

LOGO

The **FIEGE** Magazine
No. 98 | 2025

THE
FUTURE
IS NOW.



FIEGE in numbers

2,000,000,000

euros in turnover
(2024)



Investments into

32 Start-ups

2 of which
are unicorns



 **96**

social projects received
donations from Josef Fiege
Foundation in 2024

+1.000
robots

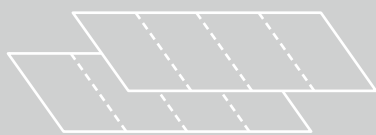


in our
logistics centres



136 locations
in 14 countries

450,000 m²
of photovoltaics installed



on our rooftops

Over 400,000 m²

of new logistics spaces built
over the past five years

4,600,000 m²

of logistics space in total

5.9 GWh

of self-generated
electricity in
2024



2m m²

of logistics space fitted
with LED lighting



22.000

employees

from 120
nations,
47% of whom
are women



Dear Colleagues, Dear Customers, Partners and Friends, Dear Readers,

Today will be yesterday tomorrow – so the translation of the title of a book of poems by Mascha Kaléko. To this day, the poet – who had to flee Germany in 1938 due to her Jewish ancestry – is considered one of the best German exile lyricists. The title of her book of poems sets out impressively just how ephemeral time is. Consequently, it encourages us to look ahead and to think about tomorrow, today.

We, too, have been dealing intensely with the question of how to brace our family business for the future. How do we succeed in achieving the best possible performance for our customers every single day, despite the many challenges and crises? How can we add genuine value for our partners even tomorrow? And how do we, as a service provider, respond to a world that is changing? These questions drive us day in, day out – which is why the title of issue no. 98 of our LOGO magazine is: The future is now.

One sector facing major change is the e-tailing sector. Social commerce is a phenomenon gaining more and more ground in our society. It is a phenomenon that has set out to radically change the rules of eCommerce, turning our buying behaviour, and consequently the logistics behind it, upside down. Our colleagues, Dr Nari Kahle and Felix Hettlage, explain in the cover interview starting on page 18 why, going forward, the clock will be saying Tik-Tok rather than tick tock.

Next to social commerce, there are of course other trends which will play an important role in the years to come that will decidedly shape our future. And they are, you ask? Well, that is the question we presented to those at FIEGE who have most of their future still ahead of them: our top talents. Over a period of nine weeks, our colleagues did groundbreaking research and then presented their findings at a closing event. From page 22 onwards, we put to paper everything we took from that, together with our Executive Board colleagues Alfred Messink, Peter Scherbel and Martin Rademaker. And last, but not least, we wish to draw your attention to page 62 which reflects on a matter that is particularly close to our heart. This much we can say: it's definitely worth having a look inside.

Curious? Good. We hope you will enjoy our LOGO#98 issue. Wishing you all a Merry Christmas and the very best for 2026!

Warm regards,



Felix Fiege & Jens Fiege

The LOGO magazine can also be viewed online – with exclusive digital content: Scan the QR code now to browse online!



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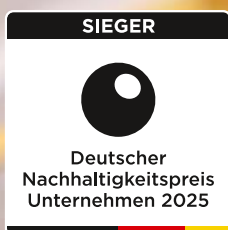


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Heinz Fiege (l) and Dr Hugo Fiege (r), former Co-CEOs of FIEGE, accepted jointly with their sons, Jens Fiege (2nd from right) and Felix Fiege (2nd from left), today's Co-CEOs of FIEGE, felicitations from Markus Lewe, who was the long-standing Lord Mayor of the City of Münster up until handing over his office in November 2025.



269,314 bricks, 12,000 tonnes of concrete, 2,792 days of project work, 2,000 truckloads of excavated soil, 517 windows and 170 on-site trades: our new office building at Münster's Hafen district was highly deserving of its opening celebrations. With Münster's former Lord Mayor, Markus Lewe in attendance plus around 120 invitees, the X-Dock – pronounced cross dock – was festively inaugurated following a roughly three-year construction period, in February 2025. The ultra-modern building, which merges different FIEGE business units that were previously spread across multiple leased locations, fortifies our presence in Münster. Felix Fiege, who runs FIEGE as a Co-CEO together with his cousin, Jens Fiege, said during the opening celebrations: "Today is a very special day in the long history of our company. The inauguration of the X-Dock presents an important milestone for us. Naturally, our head office will remain in Greven. But our second home here in the heart of Münster will decidedly contribute to the continued growth of our company and consolidate our future success." And Jens Fiege added: "With the X-Dock we have created a special place for our colleagues. People are paramount – which is why we have set up a working environment in the creative and digital surroundings of Münster's Hafen that invites people to communicate and to connect. With this we wish to inspire our current team on the one hand while on the other, as an employer, become even more attractive to tomorrow's best talent and executives."

CROSSROADS

IT TAKES TWO





No filter needed – this statement might uphold on social media what it promises. In almost all other areas of life, filters, however, have a central, often vital function. Clean mobility, clean air, clean water, clean industry: to value a clean world means to tap key technologies provided by MANN+HUMMEL. For over 80 years, the Ludwigsburg-based family business has been pursuing its Leadership in Filtration mission with consistency. And for more than a decade, FIEGE has been backing the global market leader on their journey and operates, amongst others, the Lieferanten Logistik Zentrum – or suppliers’ logistics centre – for MANN+HUMMEL’s largest global production site in Marklkofen. In summer, we officially sealed the further expansion of our strategic partnership: starting in January 2026, FIEGE will also oversee operations at the central warehouse for Europe’s aftermarket in Niederaichbach. The roughly 200 colleagues who have been working to date at the location will join our team and contribute their know-how. Our Executive Board member, Martin Rademaker, says: “We are incredibly grateful for the trust that MANN+HUMMEL as well as the current team in Niederaichbach have extended to us. Our long-standing collaboration is excellent proof of what we can achieve when partnership is experienced on a par. And we are highly motivated to ready ourselves for future challenges as a team.”

Signing of the contract at the headquarters of MANN+HUMMEL in Ludwigsburg (left to right): Klaus Schwinghammer (Vice President Purchasing Non-Production Material at MANN+HUMMEL); Marc Styrnal (Director Operations Cluster Nuremburg at FIEGE); Philipp Debuch (Managing Director FIEGE Industrial); Stephan Wittenbrink (Managing Director FIEGE Transport); Samuel Cochon (Chief Procurement Officer at MANN+HUMMEL); Kai Albus (Senior Vice President Global Supply Chain and Logistics at MANN+HUMMEL) and Martin Rademaker (Executive Board member at FIEGE).

It is what it is, Preußen in the second division: following a rousing final sprint and the necessary support from Nuremberg, SC Preußen Münster managed to secure its position in the league on match day 34 of the 2024/2025 season. Just in time, as one might say in logistics. Not in the very last moment, but in time and regardless of any division, FIEGE renewed its partnership with Preußen which was originally set to end in the summer of 2026, by a further two years. As a result, we will be the main sponsor of Münster's tradition-steeped club until at least 2028. Our Executive Board member, Martin Rademaker, said when renewing the contract: "We greatly look forward to participating in writing the shared history of Preußen Münster and FIEGE. To us, it was important to send a clear signal that it is secondary for our partnership which division Preußen is in." As for the club, the joy that comes with planning certainty and the ongoing collaboration with FIEGE was huge, as Phillip Deipenbrock, Managing Director Sales and Marketing at Preußen, explained: "All together for Preußen Münster, no matter what division. That has been celebrated for many years even on the terraces just like with our closeknit partnership with FIEGE. Preußen Münster sees itself as a platform which brings people together from the city and the whole of the Münsterland at eye level, side by side, with strong partners. Our main sponsor, FIEGE has been a carrying pillar of this platform since 2020 already. We are incredibly grateful for this special token!"



SECOND DIVISION



A sight that will stay the same for a while: Fiege and Preußen Münster continue to move in lockstep into the future. Until 2028 at least, the FIEGE logo will grace Preußen's eagle-bearing jersey.

SAFE, WITH STYLE

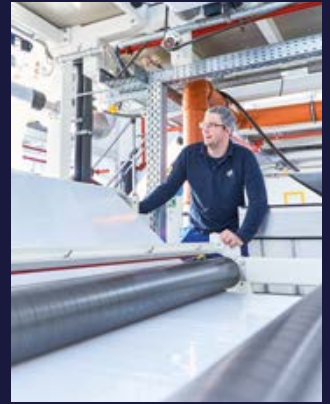




For nearly three decades, Würth MODYF has been a reference point in the workwear sector. The subsidiary of the Würth Group is one of the top suppliers of premium workwear and comfortable safety shoes. The creative specialists of Würth MODYF greatly value not only that their products are totally safe and functional, but also modern and stylish. Whether for trades, logistics or the industry or even the street art scene: everyone can find their design favourites here. From its very beginnings in 1997, Würth MODYF has been operating in the Italian market. A year ago, the decision was made to consolidate the previously decentralised logistics operations in Italy and Germany into a single hub. While searching for a suitable partner to operate the new hub in Nogarole Rocca, the choice fell on FIEGE. Hannes Wieland, CEO of Würth MODYF Italia, said during the anniversary festivities held in October: "Our goal is to consistently provide the highest level of service to our customers. Centralising our logistics in the Verona region – a strategically advantageous location – has enabled us to significantly reduce delivery times and streamline our inbound flows. By bringing logistics closer to our customers, we are now able to respond even more quickly and efficiently to the needs of the Italian market." Alberto Birolini, Managing Director of FIEGE operations in Italy and Turkey, added: "The name Würth MODYF stands for innovation, high quality and excellent service – a statement that we as a logistics company also pursue. We are very grateful for the trust that our customer places in us and will continue to give it our all every day, to generate real added value."

Happy anniversary (left to right): Margherita Candida, Executive Assistant FIEGE Italy; Alberto Birolini, Managing Director Region Italy & Turkey at FIEGE; Hannes Wieland, CEO Würth MODYF Italia; and Giulia Di Fonzo, Executive Assistant & Recruiter at Würth MODYF; celebrating the one-year anniversary of the partnership between Würth MODYF and FIEGE at the new logistics hub near Verona.

Pioneering spirit from the Münster- land wrapped in sustainability



Bischof+Klein is a Hidden Champion from Westphalia in Germany. If you have ever shopped in a supermarket, you will surely have held a flexible packaging solution in your hands by the market leader. For their logistics, the Lengerich-based family business has been harnessing the expertise from nearby Greven for 40 years.



Innovation leader with 130+ years of experience:
Bischof+Klein is the ideal partner for all forms
of sustainable product protection.

There are many good reasons to package a product: lasting freshness, safety and hygiene protocols, better storage and transport options and sometimes, simple optics. At Bischof+Klein in Lengerich, these reasons are known to the very last detail. The company is one of Europe's leading full-service providers of packaging and product protection made of plastic and plastic laminates.

Bischof+Klein was formed in 1892, as Papierfabrik und Prägeanstalt, a paper factory and mint, originally producing art prints and Christian literature. In the 1920s, the company became a packaging manufacturer. Over decades, the business fields of industrial and consumer packaging as well as technical film came about, with the special solutions by Bischof+Klein being in demand world-wide. "The family of entrepreneurs has demonstrated time and again that it spots the signs of the time early on, and finds an innovative solution for every problem. Our long past reads like an account of ongoing change", Karsten Wamhoff, Head of Sales for Export, who has been with Bischof+Klein for almost 40 years, tells us.

Sought and found

In the early 1980s, the signs in Lengerich were set to growth. The business field of plastic packaging, especially for consumer goods, was booming. Therefore, Bischof+Klein wanted to bring in logistical support. While searching for the best fit, they found what they were looking for in Greven, only 20 kilometres away, and contracted FIEGE as their resident forwarder in 1985.

FIEGE's transportation experts moved into their own offices at Bischof+Klein – more precisely, back then into Halle Lotz where the Innovation Center, amongst other things, is housed today. Their responsibilities included all outgoing transports from the production site in Lengerich, Philippsthal (Werra) and Konzell in Lower Bavaria. "The concept worked from day one. Outsourcing allowed us to focus more strongly on our core operations while FIEGE, with their efficient transport management for road, water and air, generated synergy effects", Wamhoff highlights.

Joining forces

When the EC opened its single market on 1 January 1993, the course was charted anew since tariffs on long-haul goods traffic were dropped, which came with new economic opportunities. The idea to transition the service partnership into a joint venture structure came quickly: Logistics Service Lengerich GmbH (LSL) was born. The Head of Forwarding, Dietmar Schallenberg, was a man of the first hour: "We quite literally grew together back then. With the formation of LSL, we also took over

warehousing and order picking at the plant in Lengerich as from 2002. This included the colleagues who had organised these tasks until then on the customer's side."

And again, this plan should quickly bear fruit. When the existing warehouse spaces reached their limits, FIEGE built a new central warehouse for Bischof+Klein – directly opposite the main plant in Lengerich. Initially LSL handled the transport to the logistics centre by truck. However, the urge to always find the best-possible solution sparked a wealth of ideas. "In 2021, the forwarding part and the production were connected by a transport bridge which facilitated the automated transport of pallets. This saved up to 6,000 truck trips per year. In terms of efficiency and sustainability, this was an important milestone", Schallenberg adds.



Future-forward technology

Sustainability – a goal that would connect the two partners for many years. As early as 1985, Bischof+Klein embedded the protection of the environment in its company's philosophy. FIEGE received multiple accolades for its Eco-logistics concept in the 1990s. Therefore, Schallenberg is especially proud of a groundbreaking project: "Last year, we added an electric truck to our operations. The first of its kind in Lengerich. The all-electric truck helps us to further reduce CO₂ emissions. We are thrilled to contribute to the expansion of e-mobility within the region."

And at the production site of Bischof+Klein, the course is also set to the future. Wamhoff explains: "Stagnation is regression – this spirit is what made Bischof+Klein become what it is today. If we want to revolutionise the packaging industry in the future, too, our progress must be ongoing."

Uplevelling logistics

FIEGE Austria is set for growth. In addition to the existing location in Vienna, we have built a second logistics centre on the neighbouring piece of land which took only twelve months to build. The two-storey warehouse structure which is 21 metres high, is a novelty in the region which gives special flexibility to customers in different sectors.



The country of mountains, rivers, fields and cathedrals: Austria's national hymn highlights the many wonderful corners of the country. It is especially beautiful also at the new FIEGE logistics centre which was officially inaugurated in mid-September. With this modern property – a brownfield redevelopment on what used to be Unilever's production site – we are doubling our logistical capacities in Austria's capital to a good 40,000 square metres in total, permanently strengthening our presence in the alpine republic.

Peter Scherbel, Executive Board FIEGE Group, explained during the inauguration ceremony: "When we started our Austria-based operations in 1998, we most likely did not consider it possible that we would open such an amazing new location right in the centre of Vienna a good quarter of a century later. Therefore, I would like to warmly thank everyone involved in this project who made the

expansion of our location possible. The new development is a milestone for the entire FIEGE Group. It opens up a great opportunity for us to deliver efficient logistics, maximum flexibility and more importantly, long-term growth possibilities at this extraordinary top spot to our customers."

Among the guests at the opening ceremony was Peter Steinhardt, the district commissioner of Simmering, Vienna's 11th district, who said: "Roughly a year ago, we celebrated the topping-out ceremony right here. At the time, you could only guess what the logistics centre would look like once completed. To see it now, here, and celebrate its opening is a wonderful moment for FIEGE, but also for the district of Simmering. I am thrilled that FIEGE decided to make a long-term investment into the Vienna-Simmering location and continue to grow here. Congratulations on the completion of the new logistics centre."



Cut and go (from left to right): Joachim Stern (Managing Director of FIEGE Austria), Hendric Fiege (Executive Director of Solution Design & Integration at FIEGE), Thomas Steinhart (district commissioner of Simmering, Vienna's 11th district), Peter Scherbel (Executive Board member of the FIEGE Group), Dr Ewa Samel (member of the Vienna parliament and municipal council), Ronny Bürger (Managing Director of FIEGE Austria) and Vinko Castrogiovanni (Managing Director of the FIEGE division Austria/Switzerland/BeNeLux) officially opened our new logistics centre in Wien.



Flying high: after the ceremonial act, visitors enjoyed the grandiose weather on the rooftop terrace.



Dr Ewa Samel, member of the Vienna parliament and municipal council, stressed the following in her welcoming address: "Logistics is not only a key element of our lives, but also a mainstay of our economy and therefore also the backbone of any city. I am therefore very thrilled about FIEGE's clear commitment towards its Vienna location and would like to congratulate the entire team on the opening."

The multi-user centre was designed especially for customers from the Consumer Products, Industry, Fast Moving Consumer Products, Fashion and Healthcare sectors and meets the highest sustainability standards. FIEGE Real Estate oversaw the implementation of the development. The property which complies with EU taxonomy has been built to meet high energy efficiency standards, features a photovoltaic array that covers the entire rooftop and meets the Gold certification requirements by the German Sustainable Building Council (DGNB).

Joachim Stern, Managing Director of FIEGE Austria, added: "As for all of our construction projects, our focus here once again was sustainability. Moreover, our new location has been designed to accommodate a range of automation options and offers ideal conditions to our customers, to ensure smooth logistics – from typical warehousing and transportation, to value-added services. And we are highly pleased that, following the construction phase, things can finally kick off at our new warehouse."

TikTok

goes the clock



Focussed shopping and searching make way for inspiration and impulse buying: social commerce is changing the rules in eCommerce. Novel marketplaces, like the TikTok Shop, are creating a shopping experience unlike anything we have seen before, giving brands and e-tailers new, exciting sales spaces in a time of saturated markets. An interview with Dr Nari Kahle, Managing Director at heyconnect, and Felix Hettlage, Managing Director at FIEGE Retail.

Social commerce, often also referred to as discovery commerce, is what everybody is talking about. Let's start with this: What differentiates social commerce from traditional eCommerce?

Nari Kahle: Apart from the fact that both are rooted in online retailing, pretty much everything. Social commerce creates a brand-new world of online shopping because it is possible to set a totally different stage for the merchandise compared to traditional eCommerce. Also, the buying behaviour of end customers has really changed. My favourite example here, because it is so bold and simple, is the good old cleaning sponge. In the past, I would look at a few descriptive photos of the product in online shops but today, creators, at times even live and direct, will demonstrate how good a certain sponge works when I clean my oven with it or want a squeaky clean shower. I see the specific application, can ask questions in real time about the product, have everything vividly in one app and am given a credible impression on whether an item will add value for me or not. And if I decide to then buy that product on a whim, I needn't even leave the platform that I'm cruising. With TikTok Shop, for example, everything happens in the app and is bagged, so to speak, with a few clicks only.

What else has changed?

Felix Hettlage: I like to compare this with the time when teleshopping started out in Germany. Back in the 1980s, independent television brought us formats and channels like Telemarkt, Der Preis ist heiß, QVC, HSE or 123tv here in Germany. Naturally, it's not possible to equate social commerce with teleshopping, and social commerce is clearly more than just teleshopping 2.0 – however, there is still an important commonality between the two worlds: customers no longer need to go to the product. Instead, the product comes to them. This is very much about impulse buying. Meaning you buy things that you were not necessarily looking for or at least didn't know that you wanted to buy. With teleshopping, the experience was repeatedly about that special frying pan in which supposedly you couldn't burn anything. In social commerce, the product diversity, on the other hand, is leaning towards the infinite – the reach and the formats which promote countless products at the same time and in totally different ways on social media platforms are very different to those used on TV in the past.

Social commerce logic is thus different from traditional eCommerce logic?

Felix Hettlage: Exactly. I would even go so far and say that social commerce is turning the logic of traditional eCommerce on its head. Social commerce does not wait for demand to arise. It creates the demand itself. Traditional eCommerce, in turn, is much more dependent on customers actively seeking a product. Maybe a customer goes to Amazon looking for a certain item. The next customer will Google the item. Yet another will go directly to the manufacturer's homepage and look for their preferred items. They may read a product description or a review, possibly browse online for the lowest prices – and then make an informed buying decision. Traditional e-tailing is flanked here by professional and highly analytical performance marketing. Yet, in the end, at its core, it's always about serving an already existing demand. Social commerce works differently. This is where demand is generated by creating inspiration. In times of saturated markets and economic challenges, this offers a major opportunity for the development of new sales spaces because the potential reach on social media is quite simply huge.



Felix Hettlage
Managing Director FIEGE Retail



Dr Nari Kahle
Managing Director heyconnect

“Thanks to our years of marketplace experience on the one hand and the logistical know-how of FIEGE on the other, we create a seamless overall package for our customers across the entire value chain.”

What scale are we talking about?

Nari Kahle: Let's take TikTok as an example: in Europe alone, more than 200 million people use the platform every month and TikTok with its TikTok Shop provide a completely integrated and digital shopping experience. In Germany, TikTok Shop has more than 25 million active users already. Over 14,000 sellers are already actively selling on TikTok Shop Germany. The number of orders since the official launch of TikTok Shop in Germany at the end of March has risen on average by more than 40 per cent every month, and currently there is no end in sight to this trend.

Felix Hettlage: Apart from this, TikTok Shop is not only about the potential reach but also about the possibility for brands to enter in a direct contact and exchange with end customers, bypassing an intermediary marketplace. Direct, unfiltered feedback comes not only from Gen Z'ers. While the principal target group, making up roughly two thirds, is currently between 18 and 34 years, even this community is growing just like the Facebook effect showed us before, when it shifted towards more mature users.

Is it possible to define product groups that are particularly suitable for social commerce?

Nari Kahle: One crucial factor is a product's impulse buying power because buying decisions – especially on TikTok Shop which entices in-app purchases while consuming the videos – are much faster compared to traditional eCommerce. The customer journey is changing and dramatically cut short. With traditional e-tailing, the decision to buy takes on average five minutes; with TikTok Shop, only twelve seconds. This is where TikTok Shop also differs even more clearly from past social commerce experiences, such as those on Instagram or Facebook. The breadth of products that are suitable for being sold via TikTok Shop is therefore larger than one might think at first. Cosmetics and personal hygiene are naturally included in this. But electronics, household appliances, accessories, food supplements, candy, fashion, fitness equipment or DIY products also work very well. Next to impulse buying power, an attractive price is important and that the products are explained and promoted with a personal story. The content decides in the end.

More important than, for example, a brand name?

Felix Hettlage: Yes, the content promoting a product is indeed worth more in social commerce than a brand name. Social commerce is changing the rules in eCommerce in that regard, too. Up until now, the big brands in particular with their big name were able to instil trust amongst their customers. On TikTok Shop, branded products are suddenly facing off with alleged no-name products. And when the content creator of a no-name brand is more convincing, then renowned branded products suddenly have a hard time. The competition is in a way being re-defined.

Nari Kahle: That is also why the trust in the creators is of such incredible relevance. More often than not, their judgement is believed more strongly than the promise given by established brands. They co-impact the success or failure of a brand. Companies therefore must be willing to surrender trust. That may well be far away from past company standards because this also means giving up part of the control over how a product is promoted. Nevertheless: samples rule. If a company is not willing to distribute a range of free samples to creators, they don't stand a chance in social commerce.

FIEGE is the official logistics partner to Fulfilled by TikTok, or FBT, here in Germany. How does FBT work? And what are the ensuing challenges in logistics?

Felix Hettlage: FBT allows fast and smooth order processing for online sellers, creating a solid shopping experience for end customers because the storage, order processing, packaging, shipping and returns are pooled centrally as one single function. Online sellers may therefore focus on their core business and outsource logistics in an efficient and budget-friendly way. As soon as the products reach the FBT warehouse, TikTok and FIEGE handle the next steps and the fulfilment. For us as a logistics company, this means just as for brands and sellers that we vouch for maximum flexibility, scalability and speed, beyond national borders. Product diversity is huge. Capacity peaks and volumes are difficult to predict. Hypes are at times created overnight because a certain product is suddenly a viral hit and trending: the decisive thing is therefore that we need to be able to respond very dynamically and flexibly to sudden peaks. Late cut-off times are a key requirement in this regard, because this is the only way we can secure the highest possible next-day delivery rate and a positive customer experience for FBT customers.

And what is the role of heyconnect in all of this?

Nari Kahle: We are TikTok's official service partner and add brands to TikTok Shop in no time. Brands and online sellers will like our offer of low-threshold, modular and fast solutions for social commerce success. This is how they can focus on their core operations, namely their product. As heyconnect, we take care of the rest, from marketplace access to legal responsibilities like Ts&Cs and cancellations, customer service, the handling of customer reviews, drafting product detail pages all the way to fulfilment. Thanks to our years of marketplace experience on the one hand and the logistical know-how of FIEGE on the other, we create a seamless overall package for our customers across the entire value chain.



TikTok Shop is changing the rules of eCommerce because creators are gaining credibility vis-à-vis established brands.



Trust in your talents

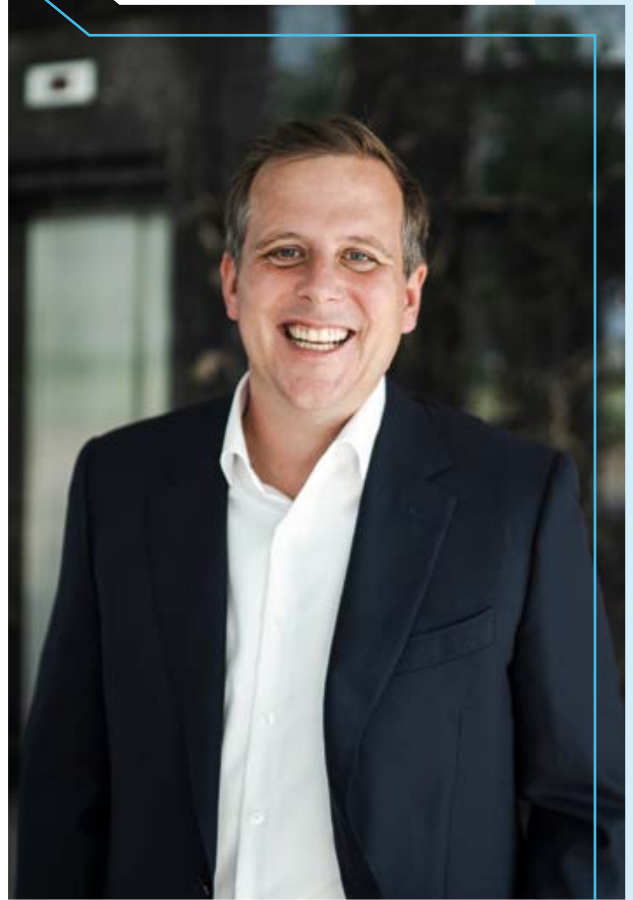
Together, we are shaping the future of the logistics ecosystem. This vision inspires our daily actions, motivates our 22,000 colleagues and serves as a compass for the strategic orientation of our family business. To be a resilient and future-proof service provider, we have been intensely addressing those topics that will decidedly forge and impact our customers, our society and especially the logistics sector of tomorrow. The year 2030 constitutes an important threshold for us, where measures with a short-term effect will detach from goals to be achieved over a long term. 15 international top talents from the World of FIEGE have been analysing central megatrends in the context of our strategy process over a nine-week period from within the STEEP dimensions: society, tech, economy, ecology, and politics. Our colleagues engaged in extensive research, interviewed in-house and out-of-house experts, formulated their own hypotheses and rated these with a view to FIEGE's strategic orientation. We asked our Executive Board members about the findings that they remembered specifically.

Shopping meets social media

“Social commerce, and here especially the TikTok Shop, is about to fundamentally change the world of online shopping. It is foreseeable that social media, integrated eCommerce tools and changing consumer behaviour will exponentially push this trend. A figure that stuck in my mind was the forecast sales volume in social commerce of around 8.5 trillion US dollar by 2030.

As service providers, it is our duty and our job to add value for our customers. Therefore, it is essential that we take up the dynamics around social commerce from an early stage on. We are familiar with those turning points from the past: in 1996 – shortly after today’s eCommerce giants eBay and Amazon were founded – we shipped our very first eCommerce delivery. When software and digital payment services then became more accessible for smaller businesses in the 2000s, online sales literally exploded. We were well prepared for this back then, which meant we could support e-tailers of the first hour with efficient and customised solutions.

The findings of our top talents tell us that, for the impending change, it is important that we join the social commerce ecosystem to actively shape it. Our know-how and cross-border eCommerce enables us to assist our customers in using the changed rules in online retailing to develop new sales areas. Together with our partners, we thus devise fast, flexible and scalable fulfilment solutions which live up to the requirements of a socially interconnected world and consumerscape.”



Martin Rademaker

Chief Commercial Officer at Fiege

Logistics are becoming more and more (artificially) intelligent

“Every week, new AI solutions pop up like mushrooms. And even the logistics industry is on the verge of a radical change – or rather, it is already right in the middle of it. The potential for AI is huge, and we assume that, in the future, artificial intelligence will become the bedrock of modern supply chains and logistical processes. For me, the hypothesis of our top talents about AI agents backing our decision-making with the same casualness with which we use smartphones today, by the year 2030, was especially exciting.

A look at the history of FIEGE shows that we have always been very good at spotting the signs of the times early on, and that we had the courage to keep re-inventing ourselves over and over again. And even within the AI revolution, we don't want to be mere co-shapers, but trailblazers. AI's value-generating features – such as seamless automation, intelligent agents, data-driven decision-making in real time or the dynamic optimisation of logistical processes – will enable us to achieve unprecedented agility.

Our job as a logistics company is to review the responsible use of artificial intelligence with our partners and wherever possible, to create competitive advantages for ourselves and our customers. We want to up our efficiency, achieve more flexibility and scalability, generate cost advantages, optimise the customer



Jens Fiege
Co-CEO of FIEGE

experience – and all of this without letting control out of our (human) hands. This is how we will put our customers in the position of being able to respond even faster, better and more intelligently to changing market requirements.”

Efficient and earth-friendly city logistics

"I clearly recall the highly credible finish and arguments of our top talents stating that efficient, earth-friendly city logistics – although very central and pertinent for the future – by itself is not really a megatrend. It is, instead, a field that is strongly impacted by various megatrends, which is why it is both highly dynamic and at times ambivalent. On the one hand, greater awareness for sustainability leads to a change in consumer behaviour and the creation of new expectations as to what earth-friendly city logistics means; on the other, the growing demand within eCommerce creates an ever-growing volume of parcels. And given the growth projections for social commerce, this trend will continue.

Megatrend or no megatrend: city logistics is highly relevant. Many inner cities are already bursting at the seams, quite literally. Moreover, financial pressures are rising, with rents, wages and energy costs increasing. The research by our top talents shows that we – or rather, our infrastructure – will no longer be able to cope with these growing material flows with conventional delivery vehicles by 2030. The central question therefore is: how do we optimise the last mile to supply urban areas more efficiently, flexibly and yet sustainably?

One thing is certain: to secure future-proof, earth-friendly city logistics, innovative concepts and new technology are called for. Everything from cargo-carrying bicycles and autonomous vehicles and drones to multi-way packaging with a refund system and micro hubs, to possibly even underground goods traffic should be considered. Moreover, integrated urban planning is required where logistical services are rooted deeply in the urban infrastructure. What I took with me from our top talents is that we are well advised to closely observe the development of this dynamic field."

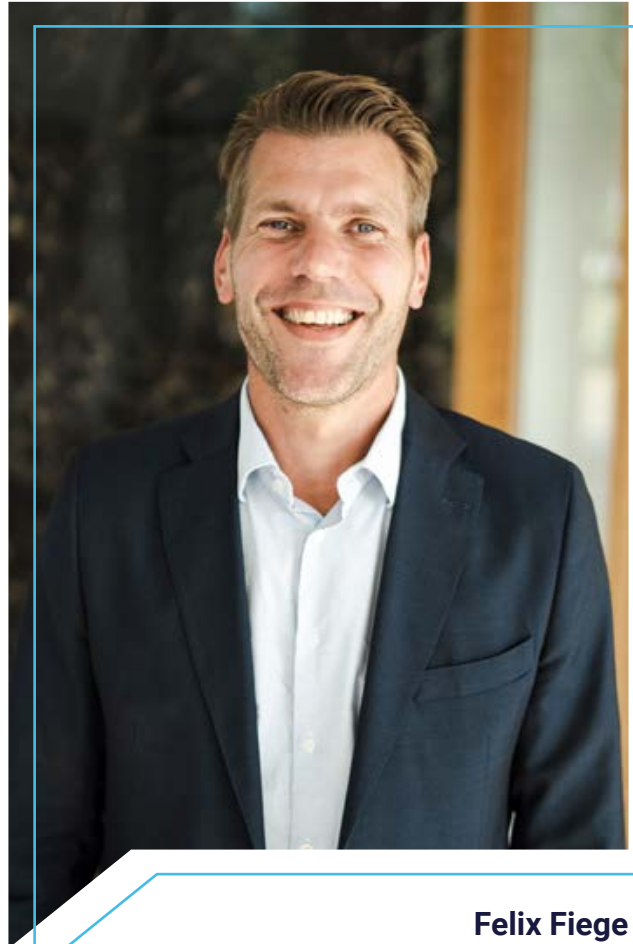


Peter Scherbel
Chief Operating Officer at Fiege

Sustainability is ingrained in our DNA

“The past year demonstrated once again very clearly that the fight against manmade climate change is one of the most important missions of our time. 2025 started with what was globally the warmest January since temperatures have been recorded. In summer, large parts of western and southern Europe were hit by a heatwave that culminated in forest fires, a shortage of water and periods of severe weather. To say it in no uncertain terms: only when we all work towards keeping in line with the 1.5°C target of the Paris Agreement will our planet, and will we, have a long-term future.

To achieve and secure this goal, our economy must be modelled even more strongly around sustainability in the future. The logistics sector has a key role to play here, as a central link within the global supply chain. Our top talents had convincing arguments about why economic success and environmental protection are not mutually exclusive but in fact are mutually dependent. After all, our partners and customers will expect us to back their net-zero transformation with green logistics solutions. By 2030, a circular economy, zero waste and the use of alternative fuels will have become the default. This explains why we are building the necessary know-how by investing in sustainable technologies and co-operating with innovative start-ups. Because not only do we want to live up to our climate responsibility, but we also want to generate competitive advantages for ourselves and our customers.



Felix Fiege
Co-CEO of FIEGE

It is our vision to hand over our family business to the next generation to climate neutral standards. And we would like our partners and customers by our side on this journey. We continue to keep to this ambitious goal even in economically challenging times like the current recession. It's what we will be measured by. Sustainability is not some project for us. It is ingrained in our DNA.”

From one crisis to the next?

“Europe is under pressure. In Ukraine, Russia’s attacks continue undiminished and the situation in the Middle East is still under close supervision. Also, many international companies are faced with the constant challenge of having to adapt their sales strategies and logistical structures to new customs duties or reciprocal duties over the past twelve months.



Alfred Messink
Chief Financial Officer at Fiege

Instead of globalisation resulting in parties approaching one another, today’s global society is closer to moving two steps away from each other. Global dynamics like fragmentation and differentiation lead to geopolitical tension, form blocks and regional procurement strategies. We will need to get used to this situation in a multipolar world. The overarching motto is therefore more along the lines of having to act strategically in uneasy times. And see the resulting uncertainties not only as a problem, but also as a business opportunity. The forecast by our top talents that made me stop in my tracks is the potential growth of in part more than 30 per cent for sectors such as the defence industry or the electronics sector.

We are faced with having to rethink global supply chains and, quite possibly, completely re-design them. This is the reason why we will further expand our supply chain network across the whole of Europe. We have already taken an important step in this direction by expanding our operations into Great Britain. We will strengthen our customs competencies to be able to respond to changes in customs policies. And we will focus on markets that are attractive to friendshoring and nearshoring, to remain competitive and develop jointly with our customers resilient, flexible and scalable logistics solutions.”

Engagement up, emissions down



A line-up of proud award winners next to our Co-CEO, Felix Fiege (3rd from left) at the gala celebration of the National German Sustainability Award.



FIEGE's vision is to hand over the family business to the next generation to carbon neutral standards. We have reached a further important milestone this year: the Science Based Targets initiative (SBTi) officially and scientifically validated the reduction targets with which we aim to achieve our net-zero transformation in line with the Paris Agreement.

When it slowly turns colder outside and the days become shorter, when the advent season is around the corner and the first Christmas bazaars have opened, the spotlight turns once again to sustainability. Traditionally, the German Sustainability Day is staged in Düsseldorf at the end of the year. It is one of the most frequented congresses about sustainability in Germany.

A special highlight of the event is the presentation of the National German Sustainability Award which highlights products, services, projects and, for several years now, 100 enterprises that are deemed leading players in their respective industry in the field of sustainability. After making it into the top three in 2023, we landed the top spot in November 2024, taking home the coveted prize in the category of Transport and Logistics.

Accolade and incentive all in one

In its statement, the jury of experts highlighted that FIEGE contributes in a particularly effective and exemplary way to the transformation, through which the family business has “become a role model and set the right signs within its sector and beyond.” The experts reiterated, for example, the early investment in electric heavy-duty trucks, a strong focus on especially the development of sustainable logistics properties and the signing of the Commitment Letter from the Science Based Targets initiative (SBTi).

Felix Fiege, who has been running our more than 150-year-old family business as Co-CEO with his cousin, Jens Fiege emphasised on the occasion of the award ceremony: “The award is a wonderful recognition for us and demonstrates that our commitment to sustainability is being noticed. I am especially pleased for our team, who actively co-shape our sustainability strategy and action it every single day. The award serves as a valuable acknowledgement of the day-to-day work of our 22,000 colleagues around the globe.”

Sandra Achternbusch, Executive Director Corporate Sustainability at FIEGE, agrees while also looking to the future: “Receiving the 2025 German Sustainability Award shows us that we are on the right pathway. At the same time, for us as a service provider, this award serves most and for all as an incentive to continue on this path in unison with our customers and suppliers, as we are far from having reached our goal and still have quite a road ahead of us.”



Sandra Achternbusch, Executive Director Corporate Sustainability at FIEGE, accepted the DNP2025 award on stage.

In the name of science

A task that we intensely dedicated ourselves to this year was the development of scientifically sound net-zero targets. After all, in May, the validation of the targets by the SBTi was on the agenda, as Achternbusch shares with us: “For 18 months, we worked assiduously on the development of ambitious climate targets based on which we will implement our company’s net-zero transformation.”

In 2023 already, our Corporate Sustainability team, in preparation of writing a roadmap, held first workshops at international business units and continued with this process throughout this year. These workshops aimed to identify as many comprehensive and diverse measures as possible that focus on the reduction of CO₂e. The findings are to be converted into detailed reduction pathways and beyond this will be set into structures which track the respective actions and KPI. Key components for this include, for example, the further collection and improvement of the quality of data; the ongoing electrification of the vehicle fleet and an even more focused switch-over to alternative fuels (see also page 56); the energy-efficient operation and expansion of FIEGE’s 136 locations around the world (see also page 50); the optimised use of resources; as well as a close co-operation with customers and suppliers.

More specifically, we have committed to lowering our Scope 1 and Scope 2 emissions over the next five years by 50.8 percent (baseline year 2021) as well as our Scope 3 emissions by 42 per cent (baseline year 2023). By 2050, we want to have completely reduced our direct and indirect emissions to net zero in line with the Paris Agreement, to meet the 1.5°C target. The validation of these targets by the SBTi is a crucial step for FIEGE, Achternbusch says: “As a family business, we must live up to our climate responsibility. Climate change mitigation forms a crucial part in our corporate strategy and can only be achieved when we unite the entire team behind this goal. We want to fulfil this sustainability pledge and offer even greater transparency and support to our customers, partners, and society.”

FIEGE Sustainability Report
Due diligence even if diligence is not due: scan the QR code to download our sustainability report.



A sparkling partnership



Born in Bars – this slogan has made Thomas Henry's premium mixers well known and popular in bars around the world. Since 2010, the Berlin-based company has been selling a wide range of tonics, spicy ginger ales and tasty lemonades. Thomas Henry wants to continue growing in Poland – and is relying on FIEGE's expertise for distribution to catering and retail outlets.

Everything has its spice: Thomas Henry's premium mixers add a finishing touch to every drink.

What do gin and tonic, Moscow Mule, Americano and Mojito have in common? Soda water and lemonade are essential ingredients in all four long drinks, giving them their refreshing, distinctive and slightly bitter taste. One name that creative bartenders looking for sparkling premium mixers cannot ignore is Thomas Henry.

In the mid-18th century, English pharmacist and chemist Thomas Henry was looking for a way to preserve drinking water indefinitely. During his experiments, he came up with the idea of enriching water with carbon dioxide. Henry did not invent the resulting soda water, which is now an indispensable ingredient in numerous cocktails and long drinks, on his own. However, in 1781, he was the first to begin with the industrial production of soda water – and thus inspired two friends from Berlin more than 200 years later to name their start-up after him.

Co-operation beyond the River Oder

Meanwhile, Thomas Henry is an established name of the international bar scene – including in Poland, as Guart Amsing, Operations Director at Thomas Henry, shares: "Since our expansion into the Polish market in 2019, we have continuously gained new customers in both catering and retail. The capital city Warsaw in particular has experienced rapid culinary evolution in recent years and has developed a vibrant culinary scene in which we have also established ourselves very well."

The lemonade manufacturer's portfolio includes the Thomas Henry, Mate Mate and UNDONE brands. Amsing explains: "Our products appeal to both bars and clubs as well as cafés and daytime venues. The Polish market has become one of our key focus markets." Due to steadily

More than 7,000 colleagues work for us in Poland – including for Thomas Henry.

increasing volumes, Thomas Henry began looking for professional support for fulfilment and national distribution at the beginning of 2025. "We want to continue to grow in the future and need partners who can keep pace with our growth ambitions. FIEGE offers us the perfect conditions for this," says Amsing.



"We want to continue to grow in the future and need partners who can keep pace with our growth ambitions. FIEGE offers us the perfect conditions for this"

Flexible solutions for flexible growth

FIEGE has been active in the Polish market for 30 years and, with over 7,000 employees and around 560,000 square metres of warehouse space, is one of the country's leading logistics service providers. Tomasz Przybył, Head of Business Development at FIEGE Poland, explains: "Our primary goal as a service provider is to create comprehensive, reliable and future-proof logistics solutions to support our customers' strategic objectives. We have in-depth experience, particularly in the dynamic consumer goods industry – from warehousing and value-added services to transport."

Since last summer, FIEGE has been handling the new business at its multi-user centre in Mszczonów, some 40 kilometres south-west of Warsaw. It is one of a total of ten locations in its dense logistics network covering the whole of Poland. FIEGE is responsible for both fulfilment and national distribution for Thomas Henry. "We are very grateful for the trust that our customer Thomas Henry has placed in us from the very beginning. The rapid and sustained growth shows that the entire team attaches great importance to operational excellence," says Przybył – a capability that also plays a key role at FIEGE. Przybył adds: "We are delighted with the partnership and look forward to contributing to the long-term success of Thomas Henry."

Heading towards the future together

In October 2025, Poland introduced a new bottle recycling system. To meet the new requirements, FIEGE is now also providing value-added services for Thomas Henry. Together with the customer's team, the FIEGE employees in Mszczonów rapidly established an efficient process to apply the required recycling stickers quickly and reliably to all products. "Our understanding as a service provider is to create added value for our partners. This means that we don't just move goods from A to B but work together as partners to continuously optimise the logistics processes for Thomas Henry", Przybył tells us.



Progress is the result of change



The Transformation Journey: From Vision to Customer Value was the motto headlining this year's FAST & FORWARD in Berlin. It was the seventh instalment of our networking event, where roughly 300 international invitees from the industry, trading and start-up scene talked, exchanged ideas and together sought answers to the question how the courage to want to bring about change can create genuine value.

The first transformation is already happening before the topic of the day becomes an actual item on the agenda. *Von Greifswald* in Berlin prettifies itself for the seventh FAST & FORWARD networking event by FIEGE. The former railroad depot changes on this early Thursday morning in March in no time into the perfect venue for an exchange of ideas, presentations, and debates. A few more chairs here, some flowers there, touching up the stage set and one final sound check before everything is set and ready. The motto: The Transformation Journey: From Vision to Customer Value.

Felix Fiege, who runs our fifth-generation family business together with his cousin, Jens Fiege as Co-CEO, starts off on stage together with Kati Wilmsmeier, Executive Director Marketing & Communications at FIEGE. "We are living through a time where there are many trouble spots around the world. We are faced with a new reality which will produce many challenges that we will need to overcome together", says Felix Fiege in his welcoming address. It is therefore imperative to actively deal with change rather than simply let it happen. Transformation is a topic that is not only crucial, but inevitable. And there is more: "We wish to utilise today to promote an open and honest exchange, to gather ideas, and to be inspired. For this reason, we see FAST & FORWARD most and for all as a networking and exchange platform that brings together smart minds from a range of fields and sectors, in order to facilitate a broader view on things."

Three major transformations

Someone who can report on many challenges and opportunities of transformation is Prof. Marcel Fratzscher. The President of the German Institute for Economic Research

(DIW Berlin), political advisor, author, columnist and professor of macroeconomics at Humboldt University of Berlin holds the first keynote on this day which, next to further presentations, also offers panel discussions, hands-on sessions and start-up pitches for the FAST & FORWARD attendants. Fratzscher speaks of "three major transformations of our time." In his own words: "We are living through a phase where we need to set a pivotal course since here in Germany, we are faced with three decisive transformations that we need to master fast and more importantly, all at the same time." Therefore, transformation is not so much a topic that can wait – because the competitiveness of Germany and of German enterprises is at stake. His plea: "We need to want to head into the future!"

The three major transformations of our time according to Fratzscher are: globalisation has changed ("We need diversification, we need to set ourselves up more broadly"); ecological and digital transformation ("We need to move faster for central technologies and in relation to sustainability"); as well as social transformation.



Economist, tutor, and DIW President: Marcel Fratzscher during his keynote at the FAST & FORWARD event.

Especially the last point is the biggest lever according to the economist when thinking up a successful economic future. Society needs less pessimism and clearly much more optimism. After all: "Reality is better than the mood in Germany would like us to believe."

There are solid arguments in favour of being much more optimistic, Fratzscher thinks. Germany is one of the world's richest and most successful economies. "By international standards, we have great strengths – our government institutions are notably excellent; we have a strong rule of law; a resilient and long-term centred economic structure and moreover, there is a strong sense of solidarity and civil society." However, Germany's greatest strength lies in the diversity and its people. The decisive mission is therefore to "merge these different factors and make them work for us."

New paths, new sources of revenue

After Fratzscher, Philip Hitschler-Becker takes to the stage. The CEO of Hitschies, a confectionary company, is familiar with what transformation means. He has been radically turning around his own, almost 100-year-old family business from Cologne since 2017, shaping it into a glamorous, digital candy brand. His motto: if you don't move with the time, you will be removed over time. Hitschler-Becker demonstrates in his keynote how seriously he takes this statement. In his own words: "Restraint has never brought anyone forward." And: "Success is composed of three words: just do it!" For this reason, he thinks and fills his role as CEO differently to how his predecessors at Hitschies did. He no longer has time for e-mail correspondence; instead, he has much time for social media, the 37-year-old explains. "Here at Hitschies, CEO stands for: Creator, Entrepreneur and On the Road – and I truly believe: when you fail to polarise and digitalise, you lose out."



Hey friends: influencer and Hitschies CEO, Philip Hitschler-Becker.

"My mind is filled with thoughts and ideas. It was a very exciting day which will hopefully give not only me, but especially our invitees and customers much to take home."

To make sure that this never happens, Henrike Luszick, CEO at Bridgemaker, brought a toolbox for the transformation of mid-sized enterprises with her to Berlin for her keynote. For companies, it is about "scooping up innovation dividends", she says. To achieve this, it is vital to grow continuously, to diversify one's own business and to tap technology as a helper. "Anything and everything that can be automated should be automated – with support from strong partners", she says. Ultimately, transformation will only work as a joint effort, which is why it is about "boosting one's own strengths and overcoming the remainder with help."



Building bridges: Henrike Luszick, founder and CEO of Bridgemaker.

Artificial intelligence as an opportunity

Solving challenges with the help of new technologies – that is what the final keynote of the day by Dr. Alexander Mrozek was all about. The title: how medium-sized enterprises may become AI's biggest winners. The CEO of Oetker Digital sees artificial intelligence as a major opportunity for companies to question themselves: what is the role of our company and our employees? Are they more on the receiving end of AI? Or are they actively using it themselves? Either way, what has become a highly simplified access to AI tools provides for the opportunity to bring many more people than before in contact with artificial intelligence – which therefore also presents a major opportunity for enterprises to grow further.

"AI multiplies the human brain. Therein lies its huge potential, if only in relation to the shortage of specialists", Mrozek says. The fundamental issue is for AI tools to be not only useful but also easy to use to create the incentive to accept help from AI. "What is needed for this in any case are strong co-operations because

medium-sized enterprises are not able to develop the tools they need all by themselves." A further important argument: people must always remain the focal point when it comes to technological progress, because: "In the end, it's people who always make the difference. Which is why this is about building a stage for people with the help of AI and allowing them to become the heroes."



Digital optimist: Dr Alexander Mrozek, CEO Oetker Digital.

Upholding openness, enabling success

Jens Fiege summarises the final impetus of many valuable ones gained during the seventh FAST & FORWARD like this in his concluding talk with Sarah Schimmelpfennig, Executive Director Marketing & Communications at FIEGE: "My mind is filled with thoughts and ideas. It was a very exciting day which will hopefully give not only me, but especially our invitees and customers much to take home. A huge thank you to all the speakers for being so frank. We heard inspiring presentations and plenty of thought-provoking ideas which we will use to continue our work." What remains is "that we embrace change and must remain optimistic." Also, that it is possible to achieve a lot with a smaller budget when having the courage to take new and creative paths. "The realisation I take from this essentially is that we should continue to ask ourselves one question time and again: how do we ensure that, as an enterprise, we remain prepared to re-invent ourselves time and again? Because that is our very duty when wishing to pave the way for long-term and sustained success."



FAST & FORWARD Aftermovie 2025

Our transformation journey as a video: scan the QR code and watch the aftermovie.



England expects, FIEGE delivers



FIEGE is expanding into the UK market. Near Birmingham, in the heart of Great Britain, we have launched an ultra-modern multi-user centre and continue to push our expansion and growth strategy.

Mind the gap: this safety announcement is presumably in everyone's ear when travelling on the London Tube. The popular announcement reminds travellers on the world's oldest underground railway at every station to be careful when stepping on or off the train. Locals and tourists alike will have to live with the gap between the trains and the platform's edge, a structural specificity, even in the future. Yet, a different gap was closed successfully this year, with FIEGE establishing a presence in the United Kingdom in autumn.

In October 2025, we started on the UK logistics market, taking on the eCommerce fulfilment for a major portfolio customer. In the short to medium run, more GB customers are to follow. When looking for the ideal location for this, our choice fell on Birmingham, the second largest city in the United Kingdom. At the Hams Hall industrial estate, roughly ten kilometres east of the city centre, we launched a multi-user centre. Over 24,000 square metres dedicated to logistics are available at the ultra-modern property which is in direct proximity to the main M6 and M42 traffic routes.

Jens Fiege, who has been running our fifth-generation family business with his cousin, Felix Fiege, as a Co-CEO, says this about the expansion: "Entering the British market is an important step for us in fortifying our European network. At the same time, our new logistics centre supports the growth of a key portfolio customer from the eCommerce segment for whom we already carry out fulfilment services across Europe."

For this, FIEGE is currently building a team in Hams Hall which eventually will consist of 750 colleagues. Felix Fiege explains: "Effective immediately, we will be able to offer even better and more comprehensive services to our customers in the whole of Europe. We are excited about writing a new FIEGE chapter in England together with our highly motivated team, in addition to crafting new stories about success and growth in collaboration with our customers. The start in Great Britain is a milestone for us. By taking this step, we are closing a gap in our European presence." As they say: mind the gap!

Since October, we have been operating a new multi-user centre in Hams Hall near Birmingham.





We set everything in motion.

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FIEGE





“Automation in logistics is still in its early phase”



Efficiency, cost pressures, scarcity of skilled labour – there are many reasons to automate a logistics centre’s process flows. The question is: which concepts, partners, and technologies are the right ones? Jens Veltel, Director Warehouse Automation at FIEGE, explains why there is no one-size-fits-all solution for successful automation in warehousing.

Warehouse automation is a complex topic. Technology and, consequently, opportunities have evolved drastically over the past years. Let’s do a quick review to begin with: where do we stand right now?

In the past, intra-logistical processes were handled manually only. Over time, there were the odd automated beacons which were one thing in particular: tailored to the individual application. Nowadays, our logistical handling tends to be based on hybrid systems using modular techniques. Even though they are also configured for specific

cases, they are still extremely flexible and thus remain very adaptable even when factors like order fluctuations change. On some points, we are a step further. That’s where artificial intelligence, humanoid robots and technology come into play that we can’t quite think of just yet. In a nutshell: we are moving from manual processes via complex integrated systems towards a number of simple, modular products. And that is precisely wherein the challenge lies, yet which also presents an incredible opportunity.

That sounds complicated. How would I find the right automation solution for my needs?

There is no one-size-fits-all. However, based on what were originally known as the 'six Rs in logistics', there are the complementary 'six Rs in automation' that can be derived from them: the right concept, the right partners, the right technology, the right integration, the right acceptance, and the right costs. The baseline for every automation project is a well thought out concept. Different parameters need to be considered for this. The key is maximum flexibility for a modern logistics concept, which calls for modular and scalable planning. Beyond this, it is decisive to interconnect the individual modules – whether manual fields, hybrid components or automated technologies – intelligently with one another. And last but not least, sustainability also plays a vital role.

Let's assume a viable concept has been created. What is the next step?

In the next step, we need to look for the right partners and technologies. To avoid getting lost in a whole host of offers, it is crucial to know the market well. The many providers, different warehouse automation solutions and plethora of products can be rather overwhelming. A scattergun approach would not support finding a solution. Something that might work well at one logistics centre may be totally useless at another. It's always about the specific application case.

For hybrid systems to work smoothly, the individual components must interact sensibly. People and machines need to work hand in hand. Where is the key?

Imagine the integration of the different players and systems at a logistics centre like the interaction of an orchestra. Without a conductor setting the pace with their baton, there is chaos. Except that, at a modern logistics centre, this role is executed by software. The software co-ordinates the interplay between Warehouse Management System, storage system and executing hardware such as driverless transport systems, conveyor technology and AutoStores. But no matter how good the software is: in the end, it is people who use, operate and work with the technology. And this won't change any time soon – and neither is it supposed to. In order to integrate people seamlessly into such a system, the key word is: acceptance. This means that we need to build trust in

technologies, reduce complexity, create control capabilities and guarantee safety. Only when we prepare our teams carefully, give them time and train them accordingly will they accept robots as their colleagues and as the helpers they are intended to be.

Concept, partner, technology, integration, and acceptance. The only R that is missing is: the right costs.

And this is where, in fact, we are facing something of a dilemma. On the one hand, automation has become indispensable because it facilitates today's required efficiency. On the other, however, it calls for substantial high investment costs which are faced with some uncertainty. Next to tying capital this includes, for example, short contract terms and economic risks. Therefore, it is important to find solid financing models on the one side while on the other, build on the multi-user or suitability for third-party use, meaning systems need to be modular, mobile, and scalable.

On a final note, do you have any figures for us from the World of FIEGE?

We are very satisfied with our three AutoStores which are in operation at our locations in Apfelstädt, Greven-Reckenfeld, and Großbeeren for customers from the Fashion, Consumer Products and FMCG sectors. A further two AutoStore projects are already in the pipeline. They will launch at the end of the year in the medical technology sector: one at our location in Münster and the other, in the medium run, at one of our locations in Poland. We are also proud of our two AI-based robotic arms by Nomagic in Greven-Reckenfeld. With a view to sustainability, our 17 packaging machines are doing valuable work. They cut the material to size which allows us to avoid both the use of unnecessary filler material and reduce the shipment of air in a parcel. Over 1,000 robots and more than 50 kilometres of conveyor technology are currently in use across the World of FIEGE – and this trend remains strongly on the rise. After all, automation in contract logistics is still in its early phase.

You've got mail!

Fast, flexible, reliable and safe – airmail has several advantages to offer compared to other forms of shipping. For the transportation of letters and parcels by air to fly, efficient handling on the ground is a must. At Zurich Airport, the central hub of Swiss WorldCargo, the air cargo expert relies on FIEGE.

Airmail has a long history. Millennia ago, before the world heard for the first time of the Montgolfier balloon or the Wright Flyer by the eponymous brothers, people in Ancient Egypt already thought of sending important messages as fast as possible by air. They used common domestic pigeons as a means of transport, attaching small messages to their feet which the birds then delivered for many miles across the expansive Nile valley.

Nowadays, the birds used to transport airmail are made of steel. And at Zurich Airport, many of those birds sport the Swiss cross on their vertical fin since airmail operations are largely in the hands of Swiss WorldCargo. The air cargo division of Swiss International Air Lines (SWISS) moves several million kilos of mail and parcels in the aircraft bellies of their fleet. To process mail at its hub in Zurich, Swiss WorldCargo has been utilising the services of FIEGE Air Cargo Logistics (FACL) since the start of the year.





Teamwork: FIEGE and Swiss WorldCargo worked hand in hand for a virtually perfect go live.

Happy landings for lift off

For FACL, the air cargo subsidiary of the FIEGE Group, airmail operations were uncharted territory at the time. Managing director Benjamin Looser explains: “Since our formation in 2020, we have been the handling partner for Lufthansa Cargo and as such in charge of the physical air cargo handling at Frankfurt Airport. In that role, we have transported everything from precious works of art, to test mules and even a large variety of dangerous goods – but never airmail.”

Consequently, FACL had to meet all the formal requirements first before receiving the permission to roll-out the service. With the official go-live moving closer by the day, those in charge did in fact get sweaty palms for a short time: “We received the last outstanding permit only a few hours before we were to receive the first airmail bag – quite literally, precision timing which without backing by our colleagues at FIEGE Switzerland would not have been possible”, Looser recalls.

Like a Swiss precision clockwork

The go-live and ramp-up that then followed went clearly better than some expected. Christian Wyss, Head of Cargo Offering Development & Steering at Swiss WorldCargo, tells us: “Perfect is of course always quite a big word. But everything did indeed run without a hitch. All cogs ran smoothly and all deadlines were met.” That was especially due to the excellent teamwork, as Looser adds: “Special thanks go to our customer, Swiss WorldCargo who set aside two extra workers for the ramp-up which supported us around the clock and worked hand-in-hand with us.”

The stabilising phase – the usual standard – ended up being much shorter than originally planned. Instead, the fresh partners could hit the ground running and move to the optimisation phase, touch and go. Wyss explains: “Mid-year, we drafted a roadmap about how we want to further advance airmail handling. Amongst other things, the roadmap is about smaller automation options, Lean Management as well as new qualification and advanced training for qualified airport personnel. In FACL, we have found an innovative service provider with whom we can advance these topics at eye level.”

Ready for take-off

The volume of mail and parcels which Swiss WorldCargo moved this year has exceeded the forecasts. “Our airmail operations are going well. This is also because FACL switched to a two-shift operation at our Zurich hub which makes us more flexible, allows us to run our aircraft at better capacity ratings and to ship out more airmail on the same day”, Wyss says. He is highly satisfied with the quality of the service, as are the portfolio customers of Swiss WorldCargo.

For the future, the Swiss air cargo specialist is planning for SWISS Maila to support further customers, whether for the import, export, or transfer of mail. In the meantime, FACL is also handling the security checks for Swiss WorldCargo’s airmail bags, without which they will be denied access on board. The hub purchased its own x-ray screening equipment for this. Looser tells us: “The collaboration was defined by open and honest communication right from the start. The fact that, after less than a year, we are thinking of ways to expand this partnership further is a great show of trust.” Well then: have a safe flight!

Sustained growth

Vienna

Ur leiwand: FIEGE put into operation a new multi-user centre in Vienna. The ultra-modern, two-storey property is close to Vienna Airport and benefits from tri-modal transportation access. The brownfield project in the district of Simmering is the first new construction which we built in Austria that was developed in-house. The logistics centre complies with EU taxonomy. It was built in line with high energy efficiency standards and meets the 2023 Gold certification of the German Sustainable Building Council (DGNB). A PV array which produces 1,000-kilowatt peak stretches across the entire rooftop. We provide the added logistics space in Vienna to customers operating in Consumer Products, Industry, FMCG, Fashion and Healthcare.



Site area	16,000 m²
Logistics space	22,000 m²
Start of construction	July 2024
Completion	July 2025

Borna

The Borna Identity: in Borna in the rural district of Leipzig, FIEGE completed a new multi-user centre. With a view to sustainability and fire safety, the building's façade system is made of wood with mineral wool insulation. As a result, the building's primary energy requirements – compared to a reference building – is only 40 per cent (EG-40 efficiency standard). The warehouse's footing is composed of a water-hazard category 3-insulation as well as a semi-automatic spill barrier and bent-board, which prepares the modern logistics warehouse for the storage of hazardous materials. The air conditioning is handled by two centralised heating stations with air-water thermal pumps; on the roof, some 10,000 PV panels with a total capacity of 4,500-kilowatt peak generate green power for captive use and grid feed-in. At the new multi-user centre, FIEGE offers flexible growth areas right in the heart of the dynamic logistical region of Leipzig/ Halle – especially for customers from the healthcare sector.



Site area	80,000 m²
Logistics space	45,000 m²
Start of construction	September 2024
Completion	August 2025

Hamminkeln

The Rhine way: in Hamminkeln, near the Dutch border, FIEGE is building a new multi-user centre. The immediate proximity to the German A3 motorway means that the new location offers convenient transport accessibility. It integrates seamlessly with our already existing logistics network in the Lower Rhine region with the locations in Bocholt and Emmerich. The five-part hall will feature mineral wool insulation and energy-efficient LED lights. Sustainable thermal pumps will take care of heating needs. The energy required for this will be generated in part by a photovoltaic array that covers the entire roof and provides a total capacity output of 6,500-kilowatt peak. Also, an automated building control system and smart monitoring tools will optimise energy consumption at the new development. We are thus striving to achieve the EG-40 standard as well as a Gold certificate (2023) by the German Sustainable Building Council (DGNB).



Site area	95,000 m²
Logistics space	55,000 m²
Start of construction	September 2025
Completion	Autumn 2026 (scheduled)

FIEGE is one of the leading logistics property developers in Germany. This year, once again, our FIEGE Real Estate experts implemented and advanced many projects – not just for us, but also for third parties. An overview.

Hessisch Lichtenau

All roads lead to Hesse: Hessisch Lichtenau is where FIEGE is planning to erect a new multi-user centre. Roughly 25 kilometres south-east of Kassel, a modern logistics warehouse offering five units is being built. The key tenant at the new logistics centre will be our long-standing partner, Falken Tyre Europe. Its outstanding transport accessibility and centralised location right in the heart of Europe makes this spot the perfect place for national and international logistical flows. FIEGE is thus further expanding its logistics network in central Germany, which already includes locations in Peine, Barleben and Apfelstädt. The new property will be built to meet high structural and energy efficiency standards and is to fulfil the 2023 Gold certification requirements of the German Sustainable Building Council (DGNB). As with all new development projects, FIEGE will fit the rooftop of the logistics centre with a PV system.



Site area	102,000 m²
Logistics space	52,000 m²
Start of construction	October 2025
Completion	Autumn 2026 (scheduled)

Help at hand

Emergency Response Coordination Centre of the German Red Cross (DRK) in Luckenwalde

For the love of people: in Luckenwalde near Berlin, FIEGE is building in the capacity of a construction manager, one of the largest and most modern emergency response co-ordination centres in Germany for the German Red Cross. At this new location, the DRK will store relief supplies for international and national supply (for example hygiene kits, tents and industrial dehumidifiers), health stations and a mobile service module as well as a field hospital. Parts of the fleet will also be stationed here which is why major precautions had to be included for both the building and the site.



Site area	34,000 m²
Warehousing and functional area	20,000 m²
Start of construction	October 2024
Completion	Early 2026 (scheduled)

Licence to complain

We are rolling out artificial intelligence (AI) at different points of the organisation to optimise our process structures and add value for our customers. Nowadays, an AI agent handles most of the work within Carrier Claims Management: it analyses a complaint and independently interacts with the responsible parcel service providers.

Most of us will be familiar with the following situation: you find the perfect product shopping online after having searched in vain for ages. You place your order and then wait desperately for the parcel to arrive. When the doorbell finally rings, you're in for a surprise: the product is damaged, the delivery is incomplete – and the fuss that ensues is a mess.

It takes solid detective work to solve the issue. "This process may turn out to be extremely lengthy since the documentation tied to a damage report tends to be rather extensive, and more often than not is followed by complicated debates about liability. E-tailers should not underestimate this", Christian Meierhoff, Head of eCommerce Services at FIEGE, informs us.

While combing painstakingly through the details may also do the trick, these days there is a much more convenient way to deal with this situation, as our Carrier Claims Management demonstrates. Namely with the assistance of artificial intelligence: "Since 2024, we have been using generative AI which has been lightening the burden for our human colleagues tremendously.



Has his way with AI agents:
Meierhoff. Christian Meierhoff.

By now, it deals with between 70 to 90 per cent of all complaints processes – this corresponds to some 10,000 cases per month", Meierhoff points out.

The AI agent with the licence to complain is based on GPT-4 and was enhanced with the help of specific prompts to be able to fulfil its role. The minute a customer submits a complaint, AI analyses the data it was given, requests any missing information and decides whether this justifies a complaint. Meierhoff says: "Our colleagues monitor the AI to intervene whenever needed. This is and remains an absolutely indispensable step." At FIEGE, internal guidelines lay down that AI may take decisions within established parameters only and that its actions must always be transparent. "This explains why the AI agent lists every single step in their line of argument in an easy-to-follow manner", Meierhoff tells us.

Where a complaint is justified, AI will independently contact the carriers concerned. Meierhoff tells us: "Possible compensation demands are substantiated in detail within seconds. Not only does this save time, but it also saves costs – all on behalf of the customer."



We set everything in motion.

fiege.com



FIEGE





All good things come in threes

King soccer rules the world of FIEGE: over 1,000 players and twice that many fans from ten nations and a gracious weather god turned the 2025 FIEGE Soccer Cup in Münster-Handorf into a truly outstanding event. On and off the pitch, football's inclusive power was showcased, demonstrating just why it is the most alluring leisure activity in the world.



Heinz Fiege (r), Dr Hugo Fiege (l) and his wife, Lisa Fiege (centre) rooted for the players at the Soccer Cup.

If the 19th FIEGE Soccer Cup were to be given a headline, then with some certainty it would read 'Mission Defending Champions'. After last year's winners of the all-female teams, SkyBlues, won against Bibliser Mädels in a heart-stopping late afternoon final with a score of 1:0, ascending once again to the Mount Olympus of football, the all-male Kickers Biblis team took the crown for the third time in a row against Team Headquarter 1, three-peating for the first time in the history of the FIEGE Soccer Cup.

The subsequent tribute to the winning teams where our Co-CEOs Felix Fiege and Jens Fiege presented the coveted cups and medals thus became something of a familiar picture. The atmosphere that reigned supreme on and in front of the podium, however, was yet again one of a kind. That was also due to the fact that the Executive Board colleague, Martin Rademaker, came with a special message: just like the Coupe Jules Rimet – the former trophy of the Football World Cup which the Brazilian football association was allowed to keep after winning its third title in 1970 – the (former) challenge cup of the men's tournament of the FIEGE Soccer Cup will now find its permanent home in Biblis, southern Hesse.

Eleven friends for the win. However, at our Soccer Cup, that number totalled over 3,000.



Goose bumps galore

The conditions for a major football tournament with the potential to be named in the same breath with this year's European Women's Championships could hardly have been better. The brand-new sportive facility of TSV Handorf based in Münster's east offered everything that the hearts of an international crowd of 3,000 desired – both from a sportive as well as culinary perspective. "The first big thank you goes to our organisational team and the many voluntary helpers in the background. You may not always be visible at first sight, but without you, such an extraordinary event wouldn't be feasible", said Felix Fiege, Co-CEO of the Fiege Group who has been running the fifth-generation family business in unison with his cousin, Jens Fiege to the resounding applause of colleagues. "We are speechless about what you managed to pull off here. And we are very pleased to be celebrating with so many of you from the FIEGE Family!"

Jens Fiege added: "We wish to thank all colleagues, some of whom travelled thousands of kilometres by bus to be here today. We realise this is anything but a given, which makes us even prouder and happier of our very special team spirit is best experienced on a special day like this during the Soccer Cup. Therefore, our thanks go of course also to the city of Münster as well as the TSV and TC Handorf, for allowing us to be here today and celebrate a major football tournament!"

Get this party started

During the closing party at the festive tent, it was obvious once again that football is an excellent way to bring people together from different countries, as well as to hold a competitive yet fair competition – which the more than 20 referees and their outstanding on-pitch performance also made sure of. But most and for all, it was impressive to see that the FIEGE Soccer Cup is about so much more than football alone. It is about bonding, a shared team spirit, intercultural encounters and a memorable day spent with colleagues. Therefore: Mission accomplished!

Ventures of a lifetime

Roughly ten years ago, we began building our own Ventures unit as the company's fourth strategic pillar. XPRESS Founders, F-LOG and FIEGE Group Ventures are the three vehicles that accompany start-ups and scale-ups during different lifecycles.

If you really want something, you'll find a way. If not, you'll find an excuse. This is the mindset mantra of many a business starter who, jointly with their team, works on finding innovative solutions for the big challenges of our time. Deutsche Startup Monitor 2024 is the title of the most comprehensive survey on the German start-up landscape which currently lists around 20,000 active start-ups, many of which are seeking not only venture

capital for liquidity purposes but also a co-operation with established enterprises. "To us, Corporate Venturing is not only about investing money to pro-actively partake in building young businesses; next to that, it is also about access to know-how, networks and customer relations, which is what we offer", Andreas Pott tells us, who co-manages our Ventures pillar with Adrian Graf.

Voltfang – tomorrow's energy supply

This year saw FIEGE invest amongst others into Voltfang, a cleantech start-up. Founded in 2020, the company is already a leading provider of Europe-based battery storage solutions for industrial, commercial and network applications. David Oudsandji, CEO and co-founder of Voltfang, explains: "Europe is facing major challenges when it comes to energy supply resilience against outside influences. We need to create much more flexibility in the shape of large-scale battery storage systems, and we must do so now."

To devise battery storage, the team harnesses requalified electric car batteries from Europe's automotive industry. In June, Voltfang completed a series B funding round for 15 million euros. "The funding round was in direct response to the enormous number of incoming orders that we recorded in the first quarter of this year", Oudsandji said.

One of its new investors is FIEGE Group Ventures. The logistics company is convinced of the start-up's technological relevance, as Pott emphasises: "During high-sun phases, the rooftop arrays at our logistics centres produce much more energy than we can consume ourselves. For this reason, we are looking to store the power

so that we can use it when needed at a later point in time, making us more independent from the energy market. Voltfang has developed a technologically-convincing, ecologically sensible and economically scalable solution for this."



A good catch: the Voltfang founders' idea won us over.





Filics from the ashes: a double runner system that is one-of-a-kind in the world.

Filics – double runners for twice the speed

The portfolio of the independent venture capital fund of the FIEGE Group also saw a further new addition this year. New on board at F-LOG Ventures is Filics, a robotics start-up whose funding round with top investors like 10x Founders, Capnamic, Bayern Kapital and Amazon Industrial Innovation Fund brought in fresh capital to the total amount of 13.5 million euros to further develop their autonomous transport unit as well as the expansion into European markets. Gregor Kolls, co-founder and CEO at Filics, explains: "This is the next milestone step in our growth strategy. Thanks to the strong backing we can further optimise and scale this technology. Our investors' trust doubles as both tailwind and a commitment at the same time."

The Filics Unit is composed of what is globally a one-of-a-kind, flat double-runners system which is designed especially for handling Euro pallets and wire mesh containers. The flexible robots parallel-park underneath the pallet and then autonomously lift the unit for convenient manoeuvring. This system reduces the space needed to navigate the container to an absolute minimum. Pott adds: "With their robotics solutions, Filics addresses the key challenges within the logistics industry such as scarcity of skilled labour, capacity bottlenecks and autonomous transportation in tight, unwieldy surroundings. We see tremendous potential both for this innovative technology as well as in the motivated team behind it. Therefore, we are very excited about the opportunity to accompany Filics's future journey."

Pyck – next generation warehouse management

As Deutsche Start-up Monitor 2024 shows us, many start-ups in this country are either working on creating Software-as-a-Service or devising proprietary software solutions. One winning example of this is the toolkit for warehousing software by pyck with which the tech company from Schwäbisch Hall convinced XPRESS Founders to come on board as an investor. pyck secured in total 2.6 million euros through multiple investors, including Iris Capital and Rethink Ventures, during its seed round. Daniel Jarr, CEO and co-founder of pyck, explains: "Every warehouse works differently; therefore, default solutions more often than not reach their limits quickly. Our architecture facilitates the customisation and integration of new technologies."

What makes pyck's toolkit so special is its open-source framework through which it provides greater transparency, greater flexibility and more control compared to the more traditional Warehouse Management Systems



First pyck of the draft (left to right): Maximilian Mack, Matthias Nagel and Daniel Jarr, pyck founders.

(WMS). Roll-outs and process adaptations can thus be executed up to 60 per cent faster and cheaper. Adrian Graf adds: "pyck and their agile, AI-native platforms have already convinced such renowned pilot customers like Hellmann and Siemens. They are well on the way to redefining warehouse management. We are thrilled to be supporting the team with their future endeavours."

Eco-stability

FIEGE is upgrading its logistics centres into small, sustainable power plants. Energy hubs are to be created by drawing on large-scale PV arrays, energy storage systems and charging parks which will make FIEGE more independent from the energy market and resilient against outside influences. Hartmut Entrup, Director Energy Solutions at FIEGE, explains what these ecological energy systems are to look like.



FIEGE has been dealing intensely and on a strategic level with all things energy. What is the reason behind this?

FIEGE has 136 locations world-wide. Every one of these locations has a rather large rooftop which is perfectly suited for the installation of photovoltaic arrays. From an economic perspective, it makes sense for us to tap this potential. However, there is a further, even more important reason why we are investing in the energy transition: FIEGE is driving the company's net-zero transformation. To achieve this, we have set ourselves ambitious climate targets which also include improving the CO₂ balance at our locations. Our plan is to gradually fit FIEGE's 40 to 50 biggest logistics centres with PV arrays, battery storage systems and a charging infrastructure.

How is FIEGE hoping to benefit from this?

High, at times fluctuating energy prices incentivise us to become more independent from the energy market. Also, we want to increase our rate of captive use at our logistics centres. In this context, however, it is important to know that our locations, contrary to industrial production operations, require much less energy. It therefore makes twice as much sense to advance the coupling of electric power, heat and e-mobility within the sectors by increasingly switching to thermal pumps and installing charging points for electric trucks at our locations. This will allow us to use more of the PV power that we produce for ourselves without having to feed any excess into the public grid. At the same time, we look for buyers in the vicinity of our locations to whom we can sell our surplus of power. There is considerable interest because it is convenient for companies in that they don't need to build the respective infrastructure themselves.



As far as the eye can see:
we are fitting our logistics
centres with large PV arrays.

At what speed is FIEGE advancing the expansion of PV arrays?

Right now, a solid 450,000 square metres of our rooftop areas have been fitted with photovoltaic systems. Each year sees us build additional capacities of somewhere between ten to fifteen megawatts. By 2030, we want to see the production of green energy on our balance sheet outperform our consumption.

What role do energy storage systems play?

Battery storage systems will play a key role in our energy ecosystems. This year, we invested in the cleantech start-up, Voltfang which already – a mere five years after its formation – has become the leading European provider of battery storage solutions for the industry, businesses as well as network applications. We are looking to set up Voltfang's containerised solution at our locations, which has a capacity of around five megawatt hours, for multi-use operations. This means that the power stored can be used to optimise the energy that we need, to cut peak demand and, with a view to the future, can also be used in arbitrage trading.

Big Brother: FIEGE banks on containerised solutions by Voltfang.



Energy ecosystems support not only the decarbonisation of the locations but also the decarbonisation of the FIEGE fleet. How do energy ecosystems impact e-mobility?

By now, we operate 14 electric trucks. The second-generation trucks in particular are suitable for long-haul traffic. We want to demonstrate that e-mobility in this segment can be both sustainable and economically viable. That is why we are investing at our locations specifically into the charging infrastructure for electric trucks. As a charge point operator, we are then planning to open these to outside fleet operators looking for a way to top-up a charge on their daily routes. And this is where the solar power that we produce ourselves comes in handy.



Perfect power patron: we are expanding the charging infrastructure for electric trucks.

And where is tomorrow's journey headed?

Our goal is for the concept of these energy ecosystems to benefit not just us, but also others. Our energy ecosystems are scalable, economically viable and, with a view to the future, can crosslink to create a virtual power plant with, for example, wind turbines. We want to contribute to the successful turnaround of energy policies while at the same time grow the level of renewables to become an integral element of our business model. Which is why we will be offering our skillset in this field as a service to others.

Life is too short for *some day*: together with Sana Kliniken, we handle the optimal supply, all the way to the patients' beds.



Good care

Sana Kliniken AG is Germany's third-largest private-sector clinic operator and one of the most important providers of integrated healthcare services in this segment. Sana Einkauf & Logistik GmbH oversees optimal strategic purchasing and smooth logistics which are decisive for the care of in-clinic patients. To do this, they have been working closely with FIEGE for more than ten years.

Sana Einkauf & Logistik, or SEL, is pretty much for which the term Hidden Champion was coined in the 1990s. Need some figures? Currently, over 1,500 healthcare facilities in Germany and Switzerland ensure the care of their patients with what they need via Sana's purchasing co-operative, which recently announced its merger with Vivecti Group. The offer encompasses medical products, consumables, capital assets as well as pharmaceuticals and the laboratory. SEL thus negotiates pricing and terms with some 700+ producers. And the affiliated clinics and healthcare facilities purchase products worth around four billion euros annually in this context. On top of this, SEL provides the full logistical supply chain as a service for many clinics.

The example of SEL shows: the optimal care of patients requires much more than 'merely' qualified personnel at the healthcare facilities. It calls especially also for a reliable product supply. SEL keeps an eye on this exact supply certainty throughout the complete supply chain. Next to medical instrumentation and pharmaceutical products, medical and care consumables form an indispensable basis for day-to-day operations at clinics.



Dependable logistics as the be-all and end-all

For the very part of the chain which is key to the availability of a medical product at a clinic's medication storage cabinet, SEL has been working alongside FIEGE since 2014. Reliable, seamless logistics is what it takes to ensure that clinics always have access to all the supplies that are needed. Julian Hupe, SEL Managing Director, explains: "For this reason, we created a multi-tier distribution model with FIEGE Healthcare which meets the special requirements of day-to-day life at a clinic. Centralised turnaround points, digital batch tracking, temperature-controlled transportation – and where required, overnight logistics or consignment warehouses during periods of peak demand."

The mother of all disciplines in this regard is the full-service supply of hospitals, meaning the complete pathway from ordering to provision directly at the ward. Michael Lorca, Managing Director at FIEGE Healthcare, says: "Within full-service healthcare supply, we need to ensure that many different cogs interact to perfection to secure not only volume and availability but also to minimise failure rates in the overall process, which decidedly frees up employees at the clinics. This calls for efficient in-house logistics structures on the one hand and on the other, the co-ordinated interaction between all partners involved. Especially when it comes to products that are needed in large numbers and where order volumes always fluctuate."

Constant product availability

The top priority next to the protection and the well-being of patients is surely a constant product availability. Hupe says: "We have been working hand-in-hand with FIEGE for more than a decade on this, and quite successfully so. We rely on a clearcut division of labour: we take on the strategic buying and operational ordering at the clinics, FIEGE handles the logistical processing as well as storage of the products."

It is an interaction that works and is precision co-ordinated. Sana Kliniken have grown continuously for years; new facilities have been added to the supply approach. That is how the shared network of locations of FIEGE and SEL were optimised to become today's ideal mix. Three shared locations with around 12,000 square metres of logistics space form the stable base for the supply. Lorca explains: "Our shared network of locations today, with a view to the size, personnel, warehouse technology, IT systems and distances to the clinics, has been designed so that they secure not only the efficiency of routines but also offer the required flexibility to respond at any time and fast to peak order periods. Beyond this, it goes without saying that regulatory requirements such as the Medical Device Regulation are met."

By the book

The joint locations have by now more than 50 FIEGE employees working and reachable around the clock for SEL, who vouch for efficient warehouse logistics and the smooth delivery to the clinics. For example, the products and items which the hospitals need are picked at the warehouse and prepared for shipping in a way that, once they reach the hospital, they can be distributed by SEL's so-called supply assistants as quickly as possible and optimised for paths, to the individual wards. One cog interacts with the next or, in Hupe's summary: "What defines our co-operation with FIEGE is our shared understanding of healthcare logistics of the highest level and standardised procedures to secure the optimum process flows. This is how we ensure the supply which quite literally gets to our patients – from a simple examination glove to a life-saving pacemaker."

We supply people, no matter what: for over 25 years, FIEGE Healthcare has been a reliable partner in healthcare logistics.



LEAN ON ME

“Together, we move technology for life” – that is how Dräger and FIEGE headline their collaboration. Since the end of 2021, FIEGE’s branch in Zülpich has doubled as an Intercontinental Distribution Center (IDC) for the leading maker of medical and safety technology. The logistics for this is complex. But thanks to a consistent Lean Management philosophy on the part of both sides, it is becoming increasingly efficient.

Partnership that you feel and see: Dräger and FIEGE also share a common ground when it comes to optics.



Someone to rely on: Dräger is a leading international company for medical and safety technology.

When a prototype of an iPad was once presented to Steve Jobs many moons ago, the Apple founder is to have complained about the device being too big. When an engineer pointed out that it was not possible to make them any smaller – so the saying goes – Jobs is to have thrown the tablet into a fishtank and said: “I see bubbles. Which means there is still space. Make it smaller!” The bubbling iPad is figurative of a very central point in Lean thinking: avoid any form of waste.

At FIEGE in Zülpich, René Böhmer, Director Operations & Operational Excellence within FIEGE Healthcare, together with the on-site team, promote the idea of Lean day-by-day. Böhmer explains: “Because of the many rules, Healthcare logistics is pretty much the most demanding discipline the industry has to offer. Every single process stage has its own challenges.” Even the ramp-up for Dräger which started in December 2021 with the storage of the first consignments delivered by truck, was highly complex, Böhmer explains. “Our customers extended their trust and the time we needed to ready ourselves for the project. We were and still are very grateful for that.”

World-wide shipping all the way to the patient's bed

Today, some four years after, everything runs like clockwork, process flows are smooth and highly stable. FIEGE ships medical and safety technology for Dräger from the IDC in Zülpich to healthcare facilities as well as industrial customers in 156 countries. Sebastian Krause, Director Market Fulfilment & Global Distribution at Dräger, explains the breadth: "For example, we stock a diverse range of safety equipment for fire fighters, first responders and many others. In Zülpich, we also store spare parts, such as for ventilators and anaesthesia machines which, when equipment is in need of repair, are required at short notice by the ICU. That's when indeed it becomes a matter of life and death."

The task requires a high degree of care and precision – and Dräger and FIEGE manage to keep tweaking the process flows. The reason for this is the underlying partnership – and the striving for improvement which unites the two businesses, Krause says. "At Dräger, we greatly value the ongoing Lean transformation of our company, to continually increase reliability, efficiency and service provision. This refers to the production, but naturally also to our logistics. We are very pleased to have found a partner in FIEGE who shares this mindset."

Step for step towards greater efficiency

In fact, Operational Excellence and Lean Management also play a key role at FIEGE when it comes to creating the biggest possible added value for customers. Böhmer describes the recipe for the success of the partnership with Dräger like this: "Total honesty and full transparency – it is a collaboration with a spirit of open-mindedness. Where we establish process errors, it is not about blame but only about finding the best possible solution together with our customer. And that creates a deep sense of trust. Our teams constantly learn from each other."

To facilitate a Continuous Improvement Process (CIP), Dräger and FIEGE have installed a joint method and regular meetings. "During the weekly CIP meetings and the quarterly business review, we discuss, rate and prioritise the points we need to adjust", Böhmer explains. The concept has already proven its worth at many junction points: "Customs clearance, for example, used to be highly paper-intensive in the past due to the whole production. We have optimised that considerably so that our work is more digital, faster and effective."



Sebastian Krause
Director Market Fulfilment and Global Distribution at Dräger

Shared vision, shared presence

The wins are measurable, Böhmer says: "On the FIEGE Lean Activity Index we improved by 41 per cent last year. With an overall result of 94 per cent, we are one of the top locations within the World of FIEGE." And the next projects are already being planned: for example, the warehouse and process segment is to be adapted to Dräger's current needs with help from a space-optimising layout. This is just one result from a routine exchange between both teams.

Also, the shared automation concepts, such as within packaging, are on the agendas of both Dräger and FIEGE. Sebastian Krause explains: "Ultimately, the Lean journey never ends. There is always potential for further improvement. Especially when you work together this closely." Be it quality, speed, efficiency or security: all topics are on the table. "We identify greatly with this partnership and have therefore devised a co-branding to document this bond also to the outside", Krause says. There is hardly a better way to make this joint progress visible.

There are two multi-user centres with over 100,000 square metres dedicated to logistics at our Healthcare Campus in Zülpich, which was awarded EcoVadis' Platinum Medal.





Mobility transition: six stars

We are persistently driving forward the decarbonisation of our fleet of trucks. Next to increasing its use of bio-gas and synthetic Diesel (HVO), electric mobility plays a crucial role in this regard. 14 heavy-duty electric trucks running under the FIEGE banner are on Europe's roads by now, and this tendency is rising.

If the eponymous inventor Rudolf Diesel were to see a modern Diesel engine today, he would probably be in for a big surprise. Innovative materials, sophisticated exhaust technology and a consistently improving fuel quality have contributed considerably to these highly efficient truck engines barely producing air pollutants these days. However, specific CO₂ emissions caused by road transport have fallen by roughly only ten per cent over the past 30 years, which is in part due to the distinct rise in mileage covered by trucks.

Decarbonising the transport sector therefore remains quite the challenge, which is why we are persistently driving forward our switch to using electric trucks. "Contrary to the current development in many industries, we are determined to stick to our goal of climate neutrality. We want to lower our emissions to net zero by 2050. There is no doubt for us that together with our customers and partners, we will continue to invest in logistics solutions", says Felix Fiege, Co-CEO of FIEGE.

Long-haul, but sustainable

In the summer of this year, we added a further six heavy-duty electric trucks to our fleet. The new eActros 600 by Mercedes-Benz is a technology trailblazer which was voted International Truck of the Year 2025 at the International Motor Show (IAA) by a jury of experts. The vehicles were designed especially for long-haul traffic. FIEGE will use these at different branches and for customers operating in various sectors.

Stephan Wittenbrink, Managing Director of FIEGE's Transport business unit, says: "We are excited to be growing our international e-fleet by six second-generation eActros 600. The expansion of our e-fleet plus the increased use of alternative fuels such as bio-CNG, bio-LNG and HVO100 forms a further crucial step in our decarbonisation strategy." With 14 heavy-duty e-trucks in total, FIEGE makes long-haul transport even more sustainable in the future, as Wittenbrink explains: "Meanwhile, we have one of the largest e-fleets in the heavy-duty segment. Our new vehicles will support us in further reducing our CO₂ emissions, for us to meet our ecological responsibility as a logistics company especially also for the transportation segment."

At your service

FIEGE has expanded its portfolio of services and will be offering data-driven transport consultancy in the future. Our new offer is focused on efficient transportation and last-mile networks and is geared equally towards businesses based in retailing and the industry as well as the press and publishing sector.

Knowledge is power. These words of wisdom go back to the English philosopher, Francis Bacon who is commonly considered to have laid the groundwork for the Enlightenment in addition to being the father of empiricism. However, knowledge, according to the Austrian author Marie von Ebner-Eschenbach, is also the sole asset that multiplies when shared. Both perspectives combined provide good reasons as to why FIEGE expanded its offer of services to include transportation consultancy this summer.

Ralf Gretenkord, who oversees this new service at FIEGE, describes it like this: "Today's modern logistics is a highly complex landscape. An ever-growing number of players are involved in global supply chains. Many markets are volatile, and pressure is increasing due to cost." Simultaneously, demands on services are growing and even the costing pressure on the part of customers is increasing which creates many challenges for transport companies – also and especially with a view to sustainable solutions. "The FIEGE Group has more than 150 years of experience in the logistics industry. We want to share this expertise to support our customers and partners in optimising their transportation systems and positioning themselves in a resilient and future-proof way", says Gretenkord.

The integrated consulting concept covers all processes, from the analysis of the situation as-is to the conceptualisation and simulation of future scenarios, to the technical implementation. And for this, our transportation experts rely especially on the power of data, Gretenkord points out: "Data control the flow of materials. To master them is to optimise every delivery."



Sharing words about transportation: our consultants for transport and last mile networks.

FIEGE's scale of competence encompasses Center of Gravity analyses, geo-tracking and time-tracking as well as route scheduling and transportation management from logistical sources, temporary storage and depots to the last mile. "Our 360-degree approach assists companies also with Change Management, the training of staff members and, ultimately, up until these optimised transport networks have been embedded lastingly within an organisation", Gretenkord explains, adding that "wherever goods require efficient transportation and last-mile shipments need to be sent out as fast as possible, we can help with our experience."

Clueless?

Our experts can help: scan the QR code to contact us and find out more without commitment on your part.



Gefördert durch:



aufgrund eines Beschlusses
des Deutschen Bundestages

Koordiniert durch:



Bewilligungsbehörde:





Adaptable like a chameleon

When Fujitsu was founded in 1935, calculators resembled an abacus more than a PC. Today, the Japanese company is one of the world's leading technology groups that supports its customers with their transformation using AI, computing, networks, data & security and converging technologies. Within this global strategy, Fsas Technologies GmbH, and spin-off from Fujitsu's platform business, focuses on the data centre products and associated services. For 25 years, Fujitsu Group, Fsas Technologies and FIEGE have been demonstrating what flexible logistics means.



Konrad Zuse, John von Neumann, Alan Turing – those are only three of the many mathematicians and engineers who contributed to the invention of computers in the 1940s. At the time, Fuji Tsushinki Manufacturing, a Japanese company, still specialised in telephone switching systems. Nowadays, digital technologies – including the name Fujitsu – are an integral part of everyday life. In the past, the IT group was one of the world's largest manufacturers of computers. Since then, it has become a global partner for sustained transformation.

FIEGE has been on board as the logistics service provider for a quarter of a century. The collaboration with Fujitsu Group has always been a fluid one, Michael Suden recalls, who has also been in charge of this customer at FIEGE since the early days: "In 2000, we started at our branch in Apfelstädt near Erfurt with the batching of IT equipment and accessories in the Consumer segment which the Fujitsu factory in Sömmerda produced, which is 30 kilometres away. Business, and hence the depth of our services, have grown constantly since then."

The early bird catches the Worms

Fujitsu handled the world-wide distribution of computers, notebooks, workstations and servers from different warehouse locations at the time. "In December 2000, we received the opportunity to purchase a 155,000 square metres-large piece of land in Worms, which already held a small logistics property and which, moreover, offered enough space for an additional multi-user centre", Suden recalls. Following the construction of a new warehouse by FIEGE Real Estate starting in 2004, the logistics space at the location grew gradually to over 82,000 square metres. Fujitsu then awarded FIEGE the contract to operate its Volume Distribution Center (VDC).

At the VDC, FIEGE consolidated operations which until then had been handled at different leased and external warehouses. "Moreover, our multi-user structure offered Fujitsu the possibility to rent additional space at short notice, if necessary, while maintaining maximum flexibility", Suden explains. Since batching in Apfelstädt also relocated to the spacious new logistics centre in Worms, many new employees had to be recruited. Suden adds: "At the time, we were able to convince some of the specialists from Apfelstädt to join us in Worms. On top of that, we were supported by three of Fujitsu's on-site employees who were available to help us find our way around the Fujitsu world."



Welcome to the city of Worms, where Michael Suden has been also in charge of our customer, Fujitsu, for many years.

Steadfast goals, flexible paths

On up to 30,000 square metres during peak periods, FIEGE took on the warehousing, consolidation and distribution for the complete product range of Fujitsu, especially for its Client Computing Devices and the Data Center segment back then – all of this on a global scale, which is why there was a daily shuttle service to and from Frankfurt Airport. "For major customers such as industrial businesses or offices, individual orders called at times for 10,000 PCs including accessories. The collaboration with Fujitsu was very intense during this phase, and we have upheld the partnership-like, trusting rapport to this day", Suden emphasises.

In the 2010s, FIEGE kept adding value-added services for Fujitsu. In 2012, a staging centre was set up, i.e., a highly sensitive area where PCs and laptops were 'topped up' with software. A few years later, the profile of tasks grew again to include the assembly of prime centre racks for which FIEGE built the pertinent know-how and trained technical personnel together with Fujitsu. Suden adds: "It is our mission to act and think like an industrial partner. This is why we were always open to share innovations, to become that little more flexible, to further increase our productivity and continuously grow the service level for Fujitsu."

One business replaces the next – and a new one is added

More recently, the tech group has withdrawn with a view to the European market from the Client Computing Devices (CCD) business segment, to focus exclusively on its data centre business. On 1st April 2025, the server and storage outlets of Fsas Technologies were merged under the umbrella of the Fujitsu Group.

For FIEGE, this strategic re-orientation also brought change and new opportunities, as Suden tells us: "Working with Fsas Technologies for the data centre segment at the location in Worms will continue without change. In addition, we have been handling spare parts operations for PCs, notebooks and services since early 2025." Spare parts operations which to date had been at home in Sömmersdorf relocated to and integrated with FIEGE in Worms in line with the strategic consolidation during which 14,000 storage spaces moved. Suden explains: "Our understanding as a service provider has always remained the same over the past 25 years of collaboration: we take on and always handle what adds most value for our customers. And now, we do this for Fujitsu Group and Fsas Technologies."

Intercontinental co-operation

Over its 150-year history, Continental AG has grown from a small rubber manufacturer to become one of the world's leading suppliers in the mobility sector. FIEGE has been on board as a logistics service provider for over 20 years – and this partnership now extends as far as India.

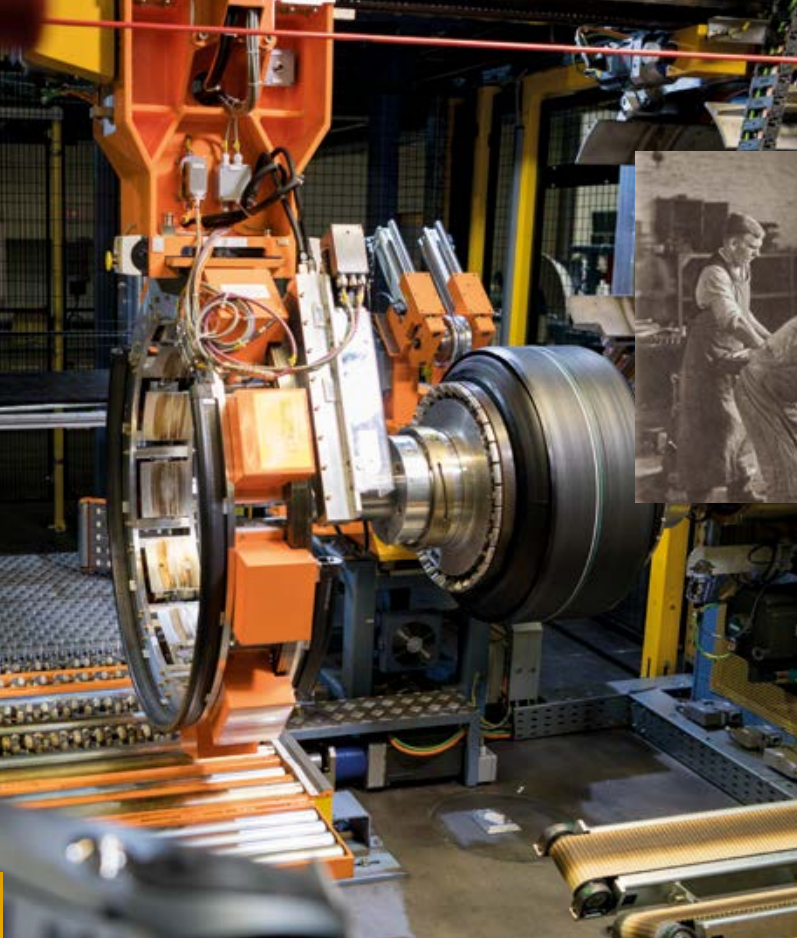
Dilli Chalo – let's go to Delhi! This famous phrase, which can be traced back to the Indian politician and independence activist, Subhash Chandra Bose, fittingly describes the co-operation between Continental and FIEGE over the past few months. The Hanover-based tyre manufacturer and Apollo Supply Chain (ASC), a joint venture of the FIEGE Group, have been working together on the Indian market since 2018 – and this year they celebrated yet another important milestone.



Meanwhile, Apollo Supply Chain handles things for Continental at three locations.



The collaboration began when ASC took over in-house logistics at Continental's Bommasandra plant in Bengaluru (Karnataka), India's fourth-largest city. "Our colleagues at Apollo Supply Chain handle all processes along the supply chain – from goods receipt and production supply to inventory management for finished goods", explains Joachim Stern, who oversees the joint venture on FIEGE's side. In 2020, ASC also took over the management of an external consolidation centre in the coastal town of Chennai (Tamil Nadu) in South India, from where various Continental customers are supplied with materials.



Continental tyre production: a manual job in the past, nowadays backed by automation.

Growing trust, new orders

Based on the positive experiences from the existing projects, where ASC scored points not only for its reliable service performance but also for its continuous optimisation of operating costs, the logistics service provider was also awarded the contract for the Continental plant in Manesar (Haryana) in April of this year. This small town just outside Delhi, in the National Capital Region (NCR), is where Continental has been specialising in the development of braking systems, amongst other things, for several years.

FIEGE provided Apollo Supply Chain with support also in this project. A cross-company team quickly set up all processes for inbound logistics, warehousing, inventory control, production supply, finished goods management and shipping in Manesar. Components for electronic braking systems, such as wheel speed sensors, are produced here. Stern sums up: "Due to the short timeframe, this was truly a mammoth task that required the many years of experience of our experts in the field of strategic development growth markets."

A promising market

The intercontinental co-operation with Continental is a wonderful example of how FIEGE, through its joint venture, is working to build a reliable knowledge transfer bridge between Europe and the most populous country on earth. "India is one of the world's most important economies", says Stern. "However, the country is not only a domestic market, but also a production location and knowledge carrier – especially in the automotive, industrial and high-tech electronics retail sectors. We want to make this potential accessible to our customers and provide them with global logistics solutions." With this in mind: Dilli Chalo.

FIEGE in Asia

China

Locations: Three logistics centres in the Yangtze River Delta (Greater Shanghai area)
Logistics space: 60,000+ m²
Team: 250+ employees
Sectors: Automotive, Tires, Industry, Consumer Products, Retail, Fashion & Lifestyle

Singapore

Locations: One logistics centre in the South West Singapore District
Logistics space: 10,000 m²
Team: 45 employees
Sectors: Consumer Products, Retail, eCommerce, Fashion & Lifestyle, Luxury Brands

India

Locations: 45+ branches under the Apollo Supply Chain joint venture
Logistics space: 350,000 m²
Team: 3,500 employees
Sectors: Automotive, Industrial, Consumer Products, Retail, eCommerce, Chemicals & Pharma

There is no future without a past



“Trust is key. Managers need to be on top of things not only professionally, but also in their ability to work as a team. An executive on their own will never achieve and move as much as an executive who trusts in their team.”

Dr Hugo Fiege



Our new videocast has Heinz Fiege and Dr Hugo Fiege look back at a time when they jointly managed and defined our family business as Co-CEOs. First in line is Dr Hugo Fiege who talks to Sarah Schimmelpfennig, Executive Director Marketing & Communications at FIEGE, about courage, change and entrepreneurship, and explains why even after 50 years in business, one should always be looking to the future

FAST & FORWARD Videocast

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