

THE FIEGE MAGAZINE
NO. 94 | 2021

[LOGO]

EVERYTHING IN MOTION

How FIEGE faces
today's challenges
while shaping
tomorrow's logistics



FIEGE in numbers

>20,000
employees

>1,200,000
sustainability ambassadors at our beehives

13
countries

114
nationalities are part of our team

200,000
square metres for logistics under construction

185,000
square metres of FIEGE rooftops covered in photovoltaic installations

1,800,000,000
euros in turnover

466
job bikes subsidised

90
social projects received donations from the Josef Fiege Stiftung

4,000,000
square metres dedicated to logistics

1,400,000
square metres of logistics space retrofitted with LED lighting

133
locations

*Dear colleagues,
dear partners and friends of FIEGE,
dear readers,*

Everything in motion. That is the title of this year's LOGO, chosen with much intent – after all, the world, even the world of logistics, is changing faster than ever. The challenges ahead of us are enormous. An entire industry is transforming. Never before has logistics been more important, more complex, or even more noted than today, with mega trends like digitalisation and sustainability driving us forward. Here at FIEGE, we want to do more than just watch the world change. We want to actively take part in shaping the future. We want to be the innovation leaders in logistics. We want to be pioneers for our industry, and beyond. That's why we are setting our hands to the task.

This year's foreword, once again, will not be able to completely do without touching on the subject of the coronavirus. A year ago, our hopes for Christmas were that we would leave the Covid-19 crisis behind us in 2021. As it turned out, the pandemic is an ultramarathon. Over the past twelve months, many things did not quite return to where and how we would have liked them to. The vaccine may have brought us an important step forward, but we have not reached the finish line just yet.

Therefore, the past year, again, was anything but a normal year. The reason for this lies not only in the Covid-19 pandemic. Our thoughts at Christmas go out especially to our colleagues living in Graftschaft and Zülpich, who were hit hard by the devastating floods this past summer. Their personal fates and the shocking images of the devastation were very upsetting for us.

We wish to express a huge thank you to the many voluntary helpers from our company who, without hesitation, were there to help when help was needed the most. We were stunned by the support, the solidarity, the teamwork as well as eagerness to donate for our colleagues who were affected. Once again, we witnessed that in the hour of need, the FIEGE family grows even tighter together.

We are very proud of this. It serves as motivation for us, and we see it as our duty to never lose sight of

the family business' values no matter how much innovation and progress we aim to achieve.

It is with this very value culture at our organisation and across all business segments that we will champion the many tasks that lie ahead of us. And we will continue our expansion course. Despite all uncertainties and obstacles, 2021 was a very successful year for FIEGE from a business perspective. And we wish to express our gratitude for this here, too: To our colleagues, who once again achieved great things. And to our partners and clients, who placed their trust in us. Success is only achieved together.

We wish you and your families a Merry Christmas, but most and for all, the best of health. We hope you will enjoy the read!

Best regards,
Jens Fiege
Jens Fiege

Felix Fiege
Felix Fiege



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FIEGE wonderland

Strong snowfall in February turned the Münsterland into a winter wonderland. As per usual, the snow did not take long to melt away – but stayed just long enough for this wonderful wintry picture of the FIEGE headquarters. The snowed-in tower is one of six photos of the year in our LOGO issue no. 94.



And the winner is ... Camideos!

The young start-up with its founders Philipp Rose (centre front) and Andreas Rudi (centre back) celebrated taking the top prize at this year's FIEGE Innovation Challenge, which due to the Covid-19 pandemic was staged for the first time as an open-air event around the FIEGE headquarters. Camideos convinced the jury with their idea for software and the respective platform that tracks emissions and supports companies with their use of trucks, from the buying decision right through to optimising the consumption of energy. EUR 5,000.00 in prize money plus a long-term co-operation with FIEGE's Company Builder, XPRESS Ventures were the reward in this case. Spoiler alert: The next Innovation Challenge is already in the making.



Regional news

Preußen Münster and FIEGE teamed up in 2020 and have hit the ground running since. On one hand, their team play has been bearing fruit on the sports front. In a sensational development, SCP bypassed VfL Wolfsburg – itself a Champions League club – to go to the second round of the DFB Cup last summer, making headlines across Germany. On the other, Preußen Münster and FIEGE have also been supporting many great projects in the Münsterland away from the football pitch. One of these projects collected EUR 6,000.00 in donations for the Münster-based relief group for children with cancer, *Kinderkrebshilfe Münster*. And the FIEGE Xmas express that calls at especially deserving families during the Advent season to bring them a little joy will once again be rolling on the streets of Westphalia this year. Also on board: The football pros from SC Preußen Münster.





Helping those hit hardest by the disastrous floods

From the end of July until mid-November, the German Red Cross had set up a 10,000+ m²-large relief centre at the FIEGE Healthcare logistics hub in Zülpich to help those affected by the devastating floods. It was here that the German Red Cross collected all the major donations from companies and businesses – ranging from washing-machines and refrigerators to prams and bicycle helmets all the way to toiletries and clothing. The FIEGE location was particularly suited for the German Red Cross because on one hand it is easy to reach while on the other being close to the Rhineland's conurbations. In total, around 400 Red Cross volunteers distributed more than 17,500 pallets of relief supplies from the FIEGE location in Zülpich.



Münster from above

This aerial take showing a bird's eye view of Münster could have easily made it into the impressive documentary, *Münster above*. Either way, it easily qualified for our photos of the year 2021. The picture shows the excavation of our new location at Stadthafen I, where a modern office complex is being built opposite Kreativkai. Some 5,700 truckloads will have carted the soil away by the end of the first quarter in 2022. The building is expected to be completed in 2024. The photo at the top right-hand corner shows what things will look like once everything is finished.



Multi-faceted know-how for pharmaceuticals and medical instrumentation

A conveniently accessible location with excellent transport links in one of Germany's most attractive logistical regions – Zülpich is a good choice for FIEGE's new branch. In the meantime, operations have started at the Healthcare Campus.



The new FIEGE Healthcare Campus has 54,000 square metres dedicated to logistics. A further expansion phase is already being planned.



Things need to move fast in healthcare logistics. Time-sensitive deliveries that reliably uphold the cold chain are the order of the day. In Zülpich, FIEGE has created a further location for its healthcare network that favourably caters to these demands. "The logistics centre that is dedicated to the healthcare sector is operated by specially trained staff. We offer a broad range of services for the pharmaceutical industry and makers of medical instrumentation", Dirk Berlemann, Managing Director FIEGE Healthcare explains.

The modern property located in the tri-city area Cologne-Bonn-Aachen was built in eleven months only. The property has been certified to German Sustainable Building Council standards, features charging points for electric mobility, is equipped with high-efficiency LED lighting and cross-building control systems and

FIEGE HEALTHCARE

For over 25 years, Fiege has been developing bespoke solutions for medical instrumentation, pharmaceutical, and healthcare logistics at by now 15 locations across Europe. The services portfolio includes next to warehousing and value-added services, amongst other things, cold chain logistics, international transportation and the return and reconditioning of medical devices. Germany-wide, FIEGE offers same-day delivery to healthcare clinics and hospital groups in less than four hours.

Certifications:
ISO 9001, ISO 14001, ISO 50001, ISO 13485, GDP, GMP, IATA CEIV, AEO, TapaC

has a photovoltaic unit. Since the end of the year, operations have been rolling out on around 54,000 square metres of logistics space. "By 2022, we will be employing some 270 people in Zülpich", Thomas Fahnert says, Site Leader in Zülpich. FIEGE Real Estate was in charge of construction and partnered with the general contractor Goldbeck International as well as Jürgen Schlake architects and Munich-based LIP Invest on this project.

Cordula Brockmeyer, Head of Business Development at FIEGE Healthcare, explains: "The new Healthcare Campus meets a broad range of industry requirements such as continuous temperature monitoring. We specifically address clients from the healthcare sector with this offer." Business has already started for the leading international maker of medical and safety technology, Dräger. The new location will operate as a European distribution hub from where FIEGE will supply healthcare facilities and industrial customers, public sector clients and specialist retailers. The Lübeck-based company distributes, for example, ventilators for intensive care and emergency services, anaesthesia machines or equipment for premature and neonatal care as well as safety technology for personal protective equipment, protection equipment solutions for plants, and gas detectors.

As of spring 2022, logistical processing will roll out for the pharmaceu-

tical group Merz. The Frankfurt-based company is well-known in the consumer care segment for its tetesept brand. FIEGE will take over the distribution of finished goods for the pharmaceutical and cosmetics products in Zülpich, which are stored in a temperature-controlled environment at a range of between 15 and 25 degrees Celsius. The complete warehouse segment meets GxP standards for this purpose. "B2B and B2C shipping happens on an international scale. The order volume will total somewhere around 250,000 parcels", Brockmeyer comments.

The first building phase is currently fully reserved. FIEGE will install a photovoltaic system on the warehouse's rooftop with a capacity of 475-kilowatt peak. Around 90 per cent of the energy is to be used directly by the building, and more specifically to cover summertime energy peaks caused by the cooling systems. Surplus solar energy will be fed into the public grid. For this purpose, the financing partner LIP Invest will also be setting up a PV system next spring. Plans to expand the location have also already been drafted. "A second building phase with a further 50,000 square metres is possible. With a solid one and a half years of lead time, we can realise customised operations here", Brockmeyer explains. ●

Healthcare Campus – an overview

Facts & Figures

Area: 54,000 square metres
Completion: in 2021
Traffic access: Federal motorway A1 / airports CGN, FRA and BRU / ports in Antwerp and Rotterdam
Certifications: ISO 9001, ISO 14001, ISO 50001, ISO 13485, GxP, TapaC
Temperature ranges: +2°C to +8°C // +15°C to +25°C
Approved for hazardous materials

Services

Warehousing
Incoming goods inspection
Handling of samples
Set building
Value-added services



New shipping service for the First Mile



FIEGE is breaking new ground in city logistics

Small and mid-sized commercial enterprises are often faced with a dilemma: eCommerce via their proprietary online shop or affiliated online marketplaces provides for excellent sales opportunities – however, smaller order volumes and a daily-changing number of parcels that need to be sent out lead to logistics that are not only a costly affair but also difficult to schedule. It is therefore no easy feat for lightweights and newbies in particular to operate a financially viable mail-order business under these conditions.

Same day collection

To solve this problem, FIEGE has devised a new First Mile service. “The offer is directed to all kinds of commercial enterprises – from chain store to micro business”, as Matthias Kemna, in charge of the project at the Last Mile business unit, explains. The key

feature here: Retailers can book the shipping service on a daily basis without having to commit to minimum volumes or a long-term contract. “Buying a first label before 12:30 noon activates the service which in turn guarantees the collection of all parcels between 2:00 and 6:00 pm”, Kemna outlines.

Sustainable city logistics

To execute a same day collection by 6 pm, FIEGE maintains a constantly growing network of partners from alternative mail and courier service providers. And they, Kemna adds, are on the road anyhow and can tie deliveries to collections. “It is always our mission to develop sustainable logistical concepts. Therefore, the shipping service should not add to what is quite often an already highly congested inner-city situation”, Kemna emphasises. Scanning the labels at the time of collection updates the

merchandise’s status to having been shipped. Sellers are guaranteed non-stop tracking. Private delivery services transport the parcels to a cross dock where they are sorted and handed for the final leg of their journey to mail carriers as well as CEP service providers such as Hermes or UPS.

Growing list of clients

First project partners include the eCommerce pioneer, eBay as well as the online platform shopdaheim, which FIEGE developed together with Thalia Bücher GmbH. In addition to connecting to the First Mile service, the platform now also features the option for retailers to communicate directly with end customers. Talks with other clients are currently in progress. For now, the service is available in Berlin and Dresden. “In the long run, we want our First Mile service to be available across the whole of Germany”, Kemna concludes. ●

Inclusion despite restricting abilities

FIEGE has called to life an innovative inclusion project in Nogarole Rocca near Verona. Responsibility and Diversity (Responsabilità e diversità, RED) is the motto of the project which employs eleven differently abled persons at the location in Italy.

The FIEGE branch in Nogarole Rocca was completed in early 2020. Its technical features make it one of Italy’s most cutting-edge logistical facilities. However, here, too, it is the people who fill the building with life and keep operations running. “We would like to offer our roughly 1,600 employees a working environment that encompasses social responsibility, integration, and inclusion”, Marcello Casalini, Branch Manager at FIEGE in Nogarole Rocca says.

To further consolidate this, FIEGE has called to life an inclusion project together with the Italian Association of Persons with Down Syndrome (AIPD) that goes by the name of RED (Responsabilità e diversità). The second partnering organisation on board is La Sfida. The parent initiative is campaigning for the emancipation of persons who are differently abled and for whom financial autonomy is key. “The goal of the project is to ease access to employment opportunities for people who are differently abled”, Casalini emphasises.

Specific training measures

At the start of the project, experts rated the capabilities of those participating to establish the most suitable working steps for every single one of them. In parallel with this, a team of psychologists trained the professionals and managers on site. During more than 80 training sessions, those involved dealt with topics like

inclusion and the professional development of people who are differently abled. “To facilitate the daily commute to work, we installed a shuttle service with APAM, a transport service provider, from the train station in Mantua to our logistics hub”, the Branch Manager explains.

Additional roll-out planned

The project’s pilot phase started in the late summer of 2020 and was extremely successful. In the meantime, eleven colleagues with down syndrome work in Nogarole Rocca and have been fully integrated into the process flows as well as the team. “We would like to thank all those involved who supported and pushed the project with so much passion. In the near future, we will also want to introduce RED at other locations in Italy”, Casalini says. ●

EUR 10,000.00
for outstanding
occupational
integration
management

The Rhineland Regional Council (LVR) has awarded a prize to the FIEGE branch in Mönchengladbach for its special efforts in the field of occupational integration management (BEM). The branch was rewarded with EUR 10,000.00 for this. The employment rate of severely disabled persons and people of equivalent standing at the FIEGE location in Mönchengladbach lies above the mandatory statutory rate of five per cent.

The LVR specifically emphasised the solid organisation of the process as well as the resolute introduction and implementation of BEM measures at FIEGE. Timo Wissel, Department Head LVR Inclusion Agency, explained: “FIEGE’s submission fully convinced the jury of the LVR Inclusion Agency. FIEGE ensures that employees are extensively informed about the offers provided by its occupational integration management and oversees a smooth process flow. The LVR is happy to honour this future-forward and responsible approach which benefits all parties.”

Stronger together: FIEGE has called to life RED – an inclusion project – together with the Italian Association of Persons with Down Syndrome. ●



Everything in motion

Rarely has there been a time with more going on. Politically, economically, socially: It's been a while since so much has changed in such a short period. In our interview, Jens Fiege and Felix Fiege speak to us about an eventful 2021 – and tell us about their wishes for 2022.

Soon it will be Christmas, yet so much has happened these past twelve months. Please tell us about your feelings that you have when looking back on the year.

Felix Fiege: When we sat together here this time last year, my foremost wish was for us to overcome the Covid-19 crisis. Regretfully, this wish was not fulfilled. We have yet to overcome the pandemic. We must continue to be very careful and act responsibly. The FIEGE Soccer Cup, for example, which we were particularly looking forward to as it lets us meet with our colleagues from across Europe, had to be postponed once again until next year, unfortunately. And even our International Management Meeting in September with its 200 participants was too big to physically take place. The vaccine may have brought us an important step forward, but we have yet to reach the finish line.

Jens Fiege: It was – for the record – an unbelievably intense year which felt as if it flew by in no time. Every-

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I am tremendously grateful for all the things we achieved with the different teams at the various locations.

Jens Fiege

“

thing was in motion. I am tremendously grateful for all the things we achieved with the different teams at the various locations. However, there were also major challenges – next to the Covid-19 pandemic I am thinking specifically of the disastrous flood which unfortunately, directly impacted many of our employees too. It was very upsetting for us to learn about their personal fates.

How did business evolve in 2021?

Felix Fiege: Last year, we already experienced a growth spurt. Driven in particular by the Covid-19 crisis, the complete eCommerce segment experienced a huge boom. The entire team came together under the motto “we keep it running” and we wanted to take this momentum with us into

2021. And we achieved just that. In total, our turnover grew again, by around 15 per cent. And our company keeps growing too: Meanwhile, we have around four million square metres of logistics space and employ a workforce of over 20,000 people.

Do you expect this trend to continue next year?

Jens Fiege: We want to grow further. I believe that eCommerce in particular will not return to pre-Covid-crisis levels. On the contrary: It will continue to grow strongly. To be prepared for this, personnel structures and available space also need to grow with us. Whenever we develop new logistics facilities, we realise that many clients have need for a lot of space which we want to be able to fill at short notice.>

as well as our complete training and CPD programme. This may not be a substitute for a personal conversation, but it remains a very valuable component and a crucial additional tool within HR development. And the big advantage of an online tool is that content is available from anywhere, at any time. In perspective, the FIEGE Academy is to be made available to all colleagues around the world.

Which highlights from last year instantly come to mind?

Jens Fiege: There were plenty of highlights. This year saw us develop new real estate projects at a rate never before recorded in the company history of FIEGE. It also witnessed the completion of three large logistics centres. In Zülpich, we will oversee two new accounts, that of Dräger, a company specialised in medical instrumentation, and the pharmaceu-

ticals group Merz. The multi-user centre will further bolster the health-care logistics unit. In Gengenbach, for example, we started operations at a new facility for tyres where we will host the fast-growing business of our portfolio client, Falken. But we don't build for ourselves alone – we also develop projects for clients who have nothing to do with us in our capacity as a logistics company. For example, we are building a facility for a maker of fittings and sanitary ware in Porta Westfalica. Beyond this, there is a lot of strategic new business where operations are already up and running or which will go live next year, both within the traditional logistics segment as well as the parcel segment. Like Felix said just now: We are growing across the company's full breadth and that is highly satisfying.

Felix Fiege: Our participation in sennder is surely worth mentioning

Fortunately, we have a large portfolio of real estate that we can rely on because we invested in land early on. That is a deciding competitive advantage for us, and we are thrilled that we are backed by a strong Real Estate Development team.

Felix Fiege: A further crucial component is the solid development other business segments of ours are also experiencing. This includes topics that are close to eCommerce such as the Last Mile, but also the traditional consumer goods sector, or Industry and Tires. Our growth rests on the shoulders of many and pervades all business units. And that is a good sign. We are highly confident that we will be able to maintain our growth at the current level.

You mentioned growing personnel structures. How do you manage to address and lift 20,000 employees?

Jens Fiege: Primarily with the help of a good leadership culture here at the company. "Everyone has the right to effective leadership" is one of our guiding principles, and we take this very seriously. In times of the coronavirus, it has most certainly not become any easier to live up to this aspiration because any personal exchange has suffered greatly under the pandemic. Still, we try to find digital solutions and alternatives. In the FIEGE Academy we have created a digital learning platform where we aim to consolidate cross-departmental knowledge



We are no longer a genuine logistics company anymore. We have long made a name for ourselves outside of the traditional logistics sector.

Felix Fiege



here. The team of founders of the digital freight forwarder has set itself the goal to revolutionise the transportation market. We wish to tap their offer and participate in it. We are also offering our expertise to the founding team, to boost the development as a strategic partner. Also, we sold our shareholding in Forto at a considerable profit. We had invested in this start-up which was originally called Freighthub while it was still in its infancy. The software provider has enjoyed excellent growth and by now is considered a Unicorn, whose brand is valued at over 1 billion US dollars. This means that our Ventures unit is financially profitable for the first time. We have demonstrated to ourselves that we can indeed implement what we set out to do.

To which extent does the development of such new business segments shift the strategic direction of FIEGE?

Felix Fiege: Contract logistics remains our core business. It takes up by far the largest share. Nothing will change about that any time soon.

Still, we are no longer a genuine logistics company anymore. We have long made a name for ourselves outside of the traditional logistics sector. The Real Estate unit which we set up a few years ago as an add-on to the logistics business has in the meantime become a completely autonomous business segment which operates independently and has established itself as an experienced and competent project developer within the real estate market. In parallel with this, the Ventures segment is also growing. We have been strengthening this business

segment's structures considerably these last two years. We now would like to grow it into becoming the third strategic pillar of our company.

Jens Fiege: Both new areas are to become successful on their own while simultaneously advancing our traditional logistics operations. As mentioned at the beginning: Logistical spaces are currently few and far between but thanks to our Real Estate projects, we have plenty at our disposal. Within Ventures, we are seeking new technologies or business models that could be or will become

interesting for the logistics sector. The primary focus here is automation and digitalisation. The experience and the expertise that we acquire is something we will naturally also want to share with our clients, to jointly benefit from this.

So far, we have spoken a lot about financial success – but no story thrives on success alone. Which moments from 2021 would you rather not recall?

Jens Fiege: On the one hand there were moments that greatly affected us personally. We were all deeply shocked about the images of the disastrous flood. We instantly were concerned for our employees living in the regions affected. We only fully understood what was going on there after speaking with our colleagues and customers on site. That suddenly made an abstract news item something very tangible. And afterwards, we were amazed by the entire team's huge willingness to help. On the day after the heavy rainfalls a team of helpers drove to all the DIY markets in the area on their own initiative to organise urgently needed supplies and take them afterwards to the flooded zones. There was a

call for donations to help the colleagues concerned even financially. As a company we then tripled all the funds that were collected and quickly distributed the money to those affected without unnecessary bureaucracy. All in all, the feelings that remain are mixed: on the one hand shock and incredible dismay, yet on the other tremendous pride about just how much our company sticks

together. We will feed off of that for quite some time.

Felix Fiege: In terms of business, of course, there were naturally down sides. Next to the many new accounts we were able to acquire and which we already mentioned, there is also the odd business that you lose. We are pleased that that number is very low but every single client that you lose really hurts. And you immediate-

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We want to hand a climate neutral and economically healthy company to the next generation.

Felix Fiege

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“Logistics areas are currently few and far between but thanks to our early investment and our building projects we have great opportunities at our disposal”, Jens Fiege says.



Sustainability is a central pillar of FIEGE's corporate strategy – and has been for 25 years already.

ly start thinking: What went wrong? What could we have done? Where could we have been better? And you also find yourself asking: What does this mean for the future? We are hoping for a mentality that will allow us to redirect anger and frustration into motivation. We would like to, if not have to draw the right conclusions from the negatives, even if in an ideal world we would much rather do completely without them, and lastingly improve our service performance. For this, our follow-up will have to be meticulous, and we need to be mercilessly honest with ourselves.

The disastrous flood has brought the topic of climate protection close to home. Exactly 25 years ago, your respective fathers, Dr. Hugo Fiege and Heinz Fiege, received the Eco-manager of the Year award for their commitment to this cause. What role does that topic play today at FIEGE?

Felix Fiege: Sustainability is one of the central pillars of our corpo-

rate strategy. Not only as of today, but for at least a quarter of a century already when the topic was not much on anyone's mind. It's thus ingrained in our DNA. The important thing for us is that we not only equate sustainability with environmental protection, but think in three dimensions: ecological, economic, and social. Nowadays, the topic has also become a focus within the market. Many of our clients are equally aware of this and are open to the respective concepts and want to actively partake in financing these measures. We have therefore grown our Corporate Sustainability team. We want to hand a climate neutral and economically healthy company to the next generation. This is what we will need to work towards in the years and decades to come.

Which specific goals have you set your sight on in this regard?

Jens Fiege: Future challenges will result in such impactful changes that we will want to co-ordinate these concrete goals with the entire organisation to begin with, to ensure that everyone is on board right from the start. Right now, we are in the middle of this co-ordination process. This is the only way for us to ensure that in the end, we will all be in the same boat. One major goal is climate neu-

trality, of course. But there will be further indicators that will coincide with this.

Felix Fiege: Every time we engage in a conversation, we realise that across the board, everyone is thinking in the same direction. If we manage to achieve what Jens just outlined, this will be the very unity we are looking for. That is precisely what we will need, simply because it is not a challenge that will take two or three years to overcome, but decades. And we have set out on a journey that ultimately will never end. Our fathers committed to sustainability 25 years ago. We will continue on this path, that is part of our mission.

Jens Fiege: In Germany, a resolution has been adopted to become climate neutral by 2045. When looking at where emissions are coming from, we see that logistics, and especially transportation logistics, are a huge driver. For that reason alone, however, it is also a major lever that one can set in motion. If we manage to become climate-neutral, for example with the help of climate-neutral technology, by avoiding emissions and at times also by offsetting our footprint, this will have a huge impact on all of society. Therefore, our sector, and we as a company are very much called on to act.



We are on the path to becoming a data-driven company.



Jens Fiege

Where do you see further challenges which logistics will have to overcome in the next years?

Jens Fiege: One element here is Lean Management for sure. This is about optimising operational business flows, especially digitalisation and automation. We have a great team at the central level for this and, in the meantime, we have also anchored the subject with the individual business units. I have the feeling that we are gaining real momentum here right now, and that success is about to manifest. For this reason alone, we surely can expect plenty of progress in the years to come.

Felix Fiege: This is further accelerated by technical progress. We like to trial various applications for practical use in order to implement them at an early stage. This is about robotic support to free humans from recurrent processes and allow them to focus

on the kind of work for which human interaction is indispensable and which they enjoy. We work specifically with start-ups in this area as they are particularly open to these topics. Here, too, many exciting projects will surely be coming our way.

Jens Fiege: Overall, we are on a path to becoming a data-driven company. Our IT team is busy implementing new technologies on many different levels. Quite often, standardisation is paramount. But our vision extends beyond that. We want to link our systems in the long run in a way that all data will be available at any time and of a quality that is needed. This is not only about financial benchmarks but especially about operational data from the Warehouse Management System or the Transport Management System. We are working towards being able to control our business even better and with greater precision.

“We wish for our employees to feel comfortable working here and enjoy coming to work”, Felix Fiege says.



A final question: What are your wishes for 2022?

Felix Fiege: We wish for normalcy to return. More specifically, that we will practically no longer have to experience any serious cases of Covid-19 because the rate of vaccinations is increasing and the percentage of those infected is falling. We wish for our projects to be as successful next year as they were this year. And that our employees feel comfortable working here and enjoy coming to work. Hopefully we will be able to achieve this every day a little more.

Jens Fiege: As a passionate football fan I would like to add that we are hopeful about finally organising the Soccer Cup again and being able to celebrate to the max with many employees afterwards. We owe this specifically to our colleagues in Reckenfeld who secured the right to stage the next tournament following their win the year before. They have been waiting to stage this game for a very long time now. They more than deserve their home match – and we can't wait for it to take place! ●

A FEW PERSONAL QUESTIONS FOR OUR CEOS



Jens Fiege



Felix Fiege

Who decorates the Christmas tree at home?

“My wife and my children are better at that than I am and do so with great dedication. But the tip at the very top, that's my job. However, that's only because I am the only one who can reach that high.”

Who organises the gifts?

“My wife gets most of them. But when it's about technical things, it's my turn. And it goes without saying that it's smart move if I'm the one to get the gifts for my wife.”

Online or in town?

“I enjoy going into town and allow myself to be inspired. I tend to head out without any special destination and return with much more than I had planned. If ever I do buy something online then ideally directly from one of our clients.”

Who decorates the Christmas tree at home?

“We have a clear division of labour: Our children do the lower twigs, further at the top my wife and I come in.”

Who organises the gifts?

“My wife and I tend to organise a lot together. Otherwise, it's about who happens to have a great idea. The extended family discovered Secret Santa a few years ago, in an attempt to avoid a flood of gifts.”

Online or in town?

“I must admit: largely online. Although I enjoy strolling down the high street of Münster or Greven, the Internet is hard to beat when it comes to being practical – and if you have something specific in mind, you will find things incredibly fast.”

To grow and to prosper

The volume of logistical space has clearly increased in 2021. As one of Germany's leading logistics real estate developers, FIEGE has also initiated exciting new projects and improved existing properties. Here an overview from our Real Estate Development team:

ZÜLPICH

After eleven months of construction only, we launched operations at our new Healthcare logistics centre in Zülpich at the beginning of July. Based in the tri-city area of Cologne-Bonn-Aachen, our multi-user centre is ideal for storing and supplying medical products throughout Europe. The modern property has been certified to German Sustainable Building Council standards, features charging points for electric mobility, is equipped with high-efficiency LED lighting and cross-building control systems plus a photovoltaic unit. Its contemporary architecture facilitates the flexible adjustment to various client needs.



- Area: 54,000 square metres
- Start of construction: August 2020
- Completion: June 2021
- Launch of operations: July 2021
- Project partners: Goldbeck International (general contractor), Jürgen Schlake (planners), LIP Invest (investor)

GENGENBACH



- Area: 40,000 square metres
- Start of construction: September 2020
- Completion: August 2021
- Launch of operations: September 2021
- Project partners: Bremer AG (general contractor), Krüger Consult (planners), LIP Invest (investor)

Operations launched at our new multi-user centre in Gengenbach in the Land of Baden-Württemberg in early September. Four warehouse sections accommodate clients from a range of sectors, including a big tyres maker. The modern property meets the gold standard by the German Sustainable Building Council and is moreover highly suitable for third-party uses. Next to a photovoltaic system, the new building's infrastructure caters to electric mobility and features LED lighting as well as a building control system.

PEINE



- Area: 37,000 square metres
- Start of construction: February 2021
- Completion: January 2022
- Launch of operations: January 2022
- Project partners: LIST Bau Bielefeld (general contractor), Krüger Consult (planners), WestInvest (investor)

Peine will be home to a multi-user centre that is in its entirety to be made available for third-party use. The three-part logistics centre offers next to 30,000 square metres of warehouse space a mezzanine floor of 5,300 square metres plus 1,800 square metres for offices and communal rooms. Thanks to its convenient accessibility to the nearby vital East-West (A2) and North-South (A7) motorway interchange, the DB mega hub in Lehrte as well as the Hanover-Langenhagen airport, the location promises growth for businesses with both existing accounts and new clients in the metropolitan area of Hanover.

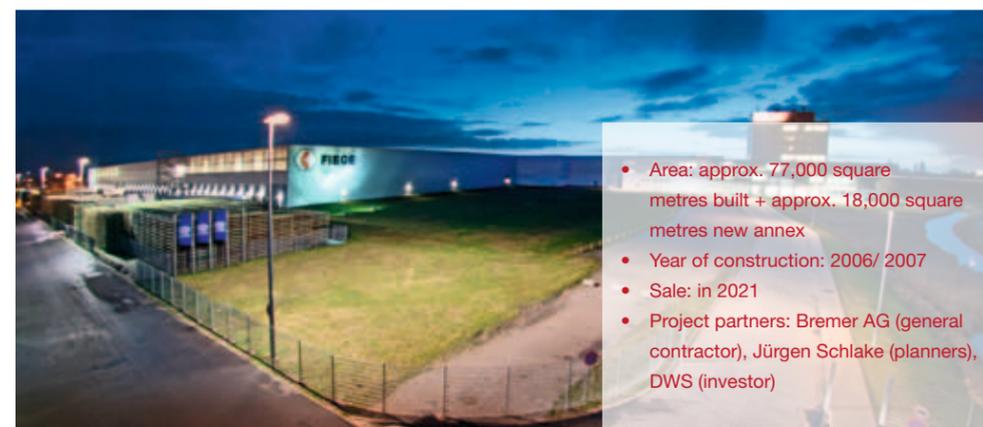
IBBENBÜREN

The Ibbenbüren mega centre will have three new warehouse segments. The facility started operations in 1992 already. Its 155,000 square metres of logistics space cater to clients from the fashion, consumer goods, industrial and healthcare sectors. The expansion will allow us to live up to our own growth ambitions while meeting our client's respective needs with an even greater level of customisation. Ibbenbüren will therefore remain a central location for omnichannel fulfilment.



- Area: 28,600 square metres
- Start of construction: June 2020
- Completion: June 2021
- Launch of operations: July 2021
- Project partner: Klebl (general contractor)

HAMBURG



- Area: approx. 77,000 square metres built + approx. 18,000 square metres new annex
- Year of construction: 2006/ 2007
- Sale: in 2021
- Project partners: Bremer AG (general contractor), Jürgen Schlake (planners), DWS (investor)

In July 2021 we sold our Hamburg logistics facility Spectrum to DWS. At the same time, we signed a contract for the long-term leaseback to connect with the strategically crucial hub of Hamburg. With this step we give our clients and employees on site a secure prospect while simultaneously boosting other FIEGE projects. By 2022, the property to Hamburg's south-east near the A1/A25 motorway interchange is to be expanded by around 18,000 square metres spread across two storeys.

PORTA WESTFALICA

In Porta Westfalica we will be building a new logistics service development for Grohe AG. Grohe AG will occupy the property located in the immediate vicinity of the production site long term. Situated right in the heart of the promising logistics region where the river Weser breaks through, in between Bielefeld, Osnabrück and Hanover, this location offers ideal conditions, also because of its proximity to the OWL RegioPort. A right to build was created for the property under a project and site development plan. The warehouse is also suitable for third-party use. Next to numerous quality ecological measures such as the planting of trees, greening of the façade or irrigation by reservoir, comprehensive noise reduction measures were also implemented. The logistics centre is certified to German Sustainable Building Council standards and connects directly with a main access road.



- Area: 30,000 square metres
- Start of construction: November 2020
- Completion: November 2021
- Launch of operations: July 2022
- Project partners: Grohe AG (leaseholder and user), Köster GmbH (general contractor), Values Institute Partners (investor)

ZAANDAM



- Area: 42,900 square metres
- Start of construction: October 2021
- Completion: August 2022
- Launch of operations: August 2022
- Project partners: Goldbeck Nederland B.V. (general contractor), Clarion Partners Europe (investor)

In Zaandam, Netherlands, north of Amsterdam is where we will be building a new logistics facility. The property is to double as the head office of our subsidiary, FIEGE B.V. and features four warehouse segments to consolidate a large part of our customer business. The neighbouring container terminals at Zaandam port as well as Amsterdam Schiphol airport mean this location is an ideal hub in one of Europe's strongest economic regions.

A fresh new look for the FIEGE Campus Schmedehausen

The 13,500 square metres large area has just been renovated and houses central departments of FIEGE.

George Rickey's sculpture Three Rectangles Horizontal Jointed Gyrotory II is one of many artistic highlights on display at the new FIEGE Campus in Schmedehausen.

Inviting offices and appealing communal rooms, idyllic greenery, and perfect accessibility: the new design for the FIEGE Campus in Greven's city district Schmedehausen has a lot to offer. It comes as no surprise since the renovation focused specifically on how employees could benefit from design changes. The Old Fire Brigade even has showers, making a quick dip in the Dortmund Ems canal on hot days a tempting offer.



Where FIEGE comes from

Domhof, formerly a part of the old vicarage named *Heilige Schutzengel* – holy guardian angels – has long been held by the Fiege family and at times even served as a home. A training centre will be built here soon. Right next door is the old school which was converted into a modern office wing a few years ago. Old classrooms have become meeting rooms where FIEGE's Omnichannel Retail business unit has been headquartered since 2019. The recent final building phase saw the renovation of the Old Fire Brigade. Some 40 colleagues from

FIEGE Real Estate have moved into the building. It is not only because of Covid-19 that working models are expected to be more flexible so that variable office stations can be booked by app. The cosy kitchen and the terrace BBQ are appealing spots for sharing lunch.

Sheltered space for modern art

Since early June, the oeuvre titled Three Rectangles Horizontal Jointed Gyrotory II has found a new home in Schmedehausen. The sculpture by the

American artist, George Rickey who Lisa and Dr. Hugo Fiege knew personally tells a special story. Set up three times in front of the company headquarters at the Münster/ Osnabrück airport, it had to be taken down just as many times because of the strong winds that visit the ten-storey tower. The work of art is now making its fourth attempt to find a permanent home in the sheltered corner at the Domhof. Rickey, who passed away in 2002, would surely be thrilled to see the kinetic windchime painting images made from the movement of air at the FIEGE Campus.

FIEGE delivers for LANDI

For roughly 15 years now, FIEGE has been a strategic ally of LANDI Schweiz AG. In this interview, Head of Logistics Daniel Petermann explains what this collaboration comes down to.



What convinced you about FIEGE?

Being highly reliable was a central criterion for us. Depending on their size, LANDI stores must be supplied between once and three times a week for which up to three lorries are needed per drop. Also, we need a flexible partner who can handle our peaks in spring and more specifically, before public holidays. FIEGE's materials planning team is highly experienced and a large share of the logistical and driving crew have been working there for many years. FIEGE employees feel committed to our company.

How has the co-operation evolved over the past years?

At the beginning of this partnership, our turnover was around half a billion euros. In the meantime, this figure has almost tripled. In order to handle this from a logistical perspective, we set up a high-bay store with some 55,000 pallet spaces in 2008, which was followed by an automated container storage system six years later. On site, FIEGE's job is to ready and load picked orders for shipment as well as the Switzerland-wide distribution – these days, parts of inbound logistics have been added to the range of services performed for us. Over 60 lorries leave the premises every day, which amounts to around 500,000 pallets per year.

How would you characterise the partnership with FIEGE?

Since we handle around 60 per cent of our warehouse operations in Dotzigen, FIEGE is a system relevant partner for us. Openness and efficiency form the central pillars of our collaboration. We are able to mutually push one another to achieve our best, thus ensuring continued improvement and sharing growth. By now, FIEGE has taken over a range of services for us at other locations, too. ●

Mr Petermann, LANDI is a well-known name in Switzerland, but here in Germany not necessarily so. Would you help us out a little?

LANDI's 270 stores are located primarily across the countryside in Germany and the west of Switzerland.

They stock around 13,000 items for people's daily needs. LANDI stores are part of LANDI's 183 cooperatives and stock companies which form a consortium together with the fenaco cooperative. fenaco supports agriculturists in developing the financial side of their business. fenaco uses the agricultural products, amongst other things, to produce quality beverages and foods which are marketed via a range of channels, including LANDI's retail trade. LANDI Schweiz AG acts as a services organisation for LANDI stores and as such is also responsible for their logistics.

You have trusted in the services of FIEGE for many years. How did this come about?

Previously, we managed several small warehouses to ensure the supply of LANDI stores. The considerable growth of our business led to our decision in 2007 to invest into the expansion of our central warehouse in Dotzigen. A strategic ally was sought for the national distribution and we quickly found a perfect match in FIEGE. We have not regretted that decision to this day.



PARTICULARS

Daniel Petermann
Head of Logistics, LANDI Schweiz AG

One app for all seasons

Our Central IT department has developed an app for the FIEGE Business Intelligence Portal (FBIP). The digital solution is a convenient go-to tool for many different fields of application.

Digitalisation within logistics is steadily progressing. FIEGE also tends to use mobile terminal devices more frequently to ensure high process reliability and to further lower failure rates. "Digitalisation and innovation are two central pillars of our corporate strategy. We aim to keep pace with both the times and our clients and, in connection with this, want to add value to their business", says Nicolas Anson, IT Project Manager at FIEGE. A crucial component here is the flexible app for the FIEGE Business Intelligence Portal. User-friendliness paired with the possibility to conveniently implement the app were key criteria in its development. "The app has purposefully

been designed so that only the app's basics need to be installed by a colleague from IT", Anson explains. The user itself can then modify all other settings and add any specific fields that are to be captured. The app thus caters perfectly to a range of very different areas. "In principle, the application works like Lego building blocks", the project manager adds.

Home run for the tablet

In Melle, for example, the app is used for quality control purposes. FIEGE stores, readies, and packs semi-finished products for quality drawer systems, sliding door systems, and folding door systems for the international manufacturer of furniture fittings, Hettich. The Branch Manager Maik-Eric Finger tells us: "Around 6,000 outbound parcels leave the conveyer here every day and they

all need to be packed accurately and labelled accordingly." To document packaging more effectively, processes were digitalised using tablets in combination with the FBIP app. Snippets of paper bearing hand-written notes have since been a thing of the past. "We have a proven track record of lowering the failure rate and consequently, the number of complaints. By tapping into the high volume of available data, we also benefit from more transparent process flows", Finger says.

Recording damage, and lean management

The locations in Biblis in southern Hesse as well as in Apfelstädt near Erfurt use the app to record damage to the racks and parts of the building or to document audits on warehouse cleanliness. The Healthcare business unit applies the app in Kassel to log problem cases, returns, and complaints. And even the Executive Board uses the app, according to Anson: "With the Lean Management team, we are working on a platform that uses the app to centrally record Kaizen and 5S topics and design a more digital, sustainable, and leaner process chain." ●

Goodbye to piles of paper notes: FIEGE in Melle uses the tablet version of the FBIP app for quality control purposes.



Pioneering eco-logistics for a quarter of a century

In the early 1990s, FIEGE devised the pioneering business concept of resource-friendly contract logistics. The company's then managers, Heinz and Dr. Hugo Fiege, received the Eco-manager of the Year award for this in 1996 – a prize whose effects can be felt to this very day.



We meet with Dr. Hugo Fiege in his office on the ninth floor of the FIEGE system headquarters from where the view extends to the neighbouring Münster/ Osnabrück airport. Even though he retired from activities in 2014 and passed the reigns of the company to his son, Felix Fiege and his nephew, Jens Fiege some seven years ago now, the 72-year-old maintains close ties with the FIEGE Group even today. "Being part of a family business means that you never really leave", he says, smiling.

For 41 years, between 1973 and 2014, Dr. Hugo Fiege was part of the fourth generation to spearhead the family's own business together with his brother, Heinz Fiege (at FIEGE since 1967). During this time the siblings managed to grow the Greven-based enterprise into one of Europe's leading contract logistics providers. At the end of the 1980s, they had the key idea for their success story: "At the time we decided to turn our backs on the genuine transportation

PARTICULARS

Together, Heinz Fiege and Dr. Hugo Fiege turned the FIEGE Group into a leading European logistics enterprise.

of goods and instead, to offer integrated supply chain concepts", Dr. Hugo Fiege recalls.

Same-level supply, low-level environmental impact

At the heart of the successful model were huge logistics centres, to increase the transport volumes per destination. "According to our theory, they had to span a size that would ensure that the weakest routes in the various regions would always fill one full transport unit in the least", Dr. Hugo Fiege explains. The concept premiered in 1992 with the opening of the FIEGE Mega Center in Ibbenbüren.

In parallel with this, FIEGE moved large parts of the required transport volume to the railways. "Here, too, the mission was to cover target areas only with full loads and split them on

site", Dr. Hugo Fiege says. The simple yet efficient idea quickly showed its significant impact: "Consolidating helped us to cut the transport volume for our clients by up to 20 per cent which clearly reduces both the impact on the environment as well as costs", he tells us.

Disruptive approach to logistics

The pro-environment, budget-friendly business model shook the sector like an earthquake. And even the clocks at FIEGE have been ticking differently ever since. "At the time we were still a small business that served clients operating predominantly in the mid-sized sector", Dr. Hugo Fiege comments. The innovative logistics concept then attracted a totally new customer segment unidentified at the time: "Suddenly, leading DAX groups were knocking on our doors and

signed contracts with terms of up to ten years."

The strong demand-centred growth called for quite the expansion of existing structures. In no time, new premises were built, and competent staff engaged. "At the time, we were most likely one of the fastest growing logistics companies in Germany", is how Dr. Hugo Fiege summarises the situation. >



Distinguished: Dr. Hugo Fiege (l) and Heinz Fiege received the Eco-Manager of the Year award in 1996 from the WWF Deutschland foundation and the financial magazine, Capital.



In-company workstream: FIEGE employees are pushing sustainability from within the company.

WE ONLY HAVE ONE PLANET

Millions of bottle caps are produced every year. The small crown caps made from tin seal beverage bottles airtight. Once they are no longer needed, they tend to land in the bin. However, not so at the logistics centre in Unna in Westphalia. Nicknamed 'sleepy heads' because they look like nightcaps from back in the days, the caps are collected here. "In the beginning we had associations, private individuals, schools, businesses and beverage stores join us. The Unna branch then internally decided to join the bottle cap campaign titled 'We don't talk – WE act'. In the meantime, our colleagues from Dortmund are also on board", so the pleased response of Ina Wunder. She called the project to life in 2013 and ever since has been dedicating herself to the campaign with fervent energy.

Ecological and social

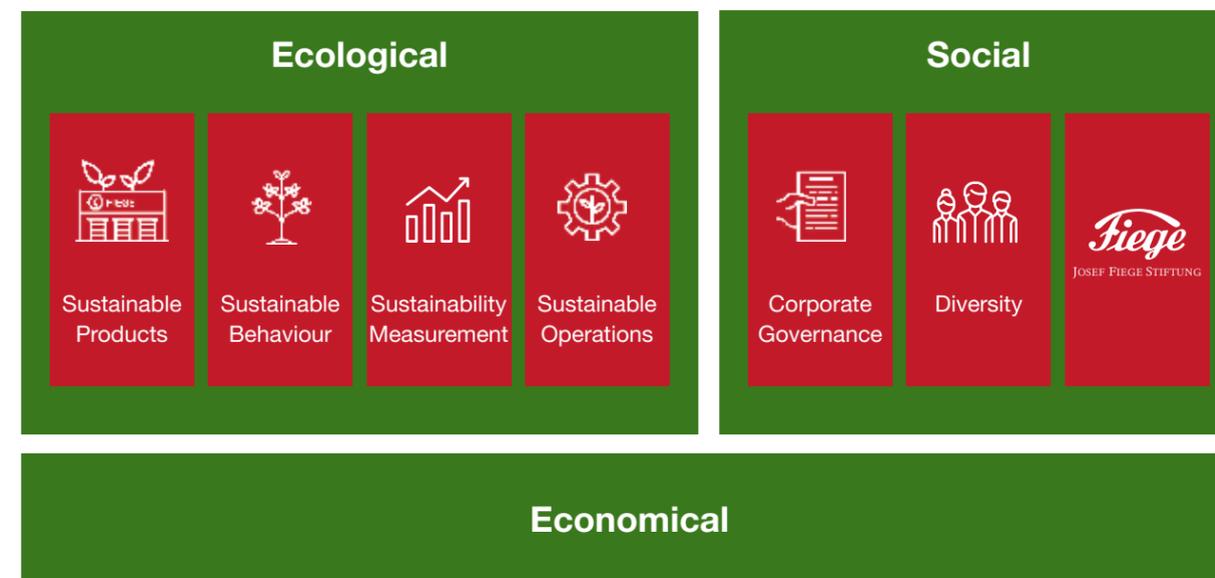
The bottle caps are sold to metal traders for reuse. All proceeds are donated to Unna's outpatient hospice service for children and adolescents. Just over two tonnes were collected in the first year. In 2020, 48.5 tonnes worth EUR 9,000.00 were harvested. The total amount amassed for a good cause comes to EUR 25,520.00 – plus, recycling the caps positively impacts the environment. "We hope to increase that figure even more this year. Things are looking good so far", the initiator says.



Make them join

FIEGE has compiled this and other projects under its Waste Control Challenge which allows employees to commit to a more sustainable use of resources within the company. The Sustainability team gathers all ideas and makes them available to the entire organisation, as Kristina Haselmann, Manager Corporate Sustainability at FIEGE explains: "Many of the ideas can also be used at other locations or even at home. We wanted to say thank you for the initiative and motivate all colleagues to join in." Ten projects, which also includes the bottle cap collection campaign in Unna, have been chosen as winners. The applicants received a Zero Waste package as a small surprise.

The FIEGE Ecosystem



Distinction for sustainable entrepreneurship

The drastic growth and the concept of eco-logistics quickly made FIEGE the talk of the town even beyond the logistics industry. In 1996, exactly 25 years ago, Heinz and Dr. Hugo Fiege received the Eco-manager of the Year award from the WWF Deutschland foundation and the financial magazine, Capital for their pro-environment actions.

With the honours came access to a fine circle for the siblings: "The years before, the award had been given to great leaders of major groups such as August Oetker (Dr. Oetker), Hans-Dietrich Winkhaus (Henkel), Carlhanns Damm (AEG) or Hans-Olaf Henkel (IBM)", Dr. Hugo Fiege explains, adding: "We felt and still feel very honoured to be regarded as a model to society at this level."

Empowering employees to become eco-managers

The role of Dr. Hugo and Heinz Fiege as pioneers of eco-logistics which

even became a registered trademark more than 25 years ago is still clearly felt at the company – if not stronger than ever. Last year, FIEGE introduced a three-dimensional sustainability approach: Martin Rademaker, member of the Executive Board at Fiege, details the objective: "We are working on an overall vision which will consolidate all our activities in this realm. Our thoughts span an ecological, economic, and social dimension in this regard."

The development is advanced via an in-company workstream that encompasses employees from many different areas and management levels of the company. For those in charge, it is specifically important to integrate colleagues. "Within the FIEGE Group there are many fascinating projects already that we are not always fully aware of. It is our declared goal to centre this pan-organisational knowledge and free new resources for sustainable initiatives", Rademaker explains.

All in the same boat

A feeling that seems very mutual, so the talks and project groups seem to

suggest: We are all in the same boat and a common goal is beginning to emerge. Even from the customer's perspective, the need for sustainable logistics is growing steadily. Although no longer in its infancy, there is still plenty that needs to be done. Rademaker summarises: "We are aware that we are far from perfect. But we have set out on this journey together, to lastingly change tomorrow's logistics." The brothers Heinz and Dr. Hugo Fiege took the first steps of this journey a quarter of a century ago already. ●

Fiege

JOSEF FIEGE STIFTUNG

Responsibility for man and nature



PARTICULARS

Martina Schlottbom
Member of the executive committee
of the Josef Fiege foundation

As a family business, social commitment is especially dear to us. In our interview, Martina Schlottbom looks back on a diverse year.

for a clear focus in order to distribute the foundation's funds as best as possible and sustainably.

Which projects have been promoted so far?

Many campaigns, like the building of a sandbox or the redesign of green areas which we wanted to carry out with our principal partners, Vinzenzwerk Handorf e.V. and Kinder- und Jugendhilfe St. Mauritz in Münster, unfortunately fell victim to Covid-related contact restrictions. And even the offer of internships for youngsters during their professional orientation phase could unfortunately not take place at our locations. We therefore decided to limit our actions to financial measures and gave away around EUR 160,000.00 in donations. Beyond this, we donated pre-used notebooks which were greatly welcome to home-school children and young people. The notebooks also allowed them to keep in touch with family members via video conferences. And then there was the disastrous flood in summer, where quick help was urgently needed.

Are new ideas already being planned?

First, it is important for us that the campaigns that were cancelled have

only been postponed, and not called off. Conditions permitting, we will be starting with the planning of projects soonest. Currently, we are yet again involved in the Christmas campaigns of various social services in Greven and Münster. Our employees donate gifts to children and young people who are cared for by these facilities. The children's wish lists which decorate our wonderful large Christmas tree in the reception area of our system headquarters every year were snatched up quickly, just as all the years before.

Once again, the Josef Fiege Stiftung will be conferring a Volunteer Award. What does this distinction stand for?

Our objective is to encourage a social commitment on behalf of our colleagues. Many of our employees volunteer in their free time to support children, the adolescent, integration and environmental protection, or work at associations. We think this is great and wish to encourage them and thank them as a company for doing this. A donation worth EUR 1,000.00 can be won for their respective project as well as two special days off work. We called this award to life on the occasion of the 20th anniversary of the foundation in 2018. ●



FIEGE gifts its favourite jersey

The main sponsor, FIEGE auctioned off the logo area on the Preußen football jersey to benefit children and youth welfare help services in the Münsterland.

It was the grand finale which, although satisfying from a sportive perspective, was hit hard by Covid. For the last two home matches in the regional league of the 2020/2021 season, FIEGE cleared the sponsor area on the jersey of the SC Preußen Münster for a good cause. "At the start of the season, we pledged our support for the tradition-steeped club following its relegation with the intention of helping the very region that we are from. We wanted to fulfil this promise", says Martin Rademaker, member of the Executive Board of the FIEGE Group. Clubs and organisations could vie for the spot freed on the jersey provided that their mission is to help children

and the adolescent in the region. "We wanted to set a sign with our campaign for the many who are committed to helping society here at our home. Since the youngest amongst us were hardest hit by the Covid-19 pandemic, our focus centred on helping children and young people", Rademaker explains.

The response was so big that the jury consisting of the company's and the

club's management had their hands full with shortlisting six finalists from the many candidates. In the end, the decision was made in favour of Förderverein Pelikanhaus Münster, a booster club from Münster; Kinder- und Jugendhilfe freiStil, a child and youth welfare service; Initiative Fußballfans gegen Krebs, football fans who are united in the fight against cancer; the hospice service Königskinder; the child and youth welfare service Outlaw and the association ROCK YOUR LIFE! Münster. With roughly 39 per cent of the votes, the association of football fans against cancer came first following the online vote held on Instagram and the FIEGE website.

After the campaign matches against Fortuna Cologne and Rot-Weiß Oberhausen, the special jerseys were auctioned off on eBay. An amazing EUR 6,833.70 were made at auction. After co-ordinating with the SCP and Fußballfans gegen Krebs, the proceeds were donated to the Münster-based relief group for children with cancer. The chairman Jan Schneider comments: "We are thrilled to receive this donation. We will pass the funds directly to the paediatric oncology ward at Münster's university clinic to help further improve the care options and create a slightly more normal routine for children going through a difficult phase in their lives." ●

Handing over the cheque (from left): Martin Rademaker, Executive Board Member of the FIEGE Group, Christian Schliephorst, Fußballfans gegen Krebs, Jan Schneider, First Chairman Kinderkrebshilfe Münster e.V., and Nicolai Remberg, player at Preußen football club.



More space for fashion, healthcare, and consumer goods



Unilever's old production tower had to make way for the addition to FIEGE's Vienna branch.

FIEGE Austria is adding on. As of spring 2023, the Vienna multi-user centre situated directly in the heart of the city will add around 36,000 square metres of extra space for clients operating in a variety of sectors.



crossroad no. 7, i.e., on 7. Haidequerstrasse.

Before the acquired site can become home to a new warehouse, the old, derelict production tower of the British consumer goods group Unilever had to be demolished. Demolition works started in October 2021 and construction of the new set-up is expected to begin in April 2022. "FIEGE Austria is the product of a 1997 outsourcing project by the Austrian Unilever branch, making this a highly symbolic moment", Jahn reports. For the construction work, FIEGE partnered with Neumayer Projektmanagement GmbH.

Warehouse space will double in size

The add-on with its two levels will create around 20,000 square metres of additional storage area and is expected to be completed in March 2023. The management and offices will also move to the new wing. "The flexible location is just perfect for companies, regardless of their size or sector. We devise future-forward logistics concepts for our clients that accommodate the entire supply chain. FIEGE Austria thus covers the growing demand for near-city logistics capacities and counters the trend of scarce warehouse space", Jahn adds. ●

Europe-wide, all-in-one solutions combined with ideal access to Austria's traffic infrastructure – thanks to years of experience and an excellent location, FIEGE Austria GmbH is the reliable logistics partner for clients from a range of industries. From warehousing to distribution and transportation, to complex value-added services, the family business from Greven in Germany offers a broad product spectrum in the Austrian capital. "To expand our services offer and create even more space for

portfolio clients and new customers, we will be expanding our Vienna headquarters located in the immediate vicinity of the city", says Michael Jahn, Managing Director at FIEGE Austria GmbH.

Acquisition of site and properties all cut and dried

Since the beginning of the year, FIEGE has held title to both the existing site and the adjacent plot which is to be used for the annex planned on

News from the Far East



For just under two years, Marc Austermann worked as a Project Assistant to the Executive Board. He is now about to swap the FIEGE system headquarters in Greven for FIEGE's co-working space in Shanghai. Goodbye, Westphalia – hello, Far East. Also on board: the spirit of adventure and clear-cut goals.

Marc Austermann is quick to answer the question about what attracts him most about his new assignment. "Jumping in at the deep end", the 33-year-old replies. "Internationality, a different culture, the experience of living abroad in a country that will have a huge impact on us and our future." Austermann is jumping in at the deepest possible end. On a personal note, he will be leaving his home town Münster while professionally, he will bid farewell to FIEGE's system headquarters in Greven, only to board a plane to China after having worked for around two years as Project Assistant to Felix Fiege – swapping Greven for Shanghai. Or the Ems and Aa for Huangpu and Suzhou. Its population of 15 million in the inner city alone dwarfs the roughly 450,000 people living in the entire district of Steinfurt. That doesn't just sound like an adventure – it is an adventure. "It is this very thirst for adventure that I immediately connected with when I was presented with the offer to go to China and join our Far East business unit", says Austermann. "I got all excited and said to myself: If I don't do this now, when will I?" He has always enjoyed travelling and even spent a semester studying in Canada, while other countries visited include England and Israel. "And now China. That is a totally new culture for me, completely new beginnings. A far cry

from my usual comfort zone. But I am totally up for this."

Yet the former business management student is fully aware that every good adventure tends to also come with its very own obstacles and challenges. Currently, travel restrictions are the biggest issue. "Because of the Covid-19 pandemic, it is not yet clear when I will receive my visa. I may be heading out any moment now, or I may have to wait until February." That would at least come with the benefit of being able to spend Christmas at home with his parents and siblings. Quarantine regulations mean that in any case, his arrival will be an isolated affair in one of the world's largest cities. "Still, I am filled with nothing but positive anticipation about what to expect in Shanghai", Austermann says.

Next to many new impressions and experiences this will also include plenty of work and responsibility. "I wish to link our Far East business unit even more closely with our clients and our contract logistics operations in Europe", Austermann explains. He sees himself as something of a bridge between Shanghai and Greven. "It is my goal to build further on existing customer relations together with the team and develop new ones in order to refresh FIEGE's journey in Far East." Austermann will support a team comprised of 150 employees as Head of Strategic Development & Business Integration – for a fixed term of one

year to begin with. "Our people on site are motivated, cool, young and really really good. I greatly look forward to working with my future colleagues." So as not to leave Münster completely behind, he will take his racing bike with him. He wants to explore Shanghai as well as the country and the people ideally on two wheels, he says. That, too, sounds like something of an adventure – and a piece of home away from home. ●



PARTICULARS

Marc Austermann
Head of Strategic Development & Business Integration FIEGE Far East

Intelligent transport optimisation

Smartlane uses algorithms to handle piece goods more efficiently. The start-up's business model won over the venture capital fund, F-LOG Ventures, whose anchor investor is the FIEGE Group.

For a more transparent, efficient, and sustainable future transport sector, many creative minds around the world are busy looking for a fast lane. Monja Mühling and her fellow companions, Dr. Mathias Baur and Florian Schimandl, have found it. All three have developed a software they named Smartlane Transport Intelli-

gence which, based on Artificial Intelligence, automates the particularly complex handling of general cargo. "With the help of cloud-based software, forwarding companies, hauliers and commercial enterprises can significantly reduce their handling effort and establish on-demand resource management", the Managing Director explains.

How does this work? "Smartlane relies on over 250 parameters and restrictions to plan for everything from delivery timeframes to vehicle capacities, right down to the size of the fleet and traffic data as well as individual customer wishes. And all of this is completely automated", Mühling says. While algorithms calculate the ideal tour, self-learning



F-LOG Ventures – the team: (from left) Michael Geers, Tim Gudelj, Tanja Rosendahl and Andreas Pott.

Monja Mühling formed the tech start-up Smartlane together with Dr. Mathias Baur (l) and Florian Schimandl.



components running in the background optimise the complete process. "The software reduces error sources, which mitigates the risks and optimises the costs", the co-founder explains.

A perfect fit

Her idea struck a chord. In addition to first clients, investors such as the Hamburg-based investment company, Next Logistics Accelerator quickly became aware of Smartlane and included the start-up in its first batch in 2018. In August of last year, FIEGE took over NLA KG's majority shareholding and ever since, the fund's management has been in the hands of F-LOG Ventures. A four-member team under the Managing Partners Tanja Rosendahl and Tim Gudelj oversee the future development of the portfolio comprised of 16 companies.

F-LOG developed a special interest in Smartlane's business model. "Optimisation and handling processes are a critical topic in the market", the fund manager says. Considering the shortage of skilled workers, the potential for automation software in this segment is particularly high. "It is about

being able to better control limited capacities in order to generate competitive advantages", says Rosendahl. In March 2021, she and the team decided to independently invest in Smartlane.

Not just financial aid

As a typical venture capital fund, F-LOG takes a closer look at innovative LogTech companies. "We want to generate growth and advance the start-ups jointly with their founders in order to share the success", the expert states. In Smartlane's case, this includes co-investors like venture capitalists Freigeist (Frank Thelen) and Ideenschaft Invest. "We maintain good contact with the industry and are in a constant exchange. That is not only important for our deal flow but also for additional financing rounds of our portfolio companies", Rosendahl adds.

When choosing the investments, the team focuses on companies that are still in their early stages, because this is where the Smart Money approach mostly pays off: "We offer not only capital but also connect the founders with our VC and logistics networks." And this is where FIEGE comes into

play. "With access to our anchor investor's 150 years of experience in logistics, we are an ideal sparring partner for the start-ups which, in turn, are more than happy to take up this offer", the fund manager says.

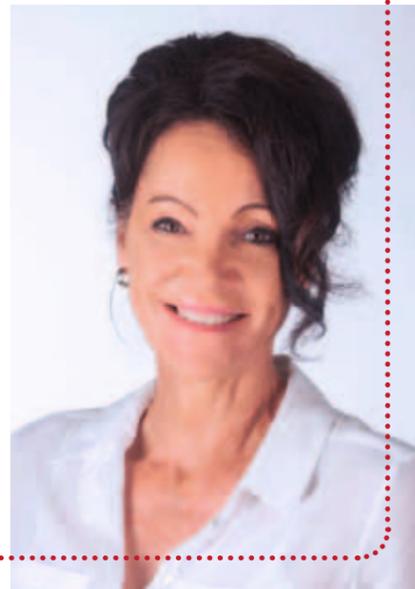
Successful co-evolution

The goal is to grow the companies while they are included in the portfolio over a period of a few years, only to withdraw from the investment in what is called an exit – usually the sale of the shareholding – at a profit. "During the phase of our investment we support the start-up for example with the building of a team, with additional sales channels or the acquisition of more capital for follow-up rounds", Rosendahl explains. Since F-LOG was founded in 2021 only, the team at times feels like a start-up itself: "Our current investments have shown us that our strategy is spot on. We are now intent on becoming more and more professional, on strengthening the team, growing our F-LOG brand, and establishing a name for ourselves in the long run as a venture capital fund that specialises in LogTech", the manager concludes. ●

Girl power at FIEGE

“After studying law, I opted for the logistics industry because the work was extremely diverse and anything but boring. I enjoy working in a team – working under pressure with changing requirements motivates me. My professional career to date has seen me do stints at many different departments within transportation, operations, and lean management, all the way to management. I joined FIEGE in 2014 following a business transfer. Before that, I was a Contract Manager at Ceva Logistics which in 2013 lost their contract with Pirelli, and shortly after me, too, to FIEGE. In hindsight, this proved very fortunate for me because I genuinely enjoy working here. The biggest advantage to my mind is that the company is owner-managed and set up to remain in the market in the long run.”

Sandra Trautmann
54 years old, at FIEGE since 2014 and since 2019 Managing Director of FIEGE Biblis GmbH



The logistics industry is a domain still ruled by men. That’s a real shame! – we thought, and decided to ask four female employees at FIEGE why they wanted to work in logistics.

KEY ISSUE 2022

ADVANCING WOMEN AT FIEGE

FIEGE is driving the advancement of women. A company-wide project will roll out in 2022 with the aim of establishing FIEGE as one of the most attractive employers for women in logistics. From flexible working time models to a fundamental mindset change: different issues, approaches, and ideas are discussed, followed by the formulation of specific action.

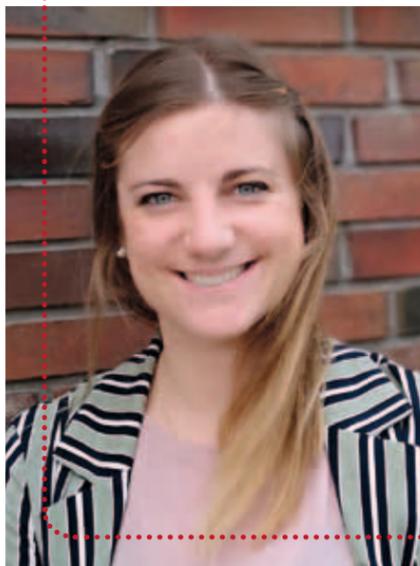
“While I was preparing for my Abitur, I still didn’t know which direction I wanted to take in terms of a job. I listened to different presentations on a range of courses and then came across the subject of logistics at FIEGE. I found the introduction of the industry so exciting that I immediately applied for a traineeship at FIEGE. I completed that in 2016 in Reckenfeld and became acquainted with the possibilities afforded by an Integrated Degree Programme in logistics. The prospect of experiencing something new every day and working in an industry that is future-proof was very appealing to me. FIEGE also convinced me because of its family-like ambiance and development opportunities.”

Maike Schwermann
22 years old, at FIEGE since 2016 and since 2019 an Integrated Degree Programme student at FIEGE in connection with DHBW Lörrach



Alice Viscardi
35 years old, Head of Project Management in Italy, since 2015 at FIEGE Italia

“I joined FIEGE in 2015 after having previously worked as a logistics manager at a fashion company for several years. Whenever I manage a project, it awakens my love of detail. I love dealing with people and connecting with different professions and cultures. When I joined FIEGE Italia I had the feeling that the company – at the time still rather small – was highly future-oriented and wanted to put things in motion – just like me!”



Claudia Elschen-Bartz
52 years old, at FIEGE since 1989 and since 2018 Lean Management and Project Management at FIEGE in Reckenfeld

“During my training some 33 years ago, I immediately knew: This is where I belong! FIEGE is a family business where people see you as a human being. For this reason, I was happy to return to FIEGE following a personal development phase. Organisational skills and a structured approach to work are crucial in the world of logistics, which is especially interesting for me and that’s why today, I am one of three women working in Lean Management at FIEGE. Sustainability is a topic whose relevance is growing daily. I would like to take this further at our location in Reckenfeld. New challenges day in, day out, the diversity of our sector, owning the responsibility I take on, short decision-making channels, a good co-operation between colleagues – that is what I am given here as an employee and what makes FIEGE a special employer.”



FAST & FORWARD 2021: “Together on a mission”

In October of this year, FIEGE invited clients, partners, and friends of the company to join it for its FAST & FORWARD event in Berlin. This year’s networking get-together was dedicated to sustainability.



Finally, a FAST & FORWARD in-present event again! The relief amongst all invitees that had gathered at *Von Greifswald* was clearly apparent. After a Covid-19-induced hiatus, FIEGE’s networking meeting has resumed. This year’s motto: “Sustainable Logistics: Together on a mission!”. “It feels great to be back again”, is how Jens Fiege, CEO of FIEGE, welcomed visitors on behalf of the entire Executive Board and the Fiege family. “We look forward to good talks, an intensive exchange, and fresh ideas.”

The familiar venue turned out to be a great choice. Converted to an event location, the railroad depot is only a stone’s throw away from Berlin-based *Maschinenraum*, Ger-



A friendly hello: Sarah Schimmelpfennig and Jens Fiege formed the prelude on stage to the FAST & FORWARD 2021.

Poetry slam, keynote lectures, couch talks: A diverse programme was presented to the audience.

many’s start-up mecca. “We aim to bring together corporates and young businesses to jointly find and discuss solutions for tomorrow’s logistical challenges”, Jens Fiege said. Moreover, Germany’s International Supply Chain Conference is held not far away. His cousin Felix Fiege, with whom Jens manages the company, held one of the keynotes there the day before.

Poetry slam, keynote lectures, and discussions

The programme started off with poetry slam performer Svea Gross and word poetry that she had written specifically for the FAST & FORWARD event on the topic of sustainability. We are at the eleventh hour, the au-

thor told the audience: “So let’s start looking for ways and ideas to ensure that time never passes beyond that hour.”

Session one

The remainder of the morning was packed with four captivating keynote speeches. Philippe Singer, co-founder and Managing Director at Leaders for Climate Action, explained: “Most >



left
Twice the impact: Dr. Nina Gillmann explained how job sharing becomes a success story.



right
Couch talk is real talk: Helen Tacke of cozero pleaded for sustainability as a business case.

business leaders want to do something – but only a few have a specific plan.”

It is therefore the goal of the entrepreneurial community to provide support to its currently 1,500 members in sustainably transforming their businesses and becoming active influencers in the fight against climate change. The motto here is: “Actions speak louder than words!”

Immediately after, Clara Péron, founder and Managing Director of Value for Good GmbH, came onto the stage and inspired the plenum to a metaphorical sustainability dance. “For many, to think of sustainability as three-dimensional, i.e., ecologically, economically, and socially, is like

changing bed linen. If you pull the sheets too much on one side, they come loose at another”, is the metaphor the native Canadian used to outline the situation. To solve this problem, a clear direction is needed in the shape of goals, KPIs, and the right speed, i.e., an actual-target analysis paired with good monitoring. Those who have that in place can dance their way to implementing new actions, measuring success and, where necessary, readjusting.

Session two

After a brief panel discussion during which some interesting questions were also raised by plenum

members, Marco Voigt, founder and Managing Partner of Greentech Festival, came on stage. Together with his team around the former Formula 1 world champion Nico Rosberg he called the platform to life three years ago. The aim was to offer information about the possibilities of green technology and interconnect expertise from a range of different industries. “We want to be the showcase for the world”, said Voigt who will soon be hosting the festival in London for the first time.

The final speaker addressing the audience was Joelle Ferran. As the Finance & Administration Director at Pernod Ricard, her presentation held in English showed how the French

spirits producer was able to set up various initiatives. Essential in this regard were “clear priorities and top management support, cascaded throughout the organisation”. Both Joelle and Marco answered questions in the debate that followed.

Start-up couch talks in the afternoon

Following a lunch break, two sofas took centre stage: Boussa Thiam, who had guided the audience through the morning programme, invited patrons to join her for start-up couch talks. Helen Tacke, founder and Managing Director of the carbon action platform cozero, pleaded for sustainability as

a business case for which clear targets, budgets, time schedules, action, and KPIs must be established. To her, a Return on Climate Invest (ROCI) should play the decisive role.

Dr. Nina Gillmann introduced her start-up TWISE, which focuses on a tandem-style job sharing model. In essence, it is primarily about women who remain underrepresented in leadership positions as they often fail in their attempt to balance work with family life. Since a collaboration by two persons that each contribute 60 per cent makes up over 100 per cent, the solution for this issue is almost so obvious that it hurts.

The third person to take a seat on the couch was Dominique Ertl. She is the Category & Webshop Manager DE at Motatos. The original Swedish start-up has been fighting food waste here in Germany since 2020 by offering food at cheaper prices online whose best before date is about to expire. To make this Zero Waste business model even more effective, the logistics industry and the packaging industry are both called on.

Hands-on in the afternoon

Following a short coffee break, the plenum split to attend the four hands-on sessions on such subjects as

climate neutrality, ecologistics, diversity, and sustainable behaviour. Using a provocative line of questions, the small groups maintained lively discussions on a range of possible solutions which were presented on-stage afterwards.

Disruption urgently needed

Felix Fiege drew the final conclusion: “To ready logistics for future challenges, sustainable ideas are needed – both in terms of technical innovation as well as regarding the search for creative business models.” Together with his cousin Jens, he wants to hand the family business to the next generation as a climate neutral enterprise. “And today offered many crucial impulses and good ideas to take home with us, which we will sort through in the weeks to come.”

FIEGE & FRIENDS in the evening

After a short break during which the location switched from a motivational think tank atmosphere to an inviting candle-lit ambiance, the invitees came together for dinner and brought the day to a close sipping some cool drinks. ●



left
Hands-on: Small groups discussed a range of possible solutions for more sustainability.

Word wizard: Poetry slam performer Svea Gross had written a piece specifically for the FAST & FORWARD 2021 event.

right
Business before pleasure: FIEGE & FRIENDS all celebrated in the evening.



FAST & FORWARD goes Podcast

In our logistics podcast, we engage with members of FIEGE and the logistics sector to talk about the latest news, trends, and developments. The first eleven episodes are already available on all the usual platforms and there is still much to talk about. Subscribe now!



EPISODE 1: THIRTY MINUTES WITH THE EXECUTIVE BOARD

Martin Rademaker talks about his career, starting as a student of an Integrated Degree Programme to becoming a member of the Executive Board at FIEGE, right down to the strategic direction of the company and the future of contract logistics.



EPISODE 2: GREEN, GREENER, GREENEST?!

How sustainable is logistics? Fátima Batres Bittel, Corporate Sustainability Manager at FIEGE, talks about the company's sustainability strategy and long-term goals.



EPISODE 7: INNOVATION FOR THE MITTELSTAND

What is Company Building? Do businesses need impetus from the outside? How can corporations and start-ups learn from one another? Matthias Friese, Managing Partner at XPRESS Ventures will be answering these questions.



EPISODE 9: VISIT FROM THE TOP

Peter Scherbel has been with FIEGE for 30 years. He started as a Project Manager GDR. Today, he is a member of the Executive Board and shares with us his personal formula for success.



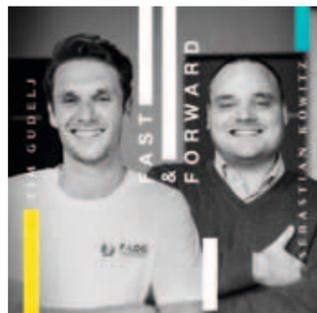
EPISODE 3: HELPING START-UPS GROW

Tanja Rosendahl, Managing Partner at F-LOG Ventures, tells us what venture capital is, and explains its hidden potential and how young LogTech start-ups can profit from established companies.



EPISODE 4: MARKET READY

E-tailing happens predominantly on the major platforms. Tobias Röbig, Managing Director at heyconnect, explains how the full-service provider launches brands on Europe's digital marketplaces.



EPISODE 5: FINDING TREASURES FOR LOGISTICS

Mining, Big Data, and logistics – how do all three go together? Sebastian Kowitz, CEO talpasolutions GmbH and Tim Gudelj, Managing Partner at F-LOG Ventures, talk about data mining as well as their co-operation.



EPISODE 6: LEAN MANAGEMENT

One of the most important gearwheels in process optimisation is lean management. What does that mean? And how do you implement this? FIEGE expert Maj-Britt Pohlmann and her colleague, Magnus Tripler answer our questions.



EPISODE 8: PRODUCT DEVELOPMENT: TREADING ON (UN) FAMILIAR PATHS

Is it possible to standardise contract logistics? What would a respective product look like? FIEGE experts Lena Bohnenkamp and Julius Wegmann tell us what counts when it comes to developing and advancing a product.



EPISODE 11: HIRE, KEEP, AND DEVELOP

What is the formula for success in good HR development? HR experts Bettina Pick and Claudia Scheins demonstrate which tools and processes FIEGE has in place and what is behind the 'FIEGE. THAT'S ME.' slogan.



EPISODE 10: ARE THE DAYS OF DIESEL GONE?!

The transportation industry is thirsting for alternative forms of drives. Which technologies are economical? When does it make sense to switch? Philipp Rose, CEO at Camideos speaks with us about the business model which helped the start-up win the 2021 FIEGE Innovation Challenge.

Our team of hosts:

Sarah Schimmelpfennig: Sarah is Head of Marketing & Communications – brand strategist and communicator at FIEGE, idea driver, creative mind, working mum with two kids and a passionate yogi – if only there was time for that ...

Jens Pommerening: Jens is a Business Development Manager at FIEGE. Within Omnichannel, Jens is the sparring partner for new and existing accounts when the goal is to think logistics forward. Contrary to his everyday doings, he collects vinyl records in his spare time and even has a foothold in that very same world of podcasts.

Tobias Jöhren: Tobi is the Press Officer and takes care of public relations at FIEGE. On a personal note, he is the proud dad of two children. Beyond this, he tries to cut a striking figure on the tennis court. Which is rarely crowned by success – the striking figure, that is.

Sustainable start

There is more to sustainable logistics than electric drives. Even though many cumulative determinants are already in place, there are still numerous areas that call for a radical innovation overhaul. XPRESS Ventures, a Company Builder, is driving this change by connecting scalable business models with the FIEGE network.



PARTICULARS

Matthias Friese
Managing Partner at
XPRESS Ventures

Blockchain, Big Data, sensor technology and Artificial Intelligence: The list of digital technologies that will be key in deciding the future of logistics is longer than a Christmas wish list. “The EU’s climate change goals call for new business models. New businesses and innovations focus increasingly on eco-friendly offers”, Matthias Friese tells us. The Managing Partner at XPRESS Ventures, FIEGE’s Company Builder at *Maschinenraum* in Berlin, and his partner, Adrian Graf as well as his team of Venture Architects are always looking for disruptive company concepts.

“It is our declared goal to systematically promote technology-driven ideas from within the ranks of our own organisation as well as non-company founders and, via access to networks, infrastructures, know-how from the supply chain and engineering, as well as capital, trigger an expansion drive”, Friese explains. XPRESS Ventures focuses on sustainability topics and digital transformation. “Amongst other things, we need to work out new ways and approaches to a sustainable circular economy

which our industry-centric society is having something of a hard time with. As so often, logistics is the decisive factor”, is one of the examples the digital expert names.

E-fulfilment and Last Mile logistics

With *Zenfulfillment* and *Angel bringt’s*, the Company Builder has two young businesses in its portfolio whose core operations centre on logistical services. “*Zenfulfillment* digitalises fulfilment and shipping for e-tailers while the delivery service *Angel bringt’s* makes the last mile more efficient, eco-friendly, and customer-centric by offering personalised preferred delivery dates”, so Friese’s summary.

Both start-ups were formed in 2017 and have since enjoyed support from FIEGE as well as XPRESS Ventures. Operational and growth-oriented assistance in particular is the primary focus here: “We are currently following *Zenfulfillment* in its efforts to attract further top investors and add resources to their management team.” The goal is to jointly create “unfair competitive advantages” at an early stage so as to generate faster

growth and real traction which gives start-ups their much-needed autonomy.

Outside the box

On principle, the focus towards the market has been set very broadly and stretches quite literally beyond one’s nose. “For example, we are also looking at the pharmaceutical segment where we believe our significant market experience in healthcare will allow us to contribute in a manner that will benefit the founding team”, Friese continues. Moreover, the Venture Architects are currently working on business models in fields such as robotics, returns management, CO₂ tracking and Last Mile.

Ambitious goals

Itself still a young enterprise, XPRESS Ventures is at the same time faced with the task of further consolidating its own structures and position in the market. Adrian Graf joined Friese’s team last year as a partner and COO.

The 37-year-old has successfully built start-ups within the marketing, beverage, and eCommerce segment. The serial entrepreneur wishes to pass on his diverse experience gained in Venture Building to junior entrepreneurs. Says Graf: “As passionate business people, a personal exchange with founders is very dear to us. This is just as important for our philosophy as it is for the success of future partnerships.”

Together with Graf, Friese is planning to develop XPRESS Ventures into one of Europe’s leading names in the Log-Tech segment. Sustainability is to play a leading role in the future for this – and Friese dictates the clear direction when he says: “Networking and the analysis of large data volumes provide interesting opportunities when it comes to the evaluation of emissions for commercial vehicles, predictive maintenance, transparency of supply chains or even future-forward delivery concepts via drones. The goal is to exploit such huge potential together with business founders. And the time for this is now!”



PARTICULARS

Adrian Graf
Partner at XPRESS Ventures



Our team’s position is that Germany’s Mittelstand is our Silicon Valley.

We just don’t know it yet.



It pays to learn from clients

FIEGE is defining new product development processes to spot market niches sooner and fulfil its customers' needs more purposefully by drawing on the power of information.

Successful production development is a pivotal factor in scaling business models and advancing new markets and target groups. "That is always somewhat based on experience and intuition. However, we wish to become even more professional in this field", Julius Wegmann, Head of Omnichannel Development at FIEGE stresses. He is in charge of this topic within the Omnichannel Retail business unit.

The declared goal is to learn from and with customers. "The impetus for new product ideas tends to come from the decentralised business unit, practically directly from within the market", Wegmann explains. After all, account managers and sales staff know their

customers and their respective needs best. Yet the journey from genuine idea to mature production ready for market launch is a long one. "To better use synergies here and design a more efficient and faster production development, we are currently working on a FIEGE-wide framework", Wegmann adds.

Easy access to portfolio

The team under Wegmann recently devised a standard solution for eCommerce fulfilment. "The market's demand has been growing which means that FIEGE, too, has been growing strongly. We sought a way to give easy and fast access to our existing

services to new target groups", Wegmann tells us.

FIEGE expects a singular product approach to do away with limiting factors like specific resources required for implementation and time exposure, both typical of customised solutions. "Not everybody needs bespoke clothes. For some, the standard size is the perfect fit. The same often applies to logistics for online stores – especially if companies are new to direct sales", the expert explains.

Learning from each other

Standardised logistics paired with individual services sold separately is an approach also conceivable for other fields. The portfolio will therefore grow gradually. "We are currently working on marketing our digital services for eCommerce away from large-scale projects", the product developer says.

This opens a relatively unknown customer segment for FIEGE. The goal is to learn with and from new customers and build valuable know-how which the core business is also expected to benefit from in the long run. "We are enabling efficient growth and can switch to a customised solution any time as soon as this adds value for the customer in terms of efficiency or new requirements. The decisive advantage is that at that point, we will already be familiar

FIEGE NOW

FIEGE NOW is an offer that gives customers the opportunity to outsource their eCommerce fulfilment fast and conveniently while taking advantage of the strength and experience of a market leader. Without any commitment to a fixed contract term or minimum volumes, operations are ready to launch within a few weeks only. Relevant shop systems like Shopify or Shopware and different carriers such as DHL and Hermes have already been integrated. The service portfolio is constantly growing and is to be made available internationally, too. The offer targets all portfolio and new clients who in the past used mainly B2B channels and have need for scalable, dependable B2C logistics. Between one's own garage and customised large-scale handling, the solution is: FIEGE NOW.

MORE INFORMATION AND FIRST STEPS ABOUT A QUICK START CAN BE FOUND AT WWW.FIEGE-NOW.COM



with the client", Wegmann points out.

Central strategy in the making

Strategic support comes from the head office. According to Lena Bohnenkamp, product development is to be even more strongly data-driven in the future: "With FIEGE NOW we have taken a first step towards a standardised logistics product and want to develop services in the future that are based not only on experience alone, but which can be predicted by tapping data. FIEGE is on a journey to becoming a data-driven organisation – and this is naturally to bear fruit in the field of product develop-

ment." Bohnenkamp's primary focus is on Customer Intelligence (CI). FIEGE understands this as a focus on customers within whose limits the behaviour and the needs of customers are examined more closely and systemically analysed. In the long run this is to improve decision-making by providers and build an even more intensive rapport with business partners.

Currently, the Product Development division is still in the process of expanding. "This is yet another piece of the puzzle that will help us to launch the right product at the right time for just the right target group", Bohnenkamp explains. The future development is definitely something to look forward to.



Employee survey: Because every opinion matters

FIEGE wants to learn about its employees' level of satisfaction as well as opinion and rolls out a company-wide survey for this. The goal is to help identify where FIEGE is getting things right, but also unveil the potential for optimisation, and where change processes can be set into motion.



Following a successful start to 2020, FIEGE once again asked its employees about their opinion in 2021. "It is our belief that feedback makes us better. Courage, honesty, and openness create a solid base for this", Alexander Neudorf, Director Human Resources at FIEGE emphasises.

To reach all employees whenever and wherever they are, the twelve-member international project team comprising colleagues from the Human Resources departments as well as from IT worked together across all hierarchies. The team mapped and analysed the survey using an existing tool that was adapted for the world of FIEGE. Also, an independent reporting dashboard was created to visualise the current findings. The questions were translated into 18 languages to offer colleagues belonging to over 110 different nationalities and working in 14 countries the possibility to partake.

The project was a very special task for the team of Martina Schlottbom, Head of HR Business Solutions at FIEGE: "We managed to implement the entire project using our own input and resources only, without referring to outside service providers. A big thank you goes out to our project manager, Anna Santos Schepers."

Exceeding last year's outcome

A total of ten questions were asked, covering topics ranging from CPD options to feedback culture to leadership qualities. In addition to the questions known from the year before, each lo-

cation and each business unit could add up to nine specific questions to this year's survey to explore in greater detail what employees specifically appreciate, and which areas are facing challenges. In collaboration with the Data Protection Officer, the anonymity of those partaking was secured. The highly positive conclusion: Both the number of respondents as well as overall satisfaction have risen. While in 2020, 63 per cent of the workforce seized the voluntary opportunity to give feedback, that figure has risen to 71 per cent this year. With an average rating of 4.61 out of 6 possible stars (compared with 2020: 4.54 out

of 6 possible stars) even the overall result was outdone. Feedback about employees feeling respected by their superiors and the team spirit at the company being especially strong proved particularly positive. "We are very pleased about the good result and the valuable recommendations from colleagues", so Martina Schlottbom's positive reply.

Ongoing development

Thanks to the feedback from the workforce, it was also established where and how the company has room for further improvement. Based on the outcome from last year's sur-

vey alone, more than 350 actions were developed which have been progressively implemented. For example, Münster now has a network of colleagues who took up their first employment ever at FIEGE. In Boryspil, Ukraine, a manager workshop titled "Constructive Feedback for Employees" was held to promote an even stronger team rapport.

Following the communication of the outcome, first workshops will soon be held in response to actions following the 2021 survey. The project team works across all areas with the colleagues in charge at the individual business units to develop possible further steps.

A look towards the future: The end of a survey is the beginning of a survey

"As a company, we wish to evolve to make FIEGE even better. Against the background of measures derived from last year's survey in many but not all areas, it was our goal to exceed last year's results in these areas in particular. Therefore, we are thrilled about this outstanding result! At the same time, it is our mission to develop more suitable measures across all fields – not only to identify these through ongoing surveys but also to make their effectiveness measurable and visible with the help of regular surveys", Dr. Stefan Thies, Executive Board Member at FIEGE says.



Solving the issue of food waste

Motatos is a start-up that combats the waste of food with the help of FIEGE's know-how in Großbeeren

When Alexander Holz-knecht stood for the first time inside the logistics centre in 2020 where food items were to be stored, he could not picture the 5,000 square metres of storage space ever being filled to capacity. "I will never forget that meeting. Six months later, we needed a new warehouse", the Country Manager Germany working at Motatos GmbH says looking back. The young enterprise has outsourced its inbound and outbound logistics to FIEGE. From the Großbeeren multi-user centre, the Greven-based logistics company has been shipping roughly 80,000 packages a month in year two of the collaboration with Motatos – and the trend is on the rise: "We are planning to double our order volume in 2022", Holz-knecht announces.

Motatos is the international offshoot of *Matsmart in Scandinavia AB*, which was founded some seven years ago. Since Matsmart is a Swedish play on words, a new name had to be found for the branches in Finland, then Denmark, and one year ago

now, Germany. Potatoes, Tomatoes, Motatos – the name fits in with the rest. "The idea behind this is that the word contains a small error but is still great. And the same goes for the food. Some things are not perfect, but still taste great", Holz-knecht tells us.



Around 80,000 Motatos parcels leave the FIEGE branch in Großbeeren every month, and figures are rising.



Foodstuffs that are production rejects or whose best before dates are about to expire are sold at a budget-friendly price – that is the concept of Motatos.

buy from Motatos only, but by including us in their shopping routine, they already significantly avoid wasting food."

Clear goal ahead

The market then definitely exploded over the last six months. "We therefore ignited the next growth stage in autumn", says the Country Manager. In the meantime, its Germany workforce operates with a team of 15 employees. The goal is to add more countries. If the plan works out, Holz-knecht will soon be standing in an even larger warehouse.

The sustainable approach to overstock

Motatos' concept is equally great: Foodstuffs that are production rejects or whose best before dates are about to expire or have only just expired are sold at a clearly lower price online. "Some twelve million tonnes of food are disposed of in Germany every year. We wanted to find a sustainable solution for this overproduction", Holz-knecht explains. The start-up's product range consists of 1,000 regularly changing items. Selling food online comes with logistical challenges. After all, the shopping basket which shoppers fill is complex and on average consists of 30 different products. "This calls for a high degree of flexibility. Thanks to years of experience in eCommerce and the food segment, FIEGE has turned out to be an extremely good choice", Holz-knecht reports. FIEGE's know-how proved particularly invaluable when it came to optimising orders. "A scalable set-up was decisive for us to succeed. We want to grow and need partners for this who can keep up with this development", says Holz-knecht.

Steady growth of pillars

Initially, the German market was viewed with great respect. "We had to gauge which role sustainability plays on the part of consumers", Holz-knecht says, recalling the mental exercises leading up to the past decision. Ultimately, they jumped in at the deep end. "The online shop went live in April 2020 and our development during the first year of business has been fantastic", Holz-knecht adds. The decisive criterion for the company's success was steady, healthy growth in relation to the available offer as well as customers, all while their logistics also had to grow. The FIEGE branch located south of Berlin operates currently on 8,500 square metres of warehouse space. More and more suppliers are welcoming Motatos' business model. "Producers don't make money with us, but we solve their overstock problems", Holz-knecht says, adding that: "Our 200+ suppliers include a few very well-known clients." The Country Manager is satisfied that the circle is growing: "Usually, shoppers don't



PARTICULARS

Alexander Holz-knecht
Country Manager Germany
at Motatos GmbH

FIEGE rolls up its sleeves

Getting vaccinated is the most reliable way out of the Covid-19 pandemic. Together with the respective company doctors, FIEGE carried out multiple vaccination campaigns at several locations.



A quick jab is all it takes. “That’s it, all done”, says the company doctor, Melanie Bubikat. “I’ll see you again in six weeks’ time.” And so, Guido Veltel leaves. He is number 151 on FIEGE’s vaccination list at the Reckenfeld location. This is where the logistics company hosted its own workplace vaccination programme in summer 2021, to offer a jab to as many of its staff as possible, as fast as possible. Fabian Wider from FIEGE’s HR department and in charge of the mission, explains: “In the end, the workplace vaccination programme was a complete success. We are

A quick jab is all it takes: Company doctor Melanie Bubikat vaccinated Guido Veltel (l) against the coronavirus.



Together against the coronavirus: Fabian Wider, Melanie Bubikat, Dr. Gisela Winterberg and Mensud Shabaj (from left) co-ordinate the FIEGE vaccination programme in Reckenfeld.



Organised the vaccination campaign at the FIEGE branch in Essen (from left): Nadine Nicodem, Jennifer Markel, Dr. Charlot McMonagle-Auffenberg, Dinah Damm, Sabine Rolinski, Uwe Bracklow, Sarah Dittert, Mariuta Fartais, Michael Wagener and Jessica Mahr.

pleased to see the campaign being so well received. And working with the Greven company medical centre has been fantastic.” In the meantime, the workplace vaccination programme has been discontinued because there are ample possibilities to get vaccinated at short notice. In total, some 540 persons – FIEGE employees as well as staff from other companies in the region – were inoculated against the coronavirus at the Reckenfeld location. “Last summer’s workplace vaccination programme proved extremely valuable for us as it allowed us to contribute towards containing the pandemic and

coming one step closer to normalcy again”, FIEGE’s Branch Manager, Blazej Janik explains looking back, adding that “for this very reason, we were happy to extend the offer to other local businesses in the area”. To ensure that everything indeed goes well during the vaccination, four staff members from the Greven company medical centre and a further eight from FIEGE took care of everything related to the vaccination programme. From registering to completing the immunisation certificate to transmitting the information to the Robert Koch Institute (RKI), those in charge handled everything.

And even the location in Essen carried out a vaccination campaign. Following the initiative by the Branch Managers, Christoph Ehresmann and Christoph Erwig, the Quality Officer Uwe Bracklow, in co-operation with the responsible company doctor, Dr. Charlot McMonagle-Auffenberg, initiated all the necessary steps. And successfully so: All 150 employees working at the location were immunised during two vaccination initiatives held within one week. “We are grateful for the support we received from admin and thank all colleagues for their willingness to get vaccinated”, so Bracklow’s comments on the past campaign. ●

HEAVY SNOW LEADS TO CHAUFFEUR SERVICE

The vaccination centre in the district of Steinfurt opened its gates in early February. Many of the 27,000 initially eligible for a jab, however, were unable to reach the facility set up at Münster/ Osnabrück airport, which is only a stone’s throw away from the FIEGE system headquarters. The severe onset of winter in the Münsterland region with heavy snowfall and sleet caused traffic chaos. To help as many as possible to get to their appointments, FIEGE decided at short notice to assist the chauffeur service taking people to the vaccination centre with the help from volunteers. From Monday through to Friday – and when necessary, even on weekends – roughly 90 employees who had been released from their work duties for this, used company vehicles to drive to and from the vaccination centre. District fire chief Raphael-Ralph Meier, the liaison officer co-ordinating the transfers within the district of Steinfurt, explained: “When the vaccination centre opened and despite the adverse conditions, roughly 90 per cent of those registered were on site to get their jabs. We received much praise for our chauffeur service which I am happy to pass on to FIEGE.”



Automated overnight stocktaking

FIEGE is testing periodic drone-assisted stocktaking at its multi-user centre in Emmerich.



Checking inventory as a fully automated overnight process without the deployment of human resources and with a perfect data status in the system the morning after? Especially for sensitive markets such as the food and pharmaceuticals industry, this would be an important step since an improved quality of data would reduce negative stock levels and avoid frequently required production downtimes. In March, the FIEGE Engineering team tested a stocktaking drone by doks. innovation GmbH at its location in Emmerich. The company which is subsidised by the EU and

Bundesverband Deutsche Startups e.V. develops drone-assisted logistics solutions for inventory and transportation process flows. For three days, the drone flew through our warehouse at a lofty height – and the outcome was satisfactory.

And so we meet again

The idea of drone-assisted stocktaking is not unknown to FIEGE. “We intensively dealt with this in 2018 already and in that context made the acquaintance of doks. innovation”, Felix Koch, Logistics Consultant at FIEGE recalls. Even then, a live test of the first generation of drones was

taken into consideration. However, from FIEGE’s perspective, the technology was not sufficiently mature: “The multicopter flew only for short periods at a time. Additionally, to switch aisles, the drone had to be moved manually”, Koch says. For this reason, the joint decision was made to flag the project for resubmission at a later point in time and then check the exit hypothesis again.

A lot has happened since, as Julian Wyszynski, Product Manager at doks. innovation GmbH tells us: “We said goodbye to building the drones ourselves and have sourced outside partners for this. That allowed us to focus

Periodic stocktaking in a flash: At the multi-user centre in Emmerich is where FIEGE trialled the stocktaking drone inventAIRy XL, seen here attached to the battery-carrying ground unit.

on the inside, i.e., the sensor technology and software.” The mission to create a completely autonomous drone-assisted operation including charging cycles which would be able to execute stocktaking at manually run warehouses as a fully automated process has not changed.

Innovation: a touch of George Lucas

The deciding novelty of the inventAIRy XL is the ground unit. The small Automated Guided Vehicle (AGV) looks a bit like the R2D2 droid from the Star Wars movies and, just like its famous brother, is an all-round talent: “A battery is inside the intelligent system which helps us supply energy to the drone via a cabled connection. This permits flying times of up to five hours, which is currently second to none in the market”, Wyszynski adds. It was this very argument that let doks. innovation convince the project team, comments Rika Voß, Junior Logistics Consultant at FIEGE: “The obvious advantages gained by combining a drone with an AGV was the decisive turning point.” After resuming talks, the decision was made for a use case. “We like to keep a close eye on promising projects, observe their ongoing progress and evaluate the situation time and again anew”, is how Voß describes the hands-on mentality of FIEGE Engineering.

Drone-assisted periodic stocktaking

The Proof of Concept looked like this: Stocktaking at the warehouse in Emmerich with its 30,000 pallet spaces required three shifts with three colleagues working on site who, however, would only intervene if something went wrong. The drone carried

out the actual job. Stefanie Weßing, Lean Manager at the FIEGE branch in Emmerich, explains: “Normally, we would need considerable personnel resources for this type of work.” The inventAIRy XL and its fitted barcode scanner read and copy the information on the pallet labels. The information is instantly processed and reconciled with the pre-stocktaking level from the Warehouse Management System.

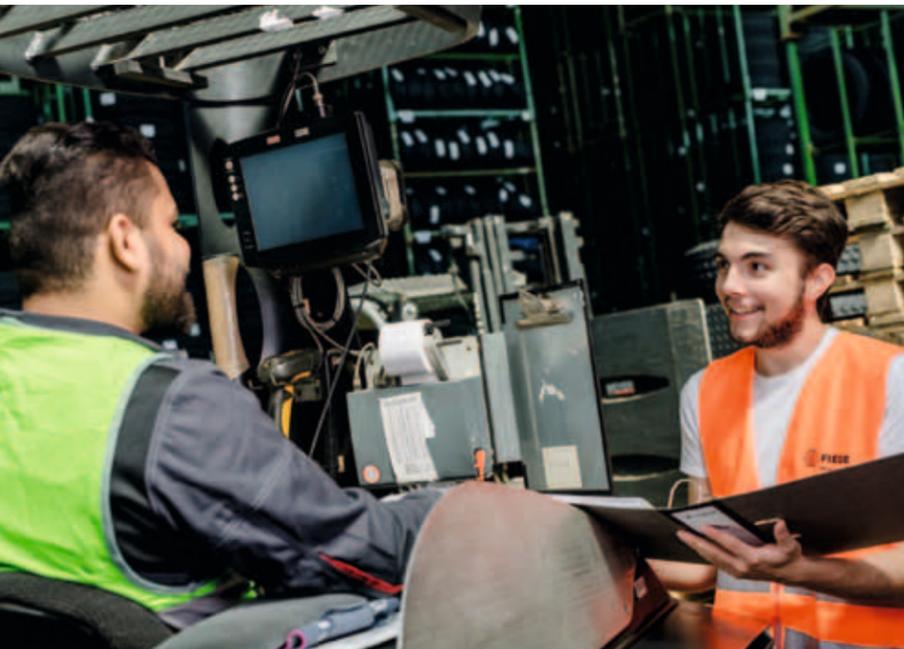
The objective was challenging: Fully automated, error-free stocktaking was to be possible for at least 95 per cent of the warehouse. Any discrepancies were gradually reconciled with the system and corrected or confirmed using the drone’s image data. For around one per cent of the pallet spaces, error reports were anticipated due to incorrect or concealed labels, and for 0.1 per cent due to damaged or torn off stickers. Wyszynski: “In cases like these, we would direct the drone manually to the area again and check the situation.” That is an enormous advantage: “In the past, you would have had to turn the entire warehouse upside down by hand. This always comes with the risk of sending out a wrong pallet, followed by a huge organisational avalanche.”

Innovation: Mission accomplished

The outcome of the Proof of Concept in Emmerich was positive, as Weßing reports: “There were a few minor issues but generally speaking, everything worked just how we had imagined.” And Felix Koch’s conclusion was equally positive: “We have gained valuable knowledge which we will take our time to analyse. Even though the final outcome is still outstanding, we remain positive towards drone-assisted stocktaking.” ●

FIEGE Academy goes big and digital

“Let’s grow! Learn & develop together” is the next-level maxim defining continued professional development at FIEGE. The project initiated in 2020 with this motto aims to establish the FIEGE Academy as an international platform. In future, the entire organisation as well as the booking and implementation of e-learning programmes, right down to in-present training will be possible via the Academy and its affiliated software.



Digitalisation and internationalisation of the FIEGE Academy will enable all employees to access study content whenever and wherever they want to.

The encouragement and qualification of employees have always been a core issue for FIEGE. The previous training programme, which consisted of tried and tested CPD formats that the branches would complement by customising their respective elements, has always been considered the key component. With the launch of the new FIEGE Academy, a big step is about to be taken. Claudia Scheins, Head of Learning & Development and a member of the Corporate HR team under Alexander Neudorf, Director Human Resources, is responsible for the implementation of the learning platform: “Employees are extremely motivated”, so Claudia Scheins’ pleased response regarding the cooperation in the project.

Comprehensive programme

The Academy is more than a learning platform. The improved offer is not



All CPD opportunities are exploited: Next to online training, the FIEGE Academy also offers a hybrid and in-presence learning experience.

only to train employees professionally, but also to help them grow personally and evolve. One of the benefits of the digital tool is that the continued professional education offer has clearly increased. Content relating to different subject areas like IT or cross-departmental knowledge on project management can be prompted there, as can traditional seminars, workshops, CPD programmes and tools for talent management. All employees may access different tutorials regardless of time and place. “By improving availability and adding many internal as well as external training offers, a new central hub has been created which is dedicated to a positive learning experience and professional advancement here at FIEGE”, so Claudia Scheins’ expectations about the Academy.

Greater flexibility on three levels

The platform encompasses a “triad of commitment”, as formulated by those responsible for learning and development. One level leans on a personalised learning path for each employee that is prepared together with the superiors. Another includes mandatory training on such subjects as data protection or the protection of labour, which are now much easier to

schedule. On a third level, the Academy creates space for independent initiatives so that many different formats allow the participants to decide for themselves when and where which contents are to be acquired. However, the Academy is not a genuine online tool only. Instead, all CPD options are explored with the addition of in-presence events and hybrid formats. “Certain topics are simply easier to convey in presence”, Claudia Scheins knows from experience. Therefore, next to training on site at the branches, a local training centre is planned in the medium run as a meeting place where employees can enjoy a shared learning experience.

Decentralised process flows and needs

At the moment, the project’s pilot phase is underway at the FIEGE locations in Mönchengladbach, Biblis, Schmedehausen, Hamburg, and Greven. Over 130 training programmes are accessible through this pilot version. By the end of next year, all employees in Germany are to have access to the learning platform. The gradual inclusion of specific processes and needs by the business units and locations has also been taken into consideration. “We are thrilled to re-

ceive tremendous support from many different directions and are pleased that not only the Executive Board has recognised the relevance of a continued professional development and therefore of our Academy project, but also that the business units and service functions are happy to contribute to this project. And we would like to say thank you to everyone involved”, Alexander Neudorf adds with pride.

A look towards the future

The international roll-out is planned for 2023. By then, capacities should have been created that can tie in the roughly 20,000 FIEGE employees. Simultaneously, the dynamic system is to be further professionalised over the years to come and consolidated with plenty of FIEGE know-how. Ultimately, the new Academy, in light of changing demands, creates innovative and constantly growing qualification offers. This will allow FIEGE to continue to set new standards in competition. By educating, qualifying, developing, and encouraging all employees, a relevant contribution is made to achieve the corporate goals while simultaneously cultivating and strengthening the employer brand.

FIEGE forms strategic partnership with sennder



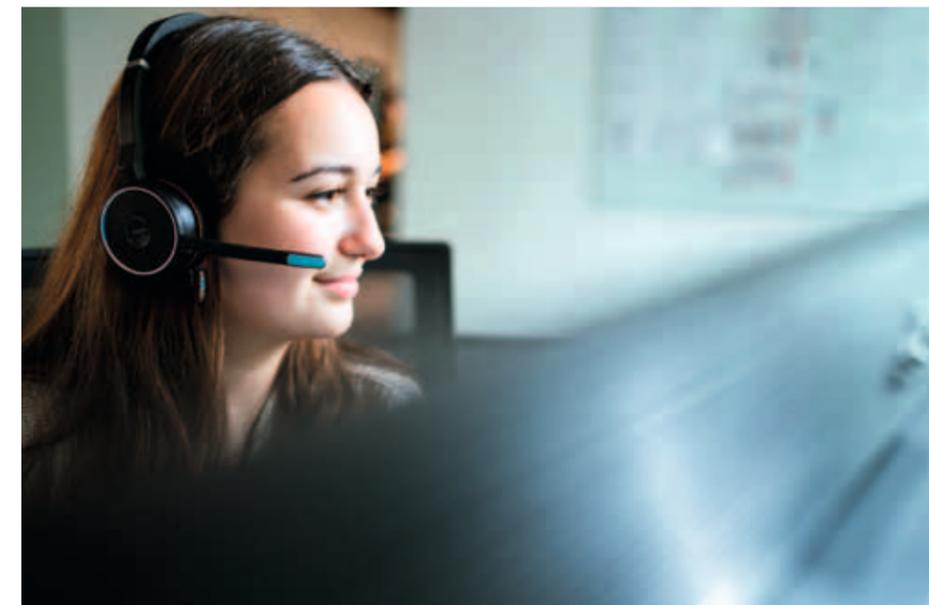
FIEGE invests in the German logistics start-up sennder to take on the role of a strategic partner in the future.

Following the extended series D funding round, FIEGE has invested into the German logistics start-up, sennder. The shareholding in Europe's leading digital freight forwarder presents a further crucial step in the digitalisation strategy of the Greven-based logistics company. FIEGE will act as an investor and strategic partner to the Berlin enterprise. Valued at over one billion US dollars, it has in the meantime risen to the ranks of a unicorn.

New customer service site

FIEGE opened a new customer service site in Essen on 1 October in response to the strong growth in the eCommerce segment.

FIEGE is creating more space to assist eCommerce players with the implementation and growth of their customer service. For this, the Greven-based logistics company has launched a further customer service site in Essen. The site is home to a team of agents who will handle the complete customer service process by telephone, e-mail, chat, or messenger, encompassing everything from production advice and order processing to returns, complaints, and online review management right down to the comprehensive analysis and evaluation of activity reasons. FIEGE offers both standardised entry packages for start-ups as well as bespoke customised solutions for established brands.



Joint venture for efficient tyre distribution



The FIEGE Group has reorganised its tyre logistics in the north of Bavaria and in future will handle transportation on the last mile itself. For this, the family business has formed a joint venture with GR Logistik GmbH, an already existing joint venture between Grieshaber Logistik GmbH and Edgar Rothermel Internationale Spedition GmbH, by the name of FGR Logistics & Distribution GmbH. The location of GR Logistik GmbH in Fürth which the company moved to only recently has its own fleet which will supply car dealerships and tyre makers in the postal code areas of 90 to 97.

FIEGE, Grieshaber and Rothermel join forces in a venture by the name of FGR Logistics & Distribution GmbH at the location in Fürth to perform efficient tyre distribution.



Artur Oswald, founder and Managing Director of the eCommerce start-up, Retromotion and FIEGE will pursue common goals from this year on.

FIEGE invests in eCommerce platform Retromotion

FIEGE has invested in the start-up by the name of Retromotion. The company from Stuttgart distributes spare parts and accessories for the automotive segment via its own online shop. In parallel with this, the start-up allows companies to equally offer their merchandise on popular online marketplaces like Amazon, eBay, Check24, or Tyre24. The strategic partnership with Retromotion allows FIEGE to offer clients from within the sector to conveniently join the platform economy while itself handling the e-fulfilment side of operations.

SUSTAINABILITY IS INGRAINED IN OUR DNA

www.fiege.com



FIEGE employs over 1.2 million sustainability ambassadors.

Our bee colonies are just one element of our holistic sustainability approach. Ecological, economic, and social commitment guide our everyday actions and have been ingrained in our DNA for generations.

