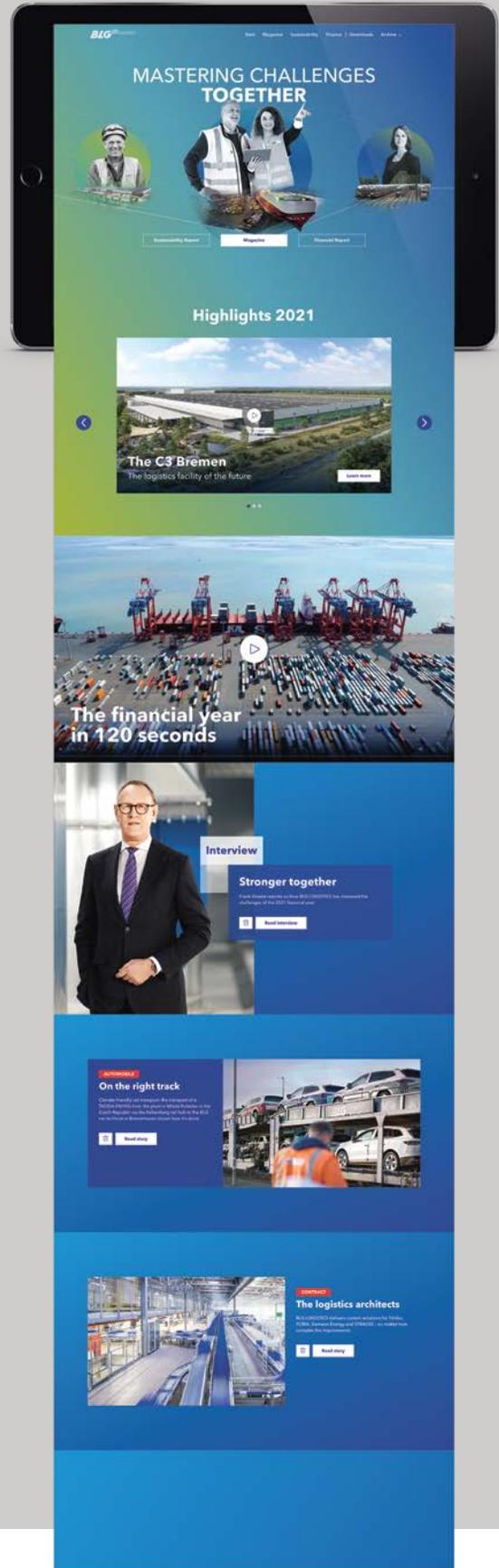
You can find the full Financial Report of the BLG Group with interactive key performance indicator calculator and additional information at: reporting.blg-logistics.com/en

Go online now and find out more!

Still not enough? The online version of the 2021 magazine has lots of additional information in store for you. Would you like to know how CEO Frank Dreeke sums up the year in a video, or experience what climate-friendly transport of an e-car "on the right track", that is to say by rail, looks like? This information, more films and impressive picture galleries are available to you on our website.



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Reports 2021



Sustainability Report



Magazine



Financial Report

Note: You can find all our reports at reporting.blg-logistics.com/en

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