

THE FIEGE MAGAZINE
NO. 93 | 2020

LOGO



COVID-19

HOW FIEGE HANDLES THE PANDEMIC,
PROTECTS ITS EMPLOYEES, AND TAKES AWAY
SOMETHING POSITIVE FROM THE CRISIS

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Zalando is growing in southern Europe. Fiege has started operating a new logistics centre in Italy near Verona for Europe's biggest fashion and lifestyle online platform. Page 22

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Dear Colleagues and Partners,
Dear Friends of Fiege,
Dear Readers,

The Covid-19 crisis has been dominating the year 2020. But is it possible to take something positive away from the pandemic? We think so. Even though Covid-19 has been very challenging for us in many instances – be it furlough scheme, concern about the health of our colleagues, or the volatility of the different markets and sectors in which our clients operate – we simply prefer to direct our focus towards aspects which, from our perspective, have changed for the better.

It is with great joy that we heard one thing time and again on many occasions – that the Fiege family has grown even closer. This refers to the many people from the different business units, branches or departments who find their way through the crisis together, and who support one another, protect each other, and act responsibly.

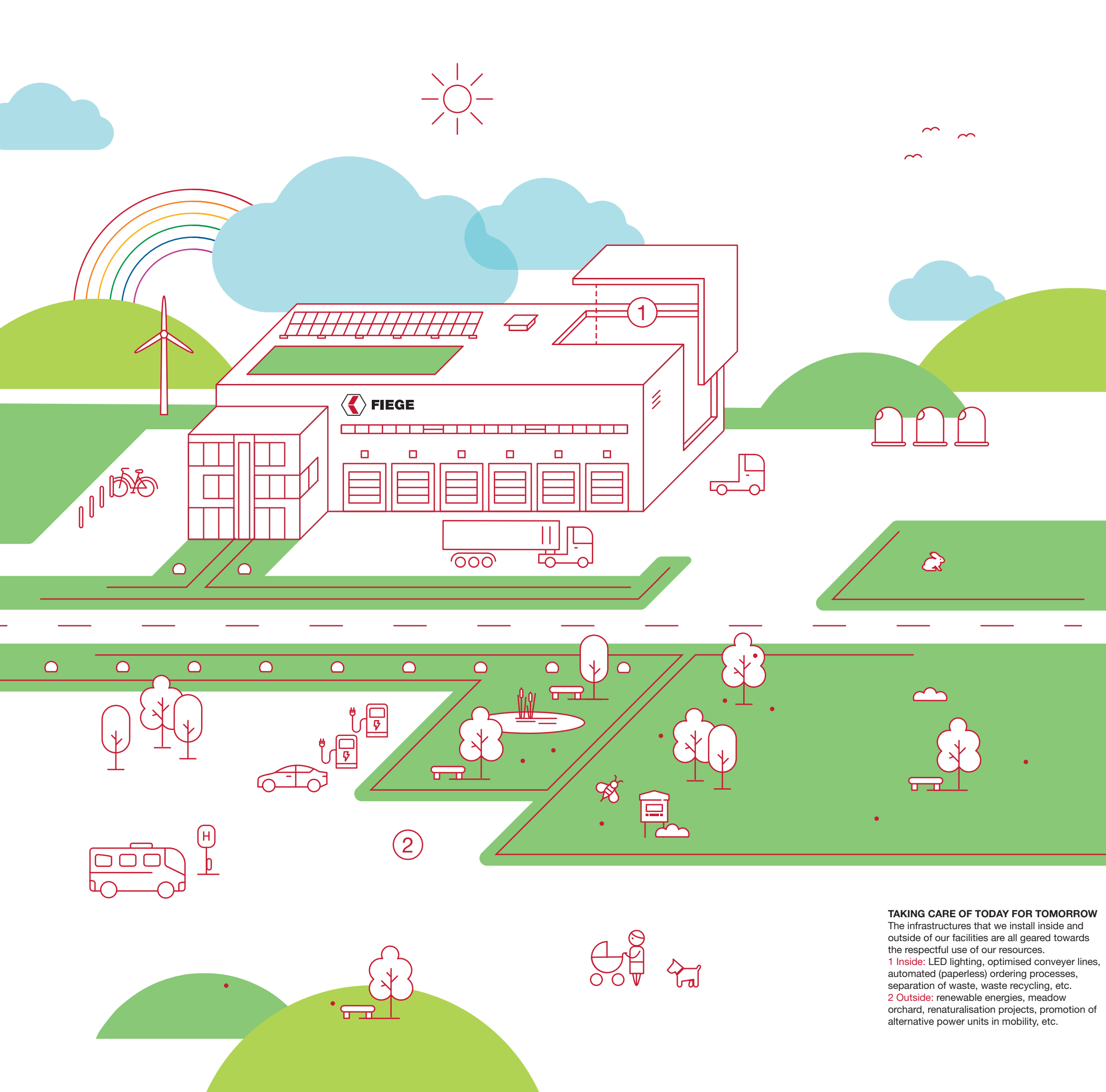
And even with our partners, competitors or even non-sector-related businesses and the authorities an exchange arose during these times of crisis which has been highly rewarding for us. There was an incredible willingness to make a difference for the better – together. If we can maintain this attitude and approach, the Covid-19 crisis will have lastingly achieved something positive. After all, there are many major challenges that we can only face collectively – such as the protection of our environment and of the climate. So let's do it.

Wishing you and your family a very happy Christmas, and please take care of yourself.


Jens Fiege


Felix Fiege





Creating a sustainable future

Today's corporate goals for tomorrow's contract logistics.

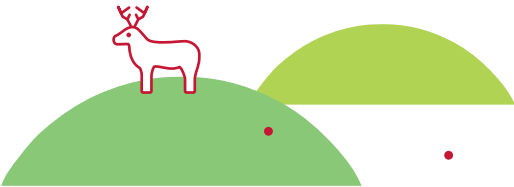
As a family business, we have always attached great importance to sustainable action and management. To sustainably evolve the company and be able to pass it to the next generation is our main objective. We align all our corporate activity with this. And we create the future each and every day.

Sustainable management has become key to the viability of our business models. More often than not, sustainability is reduced to an ecological aspect. However, Fiege equally considers and prioritises its inherent economic and social dimensions.

We are doing it: Climate protection and the conscious use of resources paired with simultaneous growth are just as much an objective of ours as is the social responsibility towards our employees and society.

Fiege
Jens Fiege

TAKING CARE OF TODAY FOR TOMORROW
The infrastructures that we install inside and outside of our facilities are all geared towards the respectful use of our resources.
1 Inside: LED lighting, optimised conveyer lines, automated (paperless) ordering processes, separation of waste, waste recycling, etc.
2 Outside: renewable energies, meadow orchard, renaturalisation projects, promotion of alternative power units in mobility, etc.



Sustainability is ingrained in our DNA

Fiege has been a pioneer of green logistics for decades. The family business aims to prepare for the future as best as possible within the framework of its holistic sustainability approach.

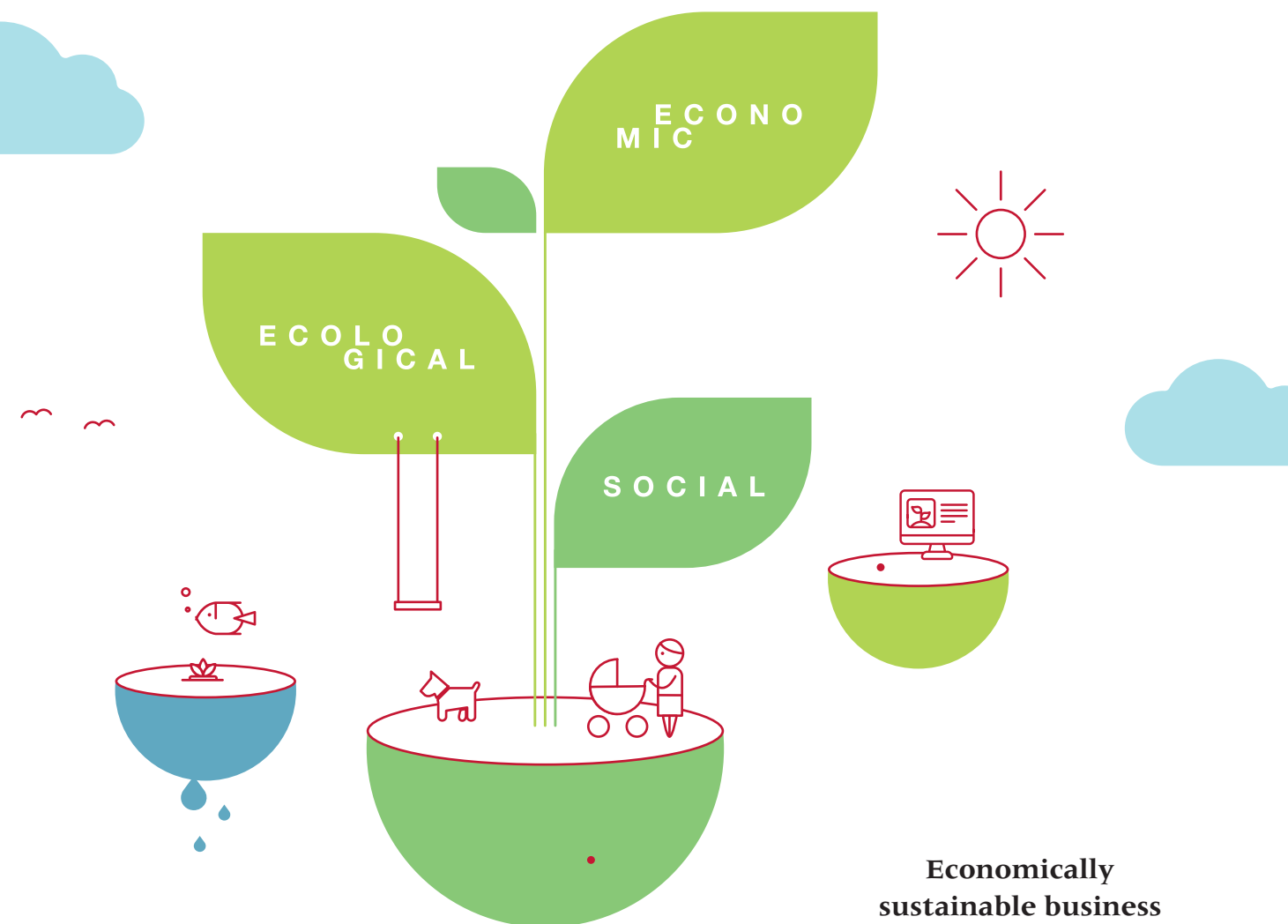
As a family-run business and international logistics company, we bear a special social responsibility which we want to live up to", says Martin Rademaker, who as a member of the Executive Board oversees the Business Development unit as well as Sustainability, amongst others. "Many people here at Fiege take on responsibility for others or for social projects. They commit to environmental issues, to people in need of help or support regional projects", Rademaker says. A central business unit has now been created within the Fiege Group which merges all these activities under one headline: Corporate Sustainability. Fiege's Sustainability Manager, Fátima Batres Bittel is the central contact both inside and outside of the company. This is where all activities and enquiries come together. Additionally, with support from the Sustainability Workstream team which is comprised of members from different business units, she develops the sustainability strategy for the Fiege Group.

Three pillars of sustainability

For Fiege, sustainability is a holistic concept which leans on scientific definitions. "In essence it is about aligning all our corporate activities towards the respectful employment of resources", Rademaker explains further. This, however, applies not only in relation to nature and society, but also with regard to partners, customers, and naturally, the 19,000-something employees.

To equally cover these very different facets, Fiege thinks sustainability in three dimensions – ecological, economic, and social – which mutually

condition each other and interact with one another: "Only if we cultivate a respective awareness and effective measures within all three areas will we be successful in the long run", Rademaker adds. The Executive Board is in agreement: "The responsibility is ours to develop the family business sustainably and to pass it later as a solid and healthy enterprise to the sixth generation once the time has come. This is what we attempt to live up to daily", says the Executive Board member.



Ecology is not a fashion statement

Fiege thus continues the path which Heinz and Dr. Hugo Fiege, the fathers of the current Chairmen of the Board, Jens and Felix Fiege, chose over 30 years ago. Back then even, many fundamentals of today's sustainability strategy were already apparent. "The philosophy of taking ecological criteria into consideration when building our properties is a legacy from those days", Rademaker explains further. Many Gold and Platinum certifications from the German Sustainable Building Council (DGNB) acknowledge successful energy management and particularly sustainable buildings.

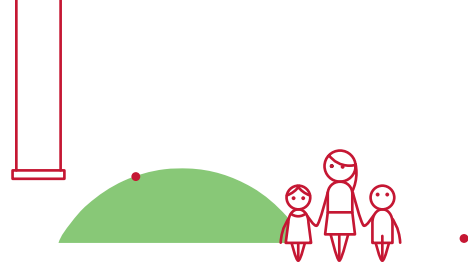
Beyond this, Fiege also supports many environmental projects that are not directly connected to its core business. "Our branches feature many green areas where we grow fruit trees or home bee colonies", the Executive Board member details. And even ponds and special reservoirs that collect rainwater are found at a growing number of sites. In future, Fiege wishes to further intensify these efforts.

Economically sustainable business flows

The company's financially-sound and future-proof position calls for a fundamentally sustainable way of doing business. As a pioneer of contract logistics, Fiege has been seen as a role model for years in this field, too. For many of its clients, the expert oversees all warehousing and transport logistics including value-added services while persistently tapping into the synergies this creates. "As a nexus, we impact the entire value creation process and put our green stamp on it", 39-year old Martin Rademaker says. The more efficient the flows are, the more sustainable the offer becomes. Fiege will further expand its services offering within the field of eco-logistics in the future. The goal is to always be able to present a green alternative to clients which specifically avoids emissions or offsets CO₂ emissions accordingly. "We want to make the entire logistics chain more sustainable as a whole, and bring our partners along on this journey", Rademaker concludes.

Sustainability has great significance at Fiege: Jens Fiege (centre), Martin Rademaker, and Fátima Bittel discuss the strategic direction to be taken for Corporate Sustainability.



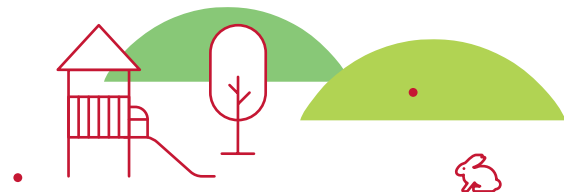


Living social responsibility

At Fiege, sustainability carries a third dimension within – a social one. As a foundation for this, the company has established an ethics code. It includes guidelines for managers on the selection of partners and on how to treat employees. Employees in particular are the ones that Fiege wishes to spotlight with this strategy. “Organisations only come to life through the people working there”, Rademaker says. One example here are the trainees at the location in Worms, who have been demonstrating their commitment to the local zoo for five years now. Up to forty young Fiege employees are designated Corporate Volunteers and as such work on a variety of projects, such as upgrading the enclosures. One successful model is the Fiege International Team (FIT). The programme sees selected junior talent and

potential managers take on a social project which they accompany for one year. During that year, they gather important experiences within leadership, management, and teamwork. In the past, a school was set up abroad under the FIT scheme. “Our juniors are currently helping a local project and working on a nutrition programme for a kindergarten here in Greven”, Rademaker adds. Beyond this, Fiege sponsors the Münster marathon where members of the integrative SV Blau-Weiß Aasee running club are given the opportunity to cross the finish line by the side of volunteer running buddies, while being cheered on by the crowds. Every year, employees at Fiege also become sponsors: “We are very proud that our colleagues all contribute towards creating a very special moment for people who are differently abled”, the Executive Board member says. “Our Corporate Social Responsibility measures strengthen unity and solidarity within the company”, Rademaker concludes.

Lukas Wilke ●



THE JOSEF FIEGE FOUNDATION PRESENTS VOLUNTEER AWARD

Next year will see Fiege present a volunteer award again. “Many colleagues volunteer in their free time, to assist with social projects. We want to support this commitment and give them the attention they deserve”, Martina Schlottbom from the foundation executive board explains. The recognition is awarded by the Josef Fiege Stiftung which was called to life by Heinz and Dr. Hugo Fiege in 1998 as a family foundation. All employees may apply for the award. We expressly welcome colleagues suggesting peers.



New foundation executive board for the Josef Fiege Stiftung

The Josef Fiege Stiftung has been supporting social and ecological projects since 1998, with the aim of contributing to helping committed non-profit organisations deserving of support.

Martina Schlottbom (from left), Frank Sievers, Christoph Mangelmans and Kai Alfermann make up the new foundation executive board of the Josef Fiege Stiftung.



This presents a vital and special part of social responsibility for Fiege.

In line with the foundation’s reorientation, it will live up to this responsibility even more strongly by donating not only monetary contributions, but also by all employees committing to volunteer, to ensure that Fiege does not forget those in need of help, or who quite literally invest their efforts into creating a “better climate”. The foundation executive board of the Josef Fiege Stiftung has a new 2020 line-up: Kai Alfermann, Director Real Estate & Quality, Christoph Mangelmans, Managing Director Omnichannel Retail, Martina Schlottbom, Head of HR Business Solutions, and Frank Sievers, Director Accounting, Payroll, Tax.

The new foundation executive board will work actively towards its reorientation which is specifically dedicated to moving responsibility into the centre of its actions:

Responsibility for children and young adults who were maybe not always smiled upon by fate in the early years of their lives, but also responsibility for the environment, for nature and society.

The new foundation executive board will manage the activities of the Josef Fiege Stiftung by sponsoring new projects and organisations. All employees can actively contribute towards achieving these goals – by sharing ideas, lending support, or helping with their own commitment. The new foundation executive board is simultaneously the contact point for employees wishing to take on a social commitment and seeking help with the implementation of their projects.

fbi ●



Sustainability with heart and soul

Fátima Bittel is on fire for her job. She coordinates Corporate Sustainability activities at Fiege and has become the face of sustainability.

The native Salvadorian came to Germany in 2009 to attend the German-Latin American CALA course of studies at the Münster School of Business (MSB), a faculty of the Münster University of Applied Sciences.

After graduating with a Master's degree in business psychology, Bittel decided to pursue a career in logistics. Since autumn 2016, she has been working at

Fiege. "I supported the Business Development unit within eCommerce Solutions for three and a half years", the 30-year old comments. However, she found her big passion during her one-year parental leave. "I asked myself what the world should look like that I wish to show my child", Bittel explains. For the young mother, sustainability has since played a vital role. At Fiege, she now coordinates Corporate Sustainability activities.

Fátima Bittel is the central point of contact for Corporate Sustainability at Fiege.



Three questions for ...

Fátima Bittel, many consider sustainable logistics to be a contradiction. For you, however, the two belong together. Why is that?

If you want to do logistics right, there is no way around sustainability. It is Fiege's goal to offer our clients services that are as efficient as is possible. To achieve this, we merge shipments, improve the use of our spaces, optimise the energy footprint of our buildings, or even develop intermodal transport modes. This saves time and money for us, and for our clients. At the same time, we do not waste resources. For this very reason, an efficient solution is naturally also always a sustainable solution.

Over the past months, you have been familiarising yourself with Fiege's way of dealing with this topic. What surprised you in this regard?

I got to know the exciting history of the Fiege family. Looking at the company's past is incredibly interesting because each generation lived sustainability according to the time they lived in and at different levels. Sometimes intentionally, other times even unintentionally. With its

origins in agriculture, Fiege has always had a special awareness of ecological sustainability. A social aspect was added later as was, at some point, the exciting thought of combining ecological with economic goals. Today, all three aspects are viewed from a holistic perspective and lived through many individual measures and projects. It is so much fun to accompany this close up and to be involved in initiating this.

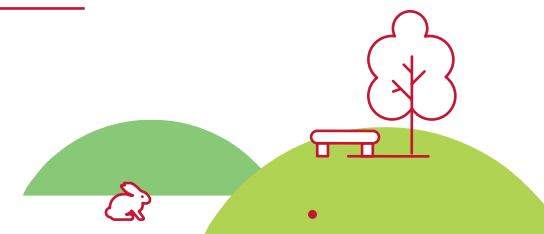
Do you have a special suggestion on how each and every one of us may contribute in our everyday lives to sustainability?

There is a lot you can do by adopting more conscious consumer habits. Whether in terms of energy by turning off the lights in rooms that are not being used or even when it comes to the consumption of food. The aim is to buy meat, milk, and other foods with a greater sense of awareness. Once we give these things more thought and reflect on where these products come from and the ecology behind producing them, we almost automatically change our own conduct to become more sustainable.



Teamwork as the key to success

To develop new products, the Sustainability Manager works closely with employees from many different departments and career levels. "Our two-member Sustainability Workstream gets together every six weeks", the 30-year old says. The interdisciplinary team discusses new ideas and campaigns on strategic and operational level, which Bittel then merges and prepares for the company's Management and the Sustainability Board. Sustainability overlaps, among other things, with the Real Estate Development business unit as well as the Energy Management team, for example when it comes to the consumption of power at the warehouse locations. Employees are also involved in the processes through newsletters and the Intranet. For the future, special training seminars are planned. "All of us are in the same boat. Our goal is to firmly anchor sustainability in the minds of our employees. Because protecting our climate starts with many small actions in our everyday life", Bittel adds. Lukas Wilke ●



Broad spectrum of responsibilities

Her responsibilities are highly diversified: "I supervise the coordination of all ecological and social projects which we develop in the context of our sustainability strategy", the expert explains. This includes, next to Eco-logistics, Corporate Governance, Corporate Citizenship and the activities of the Josef Fiege Stiftung

foundation. "We want to establish sustainability in the daily work routine of our employees. Both in the shape of sustainable services as well as through social and eco-friendly projects for society", Bittel adds. For this very reason she is the point of contact for her colleagues as well as non-company partners and clients.



Visited the new photovoltaic system roofed on top of the Greven-Reckenfeld logistics centre: Jens Fiege (from left, CEO), Marc Borgmann (Energy Management), Jan Fiege (Managing Director Real Estate), Kai Alfermann (Director Real Estate & Quality), Mareike Vogt (Energy Management), Heinz Fiege and Blazej Janik (Branch Manager Greven-Reckenfeld)

PV system goes online at MegaCenter in Greven-Reckenfeld

Around 90 per cent of system's power are consumed directly on location

G racing around 8,000 square metres of the rooftop is a PV system which the logistics company Fiege has installed at its logistics centre in Greven-Reckenfeld. The system will produce over 650,000 kilowatt hours of electricity annually – about as much as around 160 average households of four consume each year. The power thus produced covers roughly one third of the MegaCenter's own energy requirements in Greven-Reckenfeld.

“One of the most important goals for us is to hand over the company to the next generation to sustainable standards. To carry out a project like this at our head office – in keeping with climate protection objectives – means a lot to us”, Jens Fiege, CEO of the Fiege Group says.

The system on top of the roof on Carl-Benz-Strasse has a production capacity of 749-kilowatt peak (kWp), making it one of the three largest PV rooftop systems in Greven. Fiege will use roughly 90 per cent of the energy at the location itself. The remainder – which includes power produced over the weekend as well as power which cannot be consumed directly – will

feed into the public power grid. “In total, we have installed around 2,700 photovoltaic modules with an east-west elevation. The PV system is thus optimally exposed at the location for our own power requirements”, as the head of the project, Mareike Vogt from Central Energy Management at Fiege explains. By generating power with the help of the PV system, around 260 tonnes of CO₂ can be avoided annually compared to average CO₂ emissions.

Fiege intends to further push the construction of more PV systems to expand its self-supply with power. Projects currently in the pipeline include systems in North Rhine-Westphalia and Baden-Wuerttemberg. Beyond this, Fiege assists outside parties with the planning and development of their own systems. Additionally, Fiege has been buying in CO₂-neutral energy Germany-wide since January 2020. Several thousand tonnes in CO₂ emissions are saved in this way every year. Marc Borgmann ●



Eco-logistics is not just a word

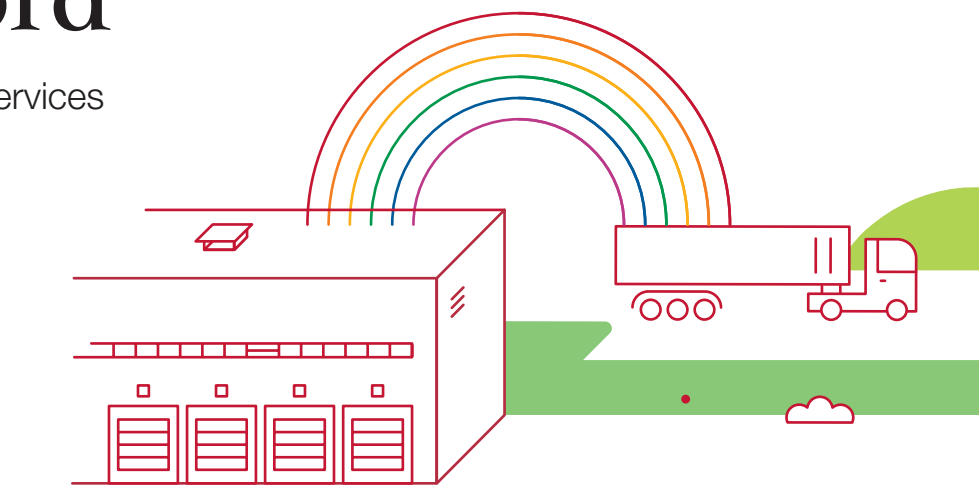
Fiege offers sustainable services under a protected mark

In the early 1990s, Heinz and Dr. Hugo Fiege established eco-logistics. They even took on the extensive process of registering the term as a word mark with the patent office. Their goal at the time: to find and maintain social acceptance for logistics. Or, as Dr. Hugo Fiege summed things up once: “Achieving the same standard of living while being less inconvenienced through transportation is our philosophy.” Eco-logistics at Fiege is the ecologically reasonable design of economically engaging logistics.

Logistics have changed drastically over the past 30 years. Exploding traffic volumes, increasingly international supply chains or booming eCommerce with same-day delivery are only a few trends which impose completely new challenges on the industry. More than ever, future-proof solutions are needed which facilitate efficient and resource-friendly material flows.

Eco-logistics as an independent business unit

Fiege, too, still dedicates special attention to this topic. “The claim of wanting to create more sustainable logistics applies to this day”, so Fátima Bittel, Corporate Sustainability Manager at Fiege. For this, the company which operates Europe-wide has come up with an all-round green services portfolio. “Together with our clients, we create next to classic solutions also an ecological alternative”, adds the sustainability expert. The logistics com-



pany pursues a clear philosophy for this: “Sustainability has the biggest impact when we incorporate the topic from the very start into our thinking and anchor this in our core business operations instead of retrospectively calling projects to life to compensate for shortcomings”, Bittel says.

The demand for this is growing. “Many companies that manufacture sustainably do not want to downgrade their ecological footprint because of their logistical processes”, Bittel adds. With a range of measures, Fiege therefore ensures that low-emission transportation offers are created. It goes without saying that in the end, the decision rests with the client. But the company also wants to win over its clients, partners, and suppliers for a sustainable path. “Our goal is for eco-logistics to become a given in the near future”, so the expert.

Efficiency is the key word

The fact that the contract logistics provider bet on multi-user centres at an early stage has become a benefit: “Since we oversee multiple clients on location, we can optimise the use of the warehouse space, merge shipments, avoid empty runs and thus always offer the most efficient solu-

tion”, the Corporate Sustainability Manager explains. As a result, efficiency goes hand in hand with environmental protection.

As a full-service provider, Fiege is even able to give the entire supply chain a resource-friendly direction – from warehousing to transport to value-added services. This saves time. And money. “The more efficient our work is, the lower the pricing at which we can offer eco-logistics”, Bittel says.

Lean Management plays a crucial role in this. Which is why the logistics company works day in, day out on optimising its process flows.

Offsetting CO₂

Whenever emissions cannot be avoided, Fiege offers clients the option to offset CO₂ emissions. The logistics company cooperates in this regard with several partners that support projects that protect our climate. Even though climate-polluting carbon dioxide emissions continue, something is given back to nature with the compensation payments.

Fiege even sees this as its duty: “We, too, have been voluntarily using emission-neutral energy since the beginning of this year at all of our German sites”, Bittel reports. lwi ●

More than an employer

Fiege Air Cargo Logistics wants to show – and live – company values



PARTICULARS

Benjamin Looser
Managing Director Fiege Air Cargo
Logistics

Since 1 July, Fiege Air Cargo Logistics GmbH & Co. KG (FACL) has actively been partnering with Lufthansa Cargo AG. By mid-2021, the newly formed company will have taken over the physical handling of cargo in multiple phases for all transit consignments at the Lufthansa Cargo Center (LCC) in Frankfurt within the framework of a long-term contract. To offer clients the best possible support, the

Fiege subsidiary centres on the well-being of its employees and wants to set an example regarding the family business' values. The project is defined, among other things, by a modern management culture, flexible working hours, and diverse personal development opportunities.

For many years, Lufthansa has been largely outsourcing the physical cargo handling at the LCC to several outside service operators. With a view to the advances in digitalisation, Germany's biggest cargo-flying airline went looking for a suitable partner to merge its fulfilment requirements at a single point. Thanks to comprehensive competencies within digitalisation and the efficient design and implementation of warehouse processes, the choice fell on Fiege. The activities at the LCC in Frankfurt reflect an expansion of Fiege's business segment. "We developed our idea for modern cargo handling with a strong project team for more than a year and a half, in order to convince Lufthansa Cargo", Felix Scherberich says, who led the project's core team from the very beginning. Together with Benjamin Looser, Scherberich now makes up the leadership team at FACL which is complemented by the Fiege managers Norman Marian (Operations) and Thomas Rudek (Commercial).

Green light for FACL

As from 1 July, FACL will gradually be taking over the operational handling and coordination of standard inbound and outbound consignments at the LCC in Frankfurt in four phases to be concluded by mid-2021. Overall, this totals more than one million

tonnes of cargo per year. The planning and steering of the process flows and the overall responsibility remains in the hands of Lufthansa Cargo. "It is our aim to increase operational quality and to synchronise the logistical flows using cutting-edge IT infrastructures", Managing Director Benjamin Looser explains. Next to the satisfaction of the client, the main focus of FACL from the very beginning is the well-being of employees.

Amongst the biggest challenges are building a team and launching processes as fast as possible. The top priority hereby is taking over the 600-something staff from the external service providers and inducting them into the world of Fiege. "It was clear to us that this project would only be successful as a collective effort with motivated and committed employees", the Managing Director, who has been working in the field of corporate culture and employee management for years, recalls. As a family business, Fiege has firmly anchored solidarity and team spirit as a fixed value in its corporate philosophy. It is the goal of FACL to create an organised, fair, and adequate working environment for all employees. "I therefore consider it a very special recognition when employees from an external service provider who have been loyal to their company for years, decide to join us", Looser emphasises.

A flat organisation and feedback culture

FACL relies on a flat organisation for this without completely doing away with hierarchies, as Looser explains: "You need a hierarchy to make deci-

sions and set crash barriers. But just because someone is higher up in the echelon does not mean that they are a better person. It's merely an organisational characteristic." It is mainly about appreciation. This includes the fair and friendly treatment of each other, from managing director to employees working in production. Against this background, the managerial personnel are to be more visibly present on location and act as a contact point for all colleagues. "Recognition of their daily work is important to us", Looser says.

Despite the short timespan before going live and the many new faces, the company advanced quickly. In the meantime, the company that was created quite literally out of nothing and in no time boasts a colourful blend of former Fiege employees and new colleagues. Looser and his team cultivate an open feedback culture where issues, mistakes, and digressing from standards are constructively addressed and solved together. For this to succeed, open-plan offices and addressing everyone on a first-name basis reinforce the feeling of being part of a team. Moreover, three cross-sectional teams were called to life which boost a cross-department exchange for the entire workforce.

For example, the *Karla Kolumna* group has people working on an employee magazine. The *Mutter der Nation* team organises different company events, while the *Fiegender Klarsenzzimmer* holds an in-house workshop once a month where next to an exchange of knowledge, team building is a priority.

Green field with complete freedom

The measures are also owed to the fact that it is becoming increasingly difficult to source suitable personnel, especially skilled workers. "Today's young professionals expect their employer to be more than profit-minded only. They see an employer as having a social and an ethical responsibility and want to realise their full potential", Looser adds. This is the starting point for both the FACL and Looser. Employees are involved in all crucial decisions and they are shown many opportunities for personal growth.

The entire managerial level of FACL lives a modern management culture from the top down, with full support from the parent company. "Fiege has gifted us with a green field with complete freedom to build a solid

company", so Looser's summary, who likes to talk of his colleagues as Fiegerians to express that they are part of the Fiege family. This allows the company to access existing processes or the available Fiege network any time. Especially during the Covid-19 pandemic it showed just how reliable a partner Fiege is, Benjamin Looser stresses: "System headquarters gave us excellent support towards building the company despite the Covid-19 pandemic. We want to pass this strength and dependability to the people in our company and become a reliable and innovative employer." Thorsten Burgard ●

(from left) Felix Scherberich (CEO Fiege Air Cargo Logistics), Dr. Mohammad Ali Seiraffi (Lufthansa Cargo Vice President Handling Frankfurt), Gunnar Loehr (Lufthansa Cargo Senior Director Supply Management & Infrastructure), Benjamin Looser (Managing Director Fiege Air Cargo Logistics)



Dräger will become the biggest customer at the new Fiege logistics centre Zülpich near Cologne

will build a multi-user centre with a storage area of 54,000 square metres. Dräger will be the logistics centre's biggest client. The new building has been designed in its entirety with Dräger's future-focused requirements in mind. Zülpich will become the central logistics and distribution hub for the company of long-standing tradition from Lübeck.

"Dräger holds a special meaning for us because of its broad product range as a manufacturer of medical and safety technology products", says Dirk Berlemann, Managing Director Fiege Healthcare. "This goes hand in hand with our ability to provide an extensive portfolio of services –

including a variety of value-added services that we render for Dräger, as well as customs clearance. Especially value-added services for medical technology and safety technology in particular come with a high level of complexity for logistical and customer-specific process flows. And working in separated, at times temperature-controlled zones calls for a well-trained and experienced team, he adds. "We are also prepared to handle time-sensitive orders flexibly and fast, and to come up with creative solutions for special assignments."

Fiege will merge Dräger's logistics and distribution for its two company areas at the new logistics centre in Zül-

pich as from 2022. Sebastian Krause, Director of Market Fulfillment and Global Distribution at Dräger, sees Fiege as having set the logistics course for the future: "Next to experience in healthcare, Fiege also offers the required agility and innovative strength to keep up with ever-new requirements of our clients as well as market growth." Dräger's medical technology division manufactures, for example, ventilators for intensive care and emergency services, anaesthesia machines or equipment for premature and neonatal care. Dräger is a leading global manufacturer of safety technology for personal protective equipment, protection equipment solutions for plants, and gas detectors.

Julian Mester ●



Fiege is set to become Dräger's new logistics partner. The leading international manufacturer of medical and safety technology products has entrusted Fiege with the supply of health facilities like hospitals or supply centres, industrial customers, public-sector clients, and specialised retailers with Dräger products around the globe. Zülpich near Cologne is where Fiege

Dräger produces, for example, patient monitors and ventilators for hospital use.



The Transport Minister of the State of North Rhine-Westphalia, Hendrik Wüst (from right), Zülpich's Mayor, Ulf Hürtgen and Jan Fiege, Managing Director Real Estate at Fiege during the symbolic cutting of the turf for the new Fiege Multi-User Center in Zülpich, in the tri-city area Cologne-Bonn-Aachen.



New logistics capacities in the making

Fiege is building new and expanding – more room for new projects at multi-user centres.

GENGENBACH

Gengenbach in the state of Baden-Württemberg will be home to a Fiege multi-user centre. Located near the German French border in-between Strasbourg, Freiburg, and Stuttgart, a logistics facility will be built on a 73,000 square metres-large plot of land for multiple clients. Fiege will operate the logistics centre comprised of four warehouse sections offering 40,000 square metres of logistics space for a major tyre maker, amongst others. Completion of the logistics property is scheduled for August 2021.

ZÜLPICH

On a roughly 10 hectares-large piece of land in Zülpich, to the west of Cologne and Bonn is where Fiege will build a new multi-user location with around 54,000 square metres of logistics space. The Cologne bay area as a regional conurbation with above-average potential for growth is highly attractive for logistics. The construction project started in August 2020 and is scheduled for completion by summer 2021.

BREMEN

In the Bremen-Oldenburg metropolitan area, in-between the three largest ports, Fiege is building a new logistics site. With around 34,000 square metres of logistics space, including 5,000 square metres for a mezzanine level, a multi-user facility is in the making in Bremen. Easy access to the A281 motorway and proximity to the A1 motorway means the facility is conveniently located in the centre of Europe.

IBBENBÜREN

A location which is very important to Fiege's history is set to grow. Fiege is expanding the Ibbenbüren base by a further 30,000 square metres of modern warehouse space. Ibbenbüren is one of the top logistics locations in Germany (according to the Fraunhofer logistics matrix). The Ibbenbüren site, once completed, with its approximately 120,000 square metres of logistics space, will be one of Fiege's five largest locations.

Fiege Real Estate is developing new logistics capacities at different locations across Germany that are strategically beneficial. Sophia Nordlohne, Team Real Estate gives an overview. ●

BÖNEN

In collaboration with its long-standing client, Döllken Profiles, the general contractor, Goldbeck, and the engineering office, Klußmann, Fiege is developing a new, 10,000 square metres-large logistics centre located in Bönen, North Rhine-Westphalia. In less than one year, the project will have been implemented according to plan. In this context, interference with the client's operations at the production site is to be kept to an absolute minimum. As the project controller, Fiege planned the new logistics property, obtained the necessary authorisations, devised a fire safety concept and is now masterminding the smooth cooperation of the various trades.



myFIEGE: IT develops customer portal

The complete corporate services portfolio is to become a digital offer in the near future.

Group IT is advancing digital projects. CIO Aleksandar Rodic (below centre) and his team work with different departments to achieve this.

The idea for myFIEGE is the result of evaluating customer surveys and experience gained from communicating with clients and partners. Leif Lienhardt, Head of Logistics Applications, next to Klaus Lüstraeten, Head of Information Management & Digital Transformation and Philipp Holtgreve, Senior IT Business Consultant, are members of the myFIEGE core team. Lienhardt explains: "The needs of our clients and partners were merged and analysed in Group IT. This then led to myFIEGE. The plan is to evolve the platform gradually based on the FIEGE Business Intelligence Portal (FBIP) and, over time, to provide more and more functionalities." Many different departments and business units will be involved in the project. The project work, however, will be advanced by an interdisciplinary core team comprised of Business Development, Marketing, and IT. "We aim to provide to our existing and potential clients Fiege's complete portfolio of corporate services preferably digitally. The portfolio includes services that can be offered and used as a fully digital service, but also those where the initiation and later use of the logistical service will benefit from excellent digital assistance. It's all

about offering all services at a single point – in myFIEGE – to our clients", Klaus Lüstraeten says. Clients are given the opportunity here to view the services they have booked and combine them with others. "Existing clients for whom we have been offering a really good service for years may not even know anything about all the services that we provide. That's what we want to change", Philipp Holtgreve says.

It is the vision of myFIEGE to give easy access to the requested information for everyone interacting and working with Fiege as an organisation. Employees are also to expressly benefit from the valuable functionalities made available with myFIEGE. For clients in particular, the digital inspection of their invoices, inventories, or booked services and for end customers details about their shipments are the focal point. ●



Easy marketplace integration for tomorrow's eCommerce

Fiege and heyconnect offer innovative full-service package



Sales via online channels are growing for many companies, especially in the fashion segment. Marketplace offers are also growing. Retailers need to be omnipresent for their customers.

Online offers were mushrooming long before the Covid crisis hit. Especially smaller retailers are faced with unrelenting competition while sales opportunities are on the decline. To generate customer contacts despite the oversupply of offers, sellers need to target major e-tailing hubs where many prospective buyers are teaming to create around-the-clock traffic. More and more brands are therefore

using online marketplaces as additional sales channels. And no one knows this better than Tobias Röbig. He is Fiege's Head of Marketplace and Omnichannel Retail and has also been the managing director of the Hamburg-based start-up, heyconnect GmbH since February 2020. "There is a very clear trend towards a digital platform economy. Businesses wishing to succeed with their eCommerce sales have no way

around major online marketplaces such as Amazon or OTTO", he says.

Easy access to eCommerce platforms

heyconnect has therefore specialised in this business model. Everything started in 2012. Back then, Florian Curdt and Marcel Brindöpke founded the innovative enterprise. The eCommerce experts had been involved in the development of OTTO's platform since mid-2000 and while doing so, understood the significant potential this marketplace model had to offer. At the same time, they spotted a major obstacle: Placing products on these platforms looked a lot easier than it actually is, which turned out to be problematic for many brands. This launched the idea for heyconnect: marketplace integration for fashion labels. With their know-how and their capable networks, selling this idea to their first clients was a no-brainer.

heyconnect does all the work for retailers operating in eCommerce

The idea worked so well that additional platforms like Zalando and AboutYou became the focus. However, they had to acquire specific expertise first: "Each marketplace has its own access criteria and requires different mandatory information such as size, colour, or fit. So it's not easy to keep track", the expert ex-



Fast and reliable logistics are decisive criteria for many marketplace vendors when it comes to rating sellers. Fulfilment must satisfy the end customers.

plains. Moreover, errors and problems such as with shipping or returns management, can at times result in accounts being frozen. Businesses can bypass this stress factor by working with heyconnect.

Today, the portfolio comprises more than 30 leading marketplaces where heyconnect oversees the complete platform management for over 160 brands. "Most of our clients provide only the merchandise and product information. Everything else – from integration and product monitoring to warehousing to market-compliant shipping – we handle", Röbig says. This includes next to creating customised delivery notes or return labels also a review of the invoices. If needed, the Hamburg-natives even generate content. "In an ideal scenario, this allows us to send new clients onto their first marketplace within somewhere between four to six weeks", the managing director adds.

Fiege supports eCommerce start-up

However, the fast-growing order volume also came with issues for heyconnect. After all, with each new brand and each added platform, the logistical challenges grew proportionately. At the beginning of this year, the start-up therefore sought professional help. It found what it was looking for in Greven: "Fiege is known for supporting young enterprises that have innovative ideas. In heyconnect, we have found just the right partner

to further expand our marketplace strategy", is how Röbig explains this decision.

The MegaCenter in Apfelstädt near Erfurt is currently being added on.

Fiege enhances eCommerce fulfilment profile

Use of Fiege's infrastructure is a crucial element of the partnership. "This makes us considerably more scalable in the future in terms of fulfilment and allows us to offer an even better service to our clients", Röbig says. Additional Fiege warehouses are to be added on gradually.

Moreover, the two companies wanted to merge their existing eCommerce services in order to kick-start a joint offer: "By co-operating with heyconnect, Fiege can step forward even more visibly as an innovative partner within eCommerce fulfilment in the future. We ask our portfolio clients to join us on our marketplace journey", Röbig is delighted to say.

And even heyconnect's portfolio is to grow following the co-operation: "Fiege's individual business units can draw on highly specific sector know-how. We can make this accessible to develop additional business segments and platforms with heyconnect", the managing director explains. Iwi ●

ECOMMERCE FULFILMENT AS A PLUG & PLAY SOLUTION

eCommerce operations are growing in almost all sectors. For all those starting out online or wanting to develop their business, Fiege now offers standardised services that exceed logistical handling alone. Individual modules from eCommerce fulfilment can be booked without incurring set-up costs or long contract terms. "The booked services are to support our clients directly with their eCommerce business following a plug & play approach – fast and easy", says Julius Wegmann, Head of Omnichannel Development at Fiege.

Does this come in a larger size?

Growing pains at the fashion giant Zalando in Italy: Contract & Human Resources Operations Manager, Federico Patti in an interview with Logo editor, Lea Schmidt talks about the need to grow alongside the customer.

Since the end of 2015, Fiege Italy has been overseeing online fashion e-tailer Zalando's complete fulfilment. Domestic customers, but also customers in other southern European markets, especially southern France, Spain, Austria, and Switzerland, have all been supplied from Stradella in the north of Italy. However, at some point, the facility had reached its physical capacities so that Fiege Italy lay the cornerstone in Nogarole Rocca near Verona in June 2018 for a new logistics centre: a distribution zone measuring 130,000 square metres was to be built there for the online e-tailer over the following one and a half years. By the end of January 2020, the time had finally come and the first jacket was shipped

from the new fulfilment centre. Since then, the new facility has been growing continually – both in terms of order volume, as well as headcount. Federico Patti, HR Manager at Fiege Italy, gives a first résumé in an interview.

Federico, the new logistics centre in Nogarole Rocca has been up and running since the beginning of the year. How did you experience the first months?

We are extremely satisfied with the start of business operations. Our personnel department was operating at full speed. And even during the initial peak of the Covid-19 pandemic, we employed around 120 people per week. We started out with 70 colleagues, and have reached a headcount of 1,500 by now.



Fiege works for Zalando in Nogarole Rocca near Verona from a 130,000 square metres-large logistics area.

Zalando as Europe's leading online platform for fashion and lifestyle continues to grow. The markets in southern Europe are served from the logistics centre in Italy.

Why was it necessary to move the warehouse from Stradella to Nogarole Rocca?

Ultimately, it was a strategic decision by the client. Even though the logistics centre in Stradella performed really well over the past five years, it would have outlived its capacity very soon in light of the anticipated handling volumes and in the absence of automation.

How do you rate growth and the potential of Italian eCommerce?

The Italian online market is currently growing very strongly. Considering the situation here and after the outbreak of the coronavirus, the months of quarantine and lockdown as well as the resulting difficulties for brick-and-mortar retailers, this trend will continue in the months to come. Major fashion retailers like Zara or H&M are currently closing around 60 per cent of their shops in Italy.

Are there differences between the German and the Italian online market?

Compared to Italy, the share of eCommerce is almost twice as high in Germany. With a view to Zalando's business, but also generally speaking, the return rate of the German market is more than twice as high compared to that for Italy. The reason for this is the different buying culture. While German shoppers order multiple sizes of the same product to try on, Italians are much more likely to order only what in the end they will also buy.

What are the benefits of the new location?

The logistics centre in Nogarole Rocca has a larger storage capacity with 20 million loading units and is highly automated. For example, we recently installed a new pouch sorter which in part handles some of the picking and stowing away of items. We can dispatch around 140,000 parcels a day – twice as much as before.

The facility also features large social rooms and sports areas, such as lounges and a basketball court. What does the team make of this?

The logistics centre looks fantastic and our employees are proud to be working in such a modern environment. Especially colleagues who switched from Stradella to the new location give us positive feedback. 88 colleagues in total joined us at the location in Nogarole Rocca which is around two hours from Stradella.

What will happen to the location in Stradella?

We continue to work from Stradella for Zalando, which is good news, even if the headcount working there is lower than before. We always maintained information transparency with our employees about our future plans and we are pleased to have found a solution together with our client, Zalando that allows us to continue operating the facility.



Company Building: Supporting incorporators that aim to make logistics more digital

Supplying digital experts with logistical know-how in order to develop new, successful business models together – that is the goal of XPRESS Ventures. In an interview with Logo editor Jens Könning, Matthias Friese – himself a thoroughbred incorporator – explains why Fiege has committed to this field.



PARTICULARS

Matthias Friese
Head of Company Building
Managing Partner XPRESS Ventures

As an enterprise which sees itself in the role of an innovation leader in the logistics industry, Fiege has always shown to be open to new ideas. The most recent example of this is the family business’ commitment for what is still a relatively young business segment in Germany – at least for mid-sized companies –, i.e. Company Building, which has evolved these past years from the ecosystem of start-ups. What is new for Fiege in this regard is that logistics, in this case, come second only. We spoke with Matthias Friese, Head of Company Building, via Teams in Berlin, home to Germany’s start-up scene.

Company Building does not necessarily mean a lot to most people. What exactly do you and your team do?

Friese: Roughly speaking, we look for start-up teams that primarily develop innovative solutions for logistics. We thoroughly analyse concepts that seem interesting to us and rate their chances of success. In the best case scenario, the process results in the incorporation of a joint enterprise. For this, we contribute the business, digi-

tal, and logistical know-how. And we establish contact with venture capitalists that guarantee financing. Our strategy does not focus on maintaining a majority. We help the company to grow up and establish itself in the market, only to sell our shares then at a profit. That is the concept.

How does this specifically work?

Friese: Basically, it’s all about bringing the right people together, so-called complementing teams comprised of digital experts who know what digital products and projects should look like, as well as logistics experts who know how processes work and interrelate in practice. The trick is to merge these competencies as such that the result is a solid company.

Around a year ago, you took over the responsibility for Fiege’s new Company Building division. How did this come about?

Friese: Fiege had been dealing intensively with this matter for quite some time and realised that you need to think things differently today compared to how especially family businesses may have in the past, to be successful in the market of tomorrow.

Based on this, Fiege decided to create and build a completely new segment together, namely a vertical for Company Building within logistics. I am a thoroughbred founder myself and always asked myself the question: Why do we not also tap all the assets that Germany’s mid-sized economy has to offer for start-ups? How to leverage the synergies from both worlds through sensible connections? At Fiege, we have been tackling this for one year now. And successfully so, because in the meantime we are growing strongly – both in terms of business and personnel.

There are quite simply not many family businesses that do Company Building. Does this not more likely call for the umbrella of a corporate group?

Friese: No, I believe that the culture and the structures inherent in a corporate group are more of an obstacle because they slow things down and thwart decision-making. Fiege, on the other hand, has extremely short decision-making channels. That allows us to respond fast, which is a major advantage. Just how fast we can build and implement something more often than not decides the success or failure in this business.

What are the expectations in relation to your work?

Friese: I believe that it is the central goal, next to our core segment, contract logistics, and the real estate business, to set up a further mainstay. We aim to create a new business segment via Corporate Venturing, together with our colleagues from F-Log Ventures. That our work positively impacts Fiege’s innovative strength is naturally a highly welcome effect.

Your main focus is on new solutions for logistics. How do you rate the potential in this segment that could be leveraged with help from digital solutions?

Friese: I think that we are still in the very early stages of that journey. Just like there are few software specialists that deal specifically with supply chain flows, there are still barely

any logistics experts that have seriously dedicated time to the topic of digitalisation. In conclusion there are still many aspects that have not been solved digitally. One example: the customer journey of the big online shops nowadays, all the way to the payment, is tiptop. But that’s where the journey ends. The process then transfers to a logistics provider which at some point delivers the merchandise, usually at a time when the recipient is not at home. So they simply take the package with them again and hand it – as they like to in Berlin – one kilometre down the road to the local newsagent, where it waits for collec-

tion. That is neither sustainable, nor reasonable, nor an experience worth remembering for the customer. We tap into those very points and use the competitive lead that Fiege’s logistics infrastructure gives us.

Speaking of innovation: When do you consider an idea to be innovative?

Friese: For us, innovation starts where processes are effectively re-thought which consequently creates a significantly better result. That can be a lower price, a bigger margin, improved customer experience or a plus in terms of sustainability. Innovation should not be an end in itself. ●

ANNOUNCEMENT INNOVATION CHALLENGE

For the fourth time now Fiege will be seeking exciting and new ideas for business models centring on logistics and neighbouring markets next year. All Fiege employees and interested students are invited to participate. The first round of applications ended on 13 December 2020, the next round is set to start in February 2021. Innovation coaches at the individual locations assist with the preparation of the application. The best ideas will be presented in summer 2021 during a pitch to a jury of experts and an audience. The winners can expect attractive starting funds to advance their ideas, and active mentoring from XPRESS Ventures for the incorporation of a joint enterprise, all the way to a round of potential funding. More information on how to apply is available at ic.fiege.com or at xpress.ventures.

A new home for digital business units in Münster's Hafen district



Modern office ensembles are to be completed by 2023 as the winning entries from the architects' competition have been chosen.

Fiege will be building a new home for the logistics provider's digital business units in Münster's Stadthafen I district. An architectural competition was sponsored which called for design proposals of the planned building to be situated on the B-side of the Hafen area. Seven architecture firms participated in the contest. With Münster's head mayor, Markus Lewe in attendance, Kleihues & Klei-

hues were pronounced the winning architects during an event staged at Münster's Stadthaus 3 townhall. Fiege and Ärzteversorgung Westfalen-Lippe (ÄVWL) will be building two modern office ensembles on the plot of land where the Lehnkering storehouse used to be – ÄVWL had also staged an architectural contest. "Münster is a young, modern, and innovation-driven city. The Kreativkai in Münster's Hafen is where the city's



Germany's Minister for Economic Affairs, Peter Altmaier (2nd from left) was invited by Münster's head mayor, Markus Lewe (third from left) to the Hafen district in Münster. Felix Fiege (left) and Jens Fiege (right) introduced Fiege during the dialogue event and outlined a few concepts for modern city logistics which on one hand will mitigate inner-city traffic while on the other strengthen local brick-and-mortar retailers.

innovative ecosystem merges. This is where young start-ups are located, where new ideas sprout within a visionary environment. Hafen Münster is therefore a perfect new home to Fiege's digital business units", Felix Fiege says, who jointly with his cousin, Jens Fiege spearheads the Fiege Group as CEO. Next to the logistics company's digital business units the office building will also welcome the company's own spin-off start-ups as well as start-ups with which Fiege partners. The jury, whose members included Jens Fiege and Felix Fiege as well as Robin Denstorff, head of Münster's planning and building control office, selected the entry from the architec-

tural office Kleihues & Kleihues based in Dülmen/Berlin as the winning design. Jan Fiege, who will be in charge of the building project as Managing Director Real Estate, thanked all participating architects: "The designs that were submitted were all characterised by an innovative approach which created much space for the development of their intended users. The winning entries fit particularly well into the overall appearance of Münster's Kreativkai and won the jury over with sustainable concepts expressed also by a high level of energy efficiency."

The goal now is to evolve the design together with the architects of Kleihues & Kleihues with the aim of implementing the building project. The subsequent planning phase will presumably be completed by spring 2021 so that the building application can be submitted thereafter. The building phase is then expected to start in 2021. Opening is planned for spring 2024.

This new building for Fiege will offer next to offices a conference area, a foyer including a café, and an underground carpark. Moreover, additional spaces will be made available for outside tenants.

jme ●



Jan Fiege, Managing Director Real Estate, announced the winners of the architects' competition. The winning design by Kleihues & Kleihues from Dülmen/Berlin will now be developed.

Covid-19



How to handle the pandemic, protect employees, and take away something positive from the crisis.

The Covid-19 pandemic is the dominating topic for Fiege – and most likely for any company and private individual – of the year 2020. The coronavirus has impacted the everyday work and life of all business segments and employees. 16 locations had to put their staff on a furlough scheme

in the meantime, affecting some 2500 employees. Other locations, in turn, needed additional staff because volumes increased significantly. Online sales have soared by between 20 and 30 per cent in many industries. E-tailing with electronics and lifestyle products, but also the food sector and medical areas have been experiencing particularly high demand. The brick-and-mortar retail trade, however, has in the meantime come close to a complete standstill.

Fiege's business model has proved to withstand the crisis because of its diversity in different industries and

its flexibility which builds on several multi-user centres. All things considered, those 'booming' business segments have overcompensated for the decline in others so that the Fiege Group, as a whole, will achieve a solid result in 2020.

The company is growing and continues to invest. By the end of 2021, Fiege will have developed four new

The crisis task force meets multiple times a week on Teams to discuss the latest developments.



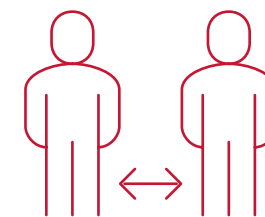
and safety protocols in order to secure supply chains – for example for pharmaceutical and medical supplies and food as well as crucial production materials. Four Fiege locations were converted into emergency warehouses by mid-March, where special health and safety protocols were introduced and staff were trained accordingly. This concept also convinced the Federal Ministry of Health, which commissioned Fiege with the distribution of personal protective equipment across Germany. Roughly 2.2 billion masks, more than 90 million gloves, over 1 million gowns and aprons and in excess of 1 million litres of disinfectant have been sourced, transported, checked, and distributed by different partners. Fiege collected over 5,000 truckloads, prepared the supplies for onward transport, and shipped them

#WeKeepItRunning

out to the recipients in the Federal States.

At the end of February, a central crisis task force was set up which has since been planning all the necessary measures and co-ordinating all local crisis units. Our top priority remains the health of Fiege's workforce. To protect them, we have stepped up our hygiene protocols, recommended that travelling be refrained from, and created pandemic contingency plans at all locations. As a family business, it is particularly important to give employees the opportunity to reconcile their family life with their job. Especially in times when schools >

COVID-19 HEALTH AND SAFETY PROTOCOL



Keep 1.5 mtr apart



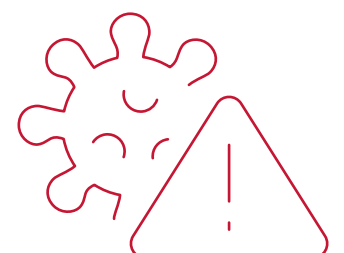
Wear mask



Social distancing



Wash hands



Report Covid-19

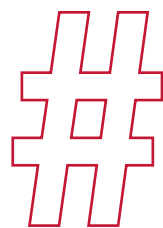


#WeKeepItRunning

line where the crisis task force would publish information. The CEOs, Felix Fiege and Jens Fiege addressed their employees in a video message which was shared with colleagues via the Extranet, but also via Microsoft Teams or even WhatsApp. The hashtag #WeKeepItRunning headlined internal communications, raising employees' awareness about the relevance of their work and of the logistics industry for society. The team spirit amongst personnel beyond the boundaries of the individual locations and national borders was very clear during what on occasion were difficult times. The Fiege family has grown even closer. This is not the only positive effect that Fiege noticed.

The shared exchange with other companies – partners, customers, and even rivals – as well as cities and municipalities about the right way to handle the pandemic and the resulting challenges resulted in an extraordinarily solution-oriented exchange. The Covid-19 pandemic has boosted digitalisation and growth through e-tailing quite considerably. Shifting consumer habits from an offline to an online mode started years ago already, but received an enormous boost as a result of the coronavirus. The Covid-19 pandemic even moved the question as to how stable supply chains are in times of crisis more strongly into the focus of many customers. Many industries identified their dependency on production sites in Asia as a risk to their own business. In terms of logistics this means that many companies will increasingly

revert from a just-in-time strategy to warehouse management as a precautionary measure to maintain supply capabilities in times of crisis. The currently growing infection numbers and the renewed lockdown light in November demonstrate that companies and private individuals will have to remain vigilant. The corona pandemic is not yet overcome. Fiege will remain flexible and act with their clients and employees in mind. Julian Mester ●



and children's day-cares are closed, many employees are unusually challenged on the home front. Fiege responds to this with support that enables flexible working hours, remote working, flexible shift models, or working on Saturday. Around 2,200 employees were given VPN access within a few days only in March, allowing them to safely access the Fiege network to enable remote working. And the figures show that this was a much-used offer: The number of Microsoft Teams meetings rose from 40,000 in February, to over 200,000 in March. Throughout the year, with infection rates that dropped and then rose again, swift action was called for time and again, followed by ongoing updates of the hygiene protocols and codes of conduct. Internal communication was paramount. To be able to reach all 19,000 staff, new channels were used in addition to the standard notice board and team meetings. In no time, a Fiege Extranet went on-

It is extremely important to comply with all hygiene protocols and to be careful. You are not only responsible for yourself, but also for your surrounding environment.

Because of my age, I am also considered to be at risk. In addition, I supported my 87-year old mother during the Covid-19 pandemic, for example by shopping groceries for her. I am therefore very grateful that my colleagues in Lahr complied just as diligently with the health and safety protocols. That makes me feel good and I still enjoy coming to work. Naturally, this also impacted work. In spring, many tyre dealers had to temporarily close in Switzerland so that many consignments were at first not delivered. But business went back to normal over the year.

**Ingrid Feger, 68 years old,
Warehouse Logistics Clerk
in Lahr**



**Christian Wierling, 39 years old
Managing Director Industry & Tires**



Covid-19 has a firm grip on all of us both professionally and privately. Since the beginning of the pandemic, we have been in a controlled crisis mode and have been trying to keep the negative impact on our customers, our employees, and on our business unit as low as possible. A drop in volumes, branches shutting down, furlough scheme, travel restrictions or the absence of spending time together are only a few examples of the challenges that had to be championed. At the same time, this crisis also brings opportunities which we have been taking on as a team – for example, the demand for eCommerce solutions for our industrial clients has grown considerably.

Digital work also experienced a push forward and will surely take on a larger share of our everyday working life in the future.

The top priority here is the health and safety of our employees and colleagues. Without their dedication, their flexibility and their understanding, this unprecedented situation could not have been handled!

Facemasks, airlift, and frenzied markets

IFF CEO Michael Völlnagel talks to Logo editor Julian Mester and recalls the most exciting time in his professional career

Empty airports, skyrocketing air cargo charges and an overwhelming panic about how to source protective facemasks – the first six months of the year were a very special time for Michael Völlnagel who, as the CEO of International Freight Forwarding at Fiege, oversees the Air & Ocean division. He is also on

board Fiege's project team which sourced personal protective equipment in China, transported it to Germany, and distributed it to the Federal States on behalf of the German Ministry of Health. In our interview he tells us about the airlift service for facemasks, the new record in the company's history and how an aircraft landed on a closed airport.

Michael, how would you describe the weeks starting in February, March? Turbulent is most likely too small a word, is it not?

That is correct – turbulent remains a complete understatement. Prices for air cargo from Asia exploded because of grounded passenger aircraft and the simultaneous high demand for urgently required protective equipment. Regardless, our global aircraft offices have never before received this many enquiries. We cleared roughly 2,000 shipments of personal protective equipment over the months and flew around six million kilogrammes of predominantly medical supplies and protective masks to Germany.

Fiege was part of the supply task force of Germany's Federal Ministry of Health, the BMG and maintained close ties with Chinese manufacturers. What was the co-operation like?

Fiege was part of the BMG's PPE task force which oversaw the sourcing of personal protective equipment (PPE). Fiege colleagues from other divisions also purchased masks in China for the BMG and other supplies directly from Chinese manufacturers. This was made possible because Fiege has its own organisation in China. This allowed us to sign contracts for the BMG in China, purchase supplies and even settle invoices – the BMG could not have done this so fast. We provided assistance wherever we were needed. For us, it was a given to help and assist during this difficult crisis as best as we could. That also made us all very proud and gave us added motivation to mobilise even our last energy reserves.

Fiege chartered entire planes for the BMG but also for other third parties. From April onward, multiple flights booked by Fiege reached their German destinations every day. How was it possible to build this airlift service for the supply of masks?

The so-called "facemask airlift" was actually so much more than that. It was a PPE airlift, because we also flew out other supplies such as gowns, aprons, and gloves. But it is correct to say that we co-operated closely with Lufthansa Cargo to improve the extremely critical supply situation. By the time the pandemic had reached Germany full force, there was in fact a certain panic regarding the procurement of masks. Together we then tackled the project in what was an agitated and frenzied market. Lufthansa's colleagues proved to be totally reliable partners and played a vital role in being able to set up such a strong supply chain from China to Germany. Despite all adversities, we managed to lastingly secure the supply of crucial equipment. That was a huge success.

How many aircraft did Fiege charter during this time?

Around 170 charter planes carrying medical supplies and protective masks for Germany, plus many more aircraft on which we had booked cargo capacities. And then there were some chartered planes and shipments to other European countries, like Switzerland. This is unique in the company history of Fiege, in fact it is a new record.

What do you personally take from this eventful period?

Personally, I learned a lot: Such as that it turned out to be true that – no matter how huge the task seems or unsolvable the problem initially ap-

pears to be – there is always a way if you have a team you can rely on. My colleagues achieved great things these past months. Both the roughly 60 colleagues from the International Freight Forwarding division as well as all other project parties from other fields. In total, roughly 500 Fiege colleagues were involved in the project for the BMG. It is also vital to remember those who freed up this team and made sure that our regular clientele continued to enjoy service excellence. That was comprehensive teamwork within the Fiege Group.

What do you specifically remember?

Well, there was one plane for example that carried personal protective equipment and was scheduled to fly from Guangzhou to Leipzig. At that time, Guangzhou airport was already operating above and beyond its capacity limits. The arriving aircraft could not be loaded straight away and the crew could not be switched. The arriving crew was not allowed to head out for the return flight because they would have surpassed their permissible working hours, and the scheduled crew on site could not take over as planned. Because of this delay, the landing slot at Leipzig airport could not be met. We therefore arranged for the plane to land at Paderborn airport at short notice. However, Paderborn airport was not even operational at that time. They specifically opened it for us. It was the first time a Boeing 777 landed there on its tarmac. All steps right up to the landing permission were organised while the aircraft was still airborne. Even the supplies had already cleared customs although the plane had not even touched down. To this day I cannot believe that something like this >





PARTICULARS

Michael Völlnagel
Position / Company:
CEO Freight Forwarding

is even possible. This is where I wish to thank all those involved and the partners, for making the impossible possible. An unbelievable achievement! And the pressure was always on: We need protective equipment. Now!

Were you yourself on location in China?
No, even though I would have loved to have been there with our team in China. But that would have meant that I self-quarantine for 14 days on my return. This problem was also an issue for the crews which, after landing at for example Pudong airport in

Shanghai only had a tight window within which to leave the country again. Otherwise, the risk was that the crew would have to take a break and then, upon entering the country, would have had to self-quarantine for 14 days as required by the Government. That was the reason why certain airlines stopped over and changed their crew in nearby countries like Russia or South Korea, to bypass this risk. Other airlines, however, had no alternative but to depart despite the cargo not having been fully loaded, or not loaded at all. This happened to some airlines and shippers at the height of the situation, between the end of April and early May.

Did you then spend the past weeks in the office only?

Fortunately, we are already very mobile and do not rely on a fixed workstation. That paid off during these work-intensive weeks. Because our colleagues gave it their all night and day to ensure the supply chain for Germany. And it was quite an effort to achieve this. It was a total emergency in which I, like many colleagues too, was on call around the clock. My family life was totally neglected. That was difficult, especially in times of lockdown, home schooling and with three kids. I owe a big thank you to my wife for her support. She really had me covered. Although I mainly worked from home, I was practically never available.

From when on did you realise that the supply of personal protective equipment was secure?

From the middle of the year on, in June/July, we were well positioned to secure the supply of PPE for Germany. This is why, at the initiative of Fiege, the shipping mode was switched from air cargo to the significantly more budget-friendly sea cargo some time before that. The transport

route is of course much longer. The first container ship with supplies for the BMG reached Germany in June. The ocean route thus replaced the airlift and has since secured a constant flow of masks.

How did things continue for you after that?

Sea cargo became our focal point again from then on in summer. Not so much for personal protective equipment, but in preparation of the upcoming Christmas season. The ships from Asia take six weeks to get here and pre-planning should start a minimum three months before. That is bound to be quite the challenge this year because the Covid pandemic kicked off Christmas sales with something of a significant delay. In September, Christmas started in air cargo because high-end commodities such as smartphones, tablets or other high-tech devices and electronics are to hit markets in time for the festive season. As you can see, we had plenty to do after the time in spring, nothing stopped. Now I am looking forward to a few days of calm at Christmas, where we can all take some time out to breathe and look back at what is most likely the most exciting time in our professional lives. ●



Lean Management is a core element of warehouse processing and goes on even during times of Covid-19. Naturally, we pay attention to face masks being worn and people keeping adequate distance when standing on the shopfloor or for Gemba Walks. What we are currently lacking is a cross-location on-site exchange amongst Lean Managers at the branches. It is much more difficult to learn Best Practices or take note of the odd trick virtually.

The motivation of the entire lean network still remains very high to make processes a little better every day.

What defined us specifically this year was the mask project for the Federal Ministry of Health in which we were involved with several colleagues from Lean Management. We had to secure the safe processing of the storage and delivery processes in no time, train many employees, and create cross-location reporting – all of this under constantly changing framework conditions with continually new process requirements and interface partners. We overcame these challenges through perfect teamwork, where everyone did their part to ensure the success of the project as a whole. Entirely in line with the fundamentals of Lean Management – where responsibility and the desire for improvement is not borne by a few only, but by the entire team.

**Maj-Britt Pohlmann, 33 years old,
Head of Lean Management**



**Ulrich Siggemann, 56 years old
Branch Manager Fiege Essen**



The Covid-19 crisis has had a huge impact on our business and our development at the facility here in Essen. We had great plans with our retail clients for our fashion site. Around 500 new Fiege employees were to be welcomed in 2020. Our client had to close almost all department stores in March. As a result of these measures, the Essen branch went on a furlough scheme as from April. A large share of the workforce was temporarily affected by this. The workforce expansion that had started was temporarily put on hold. Once shutdown restrictions were cancelled and branches could be opened again, the furlough scheme was lifted in mid-June and the workforce expansion that had been put on hold, started once again. However, the crisis is not yet over.

Personally I have noticed that everyone handles this new situation differently.

Initially, it was at times difficult to convince everyone of the necessity of the measures that were introduced. But bit by bit, everyone realised that it is always about protecting the health of our employees. In these difficult times, we have grown closer and stronger as a team here at the facility.

PPE distributed for Germany's Federal Ministry of Health

Since March 2020, Fiege has been sourcing and distributing personal protective equipment (PPE) on behalf of Germany's Federal Ministry of Health, the *Bundesministerium für Gesundheit* (BMG) to the Federal States and Associations of Statutory Health Insurance Physicians across Germany. This timeline is dedicated to retracing this special mission.



03 2020

The BMG reaches out to Fiege

In the wake of this contingency concept, the BMG contacts Fiege on 11 March for the first time and enquires whether Fiege, in its capacity as a logistics specialist, can take charge of distributing PPE. Fiege pledges its support, submits an offer, and proposes a concept for the distribution of protective equipment to all Federal States and Associations of SHI-accredited Physicians. Two days later (13 March), first supplies for the BMG arrive at the Fiege Mega Center in Apfelstädt. The personal protective equipment (PPE) includes next to respirators also gowns, gloves, and disinfectant.

Fiege distributes protective equipment and joins the supply task force

Applying the BMG's distribution key, Fiege organises the distribution of the supplies to the Federal States and the Associations of SHI-accredited Physicians. The Fiege Mega Center Apfelstädt is the central transshipment point for this. The supplies that arrive here are prepared as fast as possible for onward transportation and stop over at the warehouses for a few hours only. Following the roll-out, Fiege – just like BASF, Lufthansa, Otto, VW, and other enterprises – joins the BMG-initiated supply task force at the end of March. Fiege takes charge of logistical services

on site in China and navigates air cargo delivered from China to Germany. Fiege also assumes sourcing activities on behalf of the BMG. The organisational structure with the relevant divisions in Germany and in China enables Fiege to maintain close ties with suppliers on location, to organise the transportation, and to facilitate payment transactions. The rapid buying process for supplies and flying them out to Europe is decisive at a time when the market for medical products, and here in particular masks, is very tense.

Fiege starts airlift service for masks together with Lufthansa

Fiege has been organising airlift services from Asia together with Lufthansa Cargo since the end of March. The first aircraft carrying cargo with urgently needed supplies for the BMG in Germany lands on 22 March at 6:05 am.

The BMG takes an open-house approach for sourcing masks

At the end of March, the BMG initiates a so-called open-house process which aims to source personal protective equipment. On 30 March, the first open-house delivery reaches Apfelstädt. >

02 2020

Fiege establishes a contingency concept for the provision of essential supplies

In February 2020, Fiege responds to the emerging corona crisis. A contingency concept detailing how to secure the provision of essential supplies in times of crisis is developed. For this, various locations of the company across Germany are refitted to meet special hygiene protocols and offer protection to employees and transports.



The first aircraft from Shenzhen en route to Frankfurt carried equipment for Fiege.

Jens Spahn (right) and Jens Fiege (centre) spoke of the relevance of stable supply chains for personal protective equipment during the press conference.



04 2020

TÜV Nord establishes a key inspection process

TÜV Nord establishes a key inspection process for BMG supplies at the Fiege warehouse. Before, the masks were inspected either in China or by the buying agents. In addition to rapid tests, additional testing methods are carried out.

More than 100 aircraft charters in one month are a new record in Fiege's company history.

On 2 April, the first Lufthansa passenger aircraft which was repurposed to transport cargo touches down in Germany. On behalf of Fiege, the passenger aircraft transport 25 tonnes of urgently needed personal protective equipment. As from 4 April, one aircraft charter a day carrying personal protective equipment lands in Germany. The airlift grows even more in the days that follow; as from mid-April, multiple full charters land in Germany daily. During these weeks, Fiege moves supplies from China to Germany using over 100 chartered planes, which is a new record in the company history of Fiege.

Quality inspections are stepped up

The multi-step quality test by TÜV Nord is stepped up further. As a result, supplies remain at Fiege warehouses for longer and are not turned around as fast as possible. Approval to distribute the PPE now takes several days.

Quality defects of masks

A significant share of the masks supplied from China fail to meet the high quality standards. The two-step quality test by TÜV Nord is expanded further. Recall campaigns inform recipients of manufacturers producing faulty masks; they are asked to return the supplies. The number of recalled masks reaches a low six-figure range, with more than 150 million masks having been distributed at that time in total.

Fiege adds further locations to facilitate distributions

The so-called open-house approach brings a strong rise in the number of available masks, and even the volumes from alternative sourcing options increase significantly. At this time, up to 17 million masks are distributed from Apfelstädt daily. Fiege staff work in three shifts, reaching their personal limits.

At the end of April, Fiege's locations in Bremen, Biblis, and Emmerich are added as distribution points for personal protective equipment. Moreover, multiple locations of another logistics provider are integrated into the process. The logistics partners jointly take charge of collecting the supplies that arrive and distributing the personal protective equipment.

Fiege distributes ventilators to hospitals and doctor's offices

Fiege distributes ventilators from its location in Gelsenkirchen as from 23 April. Overall, Fiege collects more than 5,000 ventilators and 2,000 patient monitors which the BMG had purchased. After the order has been placed, Fiege takes the ventilators to hospitals across Germany for direct delivery to the respective wards. As from the end of May, the Fiege location in Ahlen is also included in the process of storing and distributing ventilators.

The Fiege location in the city of Apfelstädt in Thuringia was used as a central transshipment point for urgently needed supplies. Trucks came and went day and night with staff showing great commitment to send out respirator masks, aprons and more to the Federal States as fast as possible.

05 2020

Airlift service for masks now also departs from Shenzhen

Lufthansa Cargo now flies masks for Fiege from Shenzhen airport to Germany. 3 million masks are on the first aircraft from Shenzhen, which touches down in Frankfurt on 20 May. Before that, chartered aircraft departed primarily from Shanghai. The supply chain for urgently required supplies has thus become even more flexible. Since March, Fiege has been flying out supplies from China to Germany for Germany's Federal Ministry of Health on 170 aircraft charters. Over 6 million kilogrammes of medical supplies are flown to Germany over a period of three months.

06 2020

Demand for masks decreases

The demand for respirator masks from Federal States and the Associations of SHI-accredited Physicians decreases. The regional warehouses of the Federal States stock sufficient masks. The transport mode for personal protective equipment switches from air cargo to the more budget-friendly sea cargo at the initiative of Fiege. In June, the first container vessel carrying personal protective equipment reaches Germany.

09 2020

Fiege ships medical equipment

– as well as Ventilators, patient monitors and accessories from its locations in Ahlen and Ibbenbüren. Fiege distributes medical equipment predominantly to hospitals when needed.

10 2020

Maintaining stocks at five Fiege locations

Fiege stores respirator masks for the Federal Ministry of Health at its locations in Hamburg, Emmerich, Unna, Neuss, and Biblis. Maintaining these stocks contributes to securing the availability of masks.



Next to the roughly 2.2 billion masks that have been procured, more than 90 million gloves, over 1 million gowns and aprons and in excess of 1 million litres of disinfectant have been procured, transported, checked, and distributed for the Federal Ministry of Health by different partners. Fiege collected over 5,000 truckloads, prepared the supplies for onward transport and shipped them out to the recipients.

The mission to supply Germany with personal protective equipment does not end here. The corona pandemic is not yet overcome. Julian Mester ●

Crisis task force on call around the clock

In an interview with Logo editor Jens Könning, Kai Alfermann and Göran Thälker talk about the pandemic, plans, and problems.

The Covid-19 pandemic has been on people's minds more than ever. Since the beginning of the year, the virus has been restricting public, social, and economic life. Everything is in crisis mode. Including Fiege. Time for a talk with the head of the crisis task force, Kai Alfermann and his deputy, Göran Thälker. Alfermann (42) has been with the company since 2001 already, and his regular position is that of Director Real Estate and Quality. Thälker (39) has been with Fiege for 16 years and by now is Head of Quality.

What was Fiege's reaction once it became clear that something was looming? When were first measures launched?

Alfermann: Our organisation in Asia informed us relatively early of the upcoming Covid-19 crisis in December of last year. When first reports came in of people becoming infected in Germany at the end of January, we responded quickly. The crisis task force in its current form did not exist

back then, but we already had plans in place in the event of a pandemic. The fundamental structures – even at the locations – also existed. That was a great help to us.

Thälker: Once it became increasingly obvious that this is not going to be a problem of a few months only, and the lockdown was looking to become a reality, the Executive Board called a meeting with us in early February and practically launched all formal steps for creating a crisis task force at the same time. The next day, we started working already. In a first step, we consulted with all the important departments, from our company doctor to Marketing & Communication, HR,

Insurance and Legal, to the works councils. At the same time, local crisis task forces were installed on site.

Alfermann: Two effects came about very early which generally defined our company substantially and which are best described by the term Fiege family: We were incredibly fast – especially in terms of communication, but also when it came to implementing the measures. And we were strongly driven by the responsibility towards our employees. Their well-being and health was always a priority in all considerations.

Thälker: When, for example, the schools were closed in Germany, many parents had difficulties finding someone to look after their children from one minute to the next. It took us one weekend only to build global communication for the entire group, in various languages, using all chan-

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We were incredibly fast – especially in terms of communication, but also when it came to implementing the measures. And we were strongly driven by the responsibility towards our employees. Their well-being and health was always a priority in all considerations.

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nels including WhatsApp, to assure our employees that they need not worry if they could not make it to work on Monday. Within a few days, we came up with a model on how the days lost could be compensated.

Mr. Alfermann, you spoke of the Fiege family. Did it help you to overcome the crisis that Fiege is a family business?

Alfermann: Very much so! I am quite sure that if we had had rigid structures like those of a corporate group, we would never have been able to act this fast and effectively. Even the coordination with the Executive Board and the approval of funds – if the situation called for it – happened through very short official channels. That speeded things up quite considerably.

To get a better picture: How big is the crisis task force at Fiege?

Alfermann: Our centralised crisis task force is between 10 to 15-member strong. In fact, we met physically only on two occasions, at the very beginning. Ever since, our daily exchange or co-ordination took place digitally, either by video meeting or in Teams chats.

When you look back at the past months: What required more of your attention – preparing plans, measures and protocols or the communication?

Thälker: To record the outcome of our meetings in a document or with the

help of a checklist is very much in line with our everyday business. That was relatively fast and straightforward. The most important thing which required exceptional input was without a doubt the communication. Bearing in mind that not all of our employees can be reached by e-mail, for example colleagues working in the warehouses. This explains why, beyond our routine communication channels, we work with flyers and reporting chains, set up WhatsApp groups and hung up notices.

Alfermann: At the same time, we received many questions that we had to answer – both from clients and from our own workforce. The uncertainty was particularly high during the first weeks. That is why our first strategic goal was to convey a sense of security. This meant informing and explaining – based on a reliable set of information. Naturally, there were many tasks to be done even at work level, but the communication surely took up most of the time.

Next to the communication, what else proved to be particularly challenging for you?

Thälker: Ensuring the protection of our employees – in equal measure at all locations.

Alfermann: One crucial topic in connection with this was sourcing equipment. Naturally, we wanted to provide masks and sanitiser to our

employees as quickly as possible. The latter was then produced by a pharmacist who is a friend. We arranged for all employees at our locations in the Münsterland to rapid test for Covid-19 starting in the second half of the year. Those who did not feel well could be tested at the expense of the company to quickly obtain certainty. That is comforting for us, and for our colleagues.

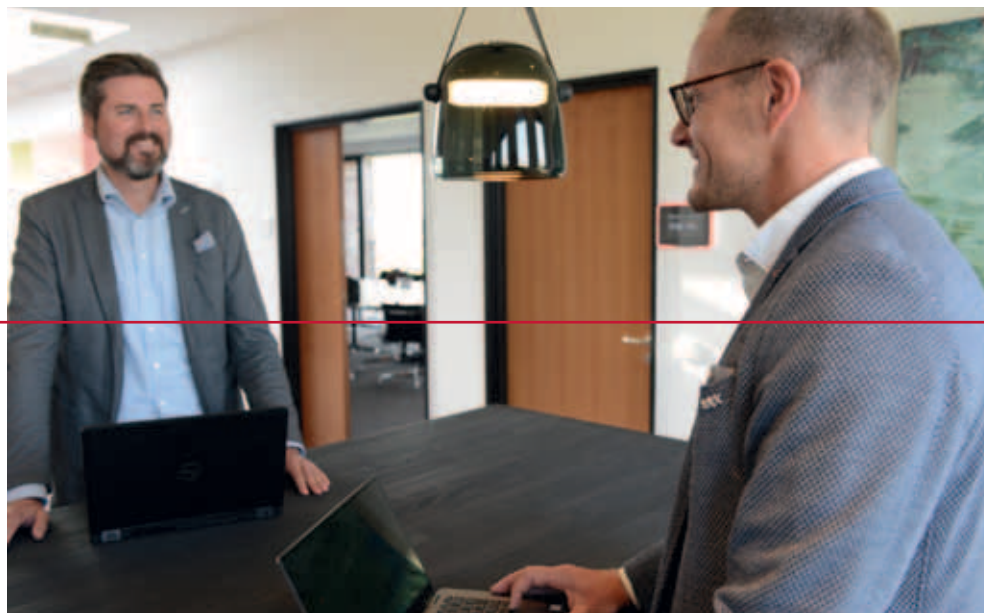
Thälker: As we were trying to maintain operations at all locations as best as possible, the legal component played a major role, too. Which protocols apply for us as from when? Up to today, protocols change every two to three days. Moreover, each country, even down to the Federal States, had and have their own rules. Based on this we adjusted our workflows, for example we arranged for an additional shift to be able to maintain distancing rules. That was quite complex. Especially at the big locations.

How successful were you? Did you have to close locations?

Alfermann: Not as a direct result of Covid. However, we had to take operations down to almost zero following the implementation of the furlough scheme.

Over the past weeks, the rate of infections has been escalating. Lockdown light is restricting public life once again. What is the response of the crisis task force?

Alfermann: One thing is for sure: the corona pandemic is not yet overcome. Even if there are first positive signals from the pharmaceuticals industry with regard to a vaccine, the crisis will last for some time longer. The figures clearly demonstrate this. We have adjusted our measures again to protect our colleagues as best as possible. And it is my impression that our employees are accepting this with all seriousness. I wish to praise everyone involved at this point! That has been great so far! The motto now is to keep it like this! ●



Kai Alfermann (right) and Göran Thälker head the crisis task force at Fiege. They confer several times a week on new measures at Fiege in response to the current Covid-19 situation.

SARS-CoV-2 – Covid-19 – the names alone sound cryptic. Currently over 60 million people have been infected worldwide, and more than 1 million of those are here in Germany. In November, I was one of them. My wife, my children, my brother, his children – I passed the virus to all of them without having the faintest idea within a 24-hour period. I was seriously ill for two weeks and showed many of the typical symptoms. I now know just how malicious and dangerous this illness is. Today – Thank god! – I am healthy without any aftermath.

Therefore, I would like to share two messages here.

Please continue to take all health and hygiene protocols seriously. The

effort and deprivation are nothing compared to the potential risk that this illness carries for you and others. And secondly: Stay happy! Together, we will master this challenge, too – as a company, and as society.

Winter is followed by spring, which will herald many wonderful times. Our celebrations post-Covid will be even happier and brighter because, in hindsight, we will be comparing them with this dark phase. So enjoy life, and please take good care of yourselves!

Peter Scherbel, 55 years old
Member of the Executive Board



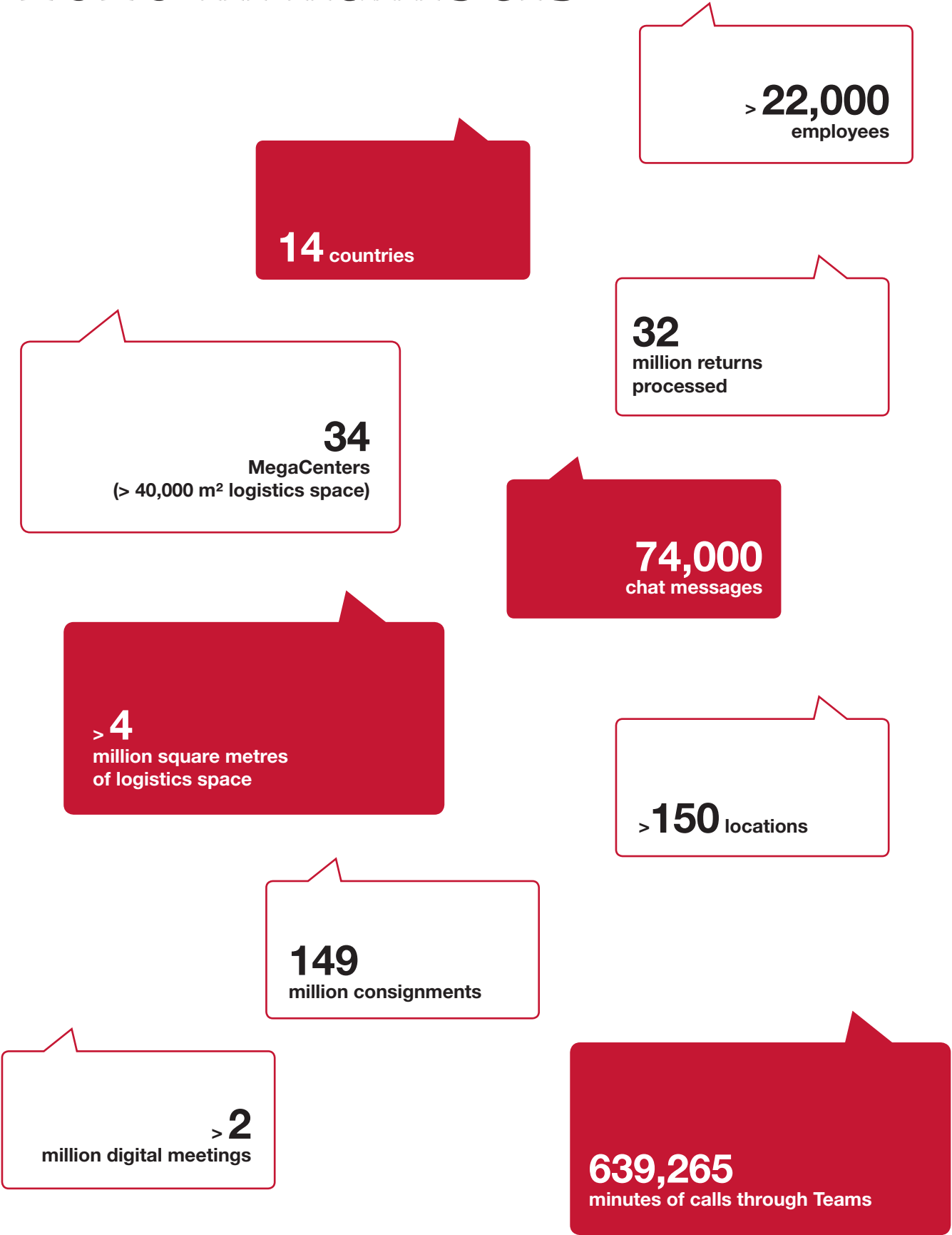
Armir Bedoui, 40 years old,
Goods Receipt,
Branch Greven-Reckenfeld

Since the outbreak of the pandemic my working life has changed insofar that I take greater care in watching who I come into contact with, especially in relation to the truck drivers.

Since wearing a mask is quite exhausting, I tend to be more tired after work than before.

Still, I am happy to be allowed to work and to not be affected by the furlough scheme. Also, I feel that I have been well-informed by the branch management about Covid-19 measures.

2020 in numbers



Fiege is Best Logistics Brand 2020 according to Logistik Heute and BVL

Readers and experts have decided:
First choice in contract logistics

Fiege was the readers' and experts' first choice for Best Logistics Brand 2020 in the category of contract logistics. *Logistik heute*, a journal that covers the logistics industry, and *Bundesvereinigung Logistik* (BVL), Germany's logistics association, announced the results on 15 April. The awards ceremony held in Berlin was cancelled due to the Covid-19 crisis, which is why Fiege and all other winners received their respective award by post.

250 brands in total were nominated for the "Best Logistics Brand 2020" in twelve different categories.

"It honours us, and we are extremely thrilled about this distinction as the Best Logistics Brand 2020. Thank you to everyone who voted for us. This motivates us tremendously to continue on our path and further strengthen Fiege as a brand which is positively perceived", says Felix Fiege, who with his cousin, Jens Fiege runs the company as its CEOs. "A big thank you goes to our employees, whose outstanding work made winning this award possible to begin with. Especially in these difficult times, it is a fantastic acknowledgement for the great achievements which our workforce delivers every single day", Jens Fiege adds. jme ●

Unfortunately, the award ceremony could not be held in Berlin in April. Therefore, Jens Fiege (left) and Felix Fiege accepted the award sent by post at home.



German AI Award

Westphalia DataLab awarded first prize in the category
AI – Technology of the Future for Germany's Key Industry

Felix Fiege, Reiner Kurzhals, and Philipp Vospeter accepted the AI Award for Westphalia DataLab.



The Münster-based start-up, Westphalia DataLab (WDL) has received the German AI Award in the category AI – Technology of the Future for Germany's Key Industry. Germany's Minister for Economic Affairs, Peter Altmaier presented the award hosted at the Journalist Club of Axel Springer Verlag in Berlin on 1 October 2020. Fiege partnered with academics from Münster's University of Applied Sciences to form Westphalia DataLab in 2017. WDL provides data analytics services for business purposes.

This year's second instalment of the German AI Award by WELT was presented for outstanding services to the development and research of Artificial Intelligence. The three categories – AI Innovations Award, AI User Award, and Special Award – nominated start-ups and businesses from within the sector. An international jury comprised of researchers and practitioners decided on the placements.

"We are thrilled to receive this award and see it as an acknowledgement of our path", Prof. Dr. Reiner Kurzhals, founder and partner of Westphalia DataLab says. "The goal

and the original idea of WDL focuses on the demanding productification of AI applications. Building automated scalable AI products from AI projects is a time-consuming and capital-intensive venture. This puts us currently in a unique position in Germany from a business perspective, at least at this level of maturity", Kurzhals adds.

"We owe Westphalia DataLab's German AI Award to the strong performance by the entire team", says Felix Fiege, member of the Executive Board of the Fiege Group, who attended the ceremony in Berlin. "As a co-founder, supporter, and strategic investor we are very excited about the outstanding development which WDL has achieved in such a short period of time – a development that was

recognised by this prestigious distinction."

Westphalia DataLab prevailed in the AI User Award category with its DeepEye project against major German companies like Bosch, Lufthansa, and BMW. The project consists of an algorithm which helps ophthalmologists to decide on a respective recommended treatment and was a collaboration between WDL and the eye clinic of Franziskus Hospital in Münster.

Next to Westphalia DataLab, the Berlin start-up Merantix won the Special Award, while Professor Dr. Bernhard Schölkopf, Director of the Department for Empirical Inference at the Max Planck Institute for Intelligent Systems received the main award. ●

Fiege and Galeria Karstadt Kaufhof continue with joint expansion of shared logistics network

Operations transferred in Unna, Kremmen and Munich-Laim

GKK SUPPLY CHAIN NETWORK AT THE END OF 2020

The department store operator KARSTADT and the logistics provider Fiege formed a joint venture in August 2018 named Fiege X Log. It manages and advances all logistical requirements of Galeria Karstadt Kaufhof. Operations previously based in Unna, Essen, and Kremmen transferred to joint enterprises. The next business transfer is scheduled for 1 January 2021 at the Munich-Laim facility. The jointly operating enterprises offer their services also to other companies.



The joint venture between Fiege and Galeria Karstadt Kaufhof encompasses the operational responsibility for the logistics and tailored solutions of the department store's business. In February of this year, Unna became the second logistics location to transfer operations to Fiege and Galeria Karstadt Kaufhof. The Essen-Vogelheim facility has been managed by the department store and its logistics partner since December of last year already. With 275,000 square metres of space for logistical operations and 1400 staff, Fiege Unna is one of the biggest locations of the Group. In April, the facility in Kremmen will transfer its operations. The logistics centre is located to the north of Berlin. On 1 January 2021, the Munich-Laim site will transfer its operations to Fiege and Galeria Karstadt Kaufhof. jme ●

Celebrated the transfer of operations in Unna in February of this year: Dr. Stephan Fanderl (Managing Director Galeria Karstadt Kaufhof, 5th from right), Jens Fiege (4th from left) and Felix Fiege (both Chairmen of the Executive Board, 3rd from right), (from left) Norbert Ulbrich (Fiege Unna works council), Herbert Stommel (Branch Manager Fiege Unna), Reinhard Haas (Head of Logistics and Real Property Galeria Karstadt Kaufhof), Dr. Stefan Thies (Vorstand Fiege), Hendric Fiege (Managing Director Fiege X Log), Walter Johné (Managing Director Fiege Omnichannel Retail), Michael Artinger (Branch Manager Fiege Unna), Werner Linnemann (Managing Director Fiege X Log), Martin Schacht (Branch Management Fiege Unna)



Intriguing talks about innovation and sustainability

Even though the 2020 Fast & Forward event could not take place in Berlin as planned, Fiege has staged the popular format this year using a new channel: as a podcast.



Hosts Sarah, Julian, and Jens talk to interested guests about the challenges in logistics and give insight into the world of Fiege. The podcast is available at podcast.fiege.de, or via one of the known streaming services, including Spotify, Apple, and Amazon Music. What is this about and what does it sound like? The intro gives a first impression of Fast & Forward, Fiege's logistics podcast. Tune in, subscribe, and share! ●



EPISODE 01 FIEGE EXECUTIVE BOARD MEMBER MARTIN RADEMAKER

Hosts Sarah and Julian spoke with Martin Rademaker about his career, starting as a student of an Integrated Degree Programme, to becoming a member of the Executive Board, to FIEGE's strategic direction and the future of contract logistics. The 30-minute talk kicks off the start of the series.



EPISODE 02 GREEN, GREENER, GREENEST. WHY LOGISTICS ARE INHERENTLY ALL ABOUT SUSTAINABILITY, BUT MUCH MORE CAN STILL BE DONE.

This episode is all about sustainability and responsibility. While talking to Fátima Batres Bittel, Corporate Sustainability Manager at FIEGE, hosts Jens and Julian learn about how a company takes such a strategic approach. What relevance does sustainability have for FIEGE and its clients and partners in 2020? And how to reconcile ecological, economic, and social aspects for company-wide decisions? Fátima tells us how to set the respective objectives as a company and what to do to implement them.

Nature Grows Knowledge

Fiege International Team develops learning concept for kindergartens



The 2020 FIT team: Barbara Meyer (coach, from left), Bettina Pick (coach), Sandra Steiner, Bente Wittern, Nurgül Alemdar, Marco Minetto, Cheyenne Missler, Jan Lintel-Höpping, Marcel Wegmann, Adrian Bartczak, Felix Koch.

The concept was first implemented at a kindergarten in Greven. The children and educators there were thrilled to receive an orchard made up of different types of fruits such as cherries and apples, Wegmann says. Next to the orchard planted from espalier-grown trees, a memory game which the children created themselves, and a learning tree made of wood were handed to the kindergarten. These learning materials will allow the children to learn through play about how the fruits grow, are harvested, and what it takes to care for fruit trees. Marcel Wegmann ●

The orchard at the kindergarten in Greven will bear its first fruits next spring.



Never underestimate the power of nature – so the motto that guided the FIEGE International Team (FIT) of the 2019/2020 class with its social project. The FIT team is the Fiege Group's annual development programme which invites young employees from all locations to participate. A fixed element of the programme is the implementation of a project that is defined by the team, as a team. The result for 2020: With a Fruits-FITyou theme, the FIT team headlined its kindergarten education programme with the title: Nature Grows Knowledge. "We planted fruit trees, created learning materials, and issued guidelines based on which the kindergartens can teach children everything they want to know about how to grow, plant, and harvest fruits", Marcel Wegmann explained on behalf of the entire FIT team. "It is our goal to sensitise children for the cycle of life and to increase their awareness for their environment."

In-company bicycle leasing scheme

Purposeful contribution towards employee health and sustained mobility



Since 2020, employees at Fiege have had the opportunity to purchase their preferred bicycle at attractive conditions through the company, ensuring their continual mobility, be it to commute to work or to cycle in their free time. The offer started out as a pilot at the locations in the Münsterland region and will now be rolled out to all branches in Germany under an in-company bike leasing scheme. Fiege employees create their personal profile on the meinJobRad portal and then choose their preferred bike from a bicycle dealer of their choice. All types of models are available – from city bike to mountain bike, to pedelec or cargo bike. FIEGE leases the JobRad bike and entrusts it to the employees for their commute or private use. The monthly instalments are retained over a period of 36 months from the employee's gross salary.

Alexander Neudorf, Director Human Resources explains: "The JobRad model is an attractive mobility offer for our employees that we all benefit from."

Company bikes have many benefits

Fiege specifically targets the promotion of its employees' health and well-being with this offer. "If you cycle regularly, be it on a standard bicycle or a pedelec, you experience less stress in your everyday life and, evidentially, are off sick less often", so Martina Schlottbom, Head of HR Business Solutions. "This new mobility offer is our active contribution to maintaining the health of our employees." It also doubles as an important contribution towards protecting the environment and saving CO₂ emissions. After all, those who cycle more often, drive less often. Anna Salamatov ●

How to get your JobRad bike

- 1 Register with FIEGE's meinJobRad portal.
- 2 Choose your favourite bike from one of our 5,000+ JobRad bike dealers on location or online.
- 3 Order your choice via the meinJobRad portal. Your request is reviewed and approved.
- 4 And you are ready to cycle away!

No risk, no

Start-ups face the challenge of requiring more capital than they can actually raise. To push their ideas to maturity, they need help from the outside. This is where Venture Capital (VC) funds come into play. They invest money to advance young companies together with founders and partake in their success. With F-Log Ventures, Fiege, too, has brought such an enterprise to life. The logistics company hopes this will allow it to participate in innovative, sector-centric business models.

Tanja Rosendahl enjoys taking the odd professional risk. She has been working in the venture capital business for many years, investing risk funds into financing start-ups. “I built the Gründerfonds Ruhr at NRW.BANK and oversaw it for a while as its managing director. Simultaneously, I headed the venture fund’s Digital&Tech team for eight years”, the 42-year old tells us. Her last assignment before joining F-Log Ventures was with an M&A boutique that focused on start-ups and technology. These types of consultancies support their clients with transactions like mergers & acquisitions, take-overs, or spin-offs.



Team F-Log Ventures:
Michael Geers, Tim Gudelj,
Tanja Rosendahl and
Andreas Pott (from left).

fun



In August 2019, Fiege approached her with the offer to build Fiege’s own corporate venture fund. “F-Log Ventures was an instant draw for me – not only because we provide funds to young businesses, but also because we can offer logistical know-how”, Rosendahl explains. Such know-how refers to anything from clients, to networks, or even expertise – professionals call this strategy Smart Money. “We currently have an interesting case on our table which is about sustainability in the transport sector”, Rosendahl adds.

In addition, she has been spending the past months putting structures in place. “We had to incorporate companies, set up the entire operational structure, develop a website and prepare our processes”, the Managing Director says. In April 2020, Tim Gudelj joined her as a further partner of F-Log Ventures. The two know each other from their shared time at NRW.BANK. F-Log Ventures’ capital comes largely from Fiege, as a so-called Single LP structure.

The business of risk capital

Just why do established enterprises like Fiege finance young companies from their corporate venture fund if their respective success in the market is not yet a given? Tanja Rosendahl has a clear answer: “Start-ups can develop innovative business models much faster and with a lot less money.”

When selecting their investment targets, F-Log Ventures focuses on logistics. “However, we do so in the broad-

est sense of the word, which is why Artificial Intelligence, Big Data or Supply Chain play a vital role for us”, the fund manager says. Even topics that compete with the core business are not taboo. The goal is to zoom in on the latest market trends and innovation. “We observe the market and this paves the way for our financial participation even outside of our core business”, she says.

Probably the most important part of the whole investment process is a risk analysis. “We scrutinise the business model, examine the market potential, and vet the founders extensively”, the expert explains. Based on our evaluation, F-Log Ventures’ investment committee then decides on whether to invest, or not.

Participation is only the beginning

F-Log Ventures offers Seed funding, which means that only start-ups in the very early stages of their company life are of interest. Professionals call these financing rounds Seed or Series A funding. “Our initial investment starts at 500,000 euros, up to a maximum one million euros. Spreading the risk for such a venture is important”, Rosendahl says, adding that in the long run, F-Log Ventures aims to have between ten and fifteen assets in their portfolio.

Once an investment has been made, the actual portfolio management starts. This is then mainly about supporting the performance and development of the up-and-coming start-ups. “If things don’t go as planned, we must decide together with the start-up whether we adjust the business model or, for example, make some personnel changes”, the partner explains.

Sufficient funds are reserved for the start-ups’ follow-up financing. At least half of the fund’s volume is dedicated to this. “We invest into growth and want to advance start-ups together with their founders and co-investors”, Rosendahl says. To achieve this, F-Log Ventures offers valuable know-how and more than 150 years of experience in logistics through Fiege. “Venture Capital and Smart Money work if they are mutually beneficial for the parties”, the expert muses.

No strategic investments

However, long-term investments are of no interest to F-Log Ventures. “As a VC fund, the term of our investments is fixed. Market-going terms are ten years, meaning that we invest into start-ups for the first five years and, during the second half of the term, we look more closely at de-investing our funding”, Rosendahl outlines. Lukas Wilke ●



Game changer

Fiege Home Soccer Cup: first digital event in the company's history

For years, the Fiege Soccer Cup has been the highlight in the annual calendar of the company's football-enthusiastic employees. Due to the Covid-19 situation, the popular tournament for which teams from many national and European branches come together, was not held in Greven this year as planned. Yet this was not an obstacle to staging a Fiege-wide face off. Fiege's first-ever Home Soccer Cup was thus spontaneously called to life where everyone gave it their all and kicked the ball for a full 90 seconds, trying to score with the goal target wall. During the big-time final in mid-September, which was streamed live on the Internet, the Mönchengladbach branch took the crown with 14 hits in total.

Instead of playing on green grass, the players faced off at the goal target wall during the first Fiege Home Soccer Cup staged this year. Each branch was given the chance to prove their shooting technique and accuracy with

a maximum five players and three helpers. The goal was to kick the ball through the goal wall as often as possible in 90 seconds. The tournament had strong appeal: In total, 133 teams participated in the qualifying round. Together, they scored 1,100 hits on the goal wall. And even the defending champions from Reckenfeld and the Executive Board – who in the end came in on a disheartening 91st place – took part.

Instant replay decides

To partake in the tournament, the branches had to first build their own goal target wall made from pallets, to create the same conditions for all. Fiege had uploaded the respective *How to build the goal target wall* instructions onto its homepage. And just like the pros, the Fiege Home Soccer Cup had instant replay! To qualify for the final, each team had to



Next to an eagle, SC Preußen Münster is now also sporting the Fiege logo on its team jersey. Since the start of the season, Fiege is the new main sponsor as well as jersey sponsor of the regional league football club. The tradition-steeped club from Mottekstrehle is deeply rooted with the Münsterland region, just like the family business. During the difficult times which the club has been going through following its relegation and the impact from the Covid-19 pandemic, it was important for Fiege to help quickly and give planning certainty for the current season.



FIEGE HOME SOCCER CUP 2020

upload an uncut video of their attempt. Throughout the entire game, Covid-19 distancing rules were observed, and masks were worn. But not only sporting achievements ruled the day: The teams were super creative and designed their own jerseys, painted the goal target walls, or even came up with their own logos.

Final streamed live and direct

After twelve weeks of the most intensive goal target wall contest, the six best teams faced off in the big final. For the first time in the history of Fiege, a company event was

streamed live via the Internet. Next to linking up with the branches that made it to the final, Member of the Executive Board, Martin Rademaker and the sports director of SC Preußen Münster, Peter Niemeyer, accompanied the event. Incidentally, once the event was over, the players from the Münster sports club tried their luck under the same conditions. With a score of twelve hits, the pros would have landed midfield at best. “We warmly thank our colleagues from the participating branches and the audience – it was a fantastic and extraordinary event”, is how Rademaker summed up the contest. Thorsten Burgard ●

Scenes from the final: The Industry & Tires business unit (top) competed during the live event at the goal wall. The other finalists joined via livestream – as did the winning team from Mönchengladbach (bottom), which received a football table for the branch as the winning prize. 133 teams participated in the Home Soccer Cup and entered their videos, just like the teams from customs services and from the location.



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[LOGO]



COVID-19

HOW FIEGE HANDLES THE PANDEMIC,
PROTECTS ITS EMPLOYEES, AND TAKES AWAY
SOMETHING POSITIVE FROM THE CRISIS



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