SUSTAINABILITY REPORT 2025

Making logistics fit for future generations





NOTE ON HOW TO INTERPRET THIS REPORT

This sustainability report has been prepared on a voluntary basis. It shows how, as a company, we address our environmental and social responsibilities.

In creating this report, we were guided by common reporting formats such as the German Sustainability Code (DNK). As we are still building up many topics and are only now developing some data and concepts, this report does not yet fully comply with established standards. We have deliberately focused on the topics that are most significant to us, as well as on a realistic and comprehensible presentation.

We understand sustainability as a continuous development process. Accordingly, this report represents a snapshot in time: It shows where we, the ZUFALL logistics group, stand today – with our progress, areas where work is still needed, approaches and tasks that occupy us. **Our sleeves remain rolled up.**

We asked a few people at ZUFALL:

“WHAT DOES BUILT FOR GENERATIONS MEAN TO YOU?”

We need to place more value on the environment – because future generations will have to deal with the consequences of what we leave behind.

It is okay if things get uncomfortable sometimes.

For me, the same applies as with public toilets: Please leave the place as you found it. That means: leave the world as you found it.

Treat everything and everyone with care.

For me, built for generations is actually the most accessible way of understanding sustainability.

Confidence and a vision that looks ahead and endures.

That employees can make a decent living from and with their work.

I want my grandchildren to be well. I will do what I can.

There is a lot of politics and marketing behind it. Unfortunately, for many people it is just empty talk.

Despite – or perhaps precisely because of – the industry, we must ensure that the planet remains liveable.

Before starting my apprenticeship at ZUFALL, I had never heard the term “built for generations”. That changed pretty quickly afterwards. But then there need to be clear, well-defined targets behind the concept of building logistics for future generations.

I have the feeling that more is said about it than is actually done.

The goal is to make decisions that are viable in the long term, so as not to pass problems on to the next generation.

To create something that offers long-term advantages and will still be around in the future.

I find the word a bit cumbersome, but it is basically good. However, it needs to be “charged” with concrete tasks and actions.

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PRINTED.
BUT WE HAVE NOT STOOD STILL.

We have decided to print this report in a limited edition. Sustainability is an exciting, dynamic process that never ends. The content, projects and key performance indicators are constantly evolving, making the process so interesting and incredibly vibrant. Therefore, you will always find the most up-to-date version online.

The QR code will take you directly to the digital version on our website.

#builtforgenerations

“We make logistics built for generations.”

This principle shapes our daily actions, our decisions and our collaboration with customers and partners. Sustainability is part of the identity of the ZUFALL logistics group and is supported by five strategic pillars: the three dimensions of sustainability – People, Planet and Profit – as well as Customer and Digitalisation.

As a freight forwarding and logistics service provider, we not only have a responsibility, but also significant influence in bringing about real change.
This clear focus may not always make things easy for us, but it allows us to remain true to ourselves. Sustainability is not an end in itself (more on this in the interview on page 10); it is a personal concern for us and also for me as the person behind my role as managing partner.

In this sustainability report, we take an honest and self-critical look at the year 2025. At ZUFALL, we are already doing many things right, for example, our consistent path towards e-mobility and our sustainable building projects. These are important steps forward on a path that we are determined to pursue.

For the year 2030, we have developed a vision of the future for ZUFALL. We want to transparently show what matters to us and what we are doing to achieve our goals. Because we have a responsibility: to ourselves, to customers, employees, partners – and to future generations. That is where we start.



Thomas Köhler, Chief Financial Officer
Peter Müller-Kronberg, Chief Executive Officer
Christian Löschen, Chief Operating Officer

5 MILLION SHIPMENTS, 40 LOCATIONS AND THE zufall.lab

The ZUFALL logistics group between tradition and innovation

When Friedrich Zufall founded a forwarding company in Kassel in 1928, he could hardly have imagined how his company and the world of logistics would develop over the following 100 years. Today we are the ZUFALL logistics group, based in Göttingen, and see ourselves as a traditional, family-run freight forwarding and logistics service provider.
Thanks to our many years of experience, we are a firmly established part of the German logistics industry and combine competence and reliability with an eye for new developments. With around 2,100 employees at over 40 locations and logistics centers, ZUFALL moves more than five million shipments annually and is a powerful partner for transport and logistics solutions in Germany and Europe.

CUSTOMERS ARE NOT JUST NUMBERS TO US

Our product range includes classic freight forwarding services such as national and international land transport, air and sea freight, express and night express solutions as well as comprehensive contract logistics. We develop individual, tailor-made solutions for sectors such as consumer goods, pharmaceuticals, industry and e-commerce. Our strength is particularly evident in complex, customer-specific projects: many years of experience, deep process understanding and a high degree of flexibility. By combining transport, warehouse logistics, value-added services and professional project management, we support our customers along the entire supply chain – always geared



5.34 MILLION
Shipments per year

2,100 employees
Commercial and industrial employees (including part-time and temporary staff), of whom 157 are trainees and students

460 MILLION
Net sales excluding customs duties/import VAT

11
Branches and
31 logistics centres in Germany

to their specific requirements. Every customer is different. And that is something we take seriously.

SUSTAINABILITY IS FIRMLY EMBEDDED

As a family business, we always have future generations firmly in mind. We are always looking for new ways to make logistics more sustainable. Across the dimensions of People, Planet, Profit, Customer and Digitalisation, we pursue a holistic approach that is built for generations. This combines economic performance with social responsibility, ecological awareness, strong customer focus and future-proof digital development.
This includes future-oriented measures such as expanding our electric truck fleet, increasing the use of renewable energies and investing in modern, energy-efficient lighting and building technology.
At the same time, we know that our company can only function with committed people. Therefore, we foster open and respectful interaction and create space for personal and professional development. We want to support our employees in contributing their strengths and developing further.

(FUTURE) IDEAS THAT MOVE

Another central element of our corporate philosophy is innovation. With the zufall.lab, founded in 2019, we have created a creative innovation space where we develop and test new logistical ideas, prototypes and sustainable processes. This place is entirely dedicated to our future viability: Here we combine modern technologies with agile and creative methods and bring together the expertise of our logistics professionals to shape solutions for the logistics of tomorrow. At zufall.lab, we think boldly, experiment consciously and create space for collaboration across departmental and location boundaries.
The combination of personal proximity, sustainable action and innovation-driven development makes us a company that not only moves goods, but also takes responsibility – for our customers, for our employees and for future generations.



WHAT MAKES GOOD DECISIONS – TODAY AND FOR FUTURE GENERATIONS

Sustainability in logistics is no walk in the park – our everyday work is very complex, fast-paced and vital to the economy and society. Nevertheless – or perhaps precisely because of this – at ZUFALL we set ourselves the goal of making logistics built for generations.

In the interview, CEO and shareholder Peter Müller-Kronberg explains why honesty, courage, course corrections and genuine team spirit are needed – and why sustainability is far more for us than "just buying a few electric trucks". It is about impact, responsibility and making decisions that are better tomorrow than they were yesterday.

Future

Effectiveness

Responsibility



Legality
Fairness
Trust
Closeness

What does “built for generations” mean to you – personally as a father, but also as a shareholder at ZUFALL?

“The term ‘built for generations’ may not be immediately intuitive for everyone. For me personally, it means that our children and grandchildren can one day be proud of what we are doing today. That is the central vision, our North Star, so to speak – also in business terms.

It is not about perfection. It is about making decisions that make sense in the long term – for people, companies and the environment. These decisions may then progress in a zigzag pattern. We start with an idea, learn from it and correct our course. It is important that we keep the goal clearly in mind. Mistakes are part of the journey. “Safe enough to try” – better to try bravely than to stand still. That is a personal expectation and also one that ZUFALL sets as its corporate direction.

As a father and shareholder, I often think about whether my time is well invested. When I devote my energy to aligning a company towards future viability, it feels right. I sleep better knowing that I am helping to ensure that future generations have more opportunities than we did.
Within the company, built for generations specifically means that we take responsibility: for our employees, for our customers and for the impact of our services on society. Logistics is systemically relevant – nothing works without us. That makes it all the more important to shape our impact positively.”

If you were to describe ZUFALL in three values, what would they be?

“We have three prioritised values that we call our ‘family values’: **Responsibility, fairness and legality**. They are so important to me because they bridge the gap between private and professional convictions. People work authentically when their personal values do not conflict with their job. And in addition, we need closeness and trust – that is the basis for listening to one another and continuing to develop.”

Family business under efficiency and cost pressure: How do you make decisions in the spirit of People, Planet and Profit?

“Balance is achieved when you realise: Efficiency is not an end in itself. We do not make decisions to choose the cheapest or most profitable solution in the short term, but the most sensible one in the triad People – Planet – Profit. To this end, we systematically break decisions down and examine their effectiveness for People, Planet and Profit. And we also include the dimensions customer and digitalisation. In the past, for example, a procurement process was decided within a few minutes.

Today we consciously take more time to consider not only the purchase price, but all costs and impacts over the entire service life – such as energy consumption, maintenance, repairs and eventual replacement. We also look at the impact of the decision on the environment and the company, and whether it is sustainable in the long term. This takes longer, but leads to significantly better decisions. And once we have thoroughly thought through such a process, we can reuse it in many places within the company."

What does this mean specifically for leadership and culture?

"For me, good leadership means having clear expectations. People need a clear framework for action and regular feedback. And they need the experience: **I am seen, I am taken seriously, my skills are valued**. Good work – and therefore effectiveness – only arises when employees can use their strengths in a targeted way and when teams work together in a critically constructive manner.

And here we are again with the zigzag course: Decisions may, and should, be reconsidered and tested. When people realise they are allowed to make mistakes, the dialogue remains open.

This also includes thinking about people development cyclically rather than linearly. People and their life situations change – due to family, health or other factors – and we must take this into account. We work in cycles, just like logistics itself. Anyone who thinks this way taps into far more potential.

One thought that helps me is this: We are on a journey, not in a sprint. Speed is important – but trust is more important."

"BUILT FOR GENERATIONS IS NOT A STATE, BUT A PATH. A PATH FULL OF COURSE CORRECTIONS, LEARNING MOMENTS AND REAL RESPONSIBILITY. ZUFALL IS NOT PURSUING IT BECAUSE IT SOUNDS GOOD – BUT BECAUSE IT MAKES SENSE. AND BECAUSE THE IMPACT OF WHAT WE DO EXTENDS FAR BEYOND OURSELVES."

What does success mean to you – and why is the goal of CO_2 neutrality by 2030 an inseparable part of it?

"CO_2 neutrality is not a matter of image for me. It is a question of sensible economic management. We have an enormous impact – both positive and negative. If our industry reduces emissions, this has a huge effect.

For me, success is also measured by **effectiveness**. For example, an electric truck cannot be judged solely by how quickly its purchase pays for itself financially. An electric truck does not just have a single ROI figure. It also changes working conditions, reduces local emissions and is an important step on a path we must take if we want to remain relevant as a company. If, as a company, we have a positive impact on society – through safe jobs, fair conditions and responsible logistics – then we are successful. And if we are honest with ourselves instead of fooling ourselves. The really big successes may only become apparent in the future. But even today I see them in the small, everyday moments of good work by our employees."

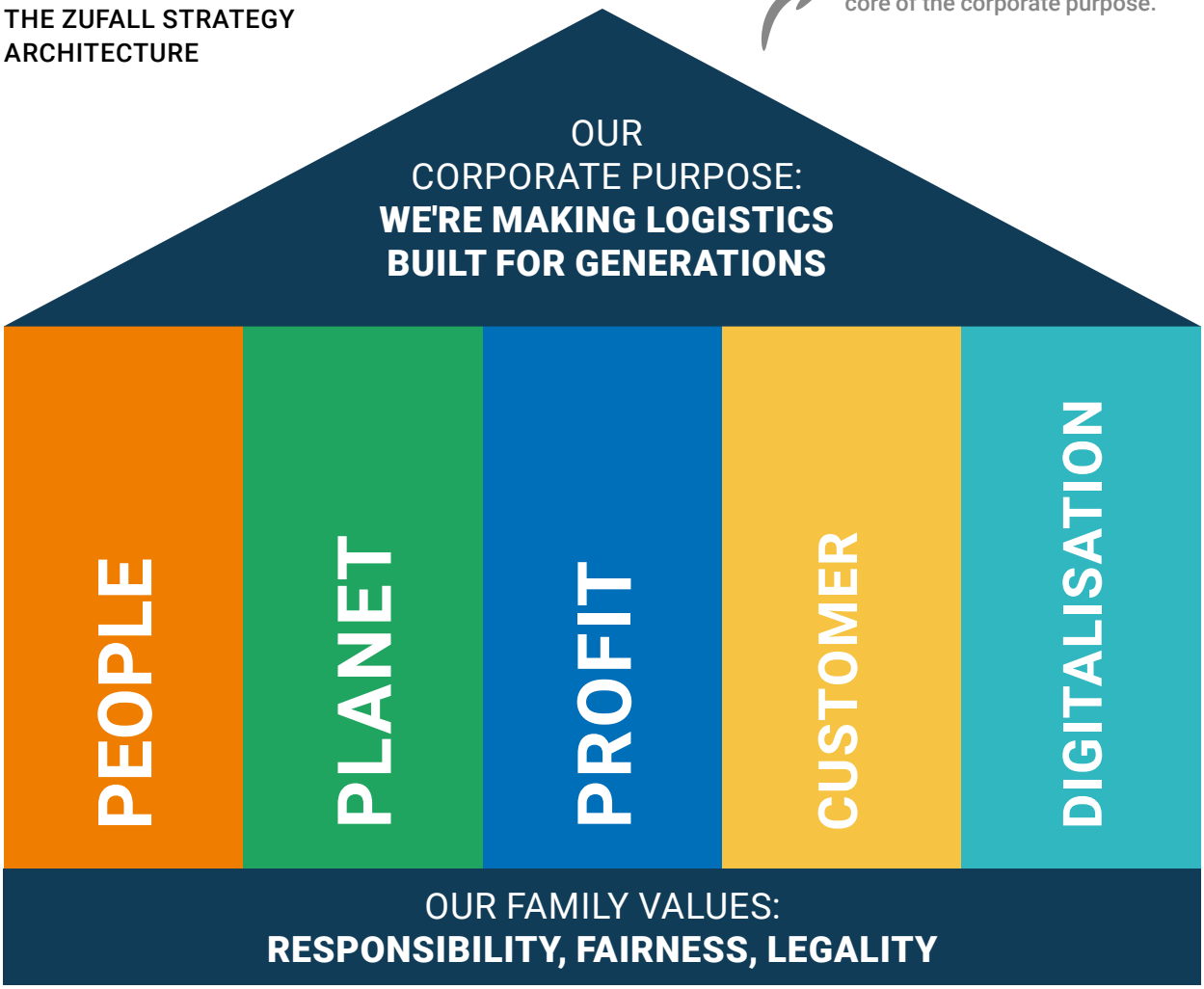


MOVING FORWARD WITH HEART AND CONVICTION

The corporate strategy describes the path by which we, the ZUFALL logistics group, fulfil our corporate purpose.

It is the central lever for aligning the company with future viability and for achieving quantitative targets – such as CO_2 neutrality, EBIT margin and the revenue share of digital products. In 2025, the focus was on further developing this strategy, aligned with five strategic pillars: the three dimensions of sustainability – People, Planet and Profit – as well as the pillars Customer and Digitalisation.

THE ZUFALL STRATEGY ARCHITECTURE



DESIGN: ROBUST AND FLEXIBLE

Our strategy house is stable – but not set in stone. At ZUFALL, the strategy is continuously adapted. A certain degree of flexibility is needed in order to respond to new insights, changing market conditions and internal developments. Transformation is a "living process" that includes regular reviews of the goals.

These are the most important strategic adjustments for 2025:

Farewell to the old

We are leaving behind the claim "Pamper with performance" in order to focus on what really matters: Attitude and measurable impact.

Clearer at the core

Our previous corporate purpose, "We shape logistics sustainably and mindfully", is being sharpened and made more tangible: "We make logistics built for generations."

From 3 to 5 pillars

We are adding the pillars Digitalisation and Customer to our existing 3Ps. This ensures that our decisions create strategic customer value, are digitally future-oriented and do not merely fulfil internal goals.

PEOPLE

This dimension focuses on the world of work and the social aspects of sustainability. At its core, it is about how we are doing in our working lives – for example, how we can work well together in the long term.

PLANET

This dimension focuses on the ecological impact of our actions. We want to preserve the environment, contribute to its regeneration and thereby maintain a liveable world for future generations. To this end, we review our activities and derive measures for improvement.

PROFIT

This dimension stands for our long-term financial stability. Only with healthy profits that also take into account the dimensions People and Planet can we remain competitive and secure our future.

CUSTOMER

This dimension ensures that, in all decisions, the benefit for our customers is at the centre and that we create real added value.

DIGITALISATION

This dimension underlines the importance of digital developments. It ensures that our future viability is secured through new business models and products.

EBIT margin: shows the percentage share of operating profit in revenue and thus the profitability of the core business

FOCUSING ON WHAT MATTERS

HOW WAS THIS REPORT CREATED?

The topics and focus areas of this report were selected in a multi-stage process that used a "topic funnel".

The first step was a materiality analysis to identify the sustainability topics that are crucial for ZUFALL. Relevant topics were identified based on industry standards and legal requirements. Subsequently, surveys of internal and external stakeholders were carried out to assess the importance of these topics.

The result is not a rigid catalogue, but reflects our strategy and the identity of ZUFALL.
Our goal is not only to present the key aspects of ESG (Environmental, Social, Governance) and the corresponding figures. Rather, we would like to provide an honest insight into our journey and the daily challenges of making logistics sustainable and built for generations. All processes are documented and available on request.

KEY ANALYTICAL METHODS

Materiality analysis

The **materiality analysis** according to the legal requirements (CSRD) was carried out with internal and external support and showed where the greatest environmental impacts lie. Financial climate risks were also assessed using the principle of double materiality. This ensures that resources are deployed in a targeted manner where they create the greatest added value for stakeholders and a sustainable future.

Methodology of the materiality analysis – description of the approach
The approach included workshops, brainstorming and collection of information to create a long list of all currently conceivable risks, impacts and opportunities. The ESRS (impact/financial materiality) served as the guideline. The criteria used were magnitude, probability, extent of impact and influence. Data sources, internal workshops and external input and support were used.

Climate risk analysis

The **climate risk analysis** results from financial materiality: Companies must disclose how climate change and transition risks may affect the company's development, performance and position.

Stakeholder analysis

Stakeholders are all persons, groups or institutions that are directly or indirectly affected by, or can influence, the activities of a company or project. A **stakeholder analysis** was necessary to include relevant stakeholder groups in the assessment and to fully capture the key ESG topics and their impacts.

Methodology for stakeholder identification
Identification was carried out using stakeholder mapping, an influence-interest matrix and relevance and impact analyses.

ECOLOGY

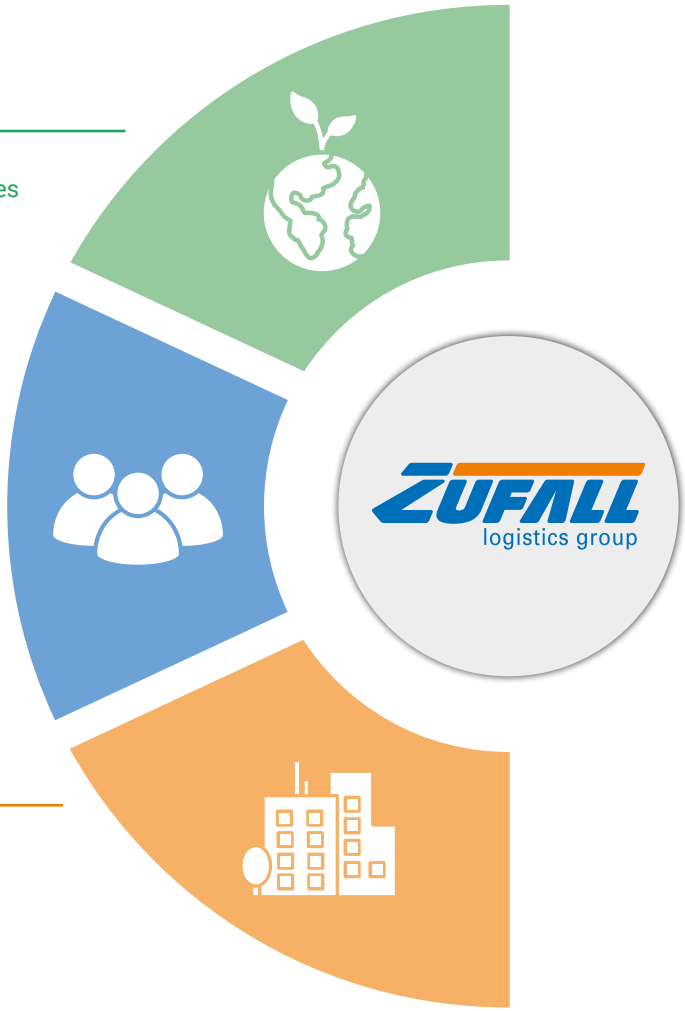
- Climate change and protection
- Energy management
- Sustainable infrastructure
- Emissions
- Dangerous goods
- Water & marine resources
- Circular economy

SOCIAL

- Working conditions of our own workforce
- Health and safety of employees
- Wage structure
- Employee training and development
- Data protection and cybersecurity
- Digitalisation
- Employee engagement, diversity and inclusion

CORPORATE RESPONSIBILITY

- Corporate culture
- Supply chain management
- Working conditions in the value chain
- Affected communities



KEY TOPICS FOR ZUFALL

In identifying the key topics, we considered both our impacts and the effects on our company, along with the associated risks and opportunities. This results in the three focus areas shown above.

KEY STAKEHOLDERS FOR ZUFALL

As a transport and logistics company in Germany and Europe, we know our customers and our impact on the environment and surroundings very well. Our stakeholder analysis therefore reveals corresponding priorities: The focus is on employees, customers and partners from cooperations and networks (for example NG Network). They are followed by service providers (often referred to internally as subcontractors), industry associations, municipalities and authorities, as well as financial partners such as insurance companies and banks. Civil society, such as local residents and regions, is equally relevant.

RESPONSIBILITIES

The mandatory reporting under the CSRD (Corporate Sustainability Reporting Directive) is the responsibility of management and is part of the management report. The voluntary report also falls within their remit, but operational responsibility has been delegated to Marketing and the Planet team. For this purpose, a cross-functional team was assembled to systematically collect and prepare relevant information. The report is prepared based, among other things, on the methodology of the DNK (German Sustainability Code).

ESG (Environmental, Social, Governance): the most important environmental, social and governance topics of a company
ESRS (European Sustainability Reporting Standards): EU rules on how companies must report on sustainability (environment, social issues, governance)

ACTING WITH A SYSTEM

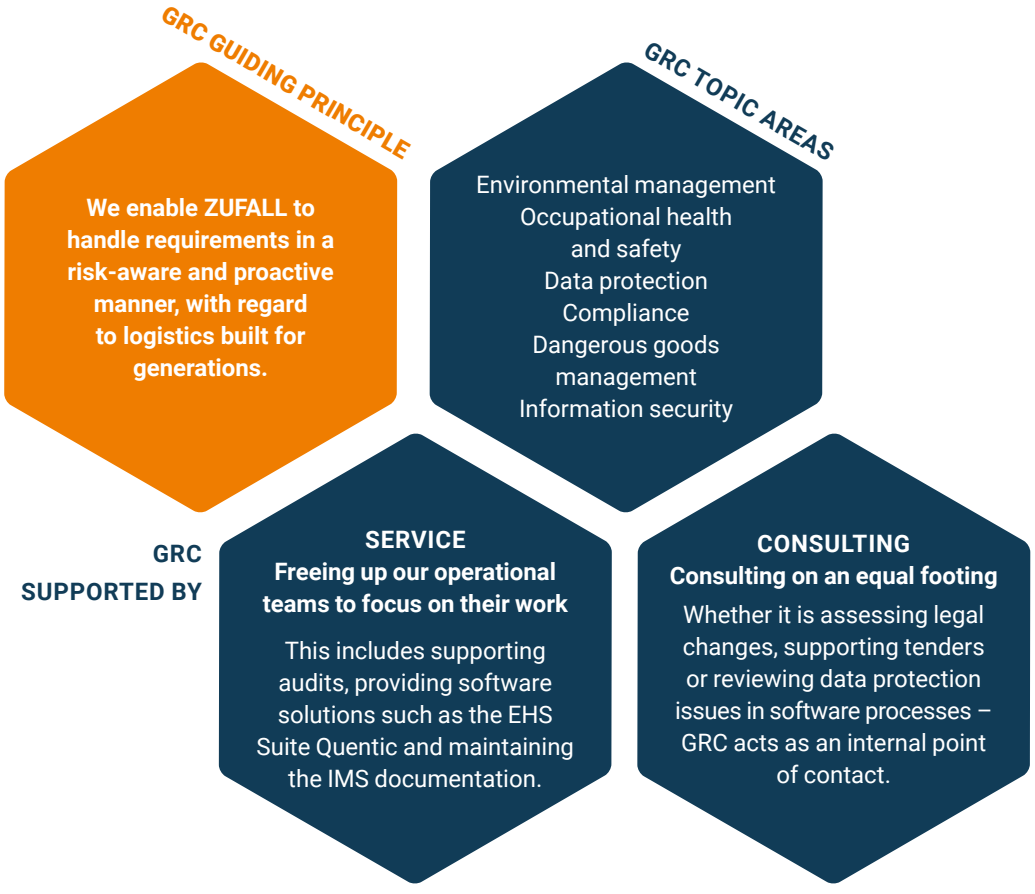
Legality is a fundamental value of our family business and a prerequisite for sustainable action. The GRC (Governance, Risk & Compliance) department provides the framework for implementing regulatory requirements in a legally compliant and proactive manner.

A central team develops governance structures, operates risk management and bundles expertise in the areas of compliance and information security. The department reports directly to management and ensures compliance with requirements through a professional control system.

CONTINUOUS CONTROL

The work follows a risk-based approach. Based on a comprehensive risk analysis, the GRC team gains an overview of the key risks and prioritises their handling accordingly. In view of increasing demands from legislators and the public, as well as strict reporting standards (GRI, DNK, CSRD), compliant business practices are indispensable.

Methodologically, the proven PDCA cycle (Plan-Do-Check-Act) and an IMS (Integrated Management System) are used. The effectiveness of this system is confirmed by external certifications – including ISO 9001 (quality) and ISO 14001 (environment) at all freight forwarding and logistics locations. In addition, specific standards such as ISO 45001 (occupational health and safety) and IFS (food safety) apply.



Governance: proper corporate management | **Risk**: strategic handling of risks | **Compliance:** adherence to rules and laws
GRI, DNK, CSRD: GRI and DNK are standards for sustainability reports, while the CSRD establishes the EU-wide reporting obligation



Sina Bussmann, Amin Al-Debek and Marcel Deppe in a GRC exchange at the logistics centre

BETWEEN THEORY AND PRACTICE

Compliance means far more than ticking boxes on checklists – it is a matter of culture and conviction. For a long time, the practice in the freight forwarding sector was to occasionally not take things too precisely. Today, this understanding is changing and brings new challenges: Anyone who is informed about the legal risks associated with dangerous goods cannot plead ignorance. This awareness creates responsibility and makes processes more complex. This tension is also evident in dispatching. If exceeding the driving time limit by 15 minutes could avoid an expensive special trip, the temptation is great. Standing firm here and prioritising regulatory compliance over short-term cost advantages requires a change of mindset. It is about doing the right thing, even under pressure – for employees and customers.

Compliance is thus transforming from a mere rule to an attitude. The goal is to prevent process circumvention. Concrete successes, such as the app for dangerous goods departure checks introduced in 2025, show that this change is taking hold.

OUR CERTIFICATIONS (EXCERPT 2025)

- ISO 9001 & 14001: Quality and environmental management (all locations)
- ISO 45001: Occupational health and safety
- IFS & HACCP: Food safety
- ISO 13485: Medical devices

OUTLOOK: TOWARDS RELAUNCH AND PRECISION

What is crucial is continuous development, not reaching a final state. For 2026, a relaunch of the GRC structures is planned in order to align them even more closely with the new, product-oriented organisation. In addition, certification in accordance with ISO 50001 (energy management) is being prepared so that environmental goals can be managed even more precisely in future.

FIRMLY CONNECTED

As a third-generation family business, our customers are crucial for the sustainable development of our company. We are therefore embedding this basic understanding – together with the topic of digitalisation – even more firmly in our overall strategy and are accordingly expanding our core dimensions People, Planet and Profit.

BECOMING FIT FOR FUTURE GENERATIONS – TOGETHER

In the freight forwarding and logistics world, change cannot be achieved alone – it only succeeds through close exchange and stable partnerships with our customers. This long-term and mindful collaboration is a basic requirement for us to build logistics for future generations Only in this way can supply chains be jointly developed and solutions realised that are ecologically, socially and economically sustainable while precisely meeting individual customer needs.

YESTERDAY AND TODAY

Customer proximity has always been part of our everyday life as a service company. With the aim of maintaining this proximity even in the face of increasing market fluctuations and more complex supply chains, we created the central Business Development department at the end of 2025. Here we bring together questions about the market and growth that strengthen and further develop our relationships. Economic stability through a broad customer base is an important principle for us. Furthermore, we see ourselves not only as a service provider, but as a partner to our customers.



In the team with Henrike Haase, practical logistics solutions are created

PERSONAL AND DIGITAL

Our sales structure with personal contacts ensures direct communication and coordination. At the same time, our digital portal ZUFALLconnect enables simple and flexible collaboration in day-to-day business.

In addition, we rely on various measures to further develop collaboration:

- "Project garages" and "challenge workshops" for the joint development of new solutions
- Regular customer satisfaction surveys
- Developing more sustainable transport and logistics options

OUTLOOK

In Business Development, we sharpen a shared understanding of our customers and consider it systematically – for each product and for ZUFALL as a whole. We analyse market trends and developments in the operating environment at an early stage in order to proactively harness their impact.

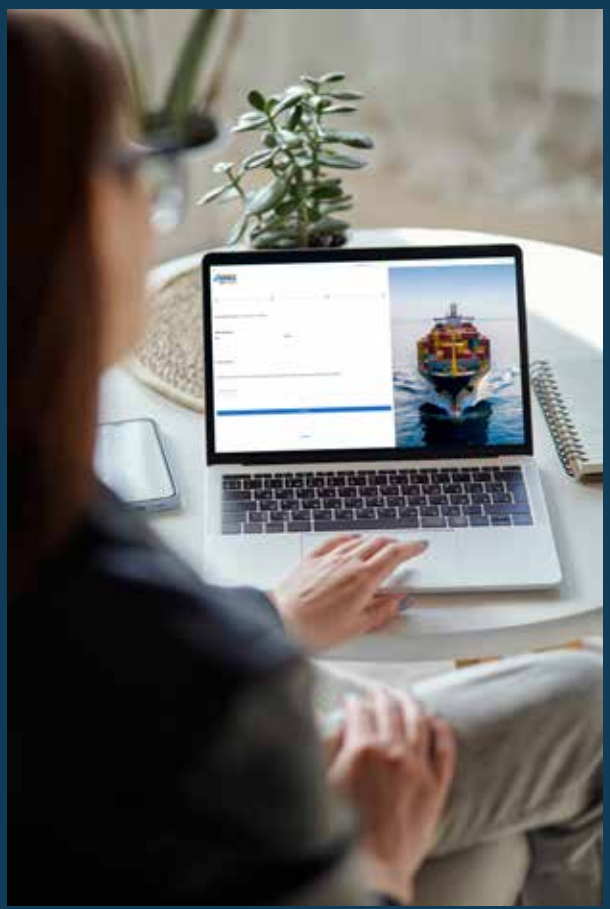
The goal is values-based growth, in which existing partnerships are strengthened and new customers who share our commitment to sustainability are specifically acquired.

CONNECTED 24/7: WITH ZUFALLconnect

With ZUFALLconnect, we offer our customers a portal that simplifies collaboration and logistics management as a digital interface. We have combined several previously separate systems to create direct access to all key functions.
The main advantages for our customers are:

- **Centralised processing:** Customers can easily enter shipment orders and manage their processes transparently.
- **Real-time data:** Track & Trace provides precise status information and arrival times accurate to the day.
- **Bundling of specialist information:** The portal offers direct access to transport offers, current diesel prices and relevant documents.
- **Practical development:** Because we developed the tool internally with our own IT and UX experts, the interface is precisely tailored to real-world workflows.

Outlook: In future, modules for air and sea freight will also be integrated to make the management of global supply chains even more efficient.



Shipment tracking with ZUFALLconnect

FOUNDATION OF BITS & BYTES

Digitalisation is essential for us as a logistics and freight forwarding company in order to use resources more effectively, control processes more precisely and improve the quality of information.

This enables us to reduce emissions and secure profitability in the long term.
At its core, this is about networking and automation along the entire supply chain: from the digital mapping of previously paper-based processes, through data exchange with partners and customers, to transparent shipment tracking.
This network covers key areas such as warehouse technology, transport control and real-time tracking.

DIGITAL RESPONSIBILITY

As a family business, #WirbeiZUFALL pursue the goal of long-term stability and safeguarding jobs. Automation and digital processes are changing tasks, but at the same time creating new opportunities and responsibilities. We are digitalising to remain competitive and to offer our employees future-proof prospects.

WHERE DO WE COME FROM AND WHERE DO WE WANT TO GO?

As in many medium-sized companies, our IT landscape has grown organically over the years. The result was a multitude of isolated systems and stand-alone solutions that were hardly interconnected and made processes unnecessarily complicated. Our IT department has been systematically and continuously reducing these "digital debts" over the past few years. The underlying strategy is to organise the structural prerequisites in IT in order to create a robust foundation for future-proof digitalisation.



"IN THE PAST, IT WAS PURELY SUPPORT; TODAY IT IS AN INTERNAL SERVICE PROVIDER – AND ULTIMATELY ITS QUALITY MAKES A SIGNIFICANT CONTRIBUTION TO THE SUCCESS OF THE ENTIRE COMPANY."

Jürgen Fleck, Director IT

IT OR DIGITALISATION?

IT and digitalisation are often used synonymously, but they describe different things: While IT (information technology) according to the Duden dictionary encompasses "all techniques for processing information and data as well as hardware and software", digitalisation refers to the profound transformation of processes and business models through the use of this technology.

For ZUFALL, this means: IT provides the necessary infrastructure – digitalisation uses this to transform our logistics sustainably.

FROM PLAN TO ACTION: WHERE DO WE STAND?

New structure for project management and selection processes

To develop IT strategically and with foresight, we have introduced IT project management. This structure served as a model for similar project structures in the rest of the company. Part of this new steering approach is a fixed software selection process: New applications are evaluated and tested for usability and system compatibility instead of being introduced in isolation. The goal is to harmonise existing systems and build data in a targeted and controlled way.

ERP system change for greater transparency

We are currently introducing a new ERP system – central software that connects all areas from finance and warehousing through to sales.
This change breaks down outdated data silos and creates the transparency needed for faster, more resource-efficient decisions. This transformation process will accompany us for the next two years, but in the long term it will create a stable platform for digital innovations.

Modernisation for greater efficiency

An important step is the transition from a centralised IT architecture to a hybrid IT environment consisting of cloud and on-premises systems.
This allows us to dissolve historically grown dependencies and create the basis for cross-location collaboration throughout the company. We are implementing the transformation step by step during ongoing operations to ensure stability and service quality.

Central data space for higher data quality

Our existing IT landscape has created data silos that make analyses difficult and slow down management.
We are therefore building a central, integrated data space that provides all business areas with a reliable data basis – with a focus on data quality rather than data quantity.
This foundation enables more precise planning, avoids detours, saves resources, increases efficiency, reduces environmental impact and supports digitalisation. It thus forms a crucial basis for our digitalisation.

OUTLOOK: THE FOUNDATION IS IN PLACE, THE JOURNEY CONTINUES

By modernising our core systems and cloud services, we are leaving digital legacies behind and creating a stable foundation for the future. We have already achieved a great deal, but at the same time we see major potential that we now want to tap consistently.

For us at ZUFALL, digitalisation is a continuous process. Sixty bright minds are using their full expertise to drive this change forward in line with our strategic dimensions. Their strongest tool remains profoundly human: strategic foresight.

TRYING THINGS OUT IS OFTEN THE MOST EFFECTIVE WAY

Prof. Dr. Ulrich Müller-Steinfahrt heads the Institute for Applied Logistics at TH Würzburg-Schweinfurt. His research priorities range from circularity to digitalisation. In the interview, he explains what sustainable logistics has to do with bathtubs, light switches and bloody noses.



Prof. Dr. Ulrich Müller-Steinfahrt

Mr Müller-Steinfahrt, how do you define sustainable logistics?

"I understand it as comprising three dimensions: the ecological, the social and the economic. It is about climate protection and resource efficiency, about responsibility towards employees, neighbours and society – and of course also about economic viability. It is particularly the economic dimension that is often neglected in communication."

How has implementation in the industry changed over the last ten years?

"After more than 35 years of experience in the logistics sector, I know this: Because of the low margins, logistics service providers usually only become active when it is absolutely necessary. Nevertheless, the topic of sustainability in the service world developed very positively up to 2024. Its importance has grown and many have recognised the necessity and actively driven the topic forward. Paradoxically, due to current political regulations, development has stalled considerably. The federal government has not yet provided instruments to implement these efficiently. At present, it is mainly about bureaucracy."

When the general conditions are difficult, internal strength becomes all the more important. What key question should logistics companies be asking themselves now?

"How do I take responsibility for education for sustainable development for my employees? It is about empowering people to solve the challenges of the future: using resources responsibly, involving others and being willing to do more when necessary – both professionally and privately. Companies should not only offer their employees an income, but also a place where they can develop and help tackle societal challenges. This goes beyond classic training."

That points to a cultural shift that is not based solely on pure logic. How can we strengthen the necessary empathy?

"Communication and openness – that means: You have to recognise how important it is to engage with employees. And that has to be exemplified by the leadership team."

> THE STATEMENT SETS A REALISTIC TIME HORIZON AND, WITH THE TERM "GRANDCHILDREN", POINTS TO RESPONSIBILITY FOR FUTURE GENERATIONS."

If the attitude is right: Which specific levers for CO_2 reduction are, in your view, the most effective – and which practical example is currently top of mind?

"The major levers are buildings and mobility. Both initially have only a limited connection to the actual logistics operation – but that is where the largest volumes lie. The absolute main trigger is the buildings. The greatest lever lies in managing the existing building stock in such a way that consumption falls massively. Lighting systems are a classic quick win: comparatively low effort, short amortisation period, quickly measurable results. While building renovations are often complex, something can be done here immediately.
The second crucial factor is employee mobility. Training courses for drivers are particularly effective. They cost little and have an enormous impact. If you look at the Return on Sustainability (ROSI), they are right at the top: With training costs of around 350–500 euros, the annual savings potential per driver is around 2,000–2,500 euros – solely through driving style. However, clear and fair incentive structures are then important, taking into account different deployment profiles – urban transport, for example, is not comparable with long-distance transport."

CO_2 savings nonetheless remain abstract for many. How do you manage to make these numbers tangible?

"I always say: Imagine a bathtub full of fine ash. And now we hurl this ash forcefully into the air and take a deep breath – these are the compressed particles of one kilogram of CO_2. And now we are no longer talking about one bathtub, but about 1,000 bathtubs – in other words, one tonne of CO_2. This tonne of particles is floating right here, in the middle of our living environment. Of course, it is a dramatic image, but that is precisely what makes the problem visible and creates a connection for all of us."

Let us stick with powerful images: What are the three biggest obstacles to genuine sustainability?

"Avoiding cooperation, rigidly clinging to old values and pushing economic factors such as ROI and EBIT too aggressively to the forefront."

And what is the turbocharger for advancing sustainability in logistics called?

"Just do it. Do not talk things to death, but take action – and then honestly analyse why something did not work. It is okay to get a bloody nose now and again, as long as you do not make the same mistake twice. This pragmatic trial-and-error approach is often the most effective way. Mixed teams are crucial in leadership: Young people bring the attitude needed to rethink things and actively drive innovation and sustainability."

Despite the current developments, are we as an industry still moving in the right direction?

"The industry is on a positive development path – away from mere marketing slogans and towards genuine conviction. I speak with many sustainability officers and those responsible at service providers, and they are developing things very positively out of inner conviction. Nevertheless, the pace of change must pick up. The political framework conditions mentioned are not a helpful contribution in this respect."

ROSI (Return on Sustainability): calculates the financial benefits of sustainability measures by measuring factors that are otherwise not accounted for
ROI (Return on Investment): Profit in relation to the money invested
EBIT (Earnings Before Interest and Taxes): A company's profit before deduction of interest and taxes

A FUTURE-FIT “WE”

**Our social dimension puts people at the centre: #WirbeiZUFALL is a team of 2,093 employees: 1,015 in operational roles in halls and logistics centres, and 1,078 in commercial, operational and administrative functions in offices.
These employees work across more than 40 freight forwarding and logistics locations in various product areas: national and international land transport, air and sea freight, express and night express solutions, customs services and contract logistics.**

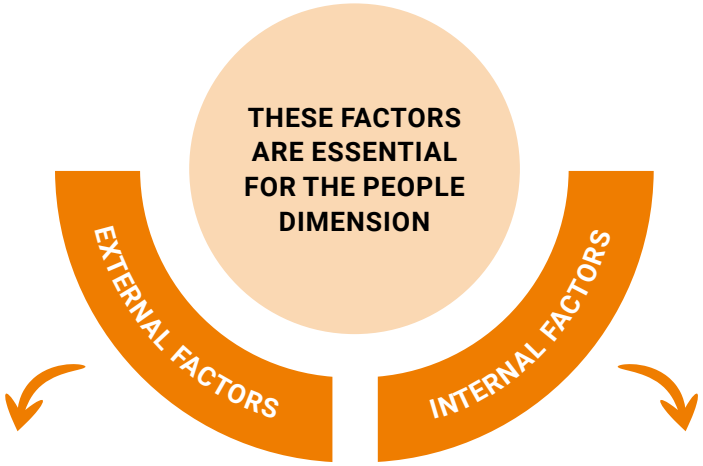
PEOPLE

In a chat out in the yard, the central question for this dimension might sound something like this: “How do I weld this colourful bunch into a great team – with all the to-ing and fro-ing between morning and evening?” Translated into the context of a sustainability report, this means: How can genuine togetherness develop when working environments are spread across different regions and the realities in the warehouse and at the desk are often fundamentally different? How can we, as an employer, assume social responsibility and create a future-proof working environment for our employees?

The aim is not to eliminate differences, but to connect them in such a way that our “we” can continue to grow. One thing is clear: Noticeable changes are needed to further develop logistics and freight forwarding into a future-proof and sustainable working environment – one that does justice to the challenges of demographic, social and health-related change. For us, the answers lie in these core areas:

1. Leadership culture,
2. People development as well as
3. Health maintenance and occupational safety.





Society in transition
Demographic change and skills shortages are intensifying the competition for qualified employees. In land transport, for example, there is a shortage of around 120,000 truck drivers across Germany – and the trend is rising. Up to 35,000 drivers retire each year, while significantly fewer new recruits enter the profession.

Local characteristics
ZUFALL has 40 logistics and freight forwarding locations across Germany. Many of these sites have established their own processes and ways of working. This local autonomy provides a high degree of flexibility, but makes it harder to establish uniform standards within our corporate culture.

Health in transition
Psychological stress is measurably increasing. Although musculoskeletal disorders still cause the most sick days, absences due to mental health reasons now rank second or third and statistically last longer. Causes include the consequences of the coronavirus pandemic, rising job demands and rapid social change. (Source: BKK Dachverband; German Economic Institute)

Diverse acquisitions
Acquisitions bring in teams with their own cultures and ways of working. These do not change simply because the name above the door does. The result is a "patchwork culture" in which differing expectations of leadership and collaboration collide. Developing a shared sense of "we" is put to the test.

Image (not quite) in transition
Despite its role as Germany's third-largest economic sector, the logistics and freight forwarding industry ranks behind industry and the public sector in popularity rankings. Although it is considered crisis-proof, its image problem makes attracting talent more difficult: The industry is often associated with stress, high workloads and a lack of appreciation. (Source: Contentway, 2025)

Diverse product worlds
From sea freight and NightStarExpress through to contract logistics: Different business areas have very different working environments. Processes, working hours and targets can differ significantly from one another. This shapes each team and creates very different feelings of belonging.

THIS RESULTS IN THREE KEY PEOPLE FIELDS OF WORK:

- Developing our leadership culture
- People development
- Occupational safety and health

CORE COMPETENCE: LISTENING

**There is no “they”, there is only “we”.
Only those who keep learning have a voice.
Everyone here is allowed to think and act like an entrepreneur.
See it through if it moves us forward.
Confrontation is good – because things are better afterwards.**

These guiding principles are displayed at many of our locations. They show what the ZUFALL culture stands for: open communication and an honest tone. But for these statements to come alive in everyday life, they must not be left to chance. At a time when demographic change and the shortage of skilled workers are intensifying the competition for talent, a strong, consistent leadership culture is a key response.



“No matter how clever I am, I am never as clever as three people together.”
Sven Kollbaum,
Director Air & Sea Freight

LEADERSHIP IS NOT A STATUS

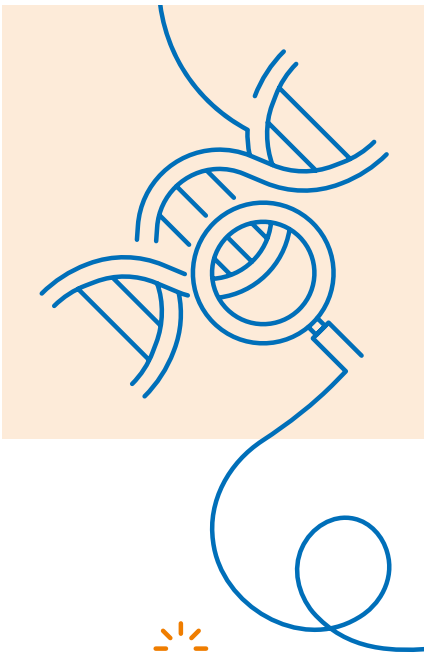
In the past, the following applied: Those who were the best specialists became managers. Today we know: Expertise is only the foundation. In light of increasing psychological stress in the workplace, teams today need stability, empathy and social responsibility. Sustainable leadership for us at ZUFALL means moving teams forward and unlocking individual potential. Leadership is therefore an independent competence and must be developed in a targeted way. In a traditional industry like ours, it takes time for this mindset to become firmly rooted. That makes it all the more important to keep pursuing this path consistently.

ONE SIZE DOES NOT FIT ALL

Leadership in a transhipment warehouse is different to leadership in an office. Especially in operations, managers are often too caught up in day-to-day business during peak periods. But if you are on the forklift yourself, you have little capacity to lead effectively. In a working world with increasing pressure, targeted relief is therefore a prerequisite for establishing leadership as an independent responsibility. Only then can we create the necessary stability in teams and make our shared attitude equally tangible for everyone.

“For me, a crucial leadership skill is listening – even though it is often not easy to make enough time for this in everyday life.”
Maja Heimerl,
Head of Branch Haiger







“An example from Sales shows the potential of the CliftonStrengths method: A tandem of field and office staff worked with very different talents. The person in the office is very outgoing, whereas the person in the field increasingly found this task stressful. Only the talent analysis created awareness of this difference. Today, the tandem alternates between office and field work according to their strengths – making the work easier for both of them.”

Sören Marnitz, Trainer, Moderator, Coach in HR

STRENGTHS-BASED FOCUS

To align collaboration even more closely with individual strengths, we have been using the CliftonStrengths model since 2025: Using strengths profiles, we identify potential in a targeted way and support employees in roles where they can use their strengths to best effect for the team. This supports efficient collaboration, can reduce strain and further improve the quality of results – an important factor in the logistics market. We deliberately started with our managers. Currently, the approach focuses on selected areas and levels.

TAKING LEADERSHIP CULTURE FURTHER

In the coming years, we want to define an even clearer leadership stance. Building on this, we will systematically expand and harmonise the development programmes for our managers. The biggest challenge remains effectively combining theory and practice in day-to-day work. People development is closely interlinked with this process.

REDESIGNING PEOPLE DEVELOPMENT

Following a period of upheaval, people development is now in an active build-up phase. The aim is to standardise development processes and create a system that is transparent for all employees and offers equal development opportunities. We want to foster a strengths-based culture in which people can develop and grow within the company. An important tool for this is also the CliftonStrengths method. In 2025, employees from the HR department worked on a trial basis with teams and their strengths analyses.

“Last year in Haiger, we developed the strengths profiles of our divisional management. The goal is to further develop the strengths of our employees and put them to optimal use.”

Maja Heimerl, Head of Branch Haiger

A LOOK INTO EVERYDAY LIFE

Writing about cultural development is easy – making it tangible is the real task. We are working to strengthen and professionalise our leadership and people development – and to make both tangible for all employees. Our aim is to develop reliable, transparent standards that weld us together as a whole so that we can respond professionally to the challenges of society, health and our industry – for a future-viable “we”.

Gallup is a research company that has developed a scientifically based method called CliftonStrengths to make talents objectively measurable.

The approach: It is significantly more efficient to build on one’s strengths than to focus on weaknesses.

At its core, it is about placing employees exactly where they naturally have an advantage, so that work becomes easier and results improve.

PLAYING IT SAFE EVERY DAY

For us at ZUFALL, occupational safety and health are both an ethical duty and an economic necessity to safeguard performance.

Factors such as the shortage of skilled workers, changes in public health and a challenging industry image call for a more consistent approach. Our goal in occupational safety and health is to prevent work-related injuries and illnesses and to create safe working conditions for all employees. Of course, we comply with all legal requirements.

EXTERNAL REGULATION

Occupational safety is based on the interplay between the state, accident insurance institutions and standard-setting bodies. On the basis of the GDA, cooperation and combination models ensure a coherent set of rules to achieve the goal of “safety and health at work”.

INTERNAL IMPLEMENTATION

Implementation is handled locally at each site by the leadership teams, supported by five occupational safety specialists and additional officers. Central structures complement this:

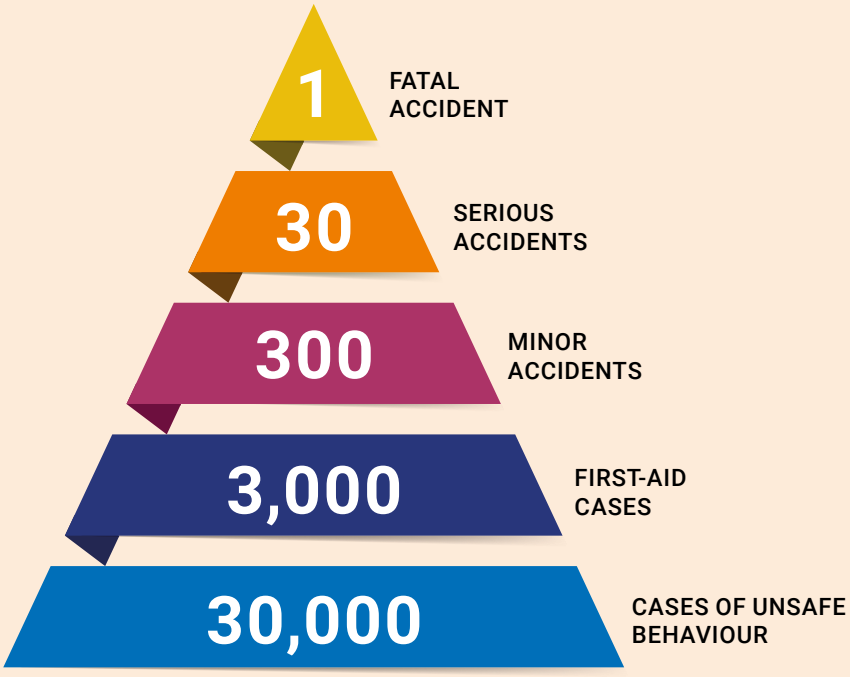
- Central GRC unit: It provides the professional framework and legal structures and offers operational support with risk assessments. It also provides the necessary infrastructure.
- EHS software (for example, Quentic): It brings together digital processes such as accident analyses, risk assessments and operating instructions, as well as hazardous substance and qualification management. Specific regulations such as ADR and ISO certifications, together with prevention management, ensure high-quality compliance with legal requirements.



Markus Temburg loading an HGV

KEY APPROACH: PREVENTION

Especially in industrial settings – where people work with machines or heavy goods – prevention plays a major role. Our approach is to identify and eliminate hazards at an early stage, before accidents occur. The basis for this is the accident pyramid according to DuPont: It shows that serious events usually arise from many smaller incidents or unsafe situations. If these are identified and reduced in time, the risk can be reduced significantly.



Source: Depiction of the safety pyramid based on the DuPont model (following H.W. Heinrich and Frank Bird)

The DuPont pyramid shows that every serious injury at the top is preceded by a much larger number of minor accidents and near misses forming the broad base.

The key message is that the likelihood of a fatal or serious accident falls if you consistently address the base and reduce unsafe behaviour and minor accidents.

This makes prevention measurable: Those who ignore the "small" disruptions in operations statistically leave the way clear for the next serious incident.

PROTECTIVE STANDARDS: ISO CERTIFICATION

Occupational health and safety is systematically supported by management systems and certifications.
Within the group, our Kandel site is seen as a pioneer and is certified to ISO 45001. Employees are actively involved in prevention measures and in shaping their working environment.
However, group-wide certification of all logistics and freight forwarding locations is not the primary objective. The decisive factor is the underlying prevention approach and its consistent implementation in everyday work.

SAFETY BEYOND THE STANDARD: ADR

Occupational safety is of particular relevance in our core business: Over 10% of our general cargo consignments involve hazardous goods. Errors here can have serious consequences – which is why we consistently go beyond the minimum legal requirements.
We train specialised ADR emergency managers and helpers who receive training far beyond the standard requirements. Proactive structures and clear procedures for incidents ensure that hazardous situations are brought under professional control immediately. This protects both health and operations, and ensures that everything is optimally prepared in the event of an emergency.

ADR stands for "Accord relatif au transport international des marchandises Dangereuses par Route". (European Agreement concerning the International Carriage of Dangerous Goods by Road). It is the "rulebook" that specifies how dangerous goods – from chemicals to lithium batteries – must be transported safely so that nothing happens.

ERGONOMIC MOVEMENT ANALYSIS IN LOCAL TRANSPORT

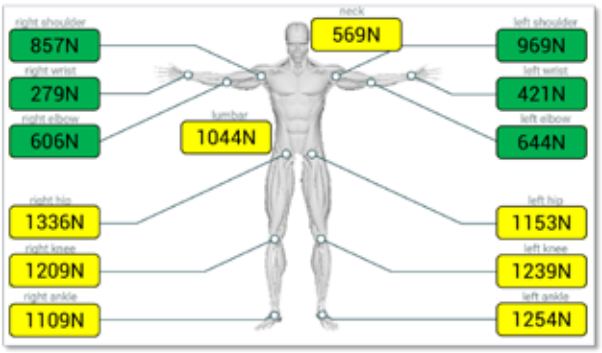
Practical example of data-based prevention in employee health

To better understand the physical strain on our local transport drivers, we carried out a joint research project with the start-up Predimo. Computer-aided muscle measurements were used to analyse which muscle groups are actually stressed in day-to-day work.

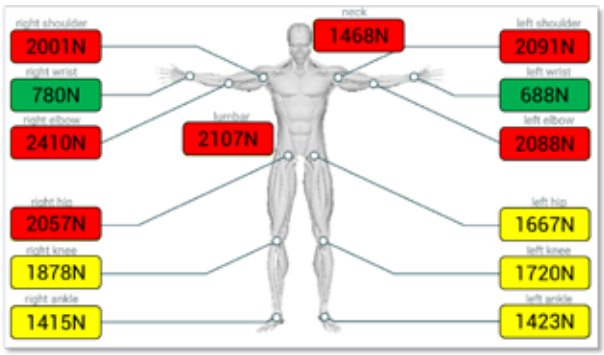
The data analysis shows: In local transport operations, physical work dominates – around 50% of the time is spent on loading and unloading as well as frequent getting in and out of the cab, while only about 35% is spent purely on driving.

GENERAL STRAIN ON A LOCAL TRANSPORT DRIVER

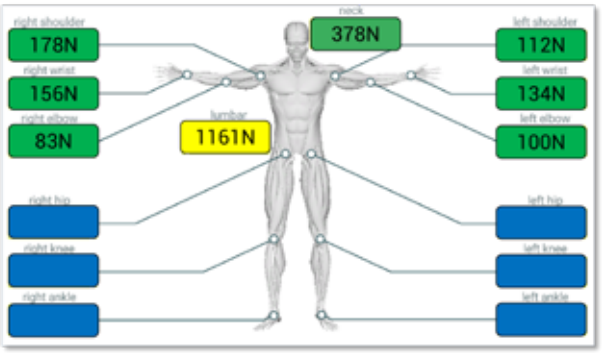
Loading at the site



Loading and unloading at the customer's premises



While driving



- Low strain
- Medium strain
- High strain

Predimo GmbH is a start-up from Münster (a spin-off from the University of Münster) that develops digital movement and load analyses.
The core product is computer myography (CMG) based on the 3D musculoskeletal model "Myonardo".

SPECIFIC MEASURES AND IMPLEMENTATION

On the basis of these results, the following measures were derived and implemented at the Fulda site:

Electric pallet trucks (E-HU)
All local transport drivers were equipped with an electric pallet truck. In Göttingen and Grammetal, more than 60 units were also provided to reduce the physical strain during loading.

Vehicle equipment in local transport
When purchasing new HGVs, we place particular emphasis on ergonomic seats so that drivers are optimally supported, even on short routes.

Prevention in the workplace
In our industrial trucks we use cushioned mats to relieve employees when they have to stand for long periods. Cushioned safety shoes and cold-insulating work gloves are also currently in a test phase to further optimise comfort and protection.



Electric pallet truck

CONTINUOUS DIALOGUE

Under the guiding principle “shaping work together to protect health”, drivers and managers in Fulda are in regular dialogue. This keeps the team close to day-to-day reality and helps them jointly develop further ideas for improvement.

FROM BACK TO MIND

New approaches in occupational safety and health maintenance

We regularly test new measures and technical solutions to reduce work-related strain. One example is exoskeletons – support structures worn on the body that actively or passively support movement. In practice, however, it has become clear that they restrict workflows too much and are therefore not suitable for everyday use.

In addition to physical strain, mental health is increasingly coming into focus.
We are therefore also developing and testing new approaches in this area: As part of a pilot project in 2025, twelve employees were trained as mental health first aiders under the MHFA (Mental Health First Aid) concept. They are the first point of contact in psychological crises and advise affected colleagues. In 2026, the project will be set up for the long term through a prevention concept and BEM processes.



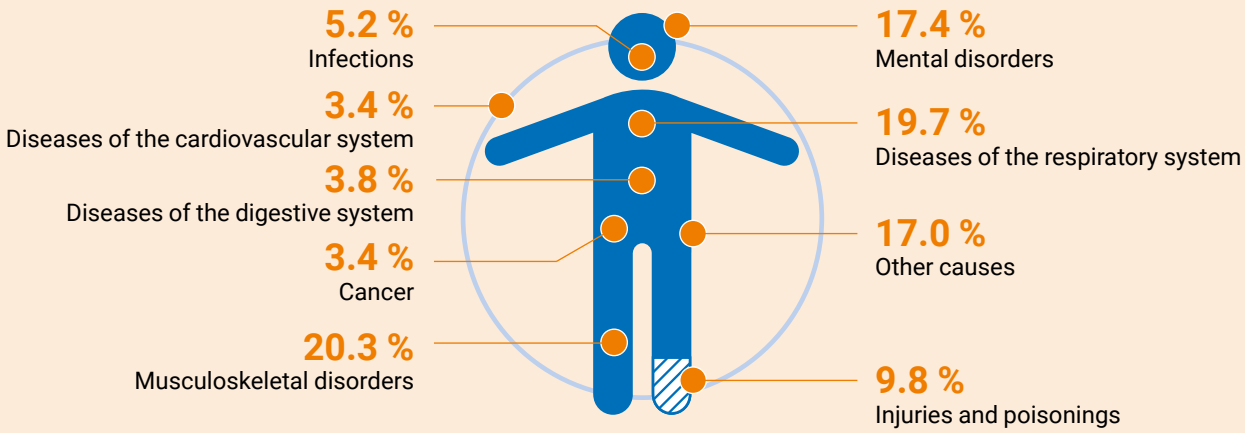
Nijat Isayev testing the exoskeleton in the transhipment warehouse in Grammetal

HEALTH MAINTENANCE IS CHANGING

The pattern of strain and illness among people in Germany is changing. Where musculoskeletal disorders used to dominate health insurance statistics, mental illnesses now often rank second or third – and are becoming increasingly common. To address this development sustainably, we will in future rely on strategically embedded offers and robust structures that strengthen our employees in maintaining their health.

This development is also reflected in legal requirements: In Germany, the assessment of psychological strain has been mandatory since 1 January 2014.

The following percentage of sick days in 2024 was attributable to …



Source: Umbrella association of company health insurance funds, German Economic Institute

Sick days: Calendar days with medical certificates from employed members of company health insurance funds; selection of the causes of illness with the highest proportions of all sick days

OUR EMPLOYEES FRONT AND CENTRE

Gabriele Ries only took over her role as Director HR at ZUFALL in the first quarter of 2026, but her perspective succinctly brings together the key topics in the People dimension – from leadership culture and people development through to health maintenance:



Gabriele Ries

What role does HR play in the context of built for generations?
CLEAR DEVELOPMENT PERSPECTIVES

"From an HR perspective, built for generations means developing employees sustainably and planning our people so that companies remain viable in the long term. This includes clear development prospects – both for leadership and specialist careers.

Especially in a service company like ZUFALL, people are at the centre. A healthy environment is the basis for employees to realise their potential and create real added value. That is why health, people and leadership development are central pillars for me. I see AI as a useful addition to relieve employees and make processes more efficient."

From the perspective of the HR department, what has changed in the last ten years?
A DIFFERENT AWARENESS

"Awareness has changed significantly: for meaningful leadership, for psychological strain and for the fact that people want to be developed. The increased awareness is positive. What I find critical is that development is often strongly demanded, but too little happens on an intrinsic basis. In my view, personal responsibility has decreased."

How do we decide where we need to invest?
SOLUTIONS WITH SYSTEM

"What matters to me is a future-viable, scalable system that supports us over the long term. Ideally with as few isolated solutions as possible and a clear system core to which further solutions can be docked."

What is your vision and what drives you?
TIME FOR PEOPLE

"My vision is an HR department that genuinely supports employees and has time for people. I am motivated by the opportunity to shape a great deal – and by an environment in which change is not blocked by 'We've always done it this way'."

> "MY VISION IS AN HR DEPARTMENT THAT GENUINELY SUPPORTS EMPLOYEES AND HAS TIME FOR PEOPLE."

PLANET

WITH NEW ENERGY

From the perspective of the "Planet" dimension, our strategy of built for generations is defined by three overarching themes: Reducing CO_2 emissions, increasing energy efficiency and complying with the EU Taxonomy, which defines our sustainable way of doing business.

TRANSPORT-RELATED EMISSIONS IN 2025

88,752 t CO_2e	at 620 million tonne-kilometres
28,172 t CO_2e	at 39.4 million tonne-kilometres
16,090 t CO_2e	at 1,931 million tonne-kilometres

Source: Survey by ZUFALL, based on ISO 14083 and the GLEC Framework

The materiality analysis confirms the priority of emissions, energy management and sustainable infrastructure. For a successful Planet transformation, we rely on cross-functional collaboration – internally with our zufall.lab and externally through strong partnerships.

On this basis, we focus on five core areas: In the transport sector, the focus is on decarbonisation. In warehousing, in addition to greenhouse gas emissions, we address aspects such as land use and biodiversity. Together with our customers, we develop needs-based, energy-optimised warehouses.

External collaborations, such as the Hydrogen Alliance Southern Lower Saxony, drive technological progress. Finally, through cultural and organisational development, we anchor sustainable thinking in our employees' everyday work.



EU Taxonomy: EU framework that defines which economic activities are considered environmentally sustainable

MORE COURAGE IS NEEDED

Gunnar Heunisch, responsible for ecological sustainability at ZUFALL, explains why built for generations requires the courage to be self-critical. He talks about the need for new ways of thinking, the value of entrepreneurial foresight and the stumbling blocks on the road to more sustainable logistics.



Gunnar Heunisch

How do we define sustainability in the context of built for generations?
BOLDLY TAKING NEW PATHS

"In the Brundtland Report of 1987, sustainable development was described as a principle that meets the needs of the present generation without compromising the ability of future generations to meet their own needs. For me, at its core this means: not living beyond our means.
For us, sustainability in logistics means fighting for fundamental decisions – such as switching the fleet to electric HGVs – and also questioning previously untouchable processes together with our customers in order to develop more sustainable solutions. That calls for courage, determination and a critical view of our own actions."

The **Brundtland Report**, 1987 published on behalf of the United Nations, was a response to the question of how to combine development and environmental protection. It has shaped the concept of sustainable development to this day and is still regarded as a reference point for sustainability strategies and international environmental policy.

Does sustainability mean something different today than it did ten years ago?
CONTRIBUTING ACTIVELY

"Ten years ago you could still say: 'If we make enough effort to be less harmful, that is enough.' Today, when we look at our planetary boundaries, it is clear: It is no longer enough simply to be less harmful. We have to move quickly to preserve the environment and actively contribute to regeneration."

Where do the practical challenges lie?
IT TAKES STAMINA

"We repeatedly experience phases of intense pressure from new regulations, competition and digitalisation. In such times there is often too little capacity left to talk about the planet. The challenge is to keep going in these phases. That takes stamina, because sustainability sceptics use every uncertainty to call the path to the future into question."

Built for generations is a long-term task. Is it already paying off for ZUFALL today?
FORESIGHT PAYS OFF

"The explosion in energy prices in 2022 taught us one thing: Foresight pays off. Today, our own photovoltaic systems and long-term contracts ensure stable electricity prices for the next three years. This is particularly true when it comes topowering our HGVs from depot electricity – the costs remain constant. This strengthens our resilience and makes us a reliable partner for customers who value a sustainable portfolio."

How do we decide where we need to invest?
THE DIRECTION IS CLEAR

"Our CO_2 footprint shows where we need to act – whether in local and long-distance transport or in the energy consumption of our properties. With our own buildings we can act directly; with rented properties, investment decisions are more complex."

ELECTRIFYING TIMES

CO_2 is the main driver of climate change. To meet the 1.5-degree target of the 2015 Paris Climate Agreement, the remaining emissions budget must not be exceeded. In logistics, transport by HGV is particularly emissions-intensive. Anyone wishing to advance sustainable logistics must therefore prioritise CO_2 reduction.
For us, that means acting consistently – especially as more than 80% of our total emissions come from transport activities. We are part of the problem and therefore must also be part of the solution.

A QUESTION OF TECHNOLOGY

As recently as ten years ago, suitable technologies to reduce CO_2 emissions in freight transport were lacking. After a race between batteries, hydrogen and alternative fuels, battery-electric drives have currently emerged as the most practical solution. Our focus is therefore on switching to alternative drive systems to drive decarbonisation. An important aspect is that we handle a large proportion of our local transport orders together with our transport partners. Their involvement in this process is therefore indispensable.

TO ENSURE THIS TRANSFORMATION SUCCEEDS, WE HAVE FIRMLY ANCHORED IT IN OUR STRUCTURE

At our company, ecological sustainability is driven forward by a dedicated team of experts – Team Planet – with decarbonisation as the top priority. All reporting lines converge directly at the CEO (Chief Executive Officer).

FROM PLAN TO ROAD

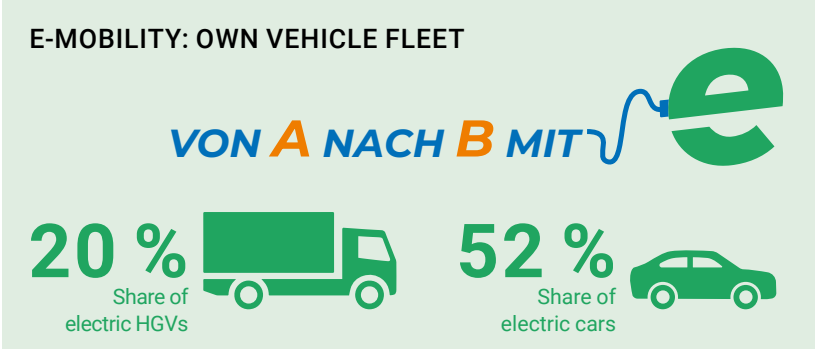
Robust CO_2 data form the basis of our decarbonisation: Only with transparent emissions measurement can we identify potential, steer targeted measures and demonstrably prioritise our investments. A systematic carbon accounting system therefore provides the basis for management and control. For this purpose we use the “shipzero” software to record emissions. A CO_2 dashboard built on this enables regular reporting at management level.

Decisions are made on the basis of the TCO method (Total Cost of Ownership), which takes into account all direct and indirect costs over the entire life cycle, thereby making real cost drivers visible, reducing risks and enabling robust transformation decisions.

We have been using our first battery-electric HGVs since 2024. The pilot operation currently comprises 14 vehicles and is partially supported by federal funding. In parallel, the necessary charging infrastructure has been set up at key freight forwarding locations. A gradual expansion of the fleet is planned for the coming years.

Paris Climate Agreement 2015
The Paris Agreement of 2015 obliges 195 countries to limit global warming to well below 2°C, ideally 1.5°C. The goal is global climate neutrality by the middle of the 21st century.

E-MOBILITY: OWN VEHICLE FLEET



Source: ZUFALL Fleet Management



Politics & decarbonisation
At the political level, the European Union is the driving force behind this transformation: With CO_2 standards, ETS II and "Fit for 55", it creates the binding framework. Although Germany pursues a more ambitious long-term goal (climate neutrality by 2045), there is a need for implementation and acceleration, particularly in the transport sector.

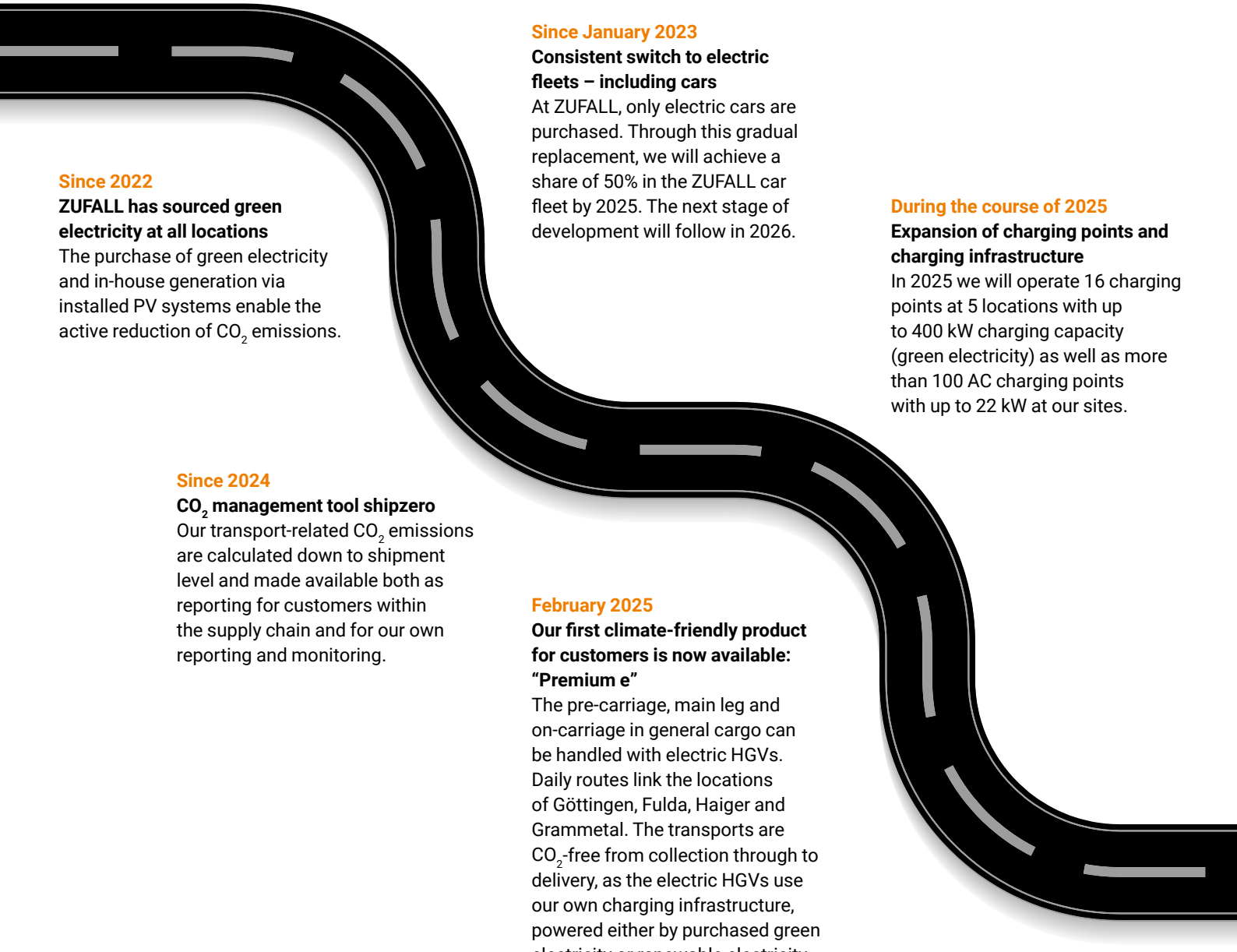
OUTLOOK: THOROUGHNESS BEFORE SPEED

We are currently analysing our decarbonisation potential in a well-founded consulting project. On this basis, a robust decarbonisation roadmap will be developed by the second half of 2026, providing a binding timetable for the next steps. Until then, we are consciously refraining from setting premature target figures.

Carbon Accounting: systematic measurement and accounting of an organisation's greenhouse gas emissions to analyse its carbon footprint

MILESTONES, PROGRESS & GOALS

What we will have achieved by 2025



Since 2022

ZUFALL has sourced green electricity at all locations

The purchase of green electricity and in-house generation via installed PV systems enable the active reduction of CO_2 emissions.

Since January 2023

Consistent switch to electric fleets – including cars

At ZUFALL, only electric cars are purchased. Through this gradual replacement, we will achieve a share of 50% in the ZUFALL car fleet by 2025. The next stage of development will follow in 2026.

During the course of 2025

Expansion of charging points and charging infrastructure

In 2025 we will operate 16 charging points at 5 locations with up to 400 kW charging capacity (green electricity) as well as more than 100 AC charging points with up to 22 kW at our sites.

Since 2024

CO_2 management tool shipzero

Our transport-related CO_2 emissions are calculated down to shipment level and made available both as reporting for customers within the supply chain and for our own reporting and monitoring.

February 2025

Our first climate-friendly product for customers is now available: "Premium e"

The pre-carriage, main leg and on-carriage in general cargo can be handled with electric HGVs. Daily routes link the locations of Göttingen, Fulda, Haiger and Grammetal. The transports are CO_2-free from collection through to delivery, as the electric HGVs use our own charging infrastructure, powered either by purchased green electricity or renewable electricity from our own PV systems.

February 2025

E-mobility in dialogue:
2. ZUFALL Sustainability Day

In Haiger, the Transland team discusses “Premium e” and emissions measurement with 50 customers. This second Sustainability Day builds directly on the successful premiere in Nohra in 2024. With now 14 electric HGVs, ZUFALL demonstrates the successful implementation of electromobility in a medium-sized company.

August 2025

2M Sustainability Award 2025 at the CrossTrades Congress in Istanbul

The zufall.lab wins the Sustainability Award 2025 as a “hub for sustainable logistics innovation” The jury recognises the zufall. lab as a space for sustainable transformation, digital innovation and collaborative working. Projects such as low-emission urban logistics with cargo bikes, digital twins for greater transparency and agile delivery solutions show how we are rethinking logistics – customer-oriented, environmentally conscious and future-viable.

October 2025

2nd place at the Eco Performance Award

For our concept “From A to B with E – logistics built for our grandchildren”, we were recognised at the DEKRA Future Congress as one of the leading drivers of sustainable land transport. The award confirms our path: from fleet electrification to charging infrastructure, photovoltaics and systematic CO_2 management.

Since April 2025

SAF programme 2025 and again in 2026

For air freight, we offer lower-emission transport by using SAF under the Book-and-Claim principle. To strengthen the customer incentive, under the SAF programme in 2025 and 2026 we will cover 50% of the additional costs incurred for our customers.

During the course of 2025

Preparations for PPAs will start in 2025

Through PPAs (Power Purchase Agreements), surplus electricity generated will in future be supplied to other ZUFALL locations that have demand.

During the course of 2025

Expansion of PV systems

716.5 kWp of PV systems are already in operation; in total, 871 kWp were built in 2024 and commissioned in 2025.

Our PV systems together generate around 1.5 GWh of electricity, about 60% of which is consumed directly on site. Depending on the property, electricity storage systems with an energy capacity of up to 160 kWh are in use.

November 2025

1st place at the European Transport Award 2026 for “Premium e”

ZUFALL wins the European Transport Award for Sustainability 2026 in the Mobility Concepts category. Our product “Premium e” impressed the jury as a pioneering solution for emissions-reduced general cargo transport.

THE TENSION IS RISING

In view of rising and volatile energy costs, political requirements such as the European Green Deal and the move away from fossil fuels, the future viability of logistics and freight forwarding locations is becoming a central business issue.

But what truly makes a location future-viable? Solar panels? Charging stations for electric HGVs? Heat pumps? First of all, none of these. All these technologies are ineffective as long as the critical foundations are missing. A dedicated team of ZUFALL colleagues is working precisely on this task. Many people are barely aware of their work – probably because it focuses on an area that usually remains hidden: underground, about 80 to 100 centimetres below the surface.

WATT A TRANSFORMATION

Unlike manufacturing, logistics and freight forwarding locations were long considered comparatively low electricity users. Demand was largely limited to warehouse lighting, offices, some materials-handling equipment and computers. Those days are over.
With the rise of e-mobility, the power required increases significantly: A single electric HGV currently needs around 250 kilowatts of power when charging.
This corresponds to the full load of roughly 40 detached homes (at peak winter load in the household network, for example when heat pumps and electrical household appliances such as ovens are operating simultaneously).
In addition, heat demand in contract logistics is increasingly being met electrically. Particularly for new builds, heat is increasingly generated by heat pumps rather than gas-based systems. This significantly increases the electricity demand of logistics properties.

The existing cables and grid connections at our logistics and freight forwarding locations were not designed for these massive loads. We therefore first have to create the necessary infrastructure – because our goal is not just to charge one electric HGV, but to ensure the reliable operation of an entire fleet. For our customers, this means planning certainty and reliable transport capacity – for our employees, stable processes and future-viable jobs.

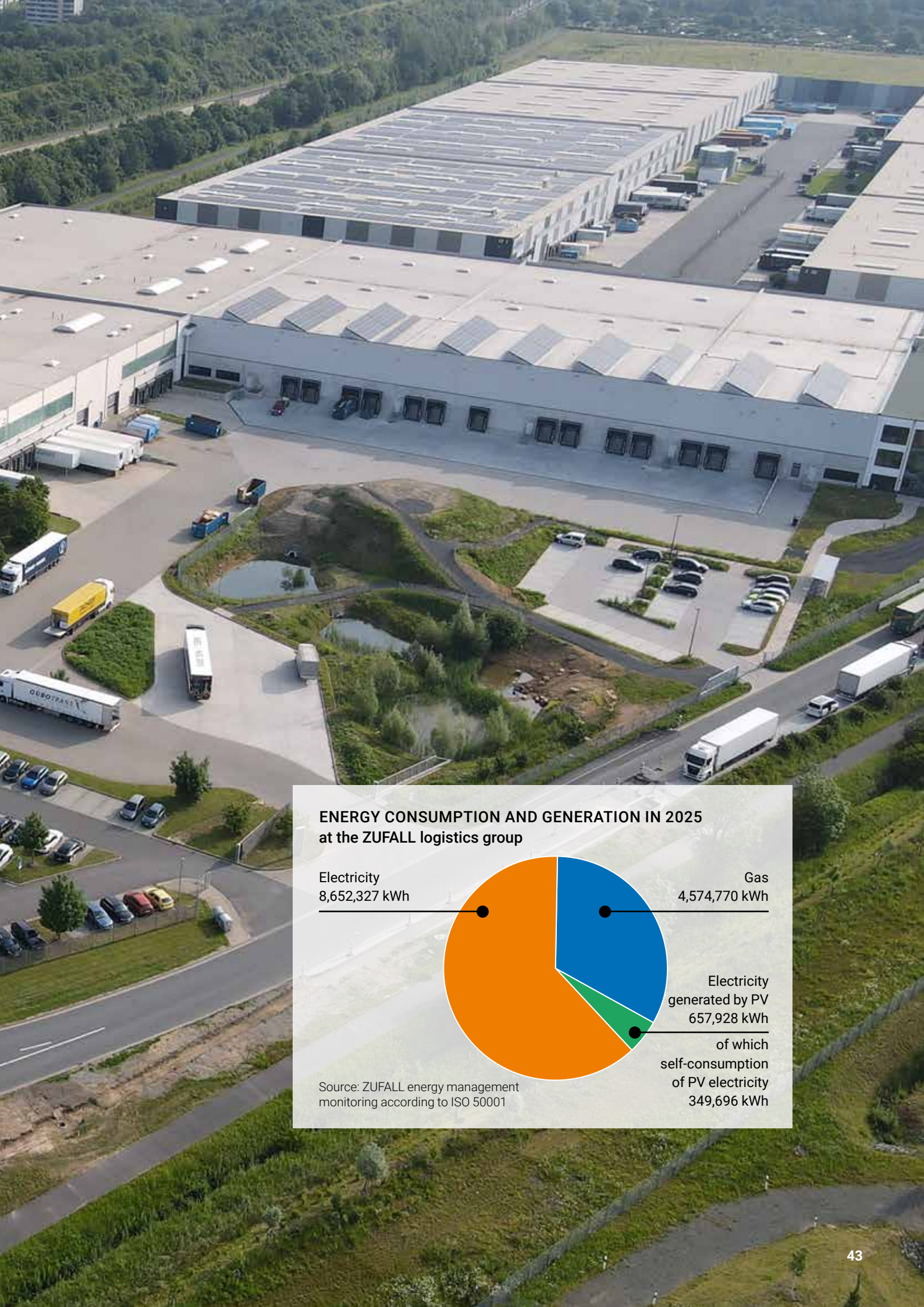
FUTURE VIABILITY THROUGH POWER INFRASTRUCTURE

Building for generations as a strategic accelerator
It usually takes three to four years to make a logistics and freight forwarding location BEV-ready – that is, ready for the everyday use of battery-electric HGVs – from planning through to implementation. We at #WirbeiZUFALL have already got a head start on this. The reason: Built for generations was embedded early on as a strategic objective, and the necessary foundations were translated into concrete projects.

Electric power in Fulda and Göttingen
When modernising the power infrastructure, the focus is on our own properties: In Fulda and Göttingen, large transformers – each about the size of a tiny house – have already been installed. They convert the voltage and provide sufficient energy for a high-performance charging infrastructure. Even today, these main sites can supply up to 2,500 kilowatts and, in future, even up to 5,000 kilowatts. That is enough to charge around 25 electric HGVs at the same time. This creates the basis for remaining capable and competitive even as demand and requirements grow.

Ready for the megawatt standard
We are creating the prerequisites for the next generation of charging infrastructure: The transformers installed in Fulda and Göttingen will in future also allow the connection of megawatt charging stations as soon as this technology is market-ready. This will ensure in the long term that rising charging capacities and growing vehicle fleets can be reliably integrated.

European Green Deal: an EU concept for transforming to a sustainable, emissions-free economy and society by 2050
BEV-ready (Battery Electric Vehicles-ready): The site is prepared for the everyday use of electric vehicles; for example, vehicles can charge simultaneously – without registration, monitoring or billing



ENERGY CONSUMPTION AND GENERATION IN 2025
at the ZUFALL logistics group

Source: ZUFALL energy management monitoring according to ISO 50001

FUTURE VIABILITY THROUGH SOLAR ENERGY

Closely linked
When large quantities of electricity are needed, the purchase price becomes a crucial competitive factor.
PV systems (photovoltaic systems) therefore form the backbone of future-viable logistics and freight forwarding locations. This shows how closely ecological and economic interests are intertwined. The aim is to build up PV capacity at as many logistics and freight forwarding locations as possible in order to create an internal, long-term sustainable energy source.

The real potential lies in intelligent networking. A current example is the Grammetal site: There, the PV systems generate twice as much electricity annually as is needed on site. The resulting surplus is to be made available in future to other logistics and freight forwarding locations via specific contracts with energy suppliers, for example as part of PPAs (Power Purchase Agreements).

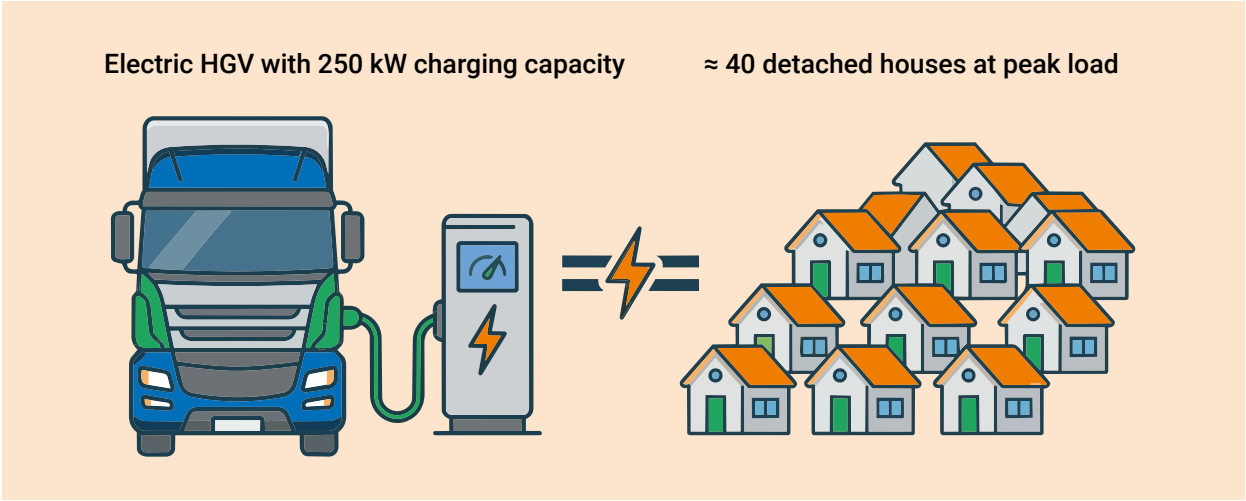
Pioneering work is routine
Why not simply install a PV system at every logistics and freight forwarding location?
Reality is complex: Because the buildings are of different ages, the additional load of multi-tonne PV systems was not taken into account or planned for in the original structural design. There are also legal framework conditions – for example, if landlords already operate their own PV systems, additional systems cannot simply be installed or integrated in an economically viable way.

Each system therefore requires a new structural concept, which in turn entails adjustments to insurance and safeguards against power failures. The necessary structural analyses alone cost several thousand euros, and additional expenditure is incurred due to fire protection requirements. Overall, this means not only higher investment but also more time.
For rented properties – common, for example, in contract logistics – the scope for action is often further restricted.



PV system on the roof of the transhipment hall at the Haiger site

FUTURE VIABILITY THROUGH BETTER WORKING CONDITIONS



Less investment backlog on the way to the future
Alongside major infrastructure projects, it is the basic, day-to-day measures – such as refurbishing yards, reducing investment backlogs and creating modern working conditions – that determine the future viability of logistics and freight forwarding locations. Whether you work eight hours under 1980s neon tubes or under modern LED lighting makes a huge difference: Modern LED systems produce many times more light for the same energy input. Additional efficiency gains come from intelligent controls such as presence, motion and brightness sensors, as frequent switching does not affect the service life of LEDs.

A view between future and present
Future-viable logistics and freight forwarding locations mean more than just smart technologies. Being future-viable means planning with foresight and implementing decisively. Only in this way can sustainable energy use, competitiveness and modern working conditions be developed in line with the times. In construction we focus on recyclability in line with the Cradle-to-Cradle principle. In the halls we use, many efficiency measures such as conversion to LED lighting have already been implemented, but we are still a long way from our goal. It remains a pioneering task to master this challenge and make existing space – whether owned or rented – fit for the energy transition.

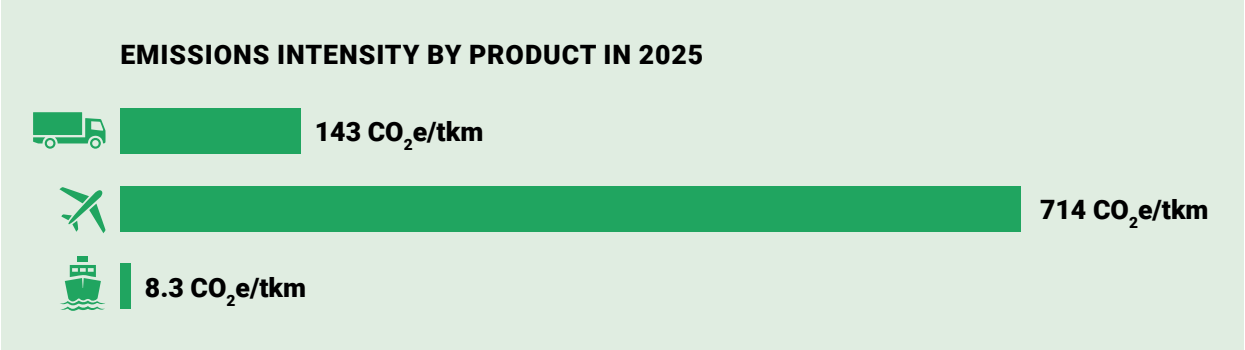


LED lighting in the logistics centre in Kandel

Cradle-to-Cradle: a rigorous circular-economy concept in which buildings are planned as raw-material stores so that all materials can be reused indefinitely without loss of quality

EXPANDING HORIZONS

Decarbonising air freight poses a particular challenge for our emissions balance. Although it generates less than 10% of our revenue, it accounts for around 30% of our total CO_2 emissions. Unlike sites and road transport, which can be decarbonised through electrification, this strategy is not yet feasible in aviation.



Source: Survey by ZUFALL, based on ISO 14083 and the GLEC Framework

The basic problem is that there are currently no market-ready electrified cargo aircraft capable of achieving the payloads and ranges required in everyday logistics. For this reason, the industry is currently focusing on the use of SAF (Sustainable Aviation Fuel). This sustainable fuel, based on biogenic raw materials, is currently seen as the primary solution for reducing emissions in air transport.

Since our company does not make investment decisions for aircraft and we do not refuel the planes ourselves, the use of SAF via the Book-and-Claim principle is our key instrument.

This works similarly to buying green electricity: Anyone who purchases green electricity does not receive sustainably generated electricity “physically” from their own socket. Instead, they pay so that renewable energy is fed into the overall power grid. On the same principle, in aviation SAF certificates are purchased via Book & Claim, and SAF is used where it is available. The actual use therefore does not have to be on the specific aircraft for which the lower-CO_2 transport was booked. In this way, transport-related emissions are reduced in accounting terms and regulatory requirements – such as those from the ReFuelEU Aviation Regulation – are met.

TESTING AND MARKET REALITY

With the Book & Claim principle, we offer customers the option of transporting air freight with reduced emissions. To improve the incentive situation, a SAF quota was introduced in 2025, with ZUFALL covering 50% of the additional costs to ease the switch. Despite these incentives, customer demand has so far remained subdued.

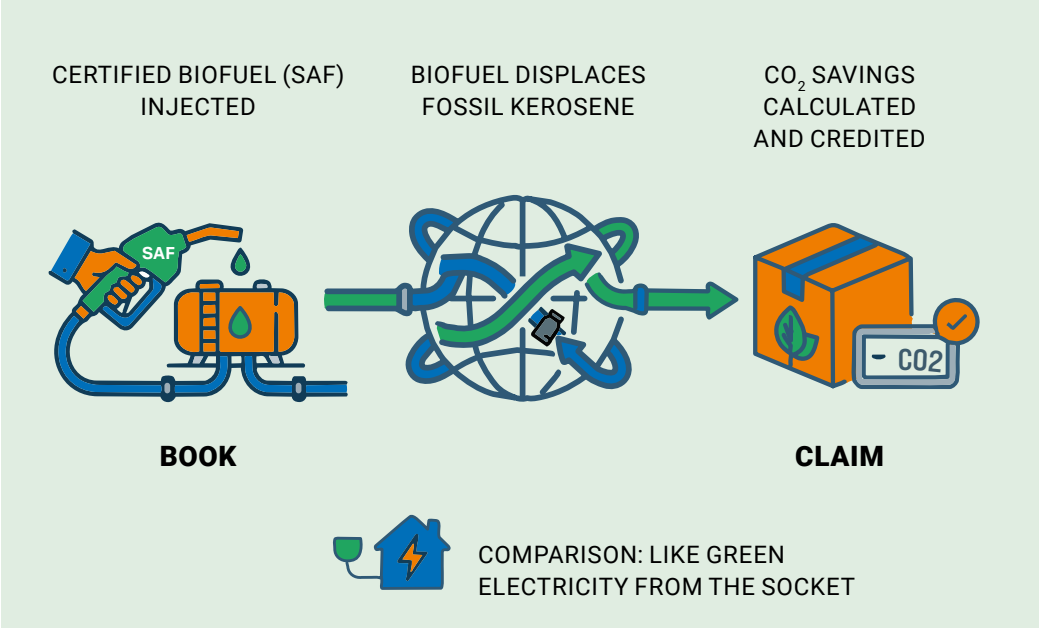
One reason is the additional costs that arise despite incentives: If companies currently invest in more sustainable logistics solutions while competitors wait, this initially puts pressure on their own margins – for example when customers opt for a SAF quota. This raises the question of the extent to which policymakers also bear responsibility for setting clear guidelines so that climate-friendly air freight does not remain a voluntary cost risk and economic goal conflicts can be resolved.

THE "BOOK & CLAIM PRINCIPLE"

Mechanism: We purchase certified biofuel (SAF) and feed it into the fuelling system wherever it is available ("Book"). Because the global pipeline network is interconnected, this green fuel displaces fossil kerosene elsewhere.

Benefit: The CO_2 savings are calculated precisely and credited to the shipment ("Claim").

As with green electricity from a private socket, with Book & Claim we finance biofuel throughout the system as a whole and can therefore account precisely for the savings.





"PERHAPS SAF IS SIMILAR TO THE SWITCH TO ELECTRIC CARS: AT ZUFALL, ALL COMPANY CARS ARE NOW ELECTRIC. NOT EVERYONE WILL LIKE THAT, BUT IN TEN YEARS' TIME IT WILL BE COMPLETELY NORMAL."

Antje von Hagen, Sustainability & Innovation, Air and Sea Freight

SAF
Sustainable Aviation Fuel (SAF) – the umbrella term for all non-fossil aviation fuels produced from various feedstocks that can reduce CO_2 emissions by up to 65%.

OUTLOOK: PROGRESS REPORT ON THE JOURNEY

Sustainability in air and sea freight currently requires, above all, consistent exploration and perseverance. A dedicated role has therefore been created for these two products, with the main task of driving innovation and sustainability – entirely separate from day-to-day operations. This focus is necessary because the technological transformation in these areas is significantly more demanding than in road transport. The path is clear, even though many solutions are still being developed.

ReFuelEU Aviation Regulation: EU regulation on the gradual increase in the proportion of sustainable aviation fuels (SAF) at European airports to reduce aviation emissions

PROFIT

STABILITY ACROSS GENERATIONS

As an owner-managed family business, we do not think in quarters but in generations. Our commitment to building for generations stems from almost 100 years of company history. We therefore focus on long-term stability in the economic dimension.

Our entrepreneurial foundation is a broad product portfolio covering land, air and sea freight, contract logistics and services. We pay attention to diversity in our customer base and industries and proactively manage the portfolio so that we remain resilient to market fluctuations. This includes opening up new business fields, promoting profitable growth and stabilising areas with lower margins. A strong focus on our customers plays a central role across all products.

To operate in a financially stable way in the long term amid market demands, rising cost pressure and our sustainability ambitions, another core area is building future-viable organisational structures through continuous process optimisation and promoting innovation through targeted investments and partnerships – for example with start-ups and networks.

Our owner-managed structure allows us to reinvest profits and operate independently of banks, thereby strengthening our economic sovereignty.

Economic success is not driven by growth alone, but by the ability to embed sustainability strategically in business decisions – in harmony with our strategic dimensions.



1928

Friedrich Zufall founded the company Hessischer Fern-Verkehr Friedrich Zufall GmbH in Kassel.

1930 – 1940

After its founding in Kassel, the first decade saw gradual expansion into northern and central Germany with new branches including Fulda and Göttingen.
The first long-distance transport licence was granted in 1937, followed by the development of an agency and representative network. By the end of the 1930s, scheduled services were already running to several regions and the company owned a fleet of five HGVs.

1940 – 1960

In the early 1940s, the company headquarters were moved from Kassel to Göttingen. This was followed by a reconstruction phase with new permits, a change of company name and site expansion. From 1952 onwards, routes to Austria and the Netherlands marked the entry into international groupage transport. By 1958, the company already employed around 300 people and operated a fleet of 100 HGVs.

1960 – 1980

In the 1960s, ZUFALL further expanded its international activities, including in air freight and with direct European services. The organisation was also further professionalised; in 1976, the company was renamed Friedrich Zufall GmbH & Co. KG Internationale Spedition. In the same year, ZUFALL became a founding member of Deutscher Paketdienst (DPD). The more than 450 employees and modern new buildings in Kassel, Göttingen and Fulda also testified to this growth.

1980 – 1990

The following decade was characterised by the establishment of new entities and the expansion of further branches.
ZUFALL entered cooperative logistics models such as SystemGut. By the mid-1980s, the company had 515 employees. In addition, logistics expertise beyond traditional freight forwarding was strengthened: In 1988, Logistec GmbH was founded in Göttingen.

1990 – 2000

After German reunification, expansion continued, particularly in Thuringia. ZUFALL became a founding member of several networks (FORTRAS, Night Star Express, CargoNetwork) and recorded strong growth to more than 1,200 employees. In 1997, the first steps towards digitalisation were taken with the launch of the company's own website. An environmental management system was also established.
In 1999, ZUFALL published its first environmental report and the entire group was certified to ISO 14001.

2000 – 2010

The new millennium began dynamically. In 2001, ZUFALL became a founding partner of System Alliance, and in 2003 the joint venture Distribo was founded together with Sartorius AG. The Night Star Express network and modern hub structures were also further expanded. New logistics centres and branches consolidated the company's role as a powerful logistics service provider.

2010 – Present

In recent years, the focus has been on network logistics, specialisation and future viability. In 2013, Peter Müller-Kronberg took over as managing partner and has been leading the family business in the third generation. In 2019, the zufall.lab was established as a space for innovation.
A further key focus is sustainable logistics; 2024 saw our first sustainability day and the first electric trucks went into operation. In the same year, the climate-positive construction project Distribo 2.0 was opened. In 2025, ZUFALL has around 2,200 employees.

THE ART OF GROWING WITH VIGILANCE

Christian Löschen (Chief Operating Officer) and Thomas Köhler (Chief Financial Officer) analyse the tension between building logistics for generations and market reality – a clear view of our progress in 2025 and of the areas where we want to – and will – improve.

How do we define growth in the context of built for generations?
GROWTH MUST BE EXPLAINABLE

Thomas Köhler: "We are working intensively on the strategic direction of our company. Our vision for the future is being continuously sharpened and further developed, with People, Planet and Profit as well as the dimensions of customer and digitalisation given equal weight. Under these conditions, we want to grow."

Christian Löschen: "We only accept growth that we can also explain to our grandchildren. Value creation must take place in such a way that the environmental impact is as low as possible – that is exciting, tough and complicated."

Does growth mean something different today than it did ten years ago?
GROWTH IS NO LONGER AN END IN ITSELF

Christian Löschen: "In the past, growth meant: We did more of the same, only faster and cheaper. Supply chains and labour markets were more stable, and energy was cheaper. Today, the overall environment has changed significantly: The environment is under pressure, markets are more dynamic and more volatile. Growth is therefore no longer an end in itself. "What matters are the conditions under which meaningful long-term growth can arise – not growth at any price."

Thomas Köhler: "Exactly, we need growth to achieve our goals. But for us, legitimate, healthy growth only occurs when it helps make sustainable action and built for generations possible in the market."

Where do the practical challenges lie?
WE CAN ONLY MOVE FORWARD TOGETHER

Christian Löschen: "We are under significant cost pressure, while at the same time external requirements are increasing – due to regulations, customer expectations, the pace of innovation and global conditions." At the same time, not all customers pursue the same strategic sustainability goals, which is why, in the end, the short-term profit motive often prevails."

Thomas Köhler: "And yet, in many areas we are seeing that we are making the right decisions, gaining momentum and achieving tangible successes. I am convinced that our customers will continue on this path with us and will value the fact that we offer sustainable logistics. However, we cannot implement or finance this transformation alone. We need a joint approach from all parties involved. It is not enough for each side to think only of itself."

Building for generations is a long-term task. Is it already paying off for ZUFALL today?

LEARNING MAKES US STRONG

Christian Löschen: "Building for generations is already helping us – for example with our energy consumption. Thanks to modern control and storage technology, we only use energy where it is really needed.
This conserves resources and has a direct impact on our profit."

Thomas Köhler: "Yes, and in the bigger picture: Building for generations is not a switch we can simply flip. It is not a project with an end date, but a fundamentally new way of doing business. So what is the return today? As an organisation, we are learning to cope with high complexity to make ourselves future-proof step by step. "This learning process is the greatest gain, because this flexibility will be the fundamental prerequisite for us in the future."

How do we decide where we need to invest?

FOCUS CREATES GROWTH

Thomas Köhler: "We have a clear project-management process and know our goals – aligned with the three Ps and with a clear view to our customers and digitalisation. Making conscious decisions is real work: Resources and funds have to be used in a balanced way – and that also means deliberately deciding against certain topics or no longer pursuing some initiatives. It is essential to keep our goals in sight. When it comes to focus and consistency, we are not yet where we want to be – but we are not letting up."

Christian Löschen: "A good assessment is a demanding process that really stretches us. We are certainly not perfect yet, but we made significant progress in 2025."

If we rate sustainability on a scale of 1–10 [1 = not at all and 10 = absolutely sustainable], where do we currently stand at ZUFALL?

Thomas Köhler: "For me, we are somewhere between 6 and 7."

Christian Löschen: "And where do we want to go?" Straight to 11!"

The scale mentioned is fictitious and serves as both a guide and an incentive for continuous further development.



Christian Löschen



Thomas Köhler

OPEX: CHANGE AS A CONSTANT

In a fast-paced and uncertain working world, it is no longer enough to define processes once and then simply carry on with them. To remain adaptable in the long term, #WirbeiZUFALL rely on close-knit process management that enables us to actively steer workflows and continuously develop them further. Against the backdrop of increasing competitive and cost pressures, avoiding waste is essential to optimising both efficiency and adaptability.

By evolving into the OPEX (Operational Excellence) department in November 2025, we took a decisive step towards anchoring this adaptability strategically. OPEX assumes the holistic management of our process landscape with the aim of making workflows more efficient, more transparent and more resource-conserving. In doing so, we make a direct contribution to our understanding of sustainability (People – Planet – Profit) while at the same time strengthening the long-term competitiveness and robustness of ZUFALL.

Continuous learning
Since November 2025, the team led by Paul Lipski (Head), Roland Brune (Process Management) and Ayten Kaya (LEAN Management) has been driving this path forward – away from isolated corrections and towards continuous process optimisation.

Joint learning process
The combination of systematic process management and lived LEAN management links our logistics and forwarding locations and promotes mutual learning. Direct access to management ensures strategic action, while operational proximity creates a shared ZUFALL mindset.

Developing with a 3P strategy
Every process optimisation is aligned with our strategic dimensions – for a balance of economic stability, resource conservation and sustainable working conditions.

OUTLOOK: LOOKING TO THE FUTURE

Going forward, we will embed OPEX even more firmly in the company and – in line with the department's purpose – continue to develop it on an ongoing basis. With regard to sustainability, the following insights are particularly decisive:

Sustainability can only succeed if employees are on board
OPEX is a strong engine for change and learning and creates the conditions for sustainability goals to be lived at ZUFALL.

Sustainability needs robust, efficient processes
With OPEX, we ensure that sustainable solutions remain economically competitive.

Sustainability needs measurable, continuous improvements
OPEX provides the data foundation, measurement logic and structure to translate goals into operational reality.



“We need the courage to change. Failing along the way is okay – but only if we get back up and keep going until we have found a solution.”

Paul Lipski, Head of Operational Excellence

OPEX

With these two pillars, we combine strategic foresight with genuine proximity to day-to-day business.

PROCESS MANAGEMENT

Focuses on standardisation and the exchange of best practices across locations.

LEAN MANAGEMENT

Working together with employees to simplify processes and improve them step by step.

- Increase efficiency
- Ensure quality
- Continuous improvement
- Increase customer satisfaction

Let’s make ZUFALL fit for the future together!



“For me, building for generations means: We make ZUFALL robust so that jobs and the company endure and environmental compatibility is implemented as far as possible.”

Roland Brune, Senior Manager Process Management



“We need to think outside the box and involve employees more. The goal is to empower them, with managers acting more as coaches. It’s not about controlling or just looking at numbers, but about actively involving employees.”

Ayten Kaya, Senior LEAN Manager

EFFICIENT INBOUND AND OUTBOUND PROCESSES IN PHARMACEUTICAL LOGISTICS

Practical example of continuous process optimisation in contract logistics



Daily truck round trip between the customer and our logistics centre

In contract logistics, together with a customer from the pharmaceutical industry, we have continuously improved the flow of goods between a ZUFALL distribution centre in Göttingen and the customer's site. Previously, irregular relocations, short-term changes in quantities and the use of disposable pallets led to increased coordination efforts, limited personnel and space planning, and higher inventory levels.

By introducing a fixed truck route, daily coordination of delivery quantities and the switch to reusable transport containers, processes were standardised and made more efficient.

The result: improved personnel and space planning, optimised inventory levels, just-in-time deliveries and savings in material and process costs.



Irina Shevchenko at work on the forklift

These process optimisations create economic, environmental and people-related added value for our customers and for us at ZUFALL.

PREVIOUSLY

Area	Original situation	Impacts and challenges
Transport	Irregular relocations between sites	Increased inventory levels and insufficient truck utilisation
Load carrier	Use of disposable pallets	Resource consumption through disposable materials
Data & planning	Discrepancies between digital registration in the tool and physical delivery	No early personnel and space planning possible

TODAY

Area	Optimised measure	Added value achieved
Transport	Agreement on a daily truck round trip between the sites (milk run)	Implementation of just-in-time deliveries and optimisation of inventory levels, as well as improved load-metre control on the truck
Load carrier	Switch from disposable pallets to reusable transport containers	Savings in material costs for load carriers while simultaneously conserving resources
Data & planning	Daily coordination of deliveries and the associated delivery quantities	Early personnel planning and structuring of the goods-in area are possible

ROOM FOR NEW IDEAS

The previous pages describe how the speed of change, uncertainty and cost and competitive pressures shape our working world – and why continuous processes are an essential part of our response. At the same time, there are areas where optimisation alone is not enough and fundamental change becomes necessary.

This is precisely where innovation comes in – not as a flashy buzzword or marketing promise, but as a necessary tool to develop new sustainable solutions for the freight forwarding and logistics industry. Innovation is closely linked to transformation – that is, to the ability to evolve and change as a company. Both of these secure the future viability of ZUFALL and are therefore an integral part of our long-term responsibility.

TRANSFORMATION

At ZUFALL, we pursue two fundamental transformation paths:

Built for generations: How can we operate within planetary boundaries, create attractive jobs, offer strong products and at the same time remain profitable – in an industry with tight margins and complex requirements?

Professionalisation: How do we develop from a family-run forwarding company into a process-strong logistics service provider that combines family values and warmth with the highest levels of compliance and precision?

Innovation: finding and creating value-adding new things – where "new" is understood to mean new for ZUFALL (based on the DIN standard for innovation)

Transformation: refers to the fundamental change of structures, processes or systems and brings about profound, long-term changes

HUMAN FACTOR

Transformation is primarily about people – and that is where a key challenge lies: Change is often not easy, especially in a traditionally shaped industry with decades of low pressure to change. This makes it all the more important to convey to our employees that we need to become more agile – and that only works with sensitivity and perseverance.

PRODUCT FACTOR

When we talk about innovation and transformation, we are talking about seven products with very different market requirements and development speeds. While land transport is characterised by the heterogeneity of shipment structures and tight margins, contract logistics offers far greater automation potential. Innovation therefore cannot be implemented in the same way everywhere.

INVESTMENT FACTOR

Despite the tense economic situation in the industry and the wider economy, we are consistently investing in innovation and transformation. This is not just about capital, but also about structures that enable real change. We bundle these structures into two central units within our company: zufall.lab and zu na mi. In the zufall.lab, courageous colleagues are supported in making new ideas effective. This might be a new way of working together, testing a new sales channel or even a completely new business model. The venture-capital subsidiary zu na mi invests specifically in start-ups and works closely with founding teams, often directly in projects within ZUFALL.



> **“THE FIRST STEP TOWARDS CHANGE IS A GENUINE UNDERSTANDING OF THE PROBLEM – RECOGNISING WHERE WE REALLY NEED TO START IN ORDER TO LEARN FROM ONE ANOTHER.”**
>
> Steffen Obermann, Head of zufall.lab

INNOVATION

The zufall.lab complements existing innovation activities and deliberately creates space for new topics. The insights gained there drive the ongoing development of ZUFALL.

zufall lab
neue erfahrung machen

The zufall.lab – at a glance

Founded: 2019
Function: Space for innovation, exchange and new ways of working
Resources: Workshop spaces, co-working areas, logistics halls, event spaces
Way of working: Developing, testing and further developing ideas
Participants: Employees as well as external partners and start-ups
Self-image: A place by the organisation for the organisation
Vision: Contribution to the future viability of ZUFALL and to an economy built for generations
Approach: In the zufall.lab, ideas are not only developed but also tested in practice. Various working environments are available to enable creative work and exchange. In addition to new technologies, working methods and forms of collaboration are also tested.

To drive innovation beyond our own boundaries, zu na mi extends our reach externally and invests specifically in the logistics models of the future.

zu na mi
ZUKUNFT NACHHALTIG MITGESTALTEN

zu na mi – at a glance

Founded: 2021
Function: independent investment arm of ZUFALL for early-stage business models relating to sustainable logistics
Resources: ZUFALL’s know-how and financial resources
Participants: zu na mi, management as intermediary and contact, and other ZUFALL employees with specialist expertise
Self-image: a tool for young companies and ZUFALL to learn from each other and grow together
Vision: to make new business models usable for ZUFALL and to help young companies become successful in logistics

OUTLOOK: CONTINUED LEARNING

Sustainable change is a long-distance run that we will continue consistently in the coming years.
We will continue to use innovation and transformation consistently as tools in this process.
In this context, built for generations means developing into a learning organisation: Transferring insights from projects, sharing experiences about challenges – in networks, cooperations or with start-ups. Only in this way can we identify potential and use it effectively. The path is clear: Keep learning and move forward step by step – idea by idea, project by project. What matters is that management leads the way with conviction.

DIGITAL TWIN IN THE TRANSHIPMENT HALL

Practical example of innovation and transformation

With the digital twin, #WirbeiZUFALL are building a system that maps general cargo handling at five locations (Göttingen, Fulda, Haiger, Nohra, Eichenzell) on a data basis. By linking sensors, camera technology and other data sources, a digital image of the transshipment halls is created. The goal is real-time transparency regarding packages and capacity utilisation in order to optimise operational control.

The project is at an advanced stage of development and implementation: Some of the functionalities are already in use and support day-to-day operations. Further stages of expansion, such as forecasts and complete real-time data, are currently being developed. On this basis, the digital twin is being continuously further developed to strengthen ZUFALL's competitiveness sustainably through more data-based process control.

OUTLOOK

Real-time transparency creates the basis for the next development steps: forecasting capability in operational control.

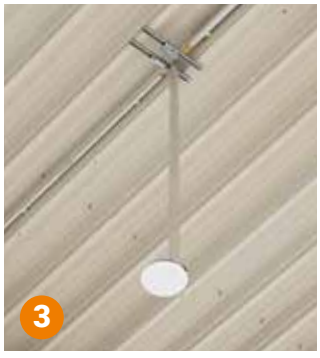
NEXT STEPS

1. Capacity forecasts
2. Improved personnel deployment planning
3. Looking ahead: dynamic space allocation and more advanced route planning

















1

IDENTIFICATION SCAN UPON SHIPMENT RECEIPT

A mobile printer generates a label with a Data Matrix code when the incoming scan is made.

2

VOLUMETRIC FREIGHT MEASUREMENT

Recording of dimensions and status data as well as photos of packages.

3

POSITION DETERMINATION IN THE HALL

Bluetooth tracking of handheld scanners and industrial trucks enables position tracking.

4

DIGITAL IMAGE IN REAL TIME

Packages, storage locations and hall processes are digitally mirrored using software and displayed in an information cockpit.

5

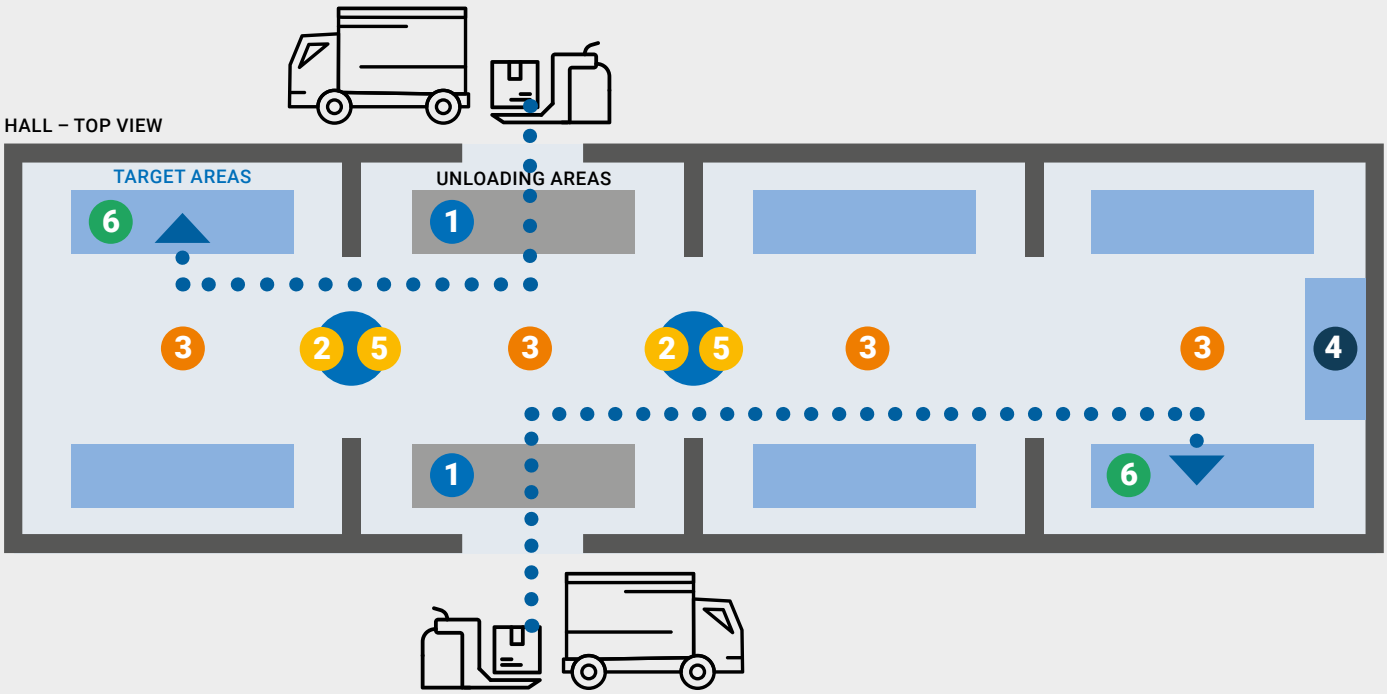
OPERATIONAL SUPPORT

Transparency regarding fill levels and space utilisation enables warnings in the event of overcrowded hall areas and process deviations.

6

ASSISTANCE WITH LOADING

Drivers work with digital instead of paper loading lists and have access to the location, dimensions and photos of the packages.



CONCRETE BENEFITS		
PEOPLE More relief	PLANET More environmental protection	PROFIT Greater efficiency
Precise location tracking and photos save search times and walking distances in the hall. Enquiries, relocations and movements between the hall and dispatch are reduced. Additional information about packages enables more efficient loading and route planning. Faster onboarding of new colleagues, despite the shortage of skilled workers.	Optimised control of hall utilisation conserves valuable resources. Optimal truck utilisation avoids unnecessary empty journeys and reduces CO_2 emissions. Fully digital processes replace printed loading lists, saving 750,000 sheets of paper per year.	Full transparency regarding inventory and available storage spaces increases profitability. The investment pays for itself after just eight months – including development costs. New revenue streams through software licensing.

IMPRINT

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All content has been carefully researched
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