

UNIQUELY
DIVERSE

Company Report 2016



CONTENTS

01	UNIQUELY DIVERSE	24	INTERVIEW WITH FRANK DREEKE
02	DIVERSITY IS FREEDOM	26	A LOOK BACK AT 2016
06	FUTURE DESIGNERS	28	HIGHLIGHTS
10	WHEN GIANTS TRAVEL	28	AUTOMOBILE
14	COMPETENCE X3	30	CONTRACT
18	OF COOKIES AND CRANES	32	CONTAINER
20	EXPERTS WITHOUT BORDERS	34	KEY FIGURES
		34	EMPLOYEES
		36	FINANCE
		38	REPORTING IN 2016, CONTACT, PUBLISHING INFORMATION



UNIQUELY

D I V E R S E

Always gearing ourselves perfectly to the very different demands of our customers in industry and commerce: that's the central mission of BLG LOGISTICS. Our strength is being able to see differences and offer differentiated solutions.

Diversity is our answer to future challenges. For BLG LOGISTICS diversity is part of the system. It is a distinguishing feature of our broad spectrum of modern logistics services. We are not satisfied with merely one aspect. We take care of the whole while looking after every tiny detail. In this way we can offer our customers smooth logistics services. At the same time we are always open to new ideas that simply have to be tried out.

There is never just one way, there are always other options as well. This unbiased, open-minded attitude is what makes us stand out. It is a convincing factor for our customers and partners and characterizes the way we treat our employees.



DIGITIZATION & INDUSTRY 4.0

DIVERSITY IS

F R E E D O M

THE FOURTH INDUSTRIAL REVOLUTION changes everything. For years now we have been focusing on new, long-lasting solutions via digital technologies. The BLG Innovation team headed by Jakub Piotrowski has been pooling our progressive ideas and organizing intelligent innovations, technical novelties as well as digitization and automation since December 2016.

The focus of our interpretation of Industry 4.0 is on optimum interplay between people and machines. By developing intelligent assistance systems and automated warehousing and order picking solutions, we take pressure off our employees, physically too, and give them more freedom to get involved in shaping processes. This means processes become more transparent, intelligent and efficient.



SMART SENSORS TAKE PULSE OF GOODS

BLG LOGISTICS and Bosch make the supply chain transparent

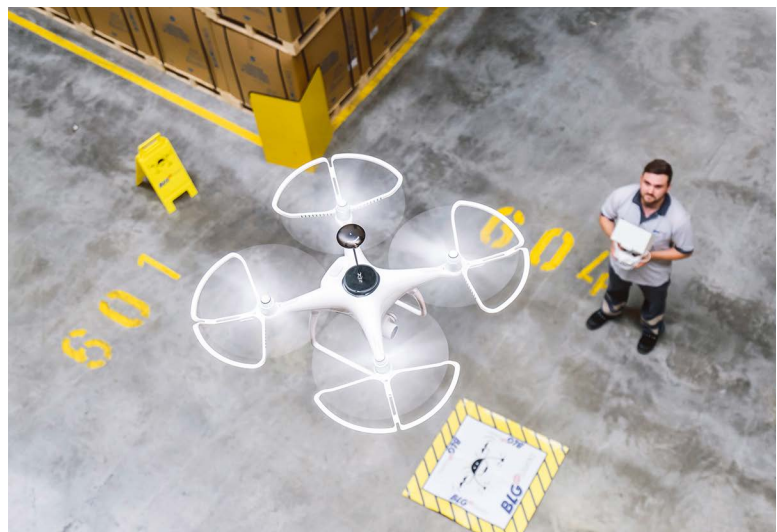
The quantity of goods can easily be determined, but what about quality? Together with Bosch, BIBA - Bremer Institut für Produktion und Logistik, GS1 and queo we are working on smart solutions for a transparent supply chain that, for example, detect impacts or a change in temperature in transport boxes. In this way we know in what condition sensitive components are before they arrive. The project SaSch - an acronym for "Digital Services for shaping agile Supply Chains" - is so promising that it is funded by the Federal Ministry for Economic Affairs and Energy.

MORE EFFICIENCY VIA INFORMATION EDGE

DRONES SUPPORT INVENTORY

The bird's-eye view simplifies work at the Logistics Center in Emmerich

An overview of 80,000 square meters - with the help of modern technology we are revolutionizing the monitoring of the warehouses in Emmerich. Our specially trained drone pilots can carry out the weekly inventory more reliably and quickly. Not to mention the fun involved in this work.



BLG DIGILAB PROVIDES ROOM FOR CREATIVITY

Developing and implementing innovative digitization projects in 100 days

Mood boards instead of white walls - the new DigiLab inspires bold innovations. Our innovation team, consisting of Michael Görge, Jakub Piotrowski, Anna Witt and Marcus Bolte, tests new solutions in only 100 days and directly implements promising ideas. With an entrepreneurial spirit the newly created Digitization and IT Innovations Department thinks creatively and at times dares to take the plunge.

**INDUSTRY 4.0 -
FASTER THAN
ANYTHING
BEFORE**



FUTURE DESIGNERS

IDEAL PROSPECTS FOR YOUNG TALENT



On a future mission: The self-styled "Future Designers" organize information events at schools focusing on opportunities at BLG LOGISTICS.

— “Sometimes the pupils ask unexpected questions,” laughs Eike Precht-Rümenapf. “For example, whether the colleagues are nice. But it’s also about very tangible things, like pay. And it’s not bad.” The 23-year-old native of Bremen is one of the “Future Designers”, a group of 15 trainees who meet every two weeks to organize information events at schools. “Here you have to switch on your brain differently,” explains the prospective mechatronics technician what he likes about the working group. “We want to carry out our assignment 100 percent.” For him 100 percent means: reliability, precise planning of the daily routine and assurance in the presentation, also in handling the technology. It’s a good exercise, feels the trainee in his second year for whom computer science studies were too dry.

— What Eike likes about his training is the combination of electrics, metal and IT. At the moment he is building a switch cabinet for his interim examination. “About half of the year we spend in the training workshop with courses on subjects like welding,” reports Eike. “The rest of the time we move around the company and help out with the tasks at hand.” And what are the future prospects like? “If we don’t steal any golden spoons, we are hired,” Eike is delighted to say. “BLG LOGISTICS wants to train as many young persons as possible itself and keep them in the company. In any case after the training I want to do further training. That is supported by scholarships. Pretty good, right?”

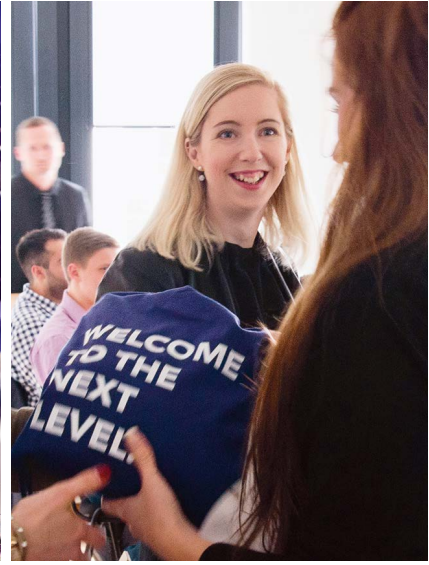
**GREAT
PROFESSIONAL
TRAINING AND
GOOD TEAM
SPIRIT; HERE
THAT'S WHAT
IT'S ALL ABOUT
FOR US.**

— **The contact point in Bremen** Our training center is a place of exchange and learning together. Fixed contact persons support the young people with advice and assistance. At the “startup” barbecue the trainees get to know each other and their instructors before the official beginning of work. Such a “Meet and Greet” also takes place at other locations, as in Leipzig.

— **Like a class outing** One of the high points for all new trainees is the annual trip to Goslar. This not only involves getting to know one another in a relaxed atmosphere: presentations and workshops on such issues as resolution of conflicts, communication and presentation techniques also strengthen the self-confidence of our new employees.

— **Mentoring principle** The trainees in their second and third year of training at BLG traditionally receive the newcomers. In the introductory phase they explain the procedures to them, are available for questions and support the newcomers with their experience.

— **Education at schools** Ten years ago we launched the MARWILO educational project jointly with bremen-ports. We support the Institute for Economic Education (IÖB) in Oldenburg in preparing workbooks for economics lessons. A complete success: over 30,000 workbooks have already been requested. The materials are aimed at conveying the significance of the port sector and logistics. In addition, there has been an online portal for research since 2016.



Individual experiences and fun in the group are just as important in our training program as the subject matter of the courses at the vocational school.

__ The port sector is traditionally characterized by internationality. Our company joins together more than 60 nations. In signing the Charter of Diversity, we have dedicated ourselves to equal opportunity. We welcome newcomers to Germany, support them on the road to employment and offer them prospects. The subject matter of the first year of training and the German language are taught in an entry-level training program. After successful completion the graduates can directly move on to the second year of training. In Bremen and Emmerich we invite employees without a traineeship to acquire the qualifications for warehousing logistics specialists. After all, pupils are more than their grades.

__ Commitment is part of our company DNA and is also practiced by the employees. Mind and heart, concentration and fun: Bremen's trainees cooperate with the refugee residential group "Use Akschen" and help the young people to adjust. Trainees showing higher performance learn with weaker learners. And the trainee soccer team supports the Bremen club AVS and friends in the fight against cancer. Participation in the Dragon Boat Cup and in the Freimarkt parade are two other examples of an actively practiced corporate culture at BLG LOGISTICS.

GREAT



324 young people who are completing a training course at one of our Germany-wide locations.

At a level of
40%

the warehousing logistics specialists account for the biggest proportion in Bremen.

We train most trainees here:
Training center in



Bremen

1008

new trainees
every year



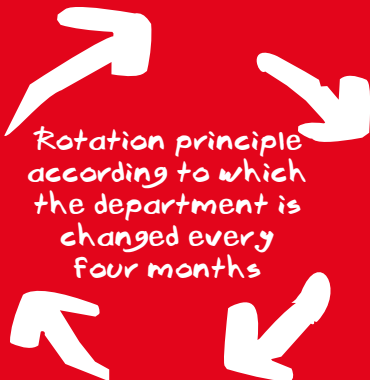
10

different training
occupations

**Industrial, technical
or commercial**

In the following departments:
Office Management
Warehousing logistics
IT

Automotive Mechatronics
Freight Forwarding and Logistics
Automobile transport
Mechatronics
Automotive Painting
Logistics and Process Management
Professional Driver



WHEN GIANTS TRAVEL

CARGO HANDLING OF XXL UNITS AT OUR SITES IN BREMEN AND BREMERHAVEN REQUIRES SPECIAL EXPERTISE AND PRECISION WORK.









COMPETENCE

X3 SHIP TRUCK TRAIN

Our trucks, railway cars and inland vessels are in operation providing intermodal automobile shipments throughout the year. Our experts know exactly when it makes sense to change the means of transportation or combine them with one another. The focus is not only on economic efficiency, but also on saving resources. Nearly all our terminals have trimodal connections. The combination of our own trucks, railway cars and inland vessels results in an independent network that makes us unique. That forms the basis for holistic concepts that are flexibly implemented precisely in line with customer needs.



RON WOLFF

Locomotive Engineer

"My fascination for the railroad comes from a long family tradition.

My grandpa was a locomotive engineer! Today that's my profession, too. At BLG I can personally develop further and contribute to masterly logistics achievements as part of a big whole."

TIMO SALEIN

Truck Driver

"I have been at BLG since 2012. In the past four years I have covered around 264,000 kilometers with my truck. Thus, I have already traveled around the world nearly seven times with a variety of car makes. Who else can say that about himself?"



TRANSPORT DISTANCES IN 2016

We transported 750,000 vehicles via the rail network.



90 million

km covered via rail

Eight inland vessels moved 210,000 passenger cars



337 thousand

km covered on Rhine and Danube

We transported nearly a million vehicles via truck.



60 million

km driven on the road

__ Sustainability - for other companies a popular buzzword, for us a concrete requirement. More and more customers want to be informed about their entire process chain via the CO₂ footprint. And five years ago we ourselves made it a target to reduce our CO₂ emissions by 20 percent by 2020. In carrying out car shipments, we therefore combine the means of transportation as effectively as possible: on long routes we use the railway and inland vessels, and trucks for the last leg to the dealer. To make a significant contribution to green automobile logistics, we calculate resource consumption and all emission components precisely - from conventional sources of energy like electricity, natural gas and diesel all the way to tire consumption of the vehicles in operation to pencils. Thus, besides the costs, we keep a close eye on environmental compatibility. We are pioneers with this procedure, just like twelve years ago with our certification in accordance with environmental management standard ISO 14001.

__ Back in the 1920s Henry Ford had the vision of using inland vessels to transport his vehicles. This idea was transformed into reality for the first time in 1983, with two ships a week. Today the eight inland vessels of BLG Interrijn Autotransport handle all ship transport for Ford between Cologne and the Netherlands on a daily basis. In 2015 we shipped around 40 percent of the production of the automaker in this way. Every ship can transport about 500 vehicles, corresponding to the cargo volume of 55 trucks. As a result, around 10,000 fewer trucks use the roads every year.



ROMAN TOMECEK

Captain

"My crew and I transport up to 220 vehicles with an average total weight of 255 tons on every voyage on the MS Heilbronn. That corresponds to the cargo volume of around 27 trucks."

OF COOKIES AND CRANES

GOODS THAT GO THROUGH OUR HANDS.



6.3

million

cars



2

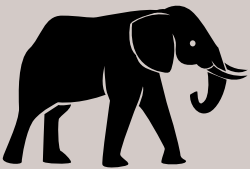
entire

steel plants



106

concrete mixers



0

unfortunately

no

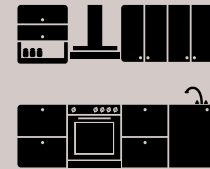
elephants



709

thousand

storage boxes



1.2

million

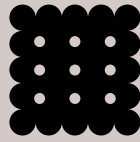
kitchen appliances
and accessories



100

thousand tons

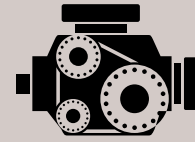
of wind energy
components



153

thousand tons

of cookies



1.2

million

engines



2.8

million

dresses



35

helicopters



85

thousand

shoes



8,500

containers

of bananas



73.8

million kilograms

of stored fish products



689

combines



STE CLAIRE

DODO CHANGES RAUM

TM-15100
Transport Merchandiser
Queensland

ALWAYS FINDING A WAY

EXPERTS WITHOUT BORDERS

THREE MILLION TONS OF FOOD are distributed annually by the UN World Food Programme worldwide to victims of wars and natural disasters. For four years now we have been supporting the largest humanitarian organization in the world to select the best transport corridors. Know-how transfer is extremely important because a functioning infrastructure is a basic prerequisite for the receipt, storage and distribution of relief supplies on site.

Our experts analyze ports in crisis regions and their connection to the hinterland. During their two-week stays they often experience bizarre things. After Haiti, Honduras, Sierra Leone, Ecuador, Indonesia and Madagascar they will visit Bangladesh and Myanmar in 2017. Their professional status reports support the United Nations in ensuring that the necessary aid actually reaches the people who need it.

“Logistics is a mixture of art and science. It creates order where others have wreaked havoc.”

Ramiro Lopes da Silva

Assistant Executive Director for Operation Services UN World Food Programme







*Headed by Frank Dreeke,
BLG LOGISTICS is working on digital innovations
and tackles future challenges with diversity.*

“DIVERSITY IS OUR ANSWER TO FUTURE CHALLENGES.”

FRANK DREEKE, CEO

What does diversity mean for you?

At BLG diversity is part of the system: with three operational divisions – CONTAINER, AUTOMOBILE and CONTRACT – we offer an extensive portfolio of services. In this way we can gear ourselves to a wide variety of customer demands and develop on that basis individually tailored logistics solutions. Thus, we offer our customers added value in supply chain optimization and in the framework of digitization.

The catchword “digitization” prevailed in the logistics year. What role does “Industry 4.0” play for you?

In times shaped by “Industry 4.0” we will always be driven and at the same time attempt to be among the drivers. Apart from adaptation and use of digital innovations, we constantly work with our innovation team on developing, introducing and implementing differentiated solutions ourselves. This takes place, for instance, in our Bremen DigiLab. To ensure a transparent supply chain, we test, among other things, intelligent containers and increased use of mobile technologies and

assistance systems. And in Emmerich we make use of drone technology to support our daily operational business. We are proud of the motivation of our workforce in tackling these new developments and further fine-tune them. They are part of the revolution and not merely observers.

What challenges will you tackle with your company in the future?

Our most important goal is to remain a partner on an equal footing with our customers and jointly push forward new developments. To make sure we succeed in achieving this in times of rapidly advancing technologies in the future as well, we concentrate on operational implementation of customized service concepts. Our motto for 2017 is “Successfully into the future”. Thanks to a variety of additions to our portfolio, we are in an outstanding position to view the new challenges of Industry 4.0 as opportunities. We utilize technical progress to develop innovative solutions. After all, as a modern enterprise we want to offer our customers state-of-the-art technologies and solutions in the future, too.

MILESTONES

*The future lies in progress.
This is what we accomplished in 2016:*

INTERNATIONAL AWARD



The project "Stargate meeting point – logistics at the interface of humans and robots" received the European Logistics Award of the European Logistics Association (ELA). Our mobile order picking warehouse again made a convincing impression based on ergonomics, efficiency and flexibility. For this achievement we already received the German Award for Supply Management in 2015 and the 16th e-logistics award jointly with our client engelbert strauss. Thomas Krüger, Managing Director of BLG Handelslogistik, is delighted about the third award for this pioneering development. He expects an integration of robots into fully automatic transport of goods to employees very soon.

50 YEARS OF CONTAINER HANDLING

*Big anniversary celebration
at BLG-Forum in Bremen*

Together with EUROGATE, we celebrated the 50th anniversary of container handling in Germany in Bremen on May 4, 2016. After all, we handled the first container on German ground – back then under the name BREMER LAGERHAUS-GESELLSCHAFT. The port management company bremen-ports and other companies in the region supported the event under the patronage of the Bremen Senator for Economic Affairs, Labor and Ports, Martin Günthner. Several hundred representatives from politics, industry and society celebrated this milestone in logistics history with us at the Bremen BLG-Forum.

EUROGATE EXPANDS NETWORK

*Twelfth container terminal
in Limassol, Cyprus*

500,000

containers of cargo handling capacity

35 hectares of area, 800 meters of quay wall, a water depth of 16 meters – the Limassol Container Terminal is "state-of-the-art" and has been part of the EUROGATE network since April 2016. Together with Interorient Navigation Company Ltd. and East Med Holdings S.A., Europe's largest shipping-company-independent container terminal group took over the terminal from the Cypriot government and plans to modernize the facilities. With the addition of Limassol EUROGATE expands its network to twelve container ports.

EXPANSION IN FREIGHT FORWARDING

*International sea and
air freight boosted*

8

new branches

We took over the FORTRAGROUP, effective retroactively from January 1, 2016. It is composed of sea freight specialist INFORTRA GmbH and air freight expert LOGFORTRA GmbH. The company established in Niederkrüchten has eight German branches with more than 40 employees. We have thus strengthened our competencies in international sea and air freight forwarding to include overland shipments, project business, customs services and logistics concepts.



FRANK DREEKE IS ZDS PRESIDENT

*Representing interests of seaport and
logistics sector in northern Germany*

In November 2016 our CEO Frank Dreeke was unanimously elected President of the Central Association of German Seaport Operators (ZDS). He has been on the five-member executive board of the association since November 2013. The association represents the interests of around 180 sea cargo handling companies vis-à-vis the government in five federal states of northern Germany.

WE ARE THE BEST EMPLOYER!

*FOCUS MONEY declares BLG
sector winner*

In the Career Atlas of the magazine FOCUS MONEY we jumped from an excellent tenth place last year to the top ranked company in logistics. 2,000 companies in 57 sectors were examined. The ranking acknowledges our optimum development opportunities, exemplary sustainability, high degree of innovativeness and employee loyalty. The label "Top career opportunities" puts this accomplishment in a nutshell.

WHAT ARE VALUE ADDED SERVICES?

*German logistics films provide
entertainment and information*

10

films explain logistics

The definition of value added services? Additional, value-enhancing services on finished products or in the framework of production. Or, as theater and TV actor Robin Sondermann explains: "Value added services - that's actually like barbecuing. You can take a piece of meat and slap it on the grill, or you wait for the perfect moment before putting it on, beforehand you got the best possible charcoal and at the end you pour your favorite beer on it, chink glasses with your pals and then you are not only full - then you are happy." Our German logistics films not only serve the purpose of sales support, they also illustrate our service portfolio in an amusing fashion. We have been making new clips available regularly since August. Take a look some time: <https://www.blg-logistics.com/de/moin>.

AUTOMOBILE

*A long-term cooperation,
a new competitive edge and higher
demand characterized 2016.*

NEW COOPERATION IN RUSSIA

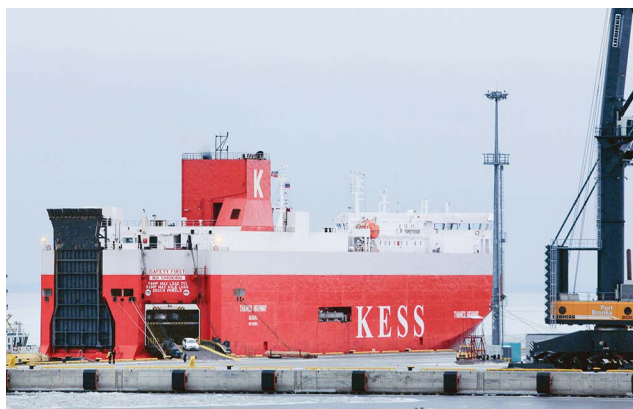
*Long-term cooperation agreement with
port of Bronka*

An ultramodern port terminal has been built in the bay of St. Petersburg. In the port of Bronka we handle import and

export vehicles for the Volkswagen Group in Russia. The infrastructure of the port is excellent. Road and rail connections to the hinterland as well as six berths for seagoing vessels are available. Together with our partner, port operator LLC Fenix, we have launched operations on an area of twelve hectares with 25 loading and unloading stations for trucks. There are plans to successively expand the range of services.

6,000

new units
of cargo handling capacity



BLG AUTORAIL INVESTS IN NEW BUSINESS

With our new fleet of flatcars we have increased load capacity by up to 25 percent

We use our flatcars for vehicle transport at the start of production of the new VW Crafter at the Polish Volkswagen plant in Wreznia. Up to five VW Crafters can be transported with the latest BLG AutoRail flatcars. By investing in 200 new flatcars, we have expanded our rail segment in a targeted manner and created a decisive competitive edge over our competitors.



200 = 500 = 40

new
flatcars

trains annually
instead of 18,000 truck runs

thousand vehicles of
transport volume per year



FULL STEAM AHEAD IN DUISBURG

Automobile terminal in biggest inland port in the world is more in demand than ever

The popularity of our Duisburg Auto Terminal among customers continues to grow ten years after its opening. Particularly business with technical services plays a great role in the Rhine-Ruhr metropolis. The trimodal connection of this terminal additionally expands our unique and independent network.

CONTRACT

Preliminary assembly for the automotive industry, a new logistics center in Düsseldorf and a long-term contract in overland transport - that was 2016.

18.3

million

car parts are assembled by us every year



PRELIMINARY ASSEMBLY FOR THE AUTOMOTIVE INDUSTRY

At an additional location in Germany since January 2016

Whether preliminary assembly and sequencing for line production, assembly of vehicle interiors and technical components or picking the necessary car parts - we as an external provider handle an additional area of production-related logistics for the automotive industry. Thus we process a total of 18.3 million car parts a year.



LONG-TERM COOPERATION WITH OUR CUSTOMERS

Conclusion of long-term contracts with specific performance and environmental targets

Our Freight Forwarding staff handled a total of 51,000 truck loads in the 2016 financial year. A large portion of that was for a major client of many years that rewarded our performance for the first time with a long-term contract. In it we have ambitiously redefined joint growth and sustainability goals. Among other things, the use of MEGA trucks that actively contribute to environmental protection thanks to their higher cargo volume. At the same time we were also able to win over new customers in commerce and industry. Through our flexibility and above-average performance we convinced them to enter into long-term contracts with us in the coming year as well.

51,000

truck loads handled in 2016

COMMISSIONING OF A NEW LOGISTICS CENTER

Export of unfinished and assembly parts for automotive industry in Düsseldorf

After a construction period of only seven months we have launched operations in the first completed section of the new logistics center of developer Panattoni Europe in the port of Düsseldorf measuring 32,000 square meters. Here we handle unfinished and assembly parts for a client in the automotive sector. The facility is suitable for long trucks and permits sideways unloading under shed roofs.



CONTAINER

*Bremerhaven welcomes
Eimskip and handles wind turbines.
Hamburg is again award winner.*

1,474

standard containers of transport
capacity per Eimskip vessel

4,680

meters of quay length make Bremerhaven
longest container quay in Europe



NEW CUSTOMER IN BREMERHAVEN

Icelandic shipping company Eimskip heads for Bremerhaven

Shipping company Eimskip has been calling at the EURO-GATE Container Terminal in Bremerhaven with two ships a week since December 2016. Besides containers, the Icelandic enterprise company also transports break bulk and LCL cargo from Iceland to northern Europe and makes use of our Container Freight Station for that purpose. Among other things, Eimskip is a specialist for refrigerated cargo and profits from BLG Coldstore. The biggest commercial cold store facility in Bremerhaven is located directly at the container terminal. The core business comprises storage of frozen food from overseas non-EU countries. Eimskip is a gain for our terminal.

WE TRANSPORT WIND POWER

Bremerhaven is base port for project "NORDERGRÜNDE"

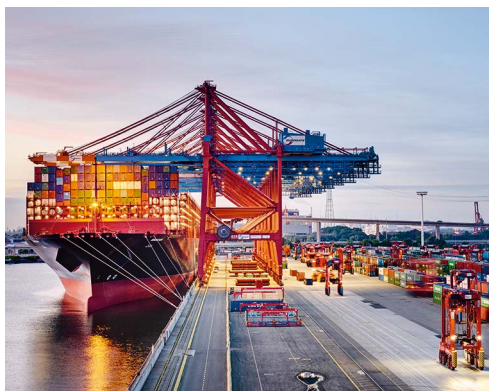
Success for the offshore team of the EUROGATE Container Terminal in Bremerhaven: we were selected as the base port for installation of the "NORDERGRÜNDE" wind farm of wpd AG. In Bremerhaven Servion GmbH is producing 18 offshore wind turbines that are transported to the container terminal by BLG LOGISTICS using special transporters and pontoons. This is followed by assembly of the rotor and loading onto a jack-up vessel. EUROGATE made a convincing impression based on its in-depth experience in handling wind energy components: together with Servion we have already put RWE Innogy's wind farm "Nordsee Ost" in place.

340

tons
is what a nacelle weighs

18

offshore wind turbines
were transported



BEST CONTAINER TERMINAL IN EUROPE IN 2016

EUROGATE Hamburg won for the third time

For the third time in succession EUROGATE Hamburg received the Asian Freight, Logistics & Supply Chain Award in Shanghai. The well-informed readers of the "Asia Cargo News" acknowledged once again the broad range of services, efficiency and reliability of the container terminal.

EMPLOYEES

*Our employees are the heart
of our smooth logistics.*

2.5

fluctuation
(in %)

20

proportion of women
(in %)

43.8

average age of workforce
(in years)

/ average years of service /

10.2

/ fewer occupational accidents than in 2015 (in %) /

13

KEY FIGURES OF THE BLG GROUP

10,046

employees
(annual average)

1,289

applications for a
training occupation

101

seminars
were held

274

employees showed their potential for
more extensive management tasks

1,116

offers for in-company
integration management

/ employees took part in ten running events /

300

/ employees took part in training courses /

1,066

FINANCE

*Our economic situation is impressive
once again in 2016.*

1,046

sales
(in million EUR)

31

EBT
(in million EUR)

10,046

employees
(annual average)

/ dividend per share (in EUR) /

0.40

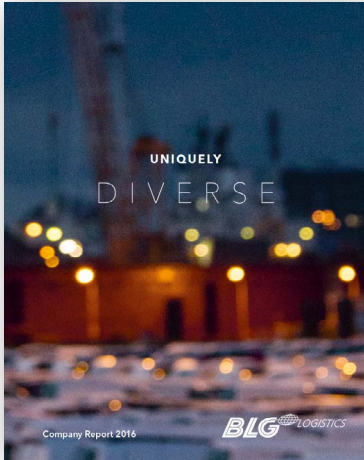
/ dividend (in %) /

15

KEY FIGURES OF THE BLG GROUP

		2016	2015	Change absolute	Change percentage
Sales and profit					
Sales	million EUR	1,045.6	938.6	107.0	11.4 %
Return on sales	%	3.7	3.8	-0.1	-2.6 %
EBITDA	million EUR	76.2	68.1	8.1	11.9 %
EBIT	million EUR	38.5	35.3	3.2	9.1 %
EBT	million EUR	30.8	29.7	1.1	3.7 %
Asset and capital structure					
Balance sheet amount	million EUR	707.9	730.1	-22.2	-3.0 %
Investments in long-term intangible and tangible assets	million EUR	12.9	37.3	-24.4	-65.4 %
Capitalization ratio	%	44.7	46.7	-2.0	-4.3 %
Equity to fixed assets ratio (golden balance sheet rule)	%	104.3	106.8	-2.5	-2.3 %
Working capital ratio	%	103.9	110.2	-6.3	-5.7 %
Equity	million EUR	219.3	214.0	5.3	2.5 %
Equity ratio	%	31.0	29.3	1.7	5.8 %
Return on equity	%	14.2	14.3	-0.1	-0.7 %
Net indebtedness	million EUR	254.8	299.4	-44.6	-14.9 %
Return on total assets	%	5.4	5.0	0.4	8.0 %
Cash flow					
Cash flow from current operating	million EUR	44.1	10.7	33.4	312.1 %
Cash flow from investment activities	million EUR	15.7	-6.6	22.3	337.9 %
Cash flow from financing activities	million EUR	-48.1	17.2	-65.3	-379.7 %
Capital-market-oriented key figures					
Dividend of BREMER LAGERHAUS-GESELLSCHAFT - Aktiengesellschaft von 1877 -	EUR	0.40	0.40	0.00	0.0 %
Dividend	%	15	15	0	0.0 %
Human Resources					
Employees	Yearly average	10,046	8,738	1,308	15.0 %
Personnel cost ratio	%	50.8	50.7	0.1	0.2 %
Jobs worldwide		18,323	16,150	2,173	13.5 %

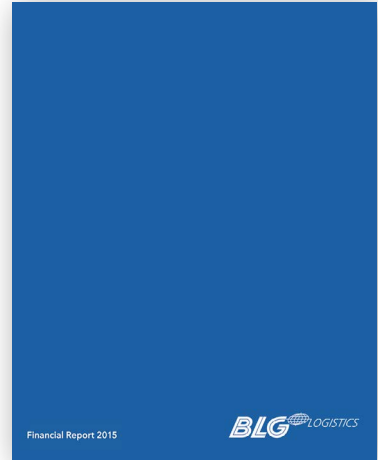
REPORTING IN 2016



/ Company Report /



/ Sustainability Report /



/ Financial Report /

Our contribution to environmentally compatible production of these reports:

All reports are printed on 100 percent recycled waste paper certified with the EU Ecolabel. The printing shop uses a climate-neutral printing process.



ClimatePartner^o
klimaneutral

Druck | ID 10465-1703-1010

CONTACT

PUBLISHING INFORMATION

Head of Corporate Communications / International Relations

Andreas Hoetzel
Phone: +49 421 398 3475
E-Mail: andreas.hoetzel@blg.de

Copyright: The articles
contained in the magazine
are copyright-protected.
All rights reserved.

Publisher

BLG LOGISTICS GROUP AG & Co. KG
Präsident-Kennedy-Platz 1
28203 Bremen
Germany
www.blg-logistics.com

Communications

Andreas Hoetzel (legally responsible for content)
Sina Balzhäuser
Diana Storm

Picture credits

Hauke Dressler: page 24
Sirko Glaetzer: page 15, top
Jens Hadel: page 10
Heinrich Hecht: page 12/13
Attila Henning: page 17
Jan Meier: cover page, 1/2, 5/6
page 15, bottom
Marcus Meyer: page 4, top, page 29
Thorsten Schmidtkord: page 4, bottom
as well as
Panattoni Europe: page 31, bottom
Eimskip: page 32
BLG LOGISTICS:
all other pictures

Concept and design

HGB Hamburger Geschäftsberichte
GmbH & Co. KG, Hamburg

Production

Zertani Die Druck GmbH, Bremen

