Analysts Meeting 1st June 2011 in Duisburg
Revenue / Operating Margin

- 2007/2008: 5.0%
- 2008/2009: 4.2%
- 2009/2010: 5.4%
- 1 HY 2010/2011: 5.1%
Strategy European Continent – Home Market

Leadership in Market Segments
- Enlarging our market position in our key markets
- Expanding our presence in Europe

New Products / Services
- Diversifying our service portfolio
- Reducing dependency from traditional economy

M&A Strategy
- Market
- Process
- Opportunities
The European logistics market has a volume of 930bn € - one quarter of it is the German market.

The outsourcing potential is still very high.

The average growth rate is around 5% per year.

Strategic goal is to benefit from this dynamic market.
Europe’s Top 10 Logistics have a market share of 12%.

- DHL has only a market share of 2.5%.
- The Top 10 have a market share of 12% together.
- The average growth rate is around 5% per year.
- The market is still highly fragmented.
- Strategic Goal is to be part of the consolidation process.
African and European continents will remain our home markets

Why going international and participating in fast growing markets?

Following the Customer
- Industries are going international (resourcing & selling market)
- Focus is on fast growing markets
- Home market will become more competitive

Expansion to Emerging Markets
- Expertise can be transferred to emerging markets
- Benefiting from high dynamic and growth potential
- Reliable partners are required

Opportunities
- Customers request our services in dedicated niche markets
Which Economies are the most dynamic?

- The BRIC countries (Brazil, Russia, India, China) are supposed to be the most dynamic countries in the world.
- Brazil, India, Russia will even not come closer to the leading world economies with their current growth dynamic.
- Only China has a strong potential to reach the GDP of the leading economies like the USA and Europe in 20 years.

China needs an average GDP growth rate of 8% to catch up with the world economies in 20 years!

With only 6% GDP growth rate per year they would never catch up the leading economies!
Foreign Trade is the Driver for Europe’s Industry

- Europe’s trade volume is about 41% of world trade.
- Followed by Asia with 28% and North America with 13%.
- Even not counting the intra-regional trade, Europe will remain Number one with 31% of international trade.
Example: World automobile market: **volume vs. value?**

**World automobile production in 2020 in million units (volume growth)**

- NAFTA: 17
- Western Europe: 19
- Eastern Europe: 8
- Middle East: 3
- Asia (excl. Japan): 28
- Japan: 12
- Latin America incl. Mex.: 4
- Southern Africa: 0.8
- Others: 0.4

**World automobile production in 2015 in bn EUR (value growth)**

- NAFTA: *266.6* (79%, 21%)
- Europe: *318.1* (75%)
- China: *127.6* (23%)
- South Korea: *43.5* (77%)
- India: *10.7* (77%)
- Japan: *66.1* (80%)
- Others: *Value creation in bn€
  - World
  - OEM
  - Supplier

*Value creation in bn€

WE ARE IMPERIAL™
Following the customer