



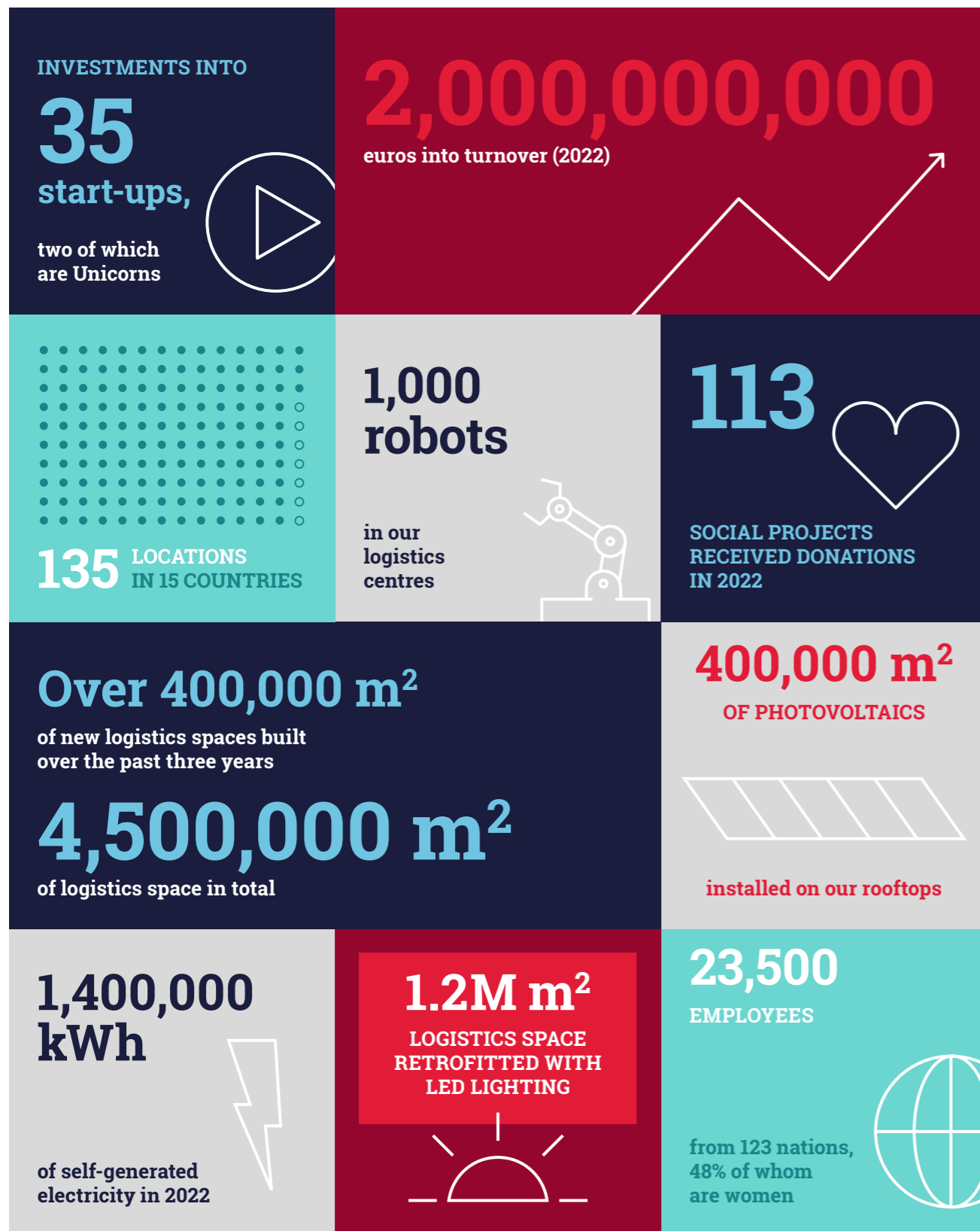
LOGO

The FIEGE Magazine
No. 96 | 2023

150

We are FIEGE.
150 years together in motion.

FIEGE in numbers



**Dear Colleagues,
Dear Partners and Friends,
Dear Readers,**

This year has been and still is a very special year to us, with FIEGE celebrating its 150th anniversary. It goes without saying that we are just a tad proud of this number. After all, we know that an anniversary of this scale is anything but a given. What we know most and for all, however, is this: A history like the one our family business has written over these past one-and-a-half centuries does not write itself. It takes an extraordinary team with strong partners – even more so if you are a service provider.

For this reason, our anniversary year proved to be the perfect occasion for us to say thank you: Thank you for the trust our clients and partners have placed in us, with some even sharing their business success and growth with us for decades. And thank you for the commitment and loyalty of our 23,000+ colleagues, who – day in, day out – give it their all, so that we can be the best possible

service provider for our clients, now and in the future. Some of them are featured in this issue, as examples of the entire crew, so to speak. After all, without this amazing team of ours, FIEGE would not have become a success story. It would have remained little more than an anecdote.

Despite all the responsibilities and adversities that we are currently facing, the past year was filled with many highlights. It was a very conscious decision on our part to celebrate our anniversary at a scale that best reflects us as a service provider and a family business, rather than invite everyone to join us at a big venue for a one-day event, only to return to business as usual the day after. We wanted to create a more personal, and a more personable, down to earth experience to mark our anniversary. So we headed out to express our appreciation in person and to give credit where credit is due, directly at our locations.

Today, we know that this decision was spot on. The talks, the team spirit, the warmth and the loyalty, the openness as well as the verve we were allowed to experience on site fill us on one hand with tremendous gratefulness, and on the other with great optimism. After all, those are the very qualities we need to remain successful, and to champion the many challenges that lie ahead of us. To the next 150 – let's do this!

Wishing you a joyful read, with warm regards from

Felix Fiege and Jens Fiege



150 years of FIEGE

1873
1873
1873

1873 With a horse and a cart

Joan Joseph Fiege establishes his haulage business in Greven in Westphalia, Germany in 1873. In the beginning, the transport business with a horse-drawn cart is a genuine sideline for the farmer. → [Page 8](#)

1924 The first truck

After buying a goods vehicle in 1924, a new era begins. The first truck marks the start of the company's first major growth phase. → [Page 10](#)

1979 From forwarding agent to contract logistics company

The first Germany-wide logistics concept is devised for Bridgestone, an international tires maker. Heinz and Dr Hugo Fiege thus set off the progression towards becoming a contract logistics provider. → [Page 18](#)

1967 Change of generations in twos

Heinz Fiege and Dr Hugo Fiege join the company in 1967 and 1973 respectively. Following the sudden death of their father, the two siblings jump in at the deep end. → [Page 56](#)



1992 Sustainable does it

The German Logistics Award is presented to FIEGE for their ability to fuse a pioneering feat with economics and the environment within logistics. Today, our focus on sustainability is stronger than ever. → [Page 74](#)



1996 Digital progression

In 1996, FIEGE ships out its first eCommerce consignment. Digital is the way forward: This year saw FIEGE win over Kenza Ait Si Abbou as the new Director for Digital Services, IT and Data Driven Company. → [Page 28](#)



1998 Foundation for humans and nature

Heinz and Dr Hugo Fiege form the Josef Fiege Stiftung in memory of their father. The aim is to support facilities and projects that are committed to the well-being of humans and nature. → [Page 42](#)

2005 Growing internationally

Around the turn of the millennium, the signs are set to internationalisation. New branches are formed in Europe's west and south. FIEGE becomes a global player. → [Page 64](#)

2014 Fifth generation

The cousins, Jens Fiege and Felix Fiege take over the company from their fathers. In this issue's feature interview, they share with us the goals that they are pursuing as the fifth generation of FIEGE. → [Page 20](#)



2017 A broader view

Innovation has long been part of FIEGE's DNA. To promote future-proof business models, the view extends even beyond the central organisation when looking for fresh ideas. → [Page 44](#)

2023 150 years together in motion

No company turns 150 years just like that. It is the people who make it, who carry it every day, fill it with life, and keep growing it. → [Page 38](#) and [Page 78](#)



2023
2023
2023



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Imprint

Logo 96/December 2023
The FIEGE Magazine

Publisher:
FIEGE Logistik Holding Stiftung & Co. KG
Joan-Joseph-Fiege-Strasse 1
48268 Greven, Germany
Telephone: +49 2571 999-0
www.fiege.com

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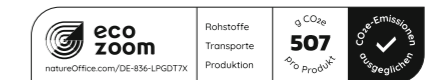
Authors:
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Photos:
FIEGE, Bridgestone, Andreas Fischer/
Vorwerk SE & Co. KG, GUCC GmbH, Christian Bolzek,
Zalando, Motatos, HomeRide, Udo Geisler/Retraced,
Alessandro Penso/UNHCR

Layout:
GUCC GmbH, Münster

Print:
LUC GmbH, Greven

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HUMBLE BEGINNINGS



1873

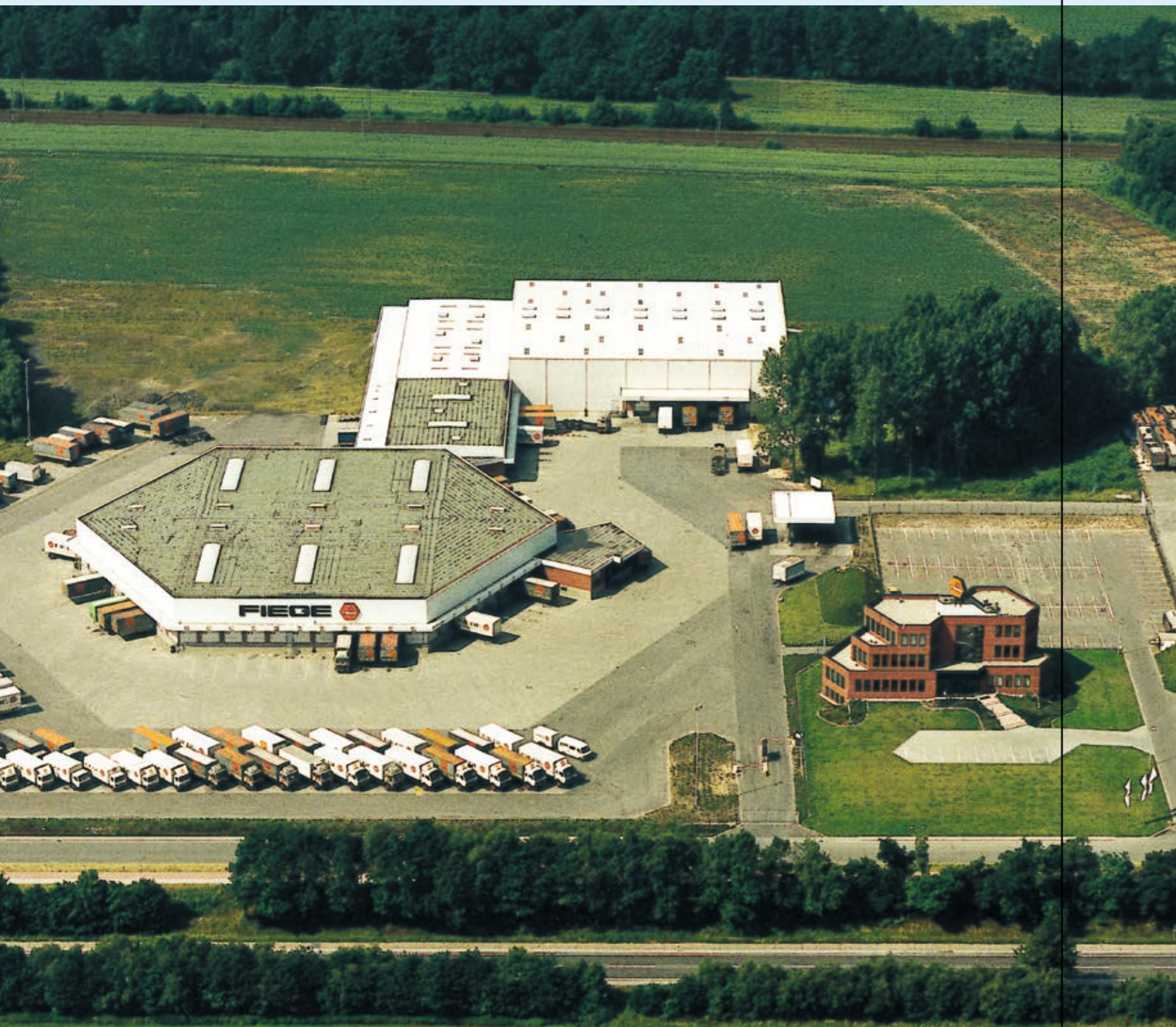
In 1873, Joan Joseph Fiege founded a small haulage business in Greven in Westphalia. At the time 38 years of age, the son is a young farmer by profession and initially operates the transport business as a side line. He runs small errands with a horse-drawn cart, taking coal to his customers in the neighbourhood. Later, he adds jobs from Greven's retailers and industrial enterprises as well as trips to the weekly markets and commodity markets in Münster to his services. When Joan Joseph Fiege dies in 1905, his first-born son, Josef Fiege, takes over the farm in line with Westphalian tradition. This is the first new generation of the family business.

1924

TECHNOLOGY TO ACHIEVE PROGRESS



Josef Fiege continues his father's legacy. How to use a horse and a cart, and how to work the fields is what he had taught him. Then in 1908, he buys a piece of land on which a residential home and a building for his haulage business are built. There is even enough space for a public house which keeps the family above water during World War I. In the early 1920s, his son, Josef Fiege Jnr joins the company. The 20-year-old is a technophile and a big fan of trucks – which initially has his father shaking his head. During a groundbreaking discussion between the second and third generation, Junior gets his way. Together, father and son buy a first VOMAG truck in 1924.



A HEXAGON AS A HALLMARK

Heinz Fiege and Hugo Fiege, the sons of Josef Fiege Jnr, joined the company in 1967 and 1973 respectively. They are the fourth FIEGE generation and successfully manage the business in tandem for over four decades. The siblings complement each other in an ideal way and grow the regional forwarding company into a pioneer of contract logistics. A key milestone on this pathway is the new logistics centre in Greven-Reckenfeld which opens its loading gates in 1980, thus creating the foundation of the family business' future success. The logo's stand-out hexagon becomes the hallmark – and FIEGE a global player.

1980

THINKING ABOUT TOMORROW TODAY

In 2014, Jens Fiege, son of Heinz Fiege, and Felix Fiege, son of Dr Hugo Fiege, become the fifth generation to chair the Executive Board. Together, they continue the successful course of their fathers and expand FIEGE's standing as an innovation driver in logistics. With their Real Estate, Ventures, and Digital Services business units, they establish additional, autonomous corporate pillars. A special focal point falls on Digitalisation and Automation. 1,000 robotic colleagues are added to the global human headcount of 23,500, working in lockstep at the logistics centres. FIEGE supports the advancement of the technology developed by the producing start-ups through purposeful co-operation, thus pro-actively shaping the future of logistics.



2014



THE TEAM IS THE STAR

2023

The 150th anniversary marks a very special milestone for our family business. In the course of one and a half centuries, the former haulage company has grown to become an international logistics company. 23,500 colleagues at 135 locations in 15 countries are part of the global FIEGE family. Every single one of them is an indispensable member of the team, a co-author in writing our day-to-day history. On the occasion of the anniversary, our colleagues celebrated this at the various locations and regions with many festivities. We also took our Together in Motion event tour as the perfect opportunity to thank our partners and clients for the trust placed in us.



FIEGE Anniversary Film:
This is us

A partnership that never tires



Bridgestone and FIEGE have written history together. The prolific business relationship began in March 1978 and has been on a roll for almost half a century. What started with the storing of a load of truck tires from Japan is considered the dawn of contract logistics. And the one thing that unites the tires maker and the logistics company above all is sustainable corporate growth.

When Shōjirō Ishibashi repurposed his parent's business into a tire production in the 1930s, the Japanese native who was already considered a visionary at the time, most likely had no idea about how trailblazing his decision would turn out to be. Fast forward a good 90 years and today, Bridgestone is one of the world's leading premium tire makers. It is also considered a global market leader in the processing of rubber.

An important part in this impressive development was due to the company's internationalisation and expansion. "At the time, Bridgestone was looking for a logistics company for its market launch in Europe that was able to run a centralised warehouse and process customer orders at the same time. The choice fell on FIEGE – and we have not regretted that decision to this day", says Christian Mühlhäuser, Managing Director Bridgestone Central Europe.

Taking the wheel of logistics

The launch took place in Hamburg – the proverbial Gate to the World – in 1978. Christian Thiemann, Managing Director together with Stephan Wittenbrink of the FIEGE business unit, Industry & Tires tells us: "For the first delivery of tires, we had provided Bridgestone with a small storage zone at our then forwarding facilities on Kolumbusstrasse." However, demand grew at such a pace that the available capacities were exhausted shortly after. "Only one year later, we already relocated to a warehouse in Hamburg Rothenburgsort. We set up a handling group for Bridgestone on site which developed the first Germany-wide concept for logistics for branded goods", Thiemann says.

The progressive professionalisation and the business success meant that history was about to repeat itself again. Even the new location quickly became too small. Despite having leased up to 13 third-party field warehouses, not all Bridgestone tires that arrived by sea could be stored. At the end of the 1980s, according to Christian Mühlhäuser, the respective course was set: "When we took over Firestone, we joined the ranks of the global tires-making elite. This pushed the decision to set up a new, automated warehouse in Hamburg with a capacity to house up to 500,000 tires."

More responsibility, thriving internationality

Over the years that followed, the collaboration kept growing, initially on a national scale only. Thiemann outlines the development like this: "In 1995, we started with the storage, order picking and distribution of a large range of different tires in Dortmund. Logistical processing in Hamburg's exurbs as well as Gerresheim near Düsseldorf were added." A special test – premiering on an international stage – was to follow after the turn of the millennium.

In 2006 to be precise. "After taking up operations at our logistics centre in Bor in the Czech Republic, Bridgestone started to transfer the responsibility for their logistics in other parts of Europe to us. Over time, many new areas of distribution were added, including Denmark, Poland, Hungary, Austria, Switzerland, parts of France or even Spain", Thiemann adds. To this day, a crucial hub for FIEGE in this regard is the branch in Lahr in the Black Forest, which next to the Mega Center in Hamburg functions as a Regional Distribution Center for Bridgestone.



Christian Mühlhäuser
Managing Director
Bridgestone Central Europe

"Our partnership has always been defined by a trustworthy relationship, great flexibility, and mutual progress."

Considerable running performance

These days, FIEGE distributes several million Bridgestone tires a year from six locations. And even 45 years after the start of the collaboration, nothing has changed about the factors that helped make the decision back then, Mühlhäuser explains: "Our partnership has always been defined by a trustworthy relationship, great flexibility, and mutual progress – all of which are values that are also defined in our superordinate company guideline, the Bridgestone E8 Commitment. The quality of services and the satisfaction of our customers are the priorities that both FIEGE and Bridgestone invest in. We know that our premium tires are in the best of hands with FIEGE."

In the future, Bridgestone is aiming to realise the goal of becoming climate neutral across all its divisions also with support from FIEGE. A pat on the shoulder that Thieman appreciates: "As a family business, we greatly value long-term customer relationships and earth-friendly business operations. We are proud that we have been chosen to accompany Bridgestone on its future path."



A picture from the past: Bridgestone and FIEGE are celebrating their 45-year collaboration this year.

TOGETHER IN MOTION



Focus on the future: Felix Fiege (l) and Jens Fiege (r) are Co-CEOs and the fifth generation at the helm of the family business.

How do you manage an enterprise that has a one-and-a-half-century-old history? How do you make sure that the look ahead remains sharp despite a successful past? And how do you spot early on what will be crucial in the future? In this LOGO interview, Jens and Felix Fiege, Co-CEOs of fifth-generation FIEGE, talk about challenges, wishes and goals.

150 years of FIEGE: What does it feel like when your family name is Fiege?

Felix Fiege: Quite good actually! (laughs) If you are as fortunate as we are to have been raised as part of a family business which has existed for four generations before us and which we have the privilege of developing further, it is a sense of gratitude that prevails most and for all. And if, beyond that, you are fortunate enough to be managing the enterprise at a time when it is celebrating its 150th anniversary, then you'll feel both happy and also a little proud. That is a special privilege for us both, and a huge opportunity that fills us with humility.

Jens Fiege: To carry the name of the company naturally also means above all a special, personal responsibility in creating the company's environment for employees, how it treats both partners and clients and how it deals with society and the environment. It's about commitment and sustainability – this is what defines us, but it also drives us forward.

From a small haulage company with a horse-drawn cart to an international logistics enterprise with a workforce of 23,500: When looking back, what were the most important milestones in the company's history?

Jens Fiege: There are many significant milestones when a company's history is this long. At their respective time, they were pioneering and are still of major relevance to us to this day. In 1924, we bought the first truck which propelled FIEGE after a good 50 years from a haulage company with a horse-drawn cart to a proper freight forwarder. Considering how the second and the third generation struggled in terms of whether technical progress poses a threat or a huge opportunity, you can see just how groundbreaking that decision has been for the business. If you translate that to today's times, it's topics like Artificial Intelligence and robotics that have us face similar choices. Here, too, the goal is to weigh in on the pros and cons of using the technology that we believe in as best as possible for ourselves and our clients.

Felix Fiege: The particular implications of many decisions and developments is understood in hindsight only, which is what makes them become a milestone. I'm thinking especially about the very first eCommerce consignment that we sent out for our then client, Neckermann, in 1996. Hardly anyone conceived at the time that this shipment was the start of a new, huge business segment. And when we look at us today, at the role of e-tailing for our company and for society as a whole, it's barely conceivable. Naturally, Jens and I hope that we are push-starting the very developments which in twenty, thirty or forty years from now will also be seen as important milestones.

“As we keep growing, we can try out more diverse things simultaneously without risking too much at once.”

Jens Fiege

What would you possibly do differently in FIEGE's past with today's knowledge?

Felix Fiege: That's a tricky question because we have no right to criticise our fathers and their ancestors. Especially since the bottom line is that they did clearly more right than wrong, otherwise we wouldn't be sitting here today. We are trying to uphold the good odds of our predecessors. This includes that we, just like the generations before us, must keep the courage to try out new things in order to keep reinventing ourselves. Of course, things will go wrong every now and then. That's just part of the business – but our company has always been adequately open to this approach. That is one of the reasons of our success.

Jens Fiege: The company's steady growth, which we owe to our entire team, gives us a crucial advantage. The bigger we become, the easier it will be to trial more and different things at the same time without gambling away too much. The decisive thing is that we make mistakes and when we do, we quickly acknowledge and admit this and then reverse them, so that we learn from our mistakes together, to prevent them from happening again.

This requires an open no-blame culture which we encourage, for example, with different event formats where we purposefully and intentionally talk about mistakes and more importantly, about the resulting lessons learned.

What have you adopted from the previous generations – and what not?

Jens Fiege: We adopted a sense of responsibility for our family business. Our fathers' stance was that they will manage the company for one generation 'only' – no longer – and would then pass it on to their successors, in this case to Felix and me. Now it is our responsibility to pass what we are creating today to the next generation, safe and sound. For this, it is important to get the future partners interested in the company from an early point on, just like our fathers succeeded in doing with us.

Felix Fiege: What we also wish to maintain is a skilful touch in always winning over the right people for our amazing leadership team. FIEGE wasn't a two-man show when our fathers were at the helm, and neither is it today. Also, it is pivotal for a healthy family business that the family stands behind the company and the leadership team. To secure this, we also inform and involve our fellow partners of important changes. Yet at the same time, family interests must never be placed above company matters. That is the number one rule. It is also what we owe all of our 23,500 colleagues.

FIEGE celebrated its 150th anniversary this year. It was a very conscious decision to not go with the big anniversary celebration held at a central location. Why did you decide to do things differently than one might expect at first?

Felix Fiege: We were looking for a format that was better suited for our company than filling a venue with 23,500 colleagues. So the idea of organising many smaller events came to us fairly quickly. We wanted to visit our teams at the individual locations, to celebrate with them there. That made everything more approachable and family-like because we were able to talk in person to our colleagues over a bratwurst and beer.

Jens Fiege: We also wanted it to be a sign of appreciation that as the Executive Board and a family, we set out to visit colleagues at the various locations. The festivities were mainly about giving thanks for their special dedication, their enormous loyalty and the special culture at FIEGE which our colleagues define day in, day out.

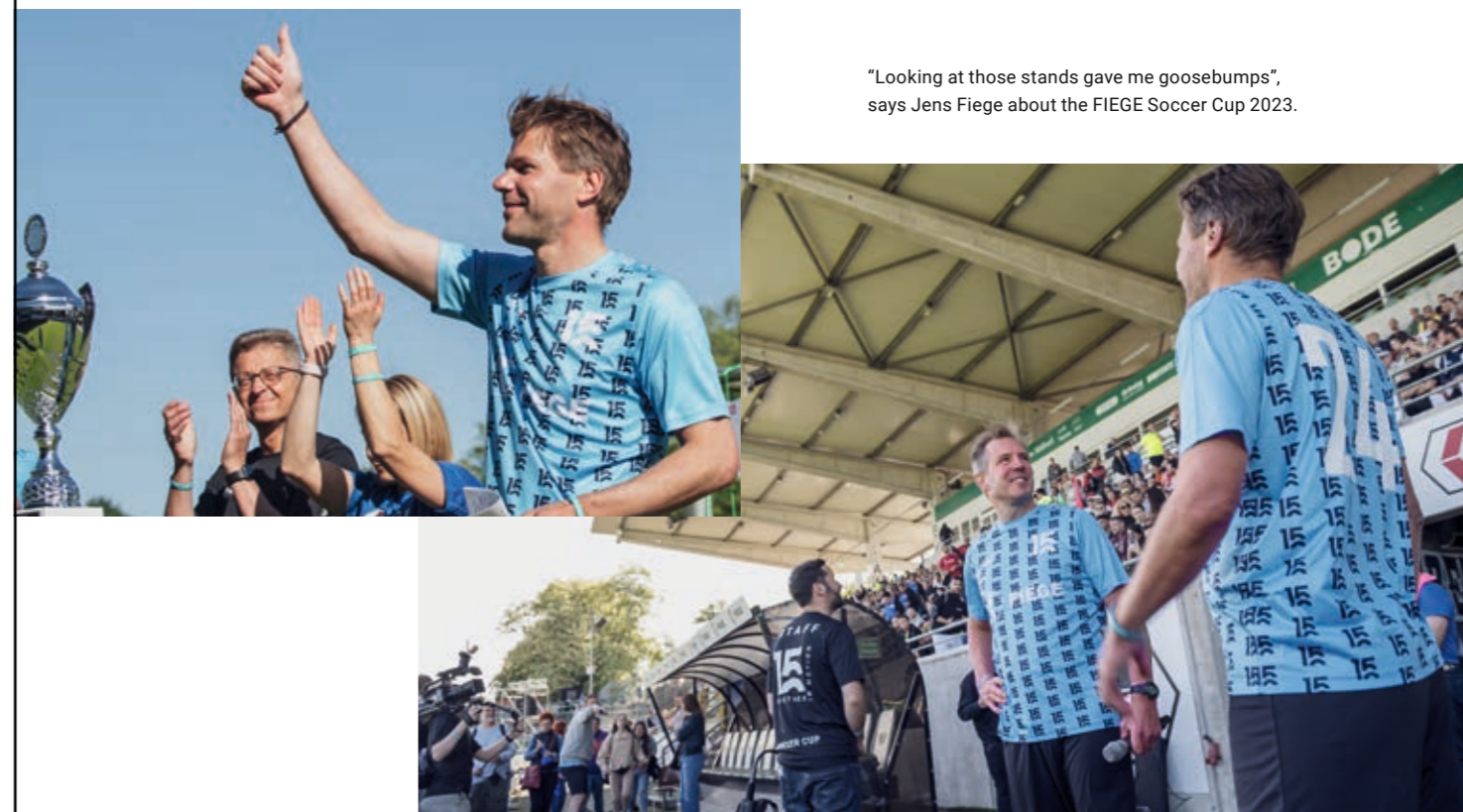
What were the biggest highlights during your tour across the World of FIEGE? And what did you personally take from this?

Felix Fiege: It was especially delightful that every celebration had its very own character. And while the framework was very much the same most of the time, the people are all very different. Every team turned this into their own personalised event at their respective location. In the end, no two celebrations were alike. And hopefully, we may also interpret this as an acknowledgement that we, with our idea of wanting to create a personalised and authentic framework for the celebrations, got it right.

Jens Fiege: We were also thrilled about the warm welcome that we received everywhere. You experience the strength of the community at the respective location, and you instantly feel at home. We got to talk to many fantastic people which we usually don't get to meet that often – or who don't get to meet us, for that matter. Some celebrations went with a real party – and we also hit the dance floor. Sometimes, outside guests were invited who were highly impressed, if not surprised, about this family-like atmosphere. It is this very culture that defines our company. And for this, we are grateful.

Felix Fiege: A highlight which we mustn't fail to mention is this year's Soccer Cup. With more than 3,500 international participants, it was the biggest event that we have organised to date – and the Preussen Stadium in Münster where the tournament took place was the perfect stage for this. This is the ideal opportunity for us to once again say congratulations to the well-deserved win by the men's team from Biblis and the Italian women's team from Nogarole Rocca. Our teams, unfortunately, lost out at a relatively early stage, but during the follow-up party we were able to make up for things. (chuckles)

Jens Fiege: It was an outstanding day from start to finish. To begin with: the weather. It did a much better job than Felix and I did on the pitch. And the view to the packed tribune gave me quite the goosebumps. A huge thank you to all colleagues who made that possible.



“Looking at those stands gave me goosebumps”, says Jens Fiege about the FIEGE Soccer Cup 2023.



New exec on the block: Kenza Ait Si Abbou (3rd from right) joined the FIEGE Executive Board on 1st September.

The past is one thing, the present another. After 150 years of FIEGE – where is the company today?

Jens Fiege: The most important thing is that we are a solid, healthy company. We have a viable business model that we will continue to grow and expand by new company pillars. This has also given us an excellent starting point from which we continue writing the success story of the past 150 years. Currently, we are also faced with economic challenges because as a service provider, we are dependent on the industry and commerce. As always, phases like these come with opportunities because change always brings new possibilities and prospects. With our leadership team, the entire FIEGE crew and our trusting and long-standing relationships with our clients, we are in a solid position to exploit the opportunities to our benefit.

How are you dealing with the current challenges? And which tasks await FIEGE in the future?

Felix Fiege: Of course, we are looking with concern at the Middle East conflict that has flared up again. In addition, the terrible war in Ukraine continues to preoccupy us, which is robbing our Ukrainian colleagues of a safe home – but also the resulting energy crisis, inflation, the economic situation and changed consumer habits are noticeable. At the same time, however, we feel how strong the team spirit is, especially in demanding times. That is why we are rather optimistic. And we will need this optimism because, considering the lack of skilled labour, the digital transformation in our sector and at our company as well as sustainability, we have quite a lot on our plate in the years to come. We are very active in these fields and are on a good course. But we realise that we have a long path ahead of us.

“We know that we have a long way ahead of us before achieving actual climate neutrality. But the important thing is that we are determined in our progress.”

Felix Fiege

Which topics, tasks and projects in the World of FIEGE are currently especially dear to your heart? What are you very much looking forward to?

Jens Fiege: All things automation, Artificial Intelligence and data-driven business models are extremely fascinating to me. They bear enormous business potential for us. That’s why Felix and I invest a lot of time in these topics – and we are very pleased that we were able to win over a true expert in this field for FIEGE in Kenza, our new colleague on the Board. Kenza will help us to fully exploit our possibilities in these fields and grow further as a company.

Felix Fiege: Corporate culture, but also leadership culture, are very dear to our hearts. We made it our mission that every single colleague at our company has the right to effective leadership. This is our responsibility, and we want to live up to this claim. Consequently, we are continuously looking for new possibilities to make leadership

something tangible and measurable. Beyond this, we greatly value that all colleagues at our company are given the same chances and development opportunities. FIEGE Equality Power plays a crucial role. This project will let us drive forward diversity and equal opportunity at our company even more so.

A very central topic of the corporate strategy is sustainability. Your goal is to hand over a climate neutral company to the next generation. How far is FIEGE on the pathway towards achieving this goal?

Felix Fiege: The sails have been set and we are picking up more and more speed as we advance. We know that we have a long way ahead of us before achieving actual climate neutrality. But the important thing is that we are determined in our progress. We published our first ever sustainability report this year, to create maximum transparency and be able to review our actions. One pleasant outcome is that we reduced direct emissions at our locations and of our own vehicles as well as indirect emissions from purchased energy last year by 34 per cent compared to 2021. In the meantime, we have added our first electric trucks to our fleet and soon, we will have 400,000 square metres of our rooftops covered in photovoltaic systems which will produce solar power. And we are planning our first logistics centre which will even qualify as climate positive while in operation according to the DGNB standard. So lots of things are in motion.

Jens Fiege: At the same time, for us, sustainability has not only an environmental, but also an economic and a social dimension. Next to the earth-friendly use of resources, it is also about warranting responsible and sustainable corporate governance as well as the best possible working conditions and development opportunities for our colleagues. To achieve this, we have defined a total of seven focus topics with our Corporate Sustainability team which we are working on simultaneously. A very central issue is that we are incorporating sustainability in our business decisions, embedding it firmly into our business model.

On a final note, a look ahead: How will FIEGE evolve in the years to come?

Felix Fiege: Our superordinate goal is to remain economically successful and continue to enjoy healthy growth. For this, we will need to persistently advance our business model yet retain a willingness to completely realign ourselves in certain areas. Also, as a service provider, we will need to further grow our solid and trusting relationships with our clients to remain a strong partner even in the future. And with all of this going on, we must never neglect a look inwards since, to meet our goals, we will want the entire FIEGE team to be by our side – just as we did these past 150 years. The human being must and will remain a priority for us.



And even further ahead: What do you wish for the company for the next 150 years?

Jens Fiege: I wish for FIEGE to remain as versatile as it has always been over the past one and a half centuries – that our thinking is smart and business-centric to meet our goals, and that everyone working for FIEGE enjoys being a member of our team.

Felix Fiege: If we succeed in what will presumably be the tenth generation to lead the company in 2173 and in FIEGE celebrating its 300th birthday, things couldn't have gone that bad. And then, of course, our successors will hopefully be able to say about us: 'The bottom line is that the fifth generation clearly got more things right than wrong.' That would already be half the job done.



Without you, it'd just be a unit without unity.

Grzegorz, 41, is head of our logistics centre in Gardno, Poland. He has been on board since day one, and significantly helped to shape the development of the location over the past six years. Grzegorz always has a friendly ear for his 3,000 colleagues. And his humour is a surefire way to create a feelgood atmosphere even when the pressure is on. As captain, he is passionate about leading his team – not only on location, but also on the pitch during the FIEGE Soccer Cup.

We are FIEGE.
150 years together in motion.

150



Driven by data

New addition to the FIEGE Executive Board: Kenza Ait Si Abbou's fascination with Artificial Intelligence captivated her even while studying engineering. Her new role will see the AI expert apply herself to logistics – a totally new sector to her, which she describes as a playground for data and automation.

For many people, it is difficult to imagine that more and more machines can emulate human skills like logical thinking and cognitive intelligence. Fuelled by the occasional Hollywood blockbuster, sceptics are worried that society will be ruled by robots with Artificial Intelligence (AI). A concern which Kenza Ait Si Abbou does not share per se but can relate to. "Many industries have those kinds of reservations which, presumably, are justified in part." However, the expert is sure that AI will not replace human beings. "The art is more about using technology in a way that frees us up and generates capacities that we then can use for more sophisticated tasks, and to solve new problems."

The engineer also promotes this collaborative process in her best-selling books titled *Menschenversteher* (Understanding humans) and *Keine Panik, ist nur Technik* (Don't panic, it's only technology). Her aim is to help people understand and still her readers' fear of an all-pervading digitalisation. She is also out and about as a spokeswoman for Digital Responsibility and Female Empowerment and can routinely be seen on TV as a guest on talk shows. "When it comes to AI, I am often the only woman on the panel. In a way, this makes me a role model and presents me with many opportunities. I would like to harness that chance to change this", Ait Si Abbou says.

The 42-year-old is also looking to change things at and together with FIEGE. Since September, Ait Si Abbou has been the new addition to the six-person Executive Board of the Greven-based logistics company, where she will be overseeing the Digital Services, IT and Data Driven Company units. "FIEGE and the logistics sector are totally new to me. My main job to begin with will therefore be to look around, listen to my new colleagues and to see what we are already doing within automation and digitalisation." And as first impressions go, Ait Si Abbou says that appears to be quite a lot.

The native Moroccan seems to have been born with a natural talent for maths. At school, she was always driven by numbers and data. Ait Si Abbou thus decided to study electrical engineering and telecommunications at universities in Spain and Germany. After graduating, she worked for more than ten years in different positions for Deutsche Telekom and was last the Director Client Engineering at IBM, an IT enterprise. "My whole life, I have always been crazy about numbers, logic, and robotics. In that regard, the logistics industry is a real playground", Ait Si Abbou says.

The two-time mother is quoted as saying that she made the decision to join FIEGE because of its special corporate culture. "I am extremely pleased to have been given the opportunity to advance the digital transformation at a 150-year-old family business in unison with a motivated team, to ready the company for the next generation", Ait Si Abbou adds. One thing is very important to her in that regard: to never lose sight of the human being in the context of digitalisation. A rather unconventional stance, for which the *Handelsblatt* named her a 'thought leader in transformation'. "Technology is to serve human beings", the expert declares. "It is about finding solutions, not about using AI no matter the price."

Q&A



with Kenza Ait Si Abbou

Are you more of a night owl or an early bird?

Definitely a night owl. That's why I'm always especially happy when I can have a lie in on Sundays. However, with two small children in the house, it's not always easy.

On the question of movies: Netflix or cinema?

I prefer going to the cinema but more often than not, I don't have the time. So I tend to watch Netflix. That's why I'm even happier when I do get to go to the movies.

What drives you up the wall – and how do you come down again?

One thing that quickly gets me going are people who don't listen and fail to self-reflect, whether that's in a professional or a personal context. The only answer then is chocolate.

If you hadn't studied to become an engineer and AI expert, what would you be doing instead?

Good question. While I was at school, I did ballet and wanted to become a ballerina. But I went with maths instead and don't regret that decision.

Do you have a life's dream that you still would like to fulfil?

I always wanted to live in Japan, a wonderful and interesting country. I have not managed that so far.



The best mix(er): Vorwerk and FIEGE have been a winning team for over a quarter of a century.

Magic formula for ideal logistics mix

Vorwerk is a global brand that epitomises the direct marketing of innovative household appliances that make life easier. The Wuppertal-based family business, which is celebrating its 140th anniversary this year, has been relying on FIEGE know-how for over 25 years. Just as for Vorwerk's superior products, it is a long life that makes this partnership-based co-operation stand out.

The shared success story started in 1996, as Christian Spormann recalls, the Managing Director Operations at Vorwerk International & Co. KmG: "We were looking for professional support with our production supply. Its complexity had grown as the diversity of our products had increased, further boosting our company's success." The former carpet weaving mill has become a leading global brand which produces quality household appliances such as the Thermomix, a multi-purpose kitchen appliance, or the Kobold series of vacuum cleaners which are marketed around the world through a direct sales approach.

Vorwerk and FIEGE formed a joint venture to manage the factory logistics at the site in Wuppertal. Both family businesses were already a great match not only on paper, considering that either had their own 100-year-old past to show for, as Spormann explains: "The success of our business model, i.e., Vorwerk direct sales, is centred on exceptional service orientation and outstanding quality claims which FIEGE embodies in turn as a logistics provider."

Growing close and growing together

In the mid-2000s, FIEGE assumed all shares in the joint enterprise which next to warehousing and production supply also handled shipping logistics to Germany, Austria, and France. "In the years that followed, we expanded our production enormously so that the available capacities in Wuppertal quite simply no longer

sufficed. We therefore had to go looking for solutions", is how Spormann describes the situation.

While looking for suitable spaces, FIEGE was able to help with its real estate expertise. "We were thrilled when FIEGE approached us and suggested that they would be setting up their own building a mere 40 kilometres away in Neuss", Spormann adds. After completion in 2014, all distribution logistics relocated to the new logistics centre.

From factory-only logistics to international supply chain management

However, the actual Herculean task, according to Spormann, was yet to come: "To live up to the constantly growing demands, we devised a new logistics strategy which we handed to FIEGE for roll out, to secure an even better supply of our customers." At the heart of the new concept is a Central Warehouse (CWH) which FIEGE runs at its Neuss branch.

The CWH supplies the transit points of the national companies as well as distributors around the world who then organise the shipping of the commercial products to Vorwerk shops, agents, and end customers. "For Germany, which is one of our central markets, FIEGE conveniently takes care of this job in the same building", Spormann adds. And even the storage of raw materials and semi-finished products used for the production at the central Wuppertal factory remains the job of FIEGE.



All-in-one chef for the whole family: The Thermomix by Vorwerk.

Unity even when times are demanding

It took some time getting used to the new supply chain strategy. One crucial requirement was to be able to address issues at eye level, Spormann says: "During the 25 years of partnering with FIEGE we have developed a solid basis of trust which makes us feel secure in knowing that all sides will always look out for the fastest and best possible solution."

One of the biggest challenges was that Vorwerk's order volume rose significantly. "During peak times last year, we were faced with the task of locating additional field warehouses which FIEGE was fortunately able to provide because of the density of their network of locations and multi-user structure", Spormann recounts. Currently, everyone is working to consolidate the logistical processing at the FIEGE locations in Neuss and Emmerich and to further optimise the transportation flows nation-wide. This process is scheduled for completion before the end of this year.

Sharing experiments

Obviously, two perfect partners have found each other in Vorwerk and FIEGE. Despite (or possibly, because of) the long company history and continuity, both family businesses are united in their drive to keep reinventing themselves. The question that remains is which recipe for success they will share next.



Central Warehouse: Since 2014, FIEGE has been handling Vorwerk's complete distribution logistics at its facility in Neuss.

Next generation business model

Dr Steffani Busch is the new face of FIEGE's Digital Services (DS) business unit. In May of this year, the eCommerce expert took up the reins as Managing Director. In this LOGO interview, the 38-year-old tells us more about the goals she is pursuing and how she aims to master current and future challenges in unison with her 200-strong team.



Dr. Steffani Busch
Managing Director
FIEGE Digital Services

If you had to describe the Digital Services pillar in a few sentences: What would you say?

Steffani Busch: It is our vision to have the right fit for every step along the value chain of e-tailers, something along the lines of eCommerce as a Service. Our business unit has a growing team of highly qualified eCommerce professionals for this. We also have a wealth of experience we can rely on from years of working with eCommerce clients in contract logistics across the whole organisation.

You have been managing the Digital unit for a good six months now as its Managing Director. How well have you settled at FIEGE?

Steffani Busch: The entire team here welcomed me with open arms and made my start very easy. What I greatly appreciate about FIEGE is the mix of family business values on the one hand, and this incredible flurry of activity on the other. That's a very powerful combination! Of course, the team and everything that it has achieved so far is quite impressive. I look forward to the tasks ahead.

Let's look at the business unit's past in light of our anniversary. What are the origins of our Digital Services company pillar?

Steffani Busch: Our history, so to speak, goes back to 1996 when FIEGE shipped the first eCommerce parcel for Neckermann. We were the early birds back in the days and have since developed the ability to spot digital trends fast and align ourselves accordingly, both in terms of technical innovation as well as changes in the market. Most and for all, we have learned to better understand the respective needs of our clients. For example, many genuine B2B companies whose logistics we had already been handling grew and then needed to delve into the digital world and build channels for direct sales. We thus started to work on the matching products and to interconnect the markets in order to offer this very option to our clients a good nine years ago.

And what was ultimately the reason for the spin-off?

Steffani Busch: The more intensively FIEGE dealt with the topic and the stronger the area grew, the clearer it became that digital services are no longer merely a part of a logistical unit, but instead are a new, separate focal area. The Executive Board decided in 2022 to spin off our Digital division as an additional pillar next to Contract Logistics, Real Estate, and Ventures.

Can you name specific examples of the products and services here?

Steffani Busch: A typical example is our order management system for the centralised handling of all eCommerce process flows. That was practically our very first product and as previously outlined, we built it back then for one of our existing customers from the B2B segment for them to sell directly to end customers. Another example is our plug and play solution for FIEGE NOW Fulfilment: Many start-ups don't have sufficient order volumes in the beginning to use bespoke logistical concepts yet are too big to handle storage and shipping from their own garage themselves. FIEGE NOW, on the other hand, offers fulfilment services for start-ups that can be added instantly from the very first order. And one more example: Long-term success needs more than your typical one-channel approach through your own web shop. To reach today's potential clientele as a whole, you will need and want to be present on all relevant online marketplaces. This is where we work with heyconnect as the central interface with all platforms.

Award winners: FIEGE received the Logivisor Award 2023 as a logistics service provider of the future.



"Our job is to help our clients define their very own eCommerce strategy and the right set-up for them", says Dr Steffani Busch.

However, the Digital Services business unit has more to offer, no?

Steffani Busch: That's right. Beyond this, we offer modular services to our clients that become indispensable when established B2B brands also want to serve the end customer segment. That may be a professional call centre or legally-compliant billing management for individual international transactions. I also wish to mention our Carrier Claims Management for the fast and convenient processing of carrier claims with which we won the highly coveted Logivisor Award as a logistics provider of the future in May of this year. In sum: Thanks to many years of experience gained in eCommerce, we know and solve the various digital challenges of our clients.

How are Digital Services as a company pillar organised? And which long-term goals has FIEGE set its eyes on?

Steffani Busch: We have people dedicated to the individual products within the organisation whose job it is to advance and continuously improve them with their teams just like a business owner would. They receive further support from a superordinate structure which leverages synergies, keeps track of market movements, and thinks up new products. This is how we want to keep growing. Together with our team which is already 200 strong, we want to develop a product range to boost e-tailing along the entire value chain. It is our goal to be the first point of contact for businesses that want to sell online.



Award winners: FIEGE received the Logivisor Award 2023 as a Logistics Service Provider of the Future.

You have already talked about FIEGE NOW. What is the special advantage that FIEGE offers smaller businesses in particular?

Steffani Busch: One of the trends that we will be dealing with even more in the future is customer satisfaction. The rating that every e-tailer likes to read is: great product, fast delivery, amazing service. What's so special about our portfolio is that FIEGE NOW provides easy and budget-friendly access to quality fulfilment for newcomers especially, tapping over 150 years of market experience, and soon even 30 years of eCommerce learnings. At the same time, we handle the logistics needed to do all of this from a single source – and as soon as a scaled-up version grows beyond a standard solution, we can align the logistical processing accordingly thanks to our dense network of contract logistics locations in Europe. This creates reliability and trust and forms a unique selling proposition that defines us.

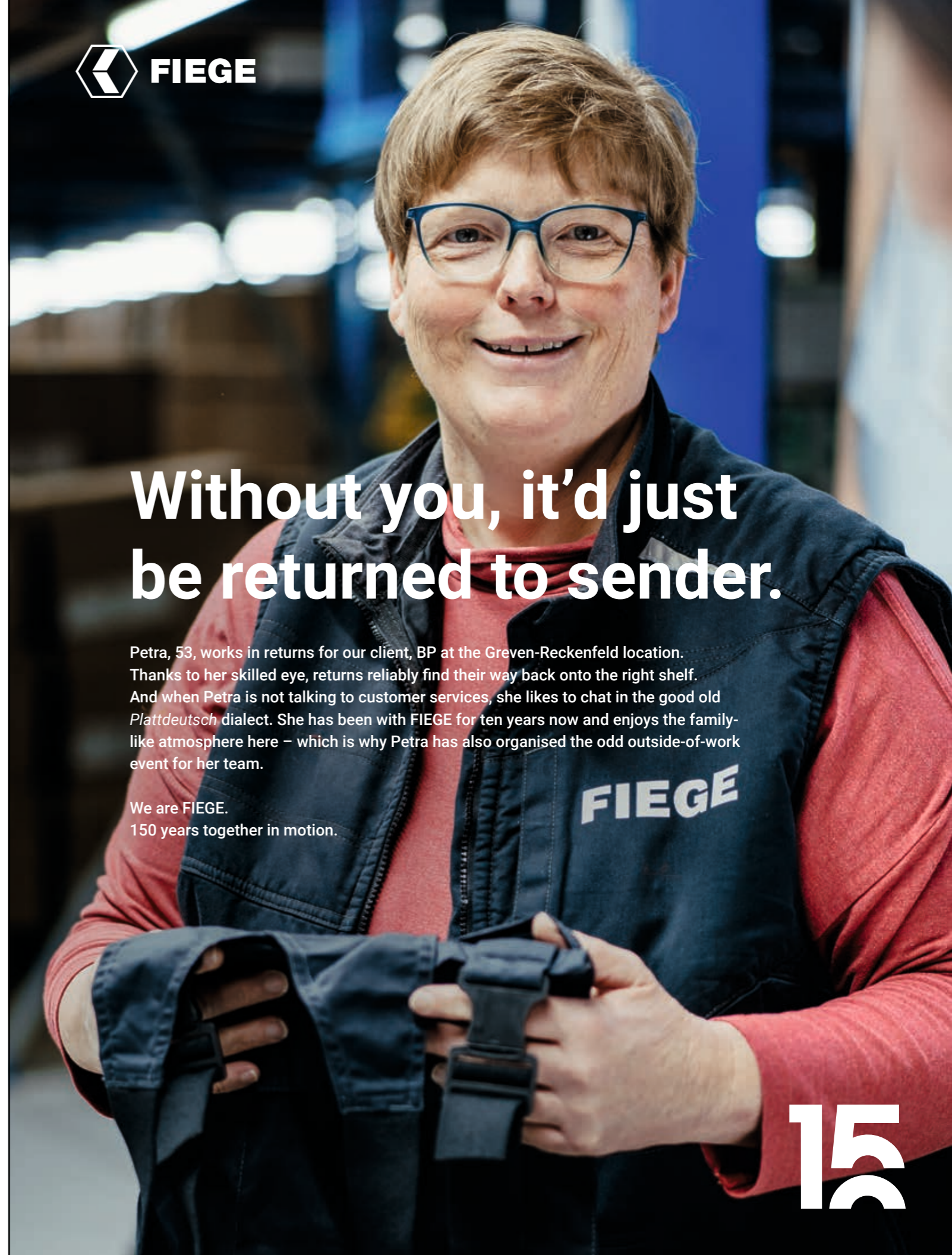
On a final note, a look into the crystal ball: What will eCommerce look like in the future? And how can FIEGE support this?

Steffani Busch: E-tailing is already a huge market and will further diversify and become more specialised in the future. Brands and retailers are often faced with the challenge of offering the best from both brick-and-mortar and online worlds at the exact place where their clientele's demand for their products is. We wish to support companies in enjoying digital success while being profitable. However, there are no standardised solutions. Add to this that internationalisation keeps advancing and increases competitive pressure from other continents. So our job will be to help our clients to define their customised eCommerce strategy and the right set-up.

What does this mean for tomorrow's buying experience, also in view of sustainability aspects?

Steffani Busch: I believe that the relationship between brick-and-mortar and e-tailing will progressively shift towards digital offers. Inner cities won't die but will presumably be filled with showrooms and display areas which allow shoppers to touch, feel, and experience the merchandise, yet where products are rarely sold across the counter and instead, are conveniently delivered to people's doorstep. The logical conclusion is that we will need new and, most and for all, sustainable solutions in mail ordering so as not to drown in waste packaging or be stuck on congested roads. It is also with these challenges in mind that we, as a full-service logistics company, can add many different value sets to many different levels.

“We wish to support companies in enjoying digital success while being profitable.”



Without you, it'd just be returned to sender.

Petra, 53, works in returns for our client, BP at the Greven-Reckenfeld location. Thanks to her skilled eye, returns reliably find their way back onto the right shelf. And when Petra is not talking to customer services, she likes to chat in the good old *Plattdeutsch* dialect. She has been with FIEGE for ten years now and enjoys the family-like atmosphere here – which is why Petra has also organised the odd outside-of-work event for her team.

We are FIEGE.
150 years together in motion.

150



Tradition meets innovation: In the past, FIEGE transported goods with the Büssing 8000. Nowadays, the first zero-emission electric trucks are on the road.



In the mid-20th century, Büssing made the ultimate trucks. A good 70 years later, zero-emission electric trucks are revolutionising freight traffic. Today, just like in the past, FIEGE has their finger on the pulse of progress. Right on time for the 150th anniversary celebrations, both vehicle models will be travelling in FIEGE livery.



Ahead of their time

The Büssing 8000 was the flagship of the legendary maker of commercial vehicles from Brunswick in the 1950s. Thanks to its stand-alone GD6 Diesel engine with a displacement of 13.5 litres generating 150 hp, the impressive truck with an engine underneath a long bonnet was the dream of every truck driver. Those who could afford these vehicles after World War II were (back) on the road to success. To this day, the Büssing 8000 is a symbol of Germany's post-war *Wirtschaftswunder*, or economic miracle.

Josef Fiege Jnr was one such fervent aficionado of the motor truck with the chromium spider. As the oldest son, he took over the management following the death of his father, Josef Fiege Snr, in 1938 and safely guided the business through years of war despite all adversities. During the post-war era, the demand for heavy trucks grew dramatically. The company's own fleet of trucks quickly boasted more than 50 vehicles, many of which made by Büssing, which Josef Fiege – or Jöppe as his friends called him – neatly lined up on the company grounds on weekends.

Homemade vehicles

The cornerstone of the success of Büssing Nutzkraftwagen GmbH was created by Heinrich Büssing, a pioneer of vehicle construction. Until his death in 1929, the truck and bus engineer had filed patents for over 200 inventions. Josef Fiege, who many inside company walls considered to be married to his Büssing trucks, is likely to have seen him as a role model when he himself went into vehicle construction in the 1950s.

At the FIEGE workshop, the mechanics worked on their own special transportation solutions. Crafting by hand, they optimised the driver's cabin and the platform to make the trucks lighter and increase the typical eight tonne payload. Fitting a second bunk between the driver's cabin and the platform was the first successful patent that Josef Fiege filed himself. By installing tanks on the Büssing's platform he also managed to launch into transport operations for fuel and fuel oil.

Parting ways

While generation number four joined the FIEGE family business at the end of the 1960s, Büssing AG, which had previously gone public, fell into financial hardship. In 1971, the management and the Brunswick lion were taken over by a competitor, MAN. By the end of the decade, the name Büssing had all but vanished from the roads – at around the same pace as the trucks with the long bonnet had been replaced by the more practical, cab-over-engine models.

And even Greven saw a slow but definitive decline in the demand for their own trucks at around that time. The siblings, Heinz Fiege and Dr Hugo Fiege, decided to leave the forwarding unit of their operations behind and focus more strongly on contract logistics as a business segment. Just when exactly the last Büssing was decommissioned cannot be made out for certain anymore. But on the occasion of its 150th anniversary, FIEGE located one of the roadworthy giants and had it undergo extensive restoration work.

70 years of truck history

With its original retro livery, the vintage truck joined the family and the Executive Board on their anniversary roadshow. However, it is not the only vehicle in the fleet that caused quite a stir. Since the start of the year, battery-powered electric trucks which FIEGE are using for zero-emission transportation have also joined the fleet.

In the meantime, six of these cutting edge vehicles are on the road. The traction engine is fitted with batteries that have a net capacity of 450 kilowatt hours, giving the vehicles a reach of up to 300 kilometres. For the greatest possible availability, FIEGE is continuously expanding the charging infrastructure at the locations. The aim is to achieve their long-term sustainability goals and to hand over the family business to the next generation to carbon neutral standards.

There is one thing, however, that the electric trucks and the Büssing have in common: Both vehicles were ahead of their time and contributed significantly to the transformation of FIEGE. One of them in the past, the other in the present.

A powerful fleet: The FIEGE fleet back in the days.





High-ranking visitor: The Minister-President of North Rhine-Westphalia, Hendrik Wüst congratulated FIEGE on its 150th anniversary.

Setting sail for the next 150 years

FIEGE welcomed numerous guests from politics and business to the official anniversary celebration on the occasion of its 150th birthday. The event took place at the FIEGE construction site at Münster's Hafen district. In addition to the Minister-President of North Rhine-Westphalia, Hendrik Wüst, Münster's Lord Mayor, Markus Lewe was also in attendance.

Official anniversary celebration: FIEGE celebrated its 150th birthday at Münster's Hafen district in September. Right on the waterfront, FIEGE is building a new, ultra-modern office building where, as of next summer, around 500 employees will continue co-authoring the FIEGE story. Among the speakers at the festively decorated construction site were the Minister-President of North Rhine-Westphalia, Hendrik Wüst as well as Münster's Lord Mayor, Markus Lewe, addressing a guest list of over 100 invitees.

The FIEGE Co-CEOs, Felix Fiege and Jens Fiege took the opportunity to say thank you during the celebrations. Felix Fiege stated: "Our 150th anniversary is a special milestone to celebrate in the history of our company. We realise this is a privilege, and anything but a given. Therefore, today, we wish to shine the spotlight on our 23,500 colleagues around the world, as they are the ones who make this incredible team achievement possible to begin with. We owe them our special gratitude because without

them, our company would not be where it is now." And Jens Fiege added: "Our relationships with our clients are more like partnerships, many of which have existed for several decades now. They also form a key element in our long history. Thus, on our anniversary, we wish to say thank you from the bottom of our heart not only to our team, but also and especially to our clients and partners for their trust."

Afterwards, the Minister-President of North Rhine-Westphalia, Hendrik Wüst took to the podium: "Family businesses like the FIEGE Group are firmly ingrained in the DNA of North Rhine-Westphalia's economy. For five generations, the company has produced quite a remarkable record of growth and innovation. Today, after 150 years, FIEGE, with a workforce of 23,000 working in 15 countries, has become a global player from Westphalia. FIEGE is a strong part of the logistics industry in North Rhine-Westphalia. As one of our country's growth drivers, it takes the lead on topics like Logistics



4.0, Artificial Intelligence, and climate action. FIEGE's success story is far from over – after all, the company addresses challenges and invests into the future. To have the courage to focus on tomorrow despite today's many uncertainties is what we need now, far and wide, to strengthen our ability to compete and preserve our prosperity."

In conclusion, Münster's Lord Mayor, Markus Lewe emphasised in a short welcoming speech that FIEGE is "an impressive example" of the great importance of family enterprises for society and the economy as a whole when managed successfully for decades, or in the case of FIEGE, for over a century. He added: "I am very much looking forward to welcoming FIEGE to our wonderful Hafen district as from next summer. And even if the company's head office remains in Greven: FIEGE is a huge asset for Münster and will be a crucial employer for our city in the future."



The official ceremony for the 150th anniversary took place at Münster's Hafen district where FIEGE is currently building a new, ultra-modern office building to be completed by 2024.



Above: Co-CEOs Felix Fiege (l) and Jens Fiege addressing an audience of around 100 invitees.



Left: Heinz Fiege (l) and Dr Hugo Fiege (r), fourth generation FIEGE owners, talking to Münster's Lord Mayor, Markus Lewe.

Fashion forward

The fashion industry is a fast-paced business. Keeping up with growing market expectations requires high-efficiency logistics. FIEGE counts on modular automation solutions for the optimal fulfilment of clients' requirements.



Happy helpers: The four-level pick tower in Burgwedel has around 100 autonomous mobile robots that help their FIEGE colleagues with their daily tasks.

The days when a single summer and winter collection were all it took for success in the world of fashion are long gone. Nowadays, clothing manufacturers produce strong-selling pre- and in-between seasons collections next to their principal lines. And even the constantly growing sports segment wants clothing to be both functional and hip. After all, the eyes also want something to feast on.

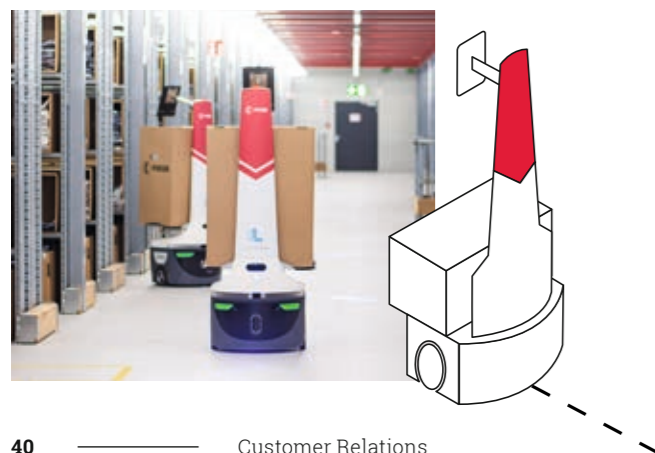
For brands and retailers alike, the fulfilment making all this possible is growing in complexity because of the many changes pervading the market. "Our clients rely more and more on logistics as the heart of a successful enterprise. The customers' constantly changing needs and growing demand for omnichannel concepts draw on especially flexible solutions with ever shorter lead times. At the same time, the wish for automated solutions to secure long-term cost efficiency is growing. Our years of experience in eCommerce in combination with our far-reaching competence in automation pay off

here", is how Christoph Mangelmans explains the strategy that he and Niels Weithe as Managing Directors of the FIEGE Fashion & Lifestyle business unit pursue with their international team.

AutoStore and automated packaging

FIEGE carried out a particularly prestigious project for the leading specialist retailer, SportScheck. On roughly 10,000 square metres, one of Germany's largest automated warehouse systems by AutoStore was created in Apfelstädt, south-west of Erfurt. Dr Christian Marzinzik, CFO SportScheck explains: "Our co-operation is coming up to ten years now and we have been expanding it since day one. Next to warehousing, FIEGE now also handles B2B distribution and shipping through courier, express and parcel services. Our range of products has also grown, as have the demands on fulfilment." The AutoStore, Marzinzik adds, was a very important but also a necessary step: "FIEGE has contributed considerably to raising our logistical processing to a higher level."

The automated storage and retrieval system currently holds 270,000 bins which are stored and retrieved by 160 robots. Ronny Hirth, Director Supply Chain Management at SportScheck, describes the system's advantages like this: "By installing the AutoStore, FIEGE maximises the storage capacity on a significantly smaller floor plan. Long itineraries of employees when storing and picking goods are a thing of the past. And thanks to the two automated packing stations that are connected to custom-fit conveyor technology, the



system simplifies the entire process chain. This benefits most and for all our customers because shipments reach any of our 34 branches or even one's doorstep faster. Beyond this, it allows us also to process returns much more quickly."

Dynamic Order Fulfilment

Around 200 kilometres further north, in Burgwedel in Lower Saxony, FIEGE recently launched a further automated material flow system. The fashion company CBR Fashion from the neighbouring city of Isernhagen has been relying on the services of FIEGE for over 15 years. Patrick Maack, Head of Logistics at CBR Fashion explains: "We have enjoyed strong growth over the past years. On top of this, our business is exposed to seasonal and promotional fluctuations. We are extremely pleased to have found a reliable and competent logistics partner in FIEGE after such a long time, who knows how to flexibly scale their processes in line with our development – and who now implemented this important automation project with us."

The four-level pick tower which FIEGE installed at its multi-user centre in the Hanover region currently operates with 100 Autonomous Mobile Robots (AMR) by Locus Robotics which assist their human colleagues with the picking of garments. "FIEGE has chosen a

market-ready system which specialises in handling logistics like ours. We count on a multi-bot approach with cobots to considerably increase productivity in order processing", Maack emphasises. By 2027, the number of cobots is to increase to 170 in total.

Natural and Artificial Intelligence

The ongoing automation of logistics centres, not only within Fashion & Lifestyle, is also FIEGE's response to the shortage of skilled labour. Mangelmans tells us: "In keeping with our Group-wide Operational Excellence strategy, our goal is the continued optimisation of our processes and avoidance of unnecessary waste. Automatic components, for example, help us to relieve colleagues of repetitive tasks so that we can apply their skills more so to processes that add value. And the robots are useful little helpers when it comes to this." One thing is certain: We are ready for the next spring, summer, autumn, and winter collections.

Pioneering: FIEGE built one of Germany's biggest AutoStores for SportScheck at its facility in Apfelstädt near Erfurt.



A QUARTER OF A CENTURY ACTIVELY COMMITTED TO HUMANS AND NATURE



Above: The Josef Fiege Stiftung rewards the volunteering commitment of employees with the FIEGE Volunteer Award.

Centre: Laptops that are fully functional but are no longer in use at FIEGE are routinely donated to social facilities.

Below: Every year around Christmas, the Josef Fiege Stiftung, in collaboration with FIEGE colleagues, fulfils the wishes of children cared for by children and youth institutions.



The Josef Fiege Stiftung has held the leading role in co-ordinating FIEGE's corporate social responsibility activities since 1998. It operates in an independent advisory capacity to the family business and has assumed responsibility for both the environment and society for 25 years now.

Corporate social responsibility has a long history. During industrialisation, the social question triggered the idea of government oversight of a company's responsibility towards society and, if need be, the fight to secure it. In the 20th century, an understanding evolved which emphasised a company's voluntary commitment.

FIEGE, too, saw the understanding of its role grow over multiple generations, culminating in the formation of the Josef Fiege Stiftung in 1998. "The trigger at the time was the desire to give back to society some of the corporate success the family business was enjoying, and to institutionalise social commitment within FIEGE", Lisa Fiege, the wife of Dr Hugo Fiege, recalls. Together with Uschi Fiege, Heinz Fiege's spouse, she has been on the family council for 25 years. The founders, Dr Hugo Fiege and Heinz Fiege named the Josef Fiege Stiftung in memory of their father who had passed at a very early age. They entrusted the foundation with the task of supporting children and youngsters to whom life had not always been very kind. Uschi Fiege explains: "Even before the foundation was set up, we had supported many charity projects. However, we wanted to better pool the individual donations and give greater structure and continuity to our commitment. Thanks to the foundation, this worked out really well."

The underlying idea is still the same: To this day, the Josef Fiege Stiftung supports social and environmental projects. A particular concern of the foundation's four-member governing board which is comprised of Martina Schlottbom, Kai Alfermann, Christoph Mangelmans and Frank Sievers is to promote volunteering commitments of FIEGE employees. Mangelmans explains: "Corporate volunteering is highly relevant here. For that reason, we called to life the FIEGE Volunteer Award, to give the appreciation to this unpaid commitment which it deserves." The prize, which is bestowed on five people in total with a prize money of up to € 1,000.00 has been awarded three times already. Schlottbom adds: "This tremendous gratitude with which our colleagues accept the award shows us how valuable this particular recognition is from FIEGE as their employer."

It's never too early: In 2022, the Josef Fiege Stiftung awarded the Environmental Prize for the first time to primary schools based in Münsterland.

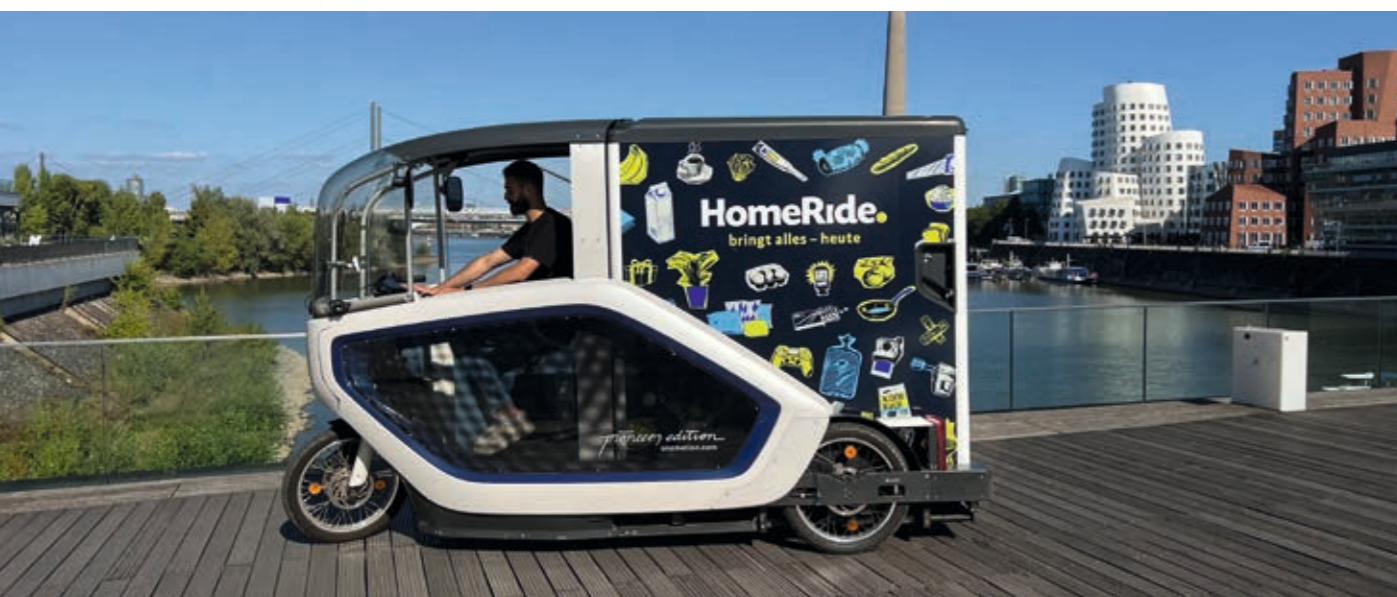
Over the past 25 years, the Josef Fiege Stiftung has also been building long-term relations with various social facilities in the region. Last year alone, 18 different projects received funding. Alfermann points out: "For example, we routinely donate IT equipment that is no longer needed to a range of organisations in our region to advance digital integration. Also, we organise an annual Christmas campaign where our colleagues fulfil the wishes of children staying at facilities that provide care for children and young people."

Yet another, still relatively new project is the Environmental Prize which was awarded to several primary schools in the Münsterland for the first time in 2022, to promote awareness about the protection of nature and the climate amongst the pupils. Sievers tells us: "We believe that these well-directed campaigns help exactly where they have the best impact and at the same time allow us to meet our responsibility as a company as best as possible."



IT TAKES COURAGE TO TAKE RISKS

In 2017, FIEGE began building its own Ventures unit as the company's fourth strategic pillar. FIEGE's three autonomous units – XPRESS Ventures, F-LOG Ventures, and Strategic Ventures – assist start-ups during their various development phases, an approach which is beginning to bear fruit.



HomeRide: The Cologne-based start-up pools online purchases from a range of retailers via its app.

Are the good times over? Questions like these are heard more and more often in the start-up scene these days. One thing is certain: The long-term effects of the Covid-19 pandemic, the war in Ukraine and other global economic crises have resulted in many investors taking a more cautious approach, which in turn led to a decrease in funding for start-ups last year. At the same time, for the market to cool off to such extent has its advantages. "Less venture capital in the market means we will have the possibility to invest in solid enterprises at a more

moderate evaluation. The boom we have been witnessing these past years triggered a rather crazy venture capital market", says Felix Fiege, Co-CEO at FIEGE, who manages the company together with his cousin, Jens Fiege.

The evolving market environment is increasingly spotlighting the profitability – next to the growth – of the individual business models. Many investors are focusing more on cultivating their existing portfolios and currently are conservative when it comes to new

investments. This in turn has seen start-ups in need of funding become more open when choosing new investors. Jens Fiege, Co-CEO at FIEGE adds: "This presents us with a new opportunity that we wish to harness. Therefore, it was important to strengthen our position for us to continue with our investment strategy and for the market to perceive us as a reliable ally. As a family-managed business, we are becoming ever more attractive for many start-ups because they recognise the value that we bring to the table compared to purely financial investors."

Support sought – support found

To further grow the Ventures unit, FIEGE brought Dr Bernhard Gold on board in August of this year. As the Managing Director of FIEGE Ventures, he will oversee XPRESS Ventures (the company builder), F-LOG Ventures (venture capital funds) as well as Strategic Ventures, and will pool all investment activities at a corporate level. Felix Fiege tells us: "The time had come for us to take the next step and further bolster our Ventures pillar. It is our goal to be the market's all-round point of contact for start-ups in the various stages of their life cycles and look out for new, disruptive business models. We are delighted to have been able to win over Bernhard Gold for this task."

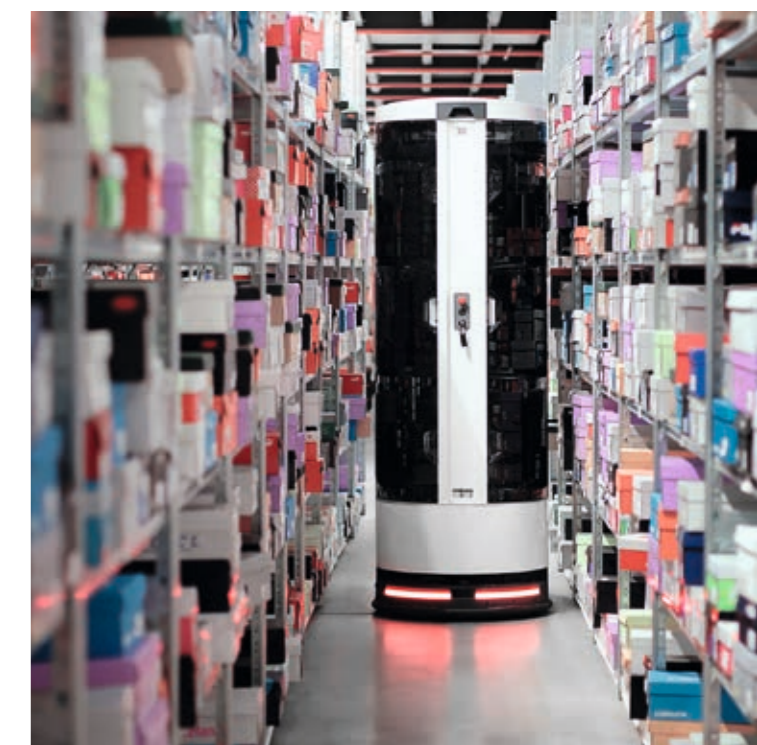
Gold has a wealth of knowledge in such fields as corporate development, corporate venture capital, and venture capital financing. For many years, he held a leading position in the venture capital division of Deutsche Telekom in Germany and in USA. He last worked for different venture capital funds, since 2010 primarily so in Silicon Valley. The 50-year-old says about his new role at FIEGE: "The LogTech sector in Germany in particular as well as in Europe holds tremendous potential which can generate competitive advantages for the FIEGE Group and its partners. The teams have done an outstanding job in developing our three vehicles these past years. With a well-stocked toolbox full of investment opportunities, FIEGE is already ahead of the game. The goal is to continue on this pathway. I very much look forward to this challenge and am grateful to be able to contribute my experience and my network."

New investments and successful exit

The endeavours of the Ventures unit are already bearing fruit, as recently shown by talpasolutions. The start-up from Essen in Germany devises software solutions for the heavy industry and logistics sector which enable predictive data-based analyses. Since 2021, talpasolutions is part of the F-LOG Ventures portfolio. In spring, it successfully wrapped up a Series B round of funding for

over 15 million euros. Tim Gudelj, Managing Partner at F-LOG Ventures details: "In view of the challenging market situation, that is quite a success. We consider talpa-solutions to have substantial potential and look forward to backing the team of founders."

Via XPRESS Ventures, FIEGE continues to invest in future-forward technology and the smart minds behind it. The Company Builder is managed by experienced start-up founders and actively supports young entrepreneurs as early as the founding phase with product and market evaluations, corporate structuring, team building and on how to approach investors. For example, XPRESS most recently led a funding round for the Dortmund based start-up, Logistikkbude which develops innovative software that digitally manages load carriers. 2.2 million euros were secured from renowned investors. Matthias Friese, Managing Partner at XPRESS Ventures says: "Logistikkbude is the perfect example of how we do this. The team has a lot of experience in this field. It serves a fundamental segment within logistics which – despite maximum relevance in terms of supply chain optimisation and sustainability while offering an attractive margin outline - has barely received attention technology-wise. We very much look forward to working with them."



Successful exit: After six years of joint development endeavours, FIEGE sold its shares in the robotics enterprise, Magazino.

Moreover, FIEGE is also counting on strategic co-operation in the start-up segment. Andreas Pott, Director Strategic Ventures & Innovation at FIEGE explains: “We aim to create long-term partnerships which advance us with our digital transformation and support the strategies of our business units. At the same time, we see major potential in actively promoting and expanding our investments.” This can be done in many different ways and covers everything from co-creation to building a value proposition to the blanket roll-out of the solution at FIEGE, says Pott: “In an ideal scenario, it will be a symbiotic relationship which extends far beyond your typical venture capital participation.”

A shining example of this is asellarate, a Stuttgart-based start-up whose strategic development FIEGE has been accompanying since 2021. The team has come up with an eCommerce infrastructure which it uses not only for its own automotive online shop, Retromotion with great success but which it offers in addition to consulting services to manufacturers about to venture into direct sales for the first time. Pott adds: “We are learning to benefit from one another and advance automation, last mile, property technology or sustainability in a joint effort – in the end, it’s a classic win-win situation for both sides.”

JUST IN CASE

Strategic Ventures x Magazino

Collaborative, mobile robot control systems which offer solutions for processes which could not be automated in the past – this was the promise that caught FIEGE’s interest in 2014 when the robotics start-up was formed. Fast forward two years and the first three autonomous TORU robots were already picking footwear at the FIEGE Mega Center in Ibbenbüren. In 2017, FIEGE signed up as a strategic investor, helping to elevate the robots to the next level. Although the technology was still in its infancy, its development was helped through use during live operations and additional customer contacts that were made. Andreas Pott emphasises: “During our shared journey which ended in the sale of our investment, we learned a lot. We are grateful for this and are thrilled that many other start-ups have since benefitted from these experiences. And naturally, we will remain a client of Magazino.” FIEGE Ventures’ exit from Magazino was its third successful withdrawal.



Transparency made easy: Retraced supports the pathway to sustainable supply chains.

F-LOG x Retraced

Many companies are thinking of ways to make their supply chains more sustainable. Germany’s Supply Chain Act has further stepped up the requirements for an ESG-compliant supply chain management. In 2022, F-LOG Ventures invested in Retraced, a start-up that has made it their mission to predominantly back businesses from the fashion industry on all things supply chain management. Tanja Rosendahl, Managing Partner at F-LOG Ventures says: “Retraced makes it possible not only to comply with national regulations, but also to fulfil one’s own sustainability mission, or that of customers. The digital platform doubles as a central interface between all stakeholders of the supply chain.” On top of this, users can integrate the entire supply chain of individual products with their online shop, thus sharing a product’s journey with consumers. Transparency doesn’t get any better than this!

XPRESS x HomeRide

In-app online purchases – that sounds like an old hat. However, not in the case of HomeRide: The retail tech start-up is designing technology which is to premier a multi-shop online buying experience across a range of established retailers using an overarching merchandise infrastructure. To meet a preferred delivery date with various last mile service providers, HomeRide taps existing warehouse and delivery structures only, thus manifesting an economically and ecologically sustainable retail platform for both renowned store chains as well as local brands. Matthias Friese, Managing Partner at XPRESS Ventures says: “Nowadays, on-demand defines the retail trade in real time. We realise that the HomeRide team and its technology have the potential to think supply chains one step further and bring the retail chains behind this on board rather than work against them. Therefore, we are very excited about the opportunity to accompany HomeRide’s future technological as well as operational development.”



Without you, it’d just be a quiet warehouse.

Mikel, 30, has mastered the art of loading at our branch in Mönchengladbach. He is adept not only at handling the many different conveyors but also when it comes to interacting with his colleagues. Being reliable and honest, and having a caring nature paired with that je-ne-sais-quoi kind of cool have done wonders for Mikel’s popularity – and made him a go-to member of the location’s events-organising team.

We are FIEGE.
150 years together in motion.

15

Last Mile pioneers



A complete package: The FIEGE Last Mile business unit makes holistic, value-adding logistics concepts possible.

The Last Mile business segment at FIEGE is extremely diverse. For over 30 years, the services offered have kept growing. Today, they cover everything that counts for the last mile. A journey about the delivery of newspapers all the way to sustainable City Logistics.

If you had to name a date for the beginning of FIEGE's Last Mile, the one that is probably most suited is that of the German unification. Once the Unification Treaty came into effect, the *Deutsche Post* (DP) – which were the postal services of the former GDR – merged with *Deutsche Bundespost*, the postal services of the Federal Republic of Germany. The new *Länder* then saw the fall of the monopoly for the delivery of newspapers which DP had held for more than 30 years.

In the following, east German newspapers had to organise the distribution themselves, while at the same time the big publishing houses in west Germany rushed onto the new market. "We started to build knowledge at the right time for a niche market that no one else had the courage to explore. Next to the efficient organisation of deliveries, we grew additional operations to counter the declining circulation of the newspapers", Peter Scherbel recalls, who back then was the Project Manager GDR and today is a member of the Executive Board of the Fiege Group.

From newspaper tube to letter box

Some time after, two groundbreaking events influenced the development of the new business segment decidedly. On the one hand, at the end of the 1990s, Germany's Federal Network Agency, the *Bundesnetzagentur*, began softening the postal monopoly which had reigned supreme for centuries, issuing the first licences for the commercial transportation of mail. "At the time, we seized the opportunity that presented itself to us and were the first privately-owned commercial service provider in Germany which in a first step delivered mail across the whole of Eastern Saxony", Scherbel says.

On the other hand, the *Frankfurter Allgemeine Zeitung* (FAZ) decided in 2000 to outsource their regional, national, and international distribution. "The partnership with FAZ for the delivery of newspapers was and is a special accolade for us. In the meantime, we continue to develop the business segment of letterbox-sized deliveries", Scherbel explains.

Digitalisation of the medium and of logistics

However, the media system is experiencing what can only be described as the most powerful disruption since the invention of printing because of the digital revolution, due to which the business with and of information is edging more and more towards the internet. The brick-and-mortar retail trade went through a similar development to that of the print media following the boom in eCommerce. Felix Hettlage who, in tandem with Boris Scholz holds the position of Managing Director at FIEGE Last Mile, says: "We have further expanded our business segment following the changes in the media industry and spotted early on the possibility to fan out our last mile services and gradually establish new pillars."

The portfolio was expanded to include Transportation and Parcel Delivery. At the end of the 2000s, after FIEGE had already taken over procurement logistics for the parcels and general cargo for leading DIY markets in Germany, parcel freight for online businesses and last mile delivery were added. "In 2015, we founded Parcel&More GmbH whose shipping volume has grown more than ten-fold these past eight years, to roughly 30 million parcels. At the same time, we have constantly grown and internationalised our carrier network. We not only think logistical processes up to the ramp, but all the way to the end customer so that we can offer our parcel freight solutions to eCommerce shippers as a fast and low-budget delivery service across the whole of Europe", Hettlage tells us.

In addition to parcel freight, business with loading means as well as the offer for general cargo and special transports was further expanded. Moreover, FIEGE is enjoying sustained growth in the disposal business segment, handling the resource-friendly return of waste and packaging material to the reusable material cycle. Scholz explains: "Last Mile today offers custom-fit solutions for a broad range of industries as a supplement to typical fulfilment



A strong team: FIEGE Last Mile has a workforce of 2,600+ colleagues.

and thus helps to shape integrated, value-creating logistical concepts." The list of clients includes of-the-moment lifestyle brands like Puma and Kapten & Son.

What's next?

"Urbanisation, the needed reduction of emissions and growing requests from end customers mean that conventional logistics solutions are increasingly stretched to their limits. Our goal is to meet that with innovative, sustainable and future-forward logistics solutions", is how Scholz outlines today's challenges. To avoid more transports and emissions, FIEGE relies nowadays especially in urban centres on consolidated transports and an ever-growing network of partners of alternative mail and courier service providers. "It is our mission to redefine City Logistics by bringing all parties involved in the process chain to the table. In lockstep with the cities, communities, transport partners and customers, we create solutions together that can be scaled accordingly", Scholz adds. Just like pioneers do.

FIEGE Last Mile at a glance

Business segments	Transport logistics, City Logistics, media & mail logistics
Companies	FIEGE Parcel&More GmbH, FIEGE Relog GmbH, Angel Last Mile GmbH, FIEGE Last Mile GmbH, Media Logistik GmbH (joint venture with DDV Mediengruppe), Berlin Last Mile GmbH (joint venture with FUNKE Medien Berlin GmbH, Berliner Verlag GmbH and Verlag Der Tagesspiegel GmbH), Boxit GmbH (joint venture with FAZ)
Locations	Münster (HQ), Berlin, Bremen, Chemnitz, Dortmund, Dresden, Frankfurt, Hamburg
The team	Felix Hettlage and Boris Scholz (Managing Directors) as well as 2,600+ colleagues
Clients	Puma, Kapten & Son, Vorwerk, Foodspring, MediaMarktSaturn, Katjes, and many more



Keep it Real Estate

From building department to self-sufficient property developer that is firmly established in the market: In this LOGO interview, Kai Alfermann and Thoralf Schuster, the two Managing Directors at FIEGE Real Estate, talk about the history of the business unit and the sustainable development of the real estate sector.



Sustainability: With the construction of its new logistics centres, FIEGE aims to meet the highest standards of the German Sustainable Building Council (DGNB) – as was also the case in Barleben, which is one of the most sustainable healthcare logistics centres in all of Germany.

FIEGE's core business field has been contract logistics since the 1980s. When and how did the idea arise to build logistics centres?

Kai Alfermann: At the time FIEGE came up with contract logistics, there simply were no project developers for logistical properties who knew how to translate our ideas into buildings. Neither was there an investment category that was dedicated to logistical properties. So we ended up developing our own properties that were specific to logistics. The question at the time was: What type of space do we need to realise our client's concepts? To answer this question, a construction department was set up within the organisation which put ideas to paper together with outside partners. These ideas then came to fruition for the first time in 1979 when building our logistics centre in Greven-Reckenfeld where our company's headquarters were at the time.

So, in hindsight, Reckenfeld is something like the hour of birth of the Real Estate business unit, yes? And how would you describe the development since then?

Thoralf Schuster: That was indeed the beginning, so to speak. But the formation and development of our business unit is best described as a process of continual professionalisation. In the 1990s and the 2000s, the feeling grew that, for the respective needs of our clients, we were better off developing the properties ourselves. We built up the respective know-how in-house all while the rest of the industry was focused on standardisation. We were part of this from an early point on, possibly even a step ahead at times. This meant that we could



X-DOCK: Münster's Hafen district is home to the construction of an ultra-modern office building for around 500 FIEGE employees, to be completed by the summer of 2024.

shape the market with our own ideas and today we can harness years of experience when developing logistical properties. Also, today's FIEGE Real Estate is an independent business unit and continues to contribute to the company's overall success.

What projects are you proud of? And which ones were especially pioneering for FIEGE?

Kai Alfermann: That question takes us back to Reckenfeld again. The building called for a steady evolution, has been refined time and again over decades and to this day stands for sustainability and functionality. And the Mega Center in Ibbenbüren is surely a project of the special kind. Even today, it is showpiece in terms of being a well thought-out and versatile building which can cater to new and very different corporate operations. But I'm also thinking of pioneering automation which we introduced together with our colleagues from FIEGE Engineering, for example in Worms or Apfelstädt, to existing buildings we've held for years and for which planning is ongoing.

Thoralf Schuster: In the meantime, we operate increasingly on an international scale. In Zaandam just outside the gates of Amsterdam, we built a particularly sustainable logistical property last year. A very current highlight is surely also the multi-user centre in Barleben which we built for the first time according to the WELL Building Standard and which, because of its particularly sustainable construction, received a platinum certificate from the German Sustainable Building Council. Moreover, we are increasingly focused on developing projects like the one in Emmerich or Zülpich in two stages, which ten

years ago was not yet state of the art. That also signals just how much we have evolved over the past years and naturally, continue to.

FIEGE is currently building a new office complex at Münster's Hafen district. How is the X-DOCK project progressing?

Kai Alfermann: Yet another special and extraordinary project because it is not a logistics-centred edifice but an office building. Overall, we are on schedule which, considering the many worldwide crises over the past five years, has been quite the challenge. On top of this, brownfields often come with legacy contamination from the prior use of the land, and can have surprises like dud bombs, which come with their own set of difficulties. We are very much looking forward to creating ultramodern working environments for the different FIEGE business units and for outside providers at the X-DOCK starting summer 2024, which will back our recruiting efforts with the locational advantage right in the centre of Münster.

FIEGE wants to hand the family business to the next generation as a climate neutral enterprise. Which levers are available during the planning and development of logistics centres to move closer to this goal?

Thoralf Schuster: We can pro-actively support our sustainability goals with new buildings but also by modernising the existing ones. In the realm of construction, CO₂-optimised construction materials will move us closer to climate neutrality. I would even go so far and say that our real properties have the potential because of the photovoltaic systems and the wind turbines nearby to become genuine little logistical power stations which help us to run energy-efficient operations and feed excess power into the public grid.





On a final note, a look into the crystal ball: What will FIEGE Real Estate look like ten years from now?

Kai Alfermann: That is a difficult question, but the keyword will most likely be diversification. Next to development, we are offering our knowledge today even to third parties and intend to further intensify our consultancy services. Also, we see the possibility of further reinforcing specialised fields like energy management and developing new modular business models for the third-party market – naturally, stepping up these efforts on an international level. The most important premise for us is and remains to achieve sustainable and healthy growth and to develop new concepts and ideas with a strong team.

The power of the sun: FIEGE's rooftops serve to produce solar power both for captive use as well as public-sector grid feed-in.

Kai Alfermann: I'd like to add the topic of energy management here. Ten years ago, we started relying more and more on electric mobility, load management, LED lighting and the production of captive energy. We are moving towards 400,000 square metres of photovoltaic systems with a capacity that corresponds with the power consumption of around 10,000 households. Fiege Energy Solutions is a segment that will provide many ideas and solutions for our locations in the future which we, in turn, will then also be able to share with our clients.

There are already plans for a special beacon project at the AirportPark at Münster-Osnabrück airport. What is the FIEGE Ecologistics™ Park all about?

Thoralf Schuster: With the FIEGE Ecologistics™ Park, we are pursuing our vision of a sustainable logistics building which will qualify as both climate positive while in operation according to the DGNB standard, as well as climate optimised during construction. For this, we need to make many different changes, since we all know that the devil is in the detail. This concerns not only building and technical aspects, but also the working environment which we are creating there for our colleagues. Every chair, every table, and ultimately, every bin can contribute to greater sustainability.



Kai Alfermann
Managing Director
FIEGE Real Estate



Thoralf Schuster
Managing Director
FIEGE Real Estate



Without you, it'd be a backlog of goods.

Christian, 56, is head of the outbound goods department in Greven-Reckenfeld. For over 30 years, he has contributed significantly to shaping the location. His vast expertise also helped with supporting the locations based in Barleben, Ibbenbüren, and Worms. Christian sees himself as part of the FIEGE family. And whenever snow brings traffic to a standstill, he will gladly walk his 15 km-commute to work on foot.

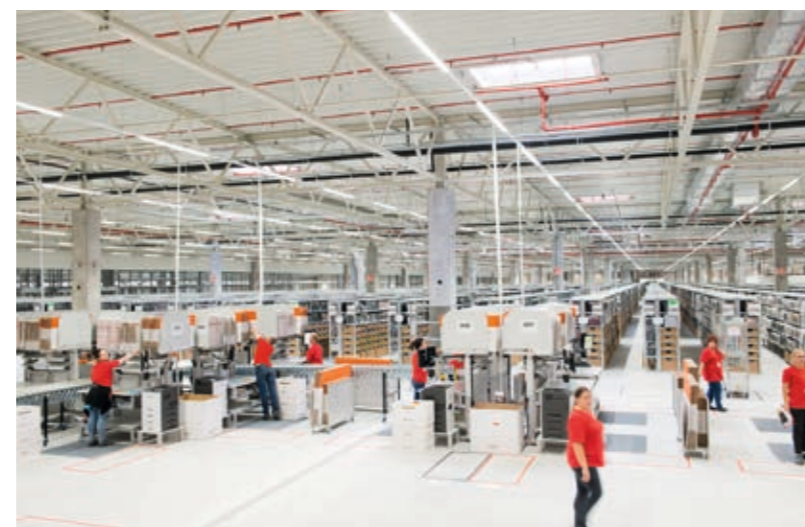
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150 years together in motion.

150

Gateway to Europe

The success story of Zalando, a leading European eCommerce destination for fashion and lifestyle, started in an apartment in one of Berlin's old residential buildings on Torstrasse. What began as an adventure of two student friends has become an international success model only 15 years later.

Zalando is one of Europe's leading eCommerce destinations for fashion and lifestyle. Today, the company covers a logistics area of more than one million square metres across Europe. Its more than 50 million active customers are currently supplied from 12 logistics centres in seven countries. The locations outside of Germany as well as the return and inbound locations are operated by logistics partners. Zalando has been working closely with FIEGE, among others, for many years.



For the high service standards to grow in parallel with the demand and order volume, it was necessary to set the logistics network on an international footing. "We quickly realised that in the fashion segment in particular, even for markets that are geographic neighbours, customer expectations vary greatly. That is why we sought support from experienced service providers within logistics, who have not only the necessary local structures but also the respective know-how", Martin Beyer, Director International Warehouses at Zalando SE, explains.

Process efficiency: FIEGE works for Zalando in five countries.



Successful start with returns centres

For ten years, FIEGE has been one of those service providers in Central and Eastern Europe. Gergely Hepp, together with Piotr Kohmann co-Managing Directors FIEGE Central Eastern Europe, tells us: "In 2013, we started processing returns in Hungary. Two years later, we started handling this service for our client at two further locations in Eastern Europe." To this day, FIEGE runs operations for Zalando in five countries.

To move Zalando even closer to its customers across Europe, the returns management co-operation then grew to include Poland in 2016. Kohmann adds: "Returns management forms a core element of our cooperation with Zalando. Both locations in the north-west of Poland form the backbone of a network through which we then vouch for highly efficient processes."

From Returns to Fulfilment and Inbound Distribution Centres

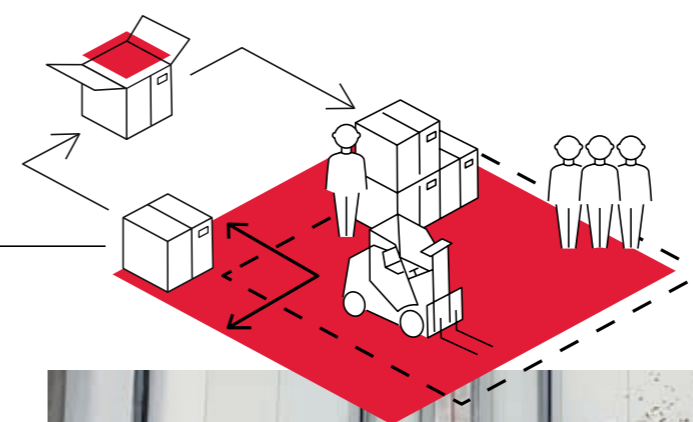
Only one year later, FIEGE was awarded a contract for additional services, as Kohmann points out: "It was quite the accolade that as a 3PL provider, we were chosen to open the first outsourced Customer Fulfilment Centre for Zalando in Gardno near Szczecin in 2017." On a logistics

area of 130,000 square metres, around 2,000 colleagues oversee warehousing, order picking, and shipping. Over 120 million parcels have been shipped from Gardno to Zalando customers since then. In addition, FIEGE takes over some transportation services. Beyer explains: "Logistics is an essential part of the Zalando DNA – as much as fashion and technology are. At the heart of it are the employees, who ensure that our millions of customers receive their orders quickly and reliably."

Zalando and FIEGE celebrated a further joint milestone in Ameryka (Olsztynek). Kohmann says: "In 2019, we were awarded a contract to operate the first international fulfilment centre for the shopping club Lounge by Zalando." Last year, the automated Inbound Distribution Centre in Łozienica also went live in a new, future proof property. "We are extremely proud of the trust that our client places in us and our services", Kohmann adds.

High expectations, shared goals

The collaboration between Zalando and FIEGE – not only in Eastern Europe, but also in Italy and Germany – is always characterised by an open and honest exchange. Martin Beyer sums up what that means: "In FIEGE, we have found a partner who has comprehensive expertise in eCommerce fulfilment and knows the specific ins and outs of the fashion market's requirements. This is extremely important for us to continue to be efficient – and to guarantee the best possible service to our customers."



Future-forward: In 2022, FIEGE's automated Inbound Distribution Centre launched in Łozienica, Poland.



Paving the way



From company premises on *Grüner Weg* in Greven, to a hexagon in Reckenfeld, a groundbreaking Mega Center in Ibbenbüren, and a Tower at Münster/Osnabrück airport: FIEGE's history is inextricably linked to these locations. Heinz Fiege and Dr Hugo Fiege, fourth-generation owners of the business, take a look at the past in the year of the company's anniversary.

Point of origin: *Am Grünen Weg* in Greven is where the success story of Heinz Fiege and Dr Hugo Fiege begins.



When visiting Heinz Fiege at the FIEGE system headquarters in Greven, one barely imagines by his office on the ninth floor the path that lies behind him and the 150-year-old enterprise which he managed and defined together with his brother, Hugo Fiege for over four and a half decades. Except for three oil paintings showing ancestral generations, a historical model truck and a few family photos, there is only little here that is reminiscent of the company's history. Instead, the view is firmly focused on the future. The elevations of the new office building at Münster's Hafen district are spread for everyone to see across the wall. As from summer 2024, around 500 colleagues will continue to co-author the story of the family business.

This is only one property development of many, yet it is representative of FIEGE's development and steady progress. Naturally, it also symbolises in a certain way what Heinz and Hugo Fiege as the fourth-generation owners have achieved. From regional forwarder with around 200 employees to international logistics company with a head-count of 23,500: It is a story of courage and creativity. One that begins with jumping in at the deep end.



Fate came calling at a young age

When Heinz Fiege followed in his father's footsteps in 1967, taking over the helm of FIEGE at the very young age of 22 only, Josef Fiege's tragic death by accident lies a mere eight years in the past. "When my father died, my younger siblings, including myself, we were still minors. The time during which my mother had to keep the family afloat at home while my aunt, Änne Fischbach and her husband, Karl managed our forwarding business was, in more ways than one, difficult and challenging", he tells us, now aged 78.

At the time, the family business was located on *Grüner Weg* in Greven. With profit made from farming and the public house, the three previous generations had built a national transportation and forwarding business there. For a long time, the big clients come from the powerful cotton and jute sector, a staple industry in Greven and Emsdetten.

FIEGE has never shied away from hard work: A view into the warehouse at *Am Grünen Weg*.

The war brought many changes

Roughly three decades before, World War II had changed just about everything. From 1939 onwards, the haulage business becomes part of the Münster-Land Motor Pool. Most of the 18 trucks in the fleet are requisitioned to supply war operations and essential services. The agricultural business must secure the family's livelihood. During the post-war era, the family receives compensation for the trucks that had been confiscated and invests these funds into a fleet of vehicles.

At the company's in-house workshop, new (so to speak) trucks are bolted up from spare parts. A virtue is made of necessity: In the 1950s, vehicle construction is added as another field of operation. A special skillset is the retrofitting of trucks for the transportation of heavy fuel which back in the days called for new supply solutions. FIEGE is flexible: The fuel tanks from its own trucks can be removed when not needed, so that fuel is transported during the winter season, and jute during the summer months. Hugo Fiege tells us today how special the times were then: "We grew up at and with the business and lived through all the changes up close. There was a lot going on, but I enjoy thinking about the times." And Heinz Fiege adds: "The handling hall, our workshop, the joinery, the many trucks – to us as kids, this was like a huge adventure playground when we were young. Something was always going on. Something was always waiting to be discovered."

Up to date: Heinz Fiege (l) and Dr Hugo Fiege at the construction site in Münster's Hafen district where X-DOCK, FIEGE's new office building, is currently being built.



"There was a lot going on, but I enjoy thinking about the times."

Dr Hugo Fiege

Duty calls

However, the days of being carefree end abruptly. Following the untimely death of his father, Heinz Fiege must grow up unusually and involuntarily fast. After school, he finishes an apprenticeship as a freight forwarding clerk, completes training as a banker and then works in vehicle construction at Mercedes-Benz for a few months. His plans to study are thwarted when the textile industry, and consequently the transport business which in the meantime has grown obsolete, runs into difficulties. "My uncle believed the imminent change could not be handled without a representative from the family of owners. I followed his request to assume the responsibility together with him", Heinz Fiege says.

The down-to-earth, energetic young man does not hesitate for long and rolls up his sleeves. "Investments into the business were long overdue, we needed more staff and had to acquire new clients to make the business competitive again and bring it back on track", Heinz Fiege explains. The decisions made at the time are the right ones and absolutely necessary, yet following a series of unfortunate events, move the business to the brink of failure only a few years after.

New management model

What prompted this was the Yom Kippur War of October 1973. To apply pressure on Israel's western supporters, the Organisation of Arab Petroleum Exporting Countries imposes an embargo on the supply of oil. As a result, oil prices skyrocket, bringing countries like Germany which are highly dependent on the delivery of raw materials quite literally to a standstill. The scope becomes especially obvious with the introduction of car-free Sundays. "The crisis hit us at the absolute worst time. Because the investments and the costs that rose everywhere kept adding up, we skidded into the red. On top of that, major systemic changes were imminent. I then went out to get my brother", is how Heinz Fiege describes the situation.

Four years younger, Hugo Fiege was living in Hamburg, working as a Diplom-Kaufmann, a business graduate, at *Wirtschaftsprüfungsgesellschaft Deutsche Treuhand Vereinigung*, an auditing firm. Heinz Fiege asks for his help in bringing the business back on track. The decisive day is etched into Hugo Fiege's memory: "Truth be told, I had other plans. But when I saw my brother on my doorstep in Hamburg, I knew that the situation was very, very serious. We then agreed to manage the company together."

Right from the start, creativity was called for in working together. Heinz Fiege recalls: "Technically, we needed a new set-up and by flexibly swapping trailer and tractor, we devised a new, budget-friendly transport system. By using containers that measured seven metres in length, we maximised the space available for transportation. That was a novelty at the time, and shuttling goods with these large containers significantly increased our efficiency."



Above: In 1992, Heinz Fiege (2nd from left) and Dr Hugo Fiege (r) receive the German Logistics Award.

Right: In 2009, Dr Hugo Fiege (l) and Heinz Fiege welcome the then Federal Chancellor, Angela Merkel at the company's headquarters in Greven.



A touch of Tegel

FIEGE's tandem-style management takes root fast. The siblings, although very different, are the perfect complement. And as a strong team, Heinz and Hugo Fiege manage to navigate the business out of the red and into calmer waters. They seem to have inherited what must be their most important qualities from their father: strategic thinking and the courage to act. Consequently, a pioneering decision is made when the question arises whether to stay or leave the premises on *Grüner Weg* as it offered no future prospects. During the restructuring of Greven's inner-city areas, Heinz Fiege uses his negotiating skills to secure a new piece of land for the company sitting just on the outskirts. Hugo Fiege recalls: "Our new development in Greven-Reckenfeld gave us the possibility to roll out our strategy, which was to separate logistics from the forwarding division in a first for Germany."

In the late 1970s, the concept included the construction of an ultra-modern handling terminal, a first separate logistics centre and a management centre that was isolated from business operations. What sounds trite nowadays is something completely new at the time and set to define the further development of FIEGE and logistics. As for the shape of the goods distribution centre, the siblings take inspiration from Berlin's Tegel airport. "The hexagonal shape lets us considerably reduce distances between the docking stations. Also, the use of cutting-edge conveyor technology and electronic data processing made the distribution of goods a more efficient and reliable process", Hugo Fiege explains.

And even a connection to the railways at docking level was new to the industry at the time. Heinz Fiege adds: "We received major funding from the government for the new building in Reckenfeld. In turn, however, we had to separate the warehouse from the forwarding operations to become eligible for subsidies like the big trading and industry companies." Separating the warehouse from forwarding set a completely new course for FIEGE, Heinz Fiege tells us. "That gave us a lead over the competition and was our breakthrough into logistics."

Germany-wide attention

Success came fast and gave the siblings quite the boost: The hexagon becomes FIEGE's trademark. And to the surprise of many and for the first time ever in Germany, FIEGE trucks come in an all-white livery. Hugo Fiege remembers: "That, too, was symbolic. We wanted to do things differently. Literally, we wanted to offer logistics solutions, pursue new paths, and signal this to the outside for everyone to see."

The strategy worked – and made the spirit of innovation from Westphalia the talk of the town in Bonn, which in the 1980s was Germany's capital. FIEGE receives the okay from the relevant Federal ministry for a research project titled Information Systems in Transport Chains for Goods. Hugo Fiege explains: "At the time, all the information was still affixed onto the goods. Our job was to find a way to transfer data across the systems between the industry and logistics companies so that the information arrived ahead of the goods." Technology revolutionised the market. Hugo Fiege obtains his doctorate on this topic and becomes a Doctor of Political Science. The project proved to be so successful that the brothers often found themselves presenting their concept to executive boards of renowned organisations.

Sustainable business thinking: In 1996, Dr Hugo Fiege (l) and Heinz Fiege (2nd from left) are honoured as Eco-managers of the Year.

Award-winning goods distribution centre

Karstadt turns out to be one of those clients jumping on the bandwagon. That was anything but a coincidence, as Heinz Fiege tells us: "Back then, medium-sized enterprises still were of the opinion that goods needed to be seen and touched. Big corporate groups were easier to convince of the advantages that an integrated, data-driven logistical organisation offered." FIEGE then establishes a goods distribution centre in Ibbenbüren to manage the procurement and distribution of all promotional merchandise for Karstadt's 160 stores that existed across Germany at the time.

During the construction of the so-called Mega Center which launched in 1992, FIEGE vigorously aligns its goals with environmental criteria for the very first time. "The sheer volume of goods made it possible for us to achieve substantial pooling effects and, in terms of transportation, to prioritise transportation by rail", Heinz Fiege explains. Protecting the environment by preventing traffic – this is a recipe for success for which he and his brother receive over a period of a few years only the German Logistics Award (1992) and are distinguished as Eco-managers of the Year (1996). Hence, Ibbenbüren does not remain an isolated case. Hugo Fiege emphasises: "With help from so-called Center of Gravity analyses we calculated the ideal distribution location for each client and then achieved efficiency gains of up to 30 per cent. This approach helped us in gaining many clients."



Flying high

From then on, FIEGE no longer limits new business relationships to Germany alone, but spreads its wings worldwide. As a result, the company grew within a few years only from being a German pioneer of contract logistics to one of Europe's leading service providers. When the headquarters in Reckenfeld became too small because of continued growth, no Center of Gravity analysis was needed when looking for an ideal solution: "Greven has always been, still is, and will always be home. This is where our family's roots are, and this is where we belong. So we were very pleased to have had the opportunity to build a new administrative building on Greven soil", says Hugo Fiege.

The ten-storey red-brick tower at Münster/Osnabrück airport which the company moved into in September 1999 is again based on an abstract thought pattern. Heinz Fiege recalls: "Just as before in Reckenfeld, it was about expressing our logistical and managerial philosophy with the building. We wanted an autonomous head office separate from operations with clear and efficient structures and short channels without superfluous frills."

Successful change of generation

The company's fate is controlled from the tower at Greven's AirportPark to this day. In the meantime, the fifth FIEGE generation has taken charge. The baton was passed to Jens and Felix Fiege following a clearly mapped plan, contrary to when the fourth generation joined the family business out of necessity. Heinz Fiege and Hugo Fiege summarise things like this: "We had no choice but to jump in at the deep end. As for our sons, we were very fortunate to prepare everything well in advance. When the fifth generation joined the company's management, we had formed two overlapping teams: Heinz coached Hugo's son Felix, and Hugo coached Heinz' son, Jens. And today, we can say with satisfaction: It worked out just great." The decisive point, however, is naturally always the whole team at FIEGE, not just two people. "That was the case already when we were still around and will be the same for Jens and Felix. The bottom line is that we presumably did more things right than wrong. And we are just a tad proud of that, but more so, we are incredibly grateful that everything turned out for the better over the years."

Geschichte des Logos





Clinically reliable logistics

St. Franziskus-Stiftung and FIEGE joined forces and entered unknown territory in 2001. The medicalORDERcenter (MOC) in Ahlen was the first of its kind and remains a unique facility within Europe to this day. In the meantime, it operates as a hospital dispensary, commodity trading company or central sterilisation for 600 doctor's offices and more than 50 clinics even outside of the Münster-based network.

The healthcare system is on the verge of major change. This type of change bears not only many risks but also opportunities to follow yet unknown paths. A situation which St. Franziskus-Stiftung and FIEGE are all too familiar with as they did just that when they formed the medicalORDERcenter 20 years ago.

"The dispensary at St. Franziskus hospital in Münster had become too small. The plans for a spin-off were already in the pipeline", Georg Rosenbaum recalls, who is the Managing Director of MOS GmbH and MOIN GmbH as well as the chief pharmacist of the medicalORDERcenter in Ahlen. The situation was further compounded by fundamental changes in hospital hygiene

introduced by law, which called for a separation of the clean room for centralised sterilisation and in turn required a complete re-organisation of the sterilisation wards.

Centralised logistics – decentralised know-how

At that point, St. Franziskus-Stiftung engaged in talks with FIEGE. "We jointly came up with the idea of centralising the dispensary, sterilisation, purchasing and storage at a single location inside the same building", Rosenbaum says. A revolutionary step which culminated in 2001 with the launch of the MOC in Ahlen.

The challenge was to acquire new business with partners from outside of St. Franziskus-Stiftung, to secure the investment into the infrastructure in the long run.



The medicalORDERcenter in Ahlen caters to three fields of hospital supply: Hospital dispensary, commodity trading company, and central sterilisation unit.

The modular offers from a single source were to secure customers' growing quality requirements as well as new features that came with the out-of-house supply, like scanning in a modular basket system, supply assistance operations, or on-ward pharmacists at the clinics.

The starting phase which followed a 'turning old into new' principle was demanding for many reasons. The introduction of the Euro currency, a completely new computer system including chaotic-dynamic storage, the standardisation of product ranges and the setting up of a service and distribution structure: "There were issues all over the place. But we stayed calm, kept making the right decisions for months, gradually received acceptance from the medical side and showed that outside clinics actually benefit from our services", so Rosenbaum's summary.

Growth made annexe necessary

Since that time, the MOC has been composed of three modular segments for the supply of clinics: the hospital dispensary (medicalORDERpharma), a commodity trading company (medicalORDERservices GmbH) and centralised sterilisation (medicalORDERinstruments GmbH). FIEGE takes charge of the warehouse management for the medical products, pools all material flows of the centre for distribution and organises the regional and pan-regional transportation. Rosenbaum: "In the beginning, over twenty years ago, we had six hospitals on our client list. Today, that list comprises 50 clinics and 600 doctor's offices with varying degrees of modular supply."

To accomplish this organisational, technical, and logistical feat, plenty of space is needed. In 2012, a second MOC facility launched with the same set up. In 2017, the building in Ahlen was extended by high-rack storage as well as offices and recreational areas.

"We store around 1,300 different medicines and 3,500 items in the medical product warehouse."



Large list of clients: The MOC offers a modular supply range to 50 hospitals and 600 doctor's offices.

Nowadays around 260 people are working at the MOCs. "We store around 1,300 different medicines and, next to some 3,500 items in the medical product warehouse, about ten times that many transient items. Our preparation of medical products serves all medical facilities and preps some 160,000 sterile units every year", is how Rosenbaum outlines today's dimensions.

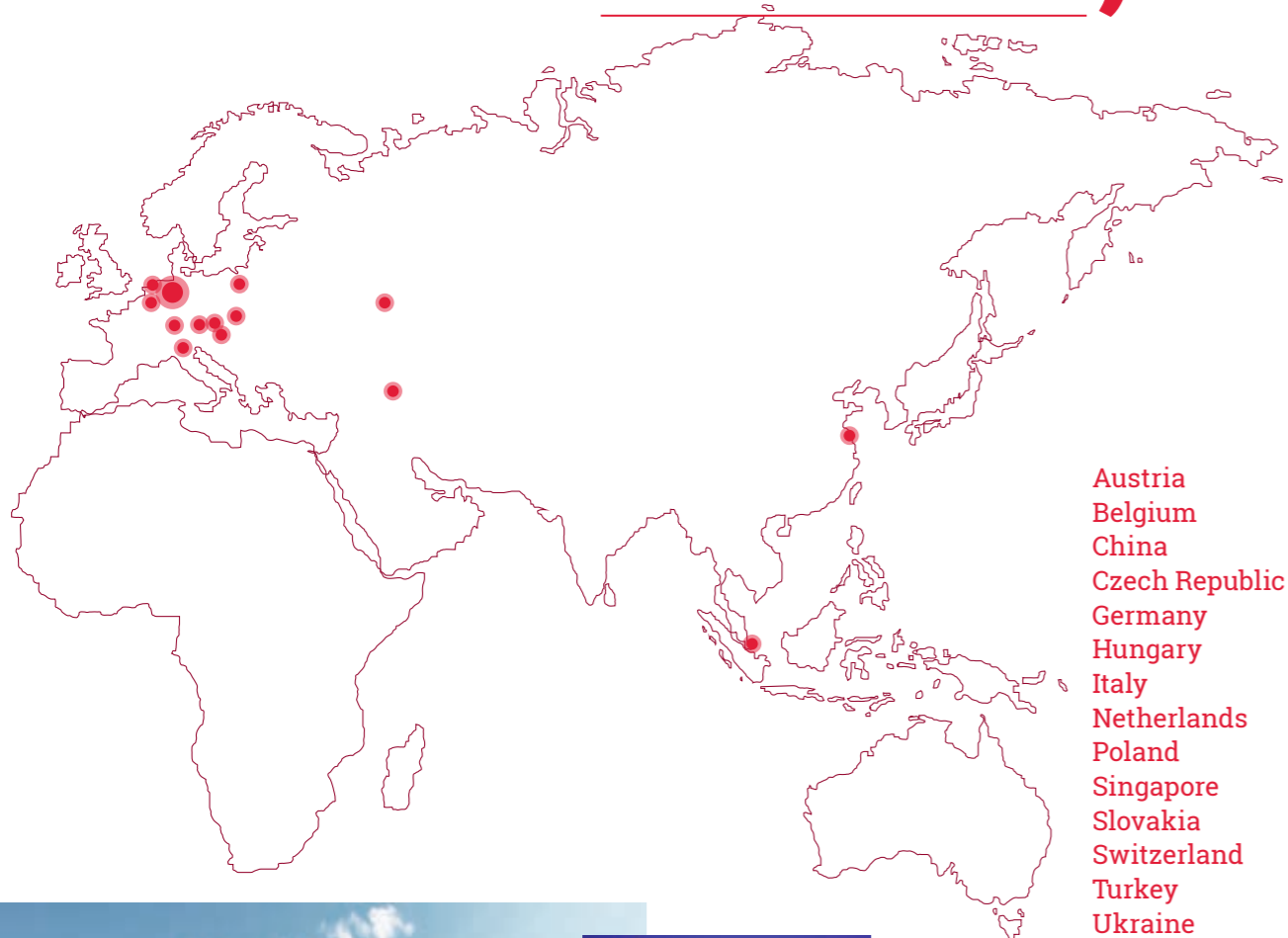
Crisis-proof and crisis-tested

To offer supply certainty to patients all the way to the wards, medicine cabinets and operating theatres in a global sector where oversight is as tight as it is for the pharmaceutical industry, is a challenging and complex task day in, day out. Especially where global supply disruptions are pushing the system to the brink of collapse. Rosenbaum remembers: "In unison with FIEGE we built the expertise that this job calls for with great flexibility and experience. That is how we were able to uphold our full spectrum of services even during the Covid-19 pandemic."

And twenty years after the MOC launched, there is still no comparable project anywhere in Europe where the three fields of service are housed under the same roof, supplying clinics on this scale from a single source. The clear goal in the future is to generate more services and consultancy as additional lines of business. It seems as if the MOC has lost very little of its willingness to pursue new paths over and again in more than two decades.

FIEGE has grown from a local haulage company to an international provider of logistical services. The start signal to what was called *Ausfüllung des Hauses Europe* – or filling in the blanks in Europe – was in the 1990s. Since then, the view has taken to far horizons, from south and east Europe to Asia.

Born in Greven,



- Austria
- Belgium
- China
- Czech Republic
- Germany
- Hungary
- Italy
- Netherlands
- Poland
- Singapore
- Slovakia
- Switzerland
- Turkey
- Ukraine



Left: In Bülach in Switzerland, an ultra-modern FIEGE logistics centre is currently under construction.

Right: FIEGE has grown continuously in the Asia region over the past two decades.



Left: In 2000, FIEGE built its first own logistics centre in Poland.

Right: FIEGE launched a new multi-user centre in Budapest in 2022.

at home in the world

In 1982, the American political scientist and futurologist, John Naisbitt published a book titled *Megatrends: Ten New Directions Transforming Our Lives*. Through his international bestseller, he coined a popular term that has characterised our society like few others: globalisation. This referred to the change from national economics to today's global economics.

Heinz Fiege and Dr Hugo Fiege also recognised this trend in the 1990s. As fourth-generation owners, they set the course for globalisation and described FIEGE's most important strategic goal as "filling in the blanks in Europe". They believed that the distribution of goods would no longer be arranged under domestic, but primarily economic and transportation aspects in the future.

Buying in European expertise

The aim was to follow clients to countries where they operate as a logistics company. For this, European expertise was quickly forged. After the acquisition of Goth Logistik-Services AG – a renowned Basel-based company formed in 1870 with branches in Switzerland as well as Italy, Belgium, Taipei, Shanghai, and Hong Kong – FIEGE took a first important step outside of its home country.

The Swiss sister company was renamed FIEGE (Logistik) Schweiz AG in January 2004 yet has lost nothing of its international know-how. Today, these colleagues are part of the Southern Alps & Europe (SEA) business unit based at locations in Münchenstein, Balerna, Dotzigen, Oftringen and Bülach where an ultramodern new building

for both portfolio clients and new business operations is being built. Managing Director Vinko Castrogiovanni, who oversees this task jointly with Alberto Birolini, says: "Next to classic warehousing, fulfilment and transport services, one of our specialisms is international freight forwarding and customs clearance. Due to our considerable expertise in this field, we offer our clients easy access to the Swiss market by our cross-border eCommerce solution."

The SEA business unit also includes FIEGE Austria, a Vienna-based subsidiary which following the take-over of AV Logistic Center GmbH in early 2023 also brought prestigious clients such as Austria's tradition-steeped publishing house, Piatnik or the Swiss watchmaker, Breitling on board. With a new development at its Vienna headquarters close to the city centre, FIEGE Austria will double its logistics space in the coming year.

FIEGE Logistics Italia with locations in Arese, Castel San Giovanni, Nogarole Rocca and Stradella are also a part of this. Birolini explains: "With around 3,500 colleagues in Italy alone, we develop integrated multi-channel logistical solutions for many areas, and here most and for all for the fashion and lifestyle industry and the sector of consumer goods. Years of experience in these fields means that we can purposefully support our clients in conquering new markets."

The sun rises in the east

Following the fall of the Iron Curtain, new markets opened also in the east in the 1990s. Next to the new German Federal States, this was the case especially in Poland. Piotr Kohmann, Managing Director FIEGE Poland and in tandem with Gergely Hepp a Co-Managing Director of FIEGE's Central Eastern Europe (CEE) business unit tells us: "Our first client in Poland in 1997 was an American technology enterprise. Three years later, we laid the foundation stone in Mszczonów before the gates of Warsaw for our own first logistics centre on Polish soil."

The decision to offer contract logistics in Poland proved to be pioneering. More than 25 years later, FIEGE is still working for its client of the very first hour. However, in the meantime, they have 14 locations overseeing a good 600,000 square metres of logistics space across the entire country. "We established ourselves as a crucial logistics company in Poland. With our workforce of almost 8,000 we provide innovative supply chain solutions for eCommerce, tires, fashion, healthcare, fast-moving consumer goods as well as consumer products", Kohmann says.

Expansion alongside the river Danube

Next to Poland, FIEGE also founded some subsidiaries with their own branches in other central and east European countries. And as if it was meant to be, the development followed the course of a stream that meanders through or touches on so many countries like no other river on Earth does. Gergely Hepp emphasises: "Our Central Eastern Europe business unit is based in the Czech Republic, Slovakia, Hungary and in Ukraine by now. This means we can offer blanket coverage to our clients and the highest level of bespoke logistical solutions. In addition, we provide transport services to the Baltics and south-eastern Europe."

In the capital of Hungary, Budapest is where FIEGE launched operations last year at a new multi-user centre for Europe's leading mail order trade for pet supplies, zooplus SE. "We handle all process flows – from incoming goods, quality control and storage to order picking, packaging and readying for shipment, to handing over to CEP service providers", Hepp informs us. The high level of automation at the logistics centre is especially impressive: "With our fully-automated system including its two kilometres-long conveyor, we can process up to 2,800 parcels per hour. This further optimises the shopping experience of zooplus' end customers", Hepp says.

"Our Central Eastern Europe business unit is based in the Czech Republic, Slovakia, Hungary and in Ukraine by now."

Stronger presence in the Far East

FIEGE has also grown continuously in the Asia region. Currently branches are based in the greater Shanghai area, in Hong Kong, Singapore and in Turkey. Martin Rademaker, board member of FIEGE and responsible for the Far East (FE) business unit says: "After taking over the fashion logistics specialist, World Fashion Logistics in early 2022, we further strengthened our presence in this market that is very important for us. Right now, we are advancing our existing business in Asia and consolidating our offer within the different areas of service."

The long-term goal is to locate more niche markets and to promote intra-organisational knowledge sharing between Asia and Europe especially in the technical realm. Moreover, FIEGE also intends to make this bridge accessible to logistics clients. Rademaker adds: "With our broad European network we are an ideal contact point for small and medium-sized Chinese companies that opens doors to gain a foothold in this our local market."

What's next?

Roughly 30 years after the first instalment of globalisation, FIEGE has long become a household name in the world of multi-national logistics companies. The topic is as current as ever since even in the future, it will play the key role in FIEGE's company strategy. There is some very fresh news to report from in Europe, for example: Following the example of the regional business units Southern Europe & Alps, Central Eastern Europe and Far East, the activities in the Netherlands and Belgium will also be combined in future and jointly developed as the business unit BeNeLux. One thing is certain: the most recent expansion should by no means be the last!



Without you, it'd just be 40 tons of motionless metal.

Colin, 65, has found his passion in driving trucks. For five decades, he has been behind the wheel on Europe's roads. Colin feels most comfortable at FIEGE. Not only when driving one of the brand-new electric trucks but also in our extensively restored Büssing 8000. Colin will also be seen driving the 1951-built vintage vehicle with a retro FIEGE livery for our 150th anniversary celebrations. Because you can always rely on Colin.

We are FIEGE.
150 years together in motion.

150



Too good to go to waste

A world without food waste – this was Motatos’ vision when first established as Matsmart in Sweden in 2014. In 2020, their online shop also launched in Germany with logistical support from FIEGE. The two companies have now extended their partnership and – with a little help from automation – are bracing themselves for more shared growth.

Every year, around eleven million tonnes of food are thrown away in Germany. That amounts to 78 kilograms per person, despite the fact that most of it is still perfectly edible. The reasons for this are manifold, says Dominique Ertl, Country Manager Germany at Motatos: “Next to overproduction, faulty packaging and seasonal produce, more often than not it will be the best before date which is about to expire, or only just expired. We refused to simply stand by and look at this gigantic waste.”

We, that refers to initially Erik, Kalle and Uffe who roughly 10 years ago began to collect overstocks from the suppliers of a supermarket and offered the food thus saved at a lower price online. Their idea struck a chord with a society whose awareness of sustainability and the handling of resources was growing. “Many shoppers posted pictures of their orders on Instagram so that the idea spread like wildfire. This then led to a full-fledged movement”, so Ertl.

European expansion

As tends to be the case with social networks, this movement spilled across the country’s national borders. It quickly became clear that food waste is an issue that was a thorn in the side of many people living in other countries, too. In the meantime, Motatos operates not only in Sweden but also in Finland and Denmark, and since April 2020 even in Germany. Ertl recalls: “To launch on the German market, we needed a logistics company with comprehensive experience in food as well as e-commerce logistics. We found that in FIEGE.”

An essential criterion in opting for FIEGE was flexibility. Motatos offers a regularly changing product range of more than 1,400 articles which is reliant on the suppliers. Add to this that buyers’ shop a rather complex mix of products, and it explains why order optimisation played a crucial role in partnering with FIEGE. “We needed a scalable set-up to ensure success since we need partners who will grow together with us. With its multi-user structure, FIEGE was able to provide an ideal combination to us at its location in Großbeeren”, Ertl explains.



“Our core mission is to tap producers for products that never make it to the supermarket”, says Dominique Ertl, Country Manager Germany at Motatos.

Automatic growth

The desired success came fast. To handle the ongoing increase in orders, the initial logistics area of 5,000 square metres has by now doubled in size. With a network that comprises more than 300 partnering companies, Motatos has helped to avoid over 23,000 tonnes of food waste in Germany alone together with 280,000 food rescuers. “That is why we sat down with FIEGE in the spring of 2022, to plan the next steps of our co-operation. To elevate our logistics to the next level, automation also came up for discussion”, Ertl says.

The two companies decided to build an AutoStore and sign a long-term contract renewal. The first expansion stage of the automated storage and retrieval system features around 100,000 bins and 250 robots and will be set up in Großbeeren starting February of next year.



It is scheduled to go live in November 2024. Ertl explains: “We launched our Austria online shop this year and intend to grow further in the future. We are pleased to have a reliable partner by our side in FIEGE.”

Business model with an outstanding shelf life

According to Ertl, the changed market situation in combination with high inflation are currently noticeable: “Costs are rising everywhere. Many people and even businesses are forced to make their money work double time.” Motatos’ business model offers valuable savings both for producers as well as for consumers especially in these times and compared to other sustainable providers.

At the same time, Motatos continues to find new ways of fighting waste. “Our core mission is to tap producers for products that never make it to the supermarket. We now access the supply chain early on, for example by processing unwanted fruits and vegetables into pastes and pesto ourselves”, Ertl explains. Chances are good that Motatos will be saving even more foods in the future which are quite simply too good to go to waste.



Above: In the meantime, Motatos also offers proprietary products to reduce food waste.

Left: Motatos relies on FIEGE to handle the logistics behind the sustainable business model.

Football



for all



Soccer Cup on the big stage: The 150th anniversary edition of the company's signature football tournament goes down as the biggest event in the history of FIEGE. A venue set against a breath-taking backdrop made up of 3,500 participants is what the Preußen Stadium in Münster was.

It was impossible not to hear those who had arrived to defend their title: before the tournament started, during the official opening of the 17th FIEGE Soccer Cup and again during the presentation of the highly coveted trophies, last year's winners from Italy clearly set the tone on the grandstand of the Preußen Stadium. And rightly so: the trophy for the best women's team went for the second time in a row to Venice! In a fierce final against colleagues from Gardno in Poland, Olimpia Nogarole Rocca needed a single goal only to once again ascend to the Mount Olympus of football on planet FIEGE.

As for the men's team, last year's winners from Lengerich also laid claim to the title, yet this time around made it to the semi-final only. Frenzied cheers came on the other hand from the Kickers Biblis team when they won the final against colleagues from Reckenfeld only to crown themselves the winners a few weeks after SC Preussen Münster made it to the top of the regional league at the very same spot. No later than at the After Kick Party that followed, where teams and fans came together to celebrate, was it obvious: the FIEGE Soccer Cup is about so much more than football alone.



a 150th-anniversary fan choreography was also on the agenda. And the Co-CEO, Jens Fiege added: "A big thank you goes to SC Preußen Münster which allowed us to use its stadium to make the anniversary edition of the Soccer Cup something very special. We wish to thank all our colleagues who travelled from near and far this weekend, at times over 1,000 kilometres, to be here. We realise that this isn't a given. Our special culture defines us – and we are very proud of this incredible team that we have here at FIEGE!"



Football as it should be played: tight knock-out rounds, full stands, 100 per cent team spirit.

FIEGE Soccer Cup After-movie



Organisational feat

The setting for the FIEGE Soccer Cup could not have been better: Glorious sunshine welcomed a record-breaking 3,500 participants from ten nations at the sportive home of the SC Preußen for one day. 115 registered teams played off during preliminary rounds on twelve small pitches while fans enjoyed bratwurst, French fries, vegetarian burgers, and refreshing beverages to top off the invigorating atmosphere. "The first big thank you goes out to our 150th-anniversary team, all colleagues at our location in Lengerich, and all helpers for the fantastic organisation", said our Co-CEO, Felix Fiege. "It's exceptional what they managed to pull off here. This year's label has anniversary edition marked all over it! We are thrilled to be celebrating with these many colleagues from the entire World of FIEGE here today."

For the final match, both the teams and the fans moved to the Preußen Stadium where, next to memorable goals and gripping results following the nine-metre shoot-out,

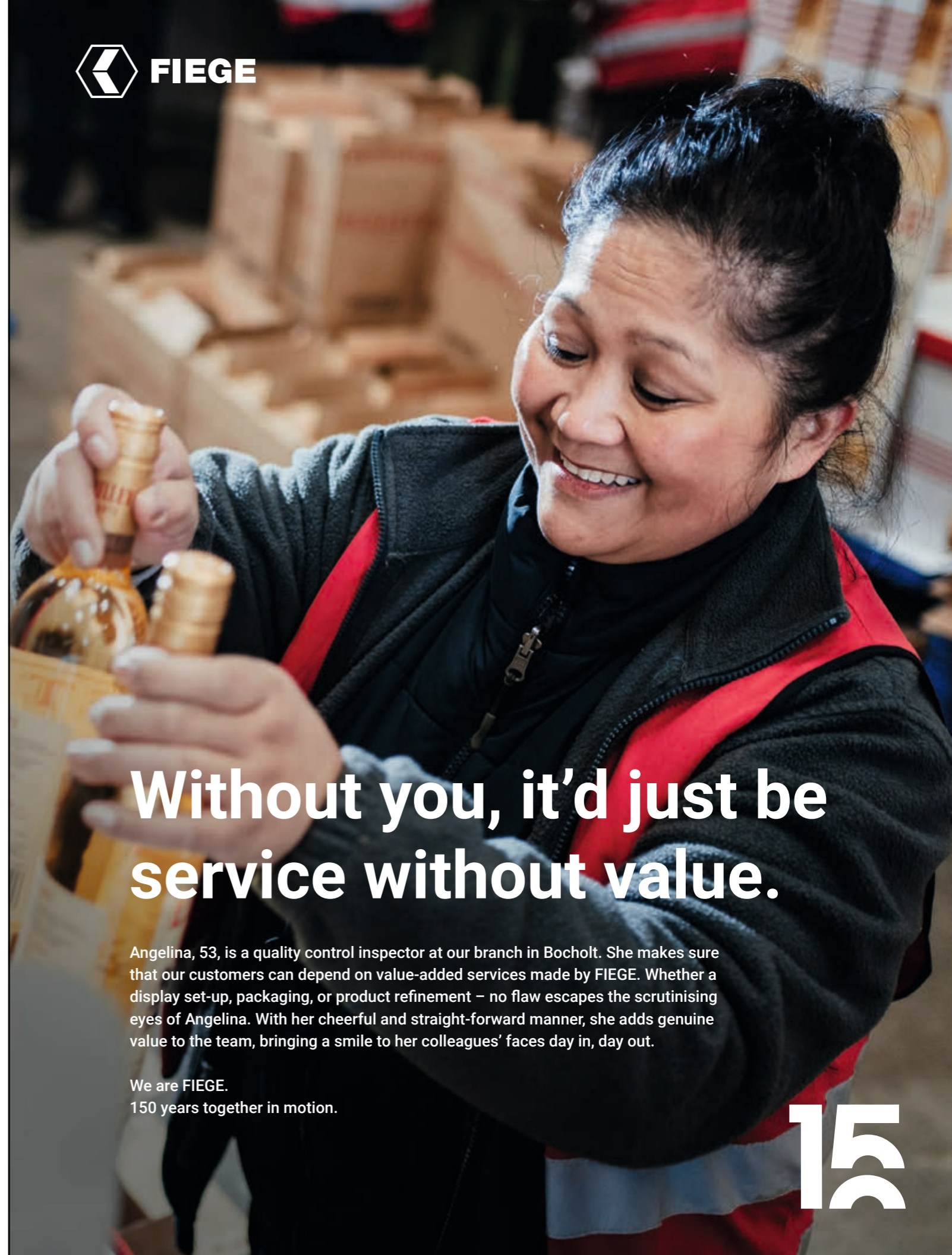
Extraordinary team spirit

During the 350 matches played on the pitch, everything was always fair and respectful even if in sportive terms, things got down to the nitty-gritty. That was also thanks in part to the 26 referees who oversaw all matches with integrity. Before the quarter finals and in front of the amazing backdrop that the Preußen Stadium is, there was a special inclusive match played between the Alexianer in Münster and a FIEGE all-star team that ended in a fair draw.

During the award ceremony where the second and first runners-up as well as the winners accepted their respective trophy, there was resounding applause from the ranks. The colleagues from Gardno who had arrived with six male and female teams and plenty of vocal support stood out as the fans creating the most atmosphere. In the end, the trophies were more of a side note to a huge and long football festival. Once again, the Soccer Cup's headlining motto was all about coming together, about togetherness, and especially about the team spirit at FIEGE.



The hosts right at the heart of SC Preußen Münster football club: Jens Fiege (l) and Felix Fiege.



Without you, it'd just be service without value.

Angelina, 53, is a quality control inspector at our branch in Bocholt. She makes sure that our customers can depend on value-added services made by FIEGE. Whether a display set-up, packaging, or product refinement – no flaw escapes the scrutinising eyes of Angelina. With her cheerful and straight-forward manner, she adds genuine value to the team, bringing a smile to her colleagues' faces day in, day out.

We are FIEGE.
150 years together in motion.

150

FIEGE's aim is to hand over the family business to the next generation to carbon neutral standards. With the publication of the first sustainability report which includes their carbon footprint, FIEGE creates the required transparency.

This is the only planet we have



Sustainability is a term that has had a remarkable career. Just about everything nowadays also comes in sustainable – be it energy, food, clothing, construction materials, or packaging. The by now inflationary use of the word is a popular point of critique. One thing is therefore especially important to Sandra Achternbusch, Executive Director Corporate Sustainability at FIEGE: “Our philosophy is that sustainability is not just a buzzword but a central pillar of our company’s recipe for success.”

In other words: FIEGE has ingrained sustainability in its DNA. That is also because logistics has always relied on a somewhat sustainable approach. “To always find the most sufficient solution, transportation and logistical process flows need to be optimised and the energy consumed for this needs to be lowered while avoiding waste wherever possible”, says Achternbusch. Heinz and Dr Hugo Fiege, fourth generation owners, protected this principle under the trademark of Ecologistics™ – as early as the 1990s.

100+ pages of transparency

Over the past 30 years, FIEGE has continually grown its own sustainability strategy, clearing a further important hurdle in summer: “We are delighted to publish our very first sustainability report in the year of our company’s anniversary. The report provides our stakeholders with insight into our activities and clearly points out the challenges we all will be facing in the future”, Achternbusch explains. The report details every action taken in the fields of social (People), environmental (Planet), and economic (Partners) sustainability.

The carbon footprint plays a prominent role in this. For the sustainability report, FIEGE identified its CO₂ balance for the first time in line with the Greenhouse Gas Protocol (GHG). “Our sustainability report creates the necessary transparency to review our pathway year-on-year anew and evaluate our progress”, Achternbusch adds. We are already quite successful when it comes to all direct Scope 1 emissions of the locations and the fleet, as well as the indirect Scope 2 emissions from purchased energy. There is still potential to optimise Scope 3 emissions outside of our own system: “Therefore, in the future, we will capture our carbon footprint in even greater detail and assume responsibility even for all upstream and downstream processes”, Achternbusch emphasises. In October, FIEGE also signed the commitment letter of the Science Based Targets initiative (SBTi), committing itself to setting ambitious climate targets in line with the 1.5°C target of the Paris Agreement.

Teamwork makes the dream work

Things are also progressing fast at organisational level. International Sustainability Excellence Managers are being added to the central sustainability team who will be entrenching the topic even further with the respective business units. “Once a month, we exchange Best Practices and updates with our colleagues to learn from one another and with each other”, Achternbusch says. One business unit has already built a Sustainability Ambassadors team which works closely with the responsible Sustainability Excellence Manager. The team also double as the junction between the branches and the managerial level. This direction is to be pursued vigorously. Achternbusch points out: “We are always on the lookout for further fellow campaigners who support us with driving sustainability forward. After all, we only have the one planet.”



FIEGE Ecologistics™ Park

Plans for the climate positive operation of a logistics centre at the FMO AirportPark, directly at Münster/Osnabrück airport, in accordance to the DGNB standard:

- climate resilient construction
- CO₂-optimised materials
- positive energy balance of building
- good circularity rating
- securing biological diversity at the location

FIEGE Energy Management

Reduction of around 21,000 tonnes of CO₂e (December 2022) through various Energy Management measures:

- nation-wide use of renewable energy in Germany
- 400,000 square metres of PV systems
- 1.2 million square metres of logistics space lit by LED systems in Germany
- roughly 100,000 square metres of logistics space operate completely with renewable energy
- more than 150 EV charging points in the World of FIEGE
- intelligent charging infrastructure and dynamic load management

FIEGE Sustainability Report





FIEGE Italy has been advocating the integration and inclusion of people in the labour market with various initiatives. Their Welcome – Working for Refugee Integration project earned them an accolade from the United Nations High Commissioner for Refugees, the UNHCR, in summer.

**FIEGE Italy:
It is possible**



Since January 2020, FIEGE Italy has been committed to the inclusion of displaced persons fleeing from war or persecution under the UNHCR's Welcome – Working for Refugee Integration project. The Welcome initiative was called to life in 2017 with help from Italy's Ministry of Labour, the General Confederation of Italian Industry – Confindustria, and the Global Compact Network Italia. Across the country, professional prospects have been created for more than 22,000 refugees at over 520 active businesses to this day.



The face of integration: The UN distinguished FIEGE Italy for its contribution to the Welcome. Working for Refugee Integration project.

A multi-cultural team

FIEGE has committed to the project as one of several integration measures at the logistics centre in the region of Verona, Italy. Beatrice Mondoni, HR Director at FIEGE in Nogarole Rocca explains: "It is our experience that cultural diversity results not only in a fulfilling working environment, but also in performance improvements within the team." Of the roughly 2,000 colleagues who work in Nogarole Rocca, 70 per cent are women, and only 60 per cent are native Italians. "The remaining 40 per cent come from 50 different countries. This blend of people of different provenance, religion and culture turn our hub into something of a real melting pot", is how Mondoni describes it.

Last year, FIEGE placed the first five refugees with the logistics centre in Nogarole Rocca. For its contribution to the Welcome – Working for Refugee Integration project, the UN High Commissioner for Refugees awarded the initiative's Welcome logo to FIEGE in June of this year. The team from Verona accepted the award together with other Italian companies, associations, and organisations during a festive ceremony held in Rome. Mondoni tells us: "Inclusion in the workplace has long been a vital part of our DNA. We want to do our part in promoting the integration of people in need of international protection into Italy's job market."

Specific measures for integration and inclusion

To create an inviting, integrative working environment within a team the size of the one in Nogarole Rocca, many different measures are necessary. This begins in the canteen which prepares a dish from a different country every Thursday to encourage the discovery of different food cultures. "During Ramadan, we arrange canteen shifts to allow our Muslim colleagues to break fast after sunset", Mondoni adds. To help with communication, FIEGE provides free online language courses with a focus on Italian for foreigners.

In co-ordination with the trade unions, FIEGE also defined specific measures that meet the needs of foreign employees. "Our colleagues may extend their holidays, to return more easily to their home countries", Mondoni explains. For this, it is possible to take a whole year's holiday in one and even take a week from the year after in advance.



Better luck on the job

Antonella Gentile is the Chief Happiness Manager which makes her very popular at the location in Nogarole Rocca. With her Italian-Argentinian roots, she is the perfect person to take on the important task of being the dedicated point of contact for all employees. Mondoni tells us: "As an example, we offer our colleagues help with anti-discrimination proceedings and take particular care of refugees who are victims of human trafficking and violence."

Next to provenance, other diversity dimensions naturally also play a role, like gender or age. "Our Responsibility and Diversity project advocates for the inclusion of people with genetic disabilities in collaboration with the Italian association for people with Down's syndrome, the AIPD in Mantua", Mondoni says. Also, many deaf people are working at the logistics centre in Nogarole Rocca by now. "To integrate our deaf colleagues even better in their working environment, more and more colleagues are learning sign language", Mondoni explains.

Cultural melting pot

In general, it is important to Mondoni and her team to support a work-life balance and to grant colleagues in particular very flexible working and working time models. The fact that the diverse commitment towards inclusion and integration has now been honoured by the UNHCR is great cause for joy, Mondoni points out: "This special accolade demonstrates to us that we are on the right path. We wish to thank all colleagues who help us every day and strive to promote cultural diversity by making it a key factor of FIEGE's success."

FIEGE

“We’ll be coming to you, to celebrate with you” – that was the promise the family and the Executive Board gave to FIEGE colleagues at the start of the anniversary year. Over the past twelve months, they lived up to their promise 44 times in total. The big anniversary tour took them across Europe all the way to faraway Asia. The ultimate goal was always to show appreciation and give thanks. Here a collection of some of the impressions for you to enjoy!



150 Years of FIEGE



ON TOUR

