Introduction and Acknowledgements

We are in our 25th year of TOP100 studies. Since logistics is not really tangible from official statistics this study series was designed in 1995 at Fraunhofer SCS to fill this gap. Even if logistics market assessments are carried out now this long time, our interest and curiosity about what the future will bring for logistics is undiminished. And it is more exciting than ever to analyze logistics.

The European logistics sector has reached a size of € 1,120 bn. for the total expenditure on logistics activities carried out in 2018. And even if the transported quantities flowing through the logistics systems increased only moderately the logistics sector could grow by 3.7 percent in 2018 for the whole of Europe because shipments are still increasing because ever lighter parcels flowing through the logistics networks. Even with hardly higher tonnages in the overall system, lucrative growth for logistics can result, as the supply chains extend more and more to the end customers, resulting in more filigree flows of goods that are more complex to deliver. This development now meets the reality called driver shortage and digitization. If you like to find out more about this, then this issue of TOP100 is for you.

Thus, this study is aimed at logistics service providers as well as logistics units in industry and trade, and also at shippers. The TOP100 is also aimed at suppliers of logistics, consulting, politics and business journalists.

Where the study is primarily concerned with figures, data and facts, the people who have rendered outstanding services to this issue should be the focus of attention at this point.

Many thanks go out to all the experts, companies and institutions, which supported us by providing data and assessments. Special thanks go to DVV Media Group, Hamburg, and the German Logistics Association (BVL), for their continuing support for this project as publishers.

I would like to thank the head of the Fraunhofer Center for Supply Chain Services, Prof. Alexander Pflaum, for taking over the function as editor of the TOP100 studies and for his impulses for the joint further development of this research.

My thanks also go to Prof. Peter Klaus in particular, whom I can always contact for the concerns of the TOP100, either announced or unannounced, by email, telephone or in person.
Special thanks go to the Nuremberg TOP100 team of the Fraunhofer Center for Supply Chain Services SCS, where this study is made. These are by name: Konrad Dürrbeck, Phillip Eckstein and Alexander Hempfing, and also Sophia Bachmann, Dominik Landau, Bennet Niederhöfer, Sarah Pörschmann and Markus Riks.

I thank Karl-Heinz Westerholt for the implementation of the layout.

Further thanks go to our supporters AEB, Commerzbank, KPMG, Transporeon and ICC.

In the hope that I have thought of everyone, I wish you, dear readers, interesting reading. Let me know what you like about the study – but also what you don’t like. We will be happy to take up your suggestions for future issues.

Nuremberg, October 2019

Martin Schwemmer
Dear Reader,

International trade promotes prosperity and peace. An essential prerequisite for this is functioning logistics with smooth flows of goods that are not obstructed by national borders. Making this happen has been our driving force at AEB for over 40 years: We are striving to develop software solutions that increase efficiency in supply chain processes and make them more ecological, safer, and fairer. Software that, for example, helps to comply with compliance and embargo regulations. That allows to automate customs formalities and handle them faster. That improves cooperation between shippers and logistics companies. The TOP100 reference work pursues the same goal by bringing transparency to the supplier market. We are therefore pleased to contribute to TOP100 and to support the publication as a sponsor.

Yours sincerely,
Steffen Frey

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Dear Reader,

The European logistics industry is one of Commerzbank’s leading focus sectors. The high level of sector expertise within our organization is the result of regular and close exchange with our customers on-site, trade associations and public authorities, as well as of our annual industry symposiums.

Since the TOP 100 study was first published many years ago, we have come to appreciate this unique and comprehensive compendium of one of the most complex industries, which continues to provide a reliable survey of the most important trends affecting the global industry. Therefore, this study is a “must-have” for all market players and interested parties such as transport and logistics companies, research institutes, consulting firms and financial investors. We as Commerzbank feel privileged to lend our support to this new edition of the European TOP 100 study.

We hope you will enjoy reading the study and come to regard it as a valuable source of inspiration and ideas on how to further develop and strengthen your business.

Yours sincerely,
Jens Wagener
Dear Reader,

Having observed the Transport and Logistics Industry for several years now, it is inspiring to see the overall market more vivid and alive than ever. Despite geopolitical tensions, technological disruption and macroeconomic uncertainties, the industry remains fundamentally strong, because at the very heart of its business model, it connects goods and people all over the world, and therefore is and will remain the backbone of global trade. As we move forward into an age where transport and mobility become increasingly connected, where digital processes enable integration and collaboration on a new scale between global partners, we are privileged to support the TOP100 in its endeavor to provide structure and transparency for a highly complex market.

Yours sincerely,
Steffen Wagner

Dear Reader,

The Transport logistics sector reacts more sensitively than almost any other to structural and economic changes, as it is closely linked to developments in the manufacturing sector. Economic crisis lead to severe fluctuations in transport demand and prices and challenges industrial corporations and trading companies as well as their transport service providers in their strategic planning. This is one more reason why these companies see the further development of the digital supply chain as an opportunity in order to react quickly and flexibly to sometimes unpredictable economic developments. Our close cooperation with our shipping customers and carriers shows us the open-minded approach with which all parties are facing the digital change. We are pleased to be able to pass on our insights, which are based on extensive analyses of our platform data as well as regular surveys and discussions with our customers, as part of the TOP100 logistics framework.

Yours sincerely,
Marc-Oliver Simon

Dr. Steffen Wagner
Global Chair Transport & Leisure
KPMG AG

Marc-Oliver Simon
CEO & Founder
Transporeon
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With a growth of 3.7 percent, the European logistics sector recorded stronger growth in 2018 than was to be expected in the previous year. This results in a logistics sector volume of 1.120 billion, of which 50 percent is provided by logistics service providers. The remaining 50 percent are provided within the framework of plant logistics by industry and trading companies. The volume generated for transport alone amounts to around € 513 billion (46 percent), and around € 361 billion (32 percent) are incurred at the logistics locations in the area of warehousing and transshipment. A share of 7 percent and thus around € 78 billion is attributable to logistics planning and around € 168 billion (15 percent) represent inventory holding costs.

Around 19 billion tons were moved through the logistics sector in Europe, which can be translated into a figure of around 37 tons per capita of the population.

As in former years, the CEP market segment shows the highest growth rate, while contract logistics and warehousing/terminal segments grew by average from 2016 until 2018. Bulk transportation and Ocean cargo did hardly grow, whereas FTL, LTL and Special Transports could grow above average through adjusted freight rates mainly due to lacking loading capacity in these markets. Air Freight tonnage increased by about 10 percent from 2016 until 2018, leading to a grown air cargo market.

The strong influence of world trade on logistics is undisputed. Uncertainty for logistics managers emerges from threatening trade impediments. In addition to that, the discussion on sustainability improvements on a political level is source of uncertainty which regulations will come up in that field. Regarding e-mobility, economic solutions that enable for a substantial shift of goods flows away from diesel propulsion are not yet in place.

The presentation of the results in this issue is as follows: first of all a detailed trend discussion follows. Subsequent chapters address definitions for our research and the methodological approach of our work. The study also includes detailed profiles of 9 logistics market segments and the TOP100 ranking with the largest logistics service providers in Europe.
<table>
<thead>
<tr>
<th>Trend titles</th>
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<td><strong>1. Globalization</strong></td>
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<td><strong>2. Demographic change</strong></td>
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<td>Political and economic instability, climate change, natural catastrophes, terrorism and cybercrimes</td>
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<td><strong>7. Innovative technologies and digital transformation</strong></td>
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<tr>
<td>Effectiveness of logistics operations</td>
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</tbody>
</table>

External trends (1 to 6) mostly affect the demand for logistics activity and services and can only be hardly influenced by single businesses.

Implications: Trends should be observed to react properly in regard to own operations.

An incremental and ongoing business transformation process can explicitly be directed towards lifting potentials from those trends and developments (e.g. technology deployment, professionalization etc.).

Implications: Companies should shape those trends against the backdrop of their business.
Starting in 2015, a survey among the top logistics service providers which are addressed by the TOP100 data query each year was initiated. The following Figure 2 shows the rating of the top logistics service providers in Europe over the years regarding the hypothesis that digitalization makes investments necessary in the short term.

To react on trends, companies must spend some kind of resource (time, investments). Yet, when resources get allocated, actions and measurable outcome will follow. To concretize on an amount of investments which get allocated on digitalization topic the share of turnover which gets invested was surveyed.

Political influence is discussed frequently nowadays in regard to logistics development. Consequently the question arises, if logistics providers perceive the transport and logistics sector to be adequately covered by political legislation.

Logistics providers majority view shows disagreement to the above statement. It is a question unanswered, how this issue could be tackled in the short term.
Measuring the European business logistics system and forecast until 2024

The European transport and logistics sector has grown in 2018. A growth of about 3.7 percent prolongs a trend of now three years of increasing growth development. This seems to contradict economic expectations, but, in fact is highly plausible against the backdrop of the developments of the logistics sector until the end of 2018.

In the year 2014 for the first time the overall transaction volume of logistics increased above € 1,000 bn. and from then on rose steadily to the most recent figure.

The forecast results for the whole of Europe (EU30) are displayed in the following chart. Furthermore, forecasts for Germany, France, the United Kingdom, Italy, Spain, the Netherlands, Poland and Switzerland are presented in the report.
Profiles of nine logistics segments under observation

Derived from the estimation of the whole logistics sector in Europe, a differentiation regarding the logistics segments is possible. The following figure gives the results of this differentiation in Euro:

![Profiles of nine logistics segments under observation](image)

Example for market segment structure – Bulk logistics

**First level:** Logistics object attributes
- Bulk
- Truckload / Cont. load
- LTL / Groupage Logistics
- Parcel
- Letter Mail
- Object not specified

**Second level:** Primary logistics activities
- Transportation
  - Transfer in Space
    - Airports
    - Sea Waterway
    - Railroad
    - Truck Road
- Storage / Handling
  - Transfer in Time / Arrangement
    - Global / intercontinental
    - EU / National Network
    - Regional
    - Facilities-bound
- Value-Added Services
  - Organization / Integration / Rationalization
- Sorting-/Storage-Technologies

**Third level:** Mode of transport/ prod. technology
- Trade-Lane
  - Origin-Detain
- Global / intercontinental
- Regional
- Facilities-bound

**Fourth level:** Spatial structure/ dimension
- Standardized
  - Common-user / Transaction-related
- Specialized
  - Special-user / dedicated / Contract

**Fifth level:** System specificity, type of relationship, service quality
- Mining and quarrying
- Agricultural industry
- Coal and steel industry
- Oil industry
- Recycling / reverse logistics
- Etc.

**Boldly framed:** Level of detail of the market segment is available in the recent «Top 100» study.
**Slightly framed:** Option of further segmentation.
## The TOP 100

**RANK** | **COMPANY** | **DATA QUALITY** | **LOGISTICS REVENUE WORLDWIDE** | **LOGISTICS REVENUE EUROPE** | **EMPLOYEES** | **DETAILS**
---|---|---|---|---|---|---
1 | Deutsche Post DHL (Group) (DE) | ** | 51,841 | 28,475 | 547,459 | 1,810
2 | Maersk A/S (DK) | ** | 34,085 | 17,050 | 80,220 | 3,295
3 | Deutsche Bahn AG (DE) | ** | 21,400 | 16,160 | 331,600 | 1,750
4 | DB Schenker (part of DB AG) (DE) | ** | 16,973 | 11,700 | 70,000 | 3,200
5 | Kuehne + Nagel International AG (Konzern) (CH) | *** | 18,435 | 10,972 | 77,416 | 700
6 | CMA-CGM SA (FR) | ** | 19,895 | 9,950 | 37,092 | 19,895
7 | SNCF SA (FR) | ** | 9,935 | 9,935 | 50,000 | 7,500
8 | La Poste (Group) (FR) | ** | 9,665 | 9,665 | 140,000 | 7,500
9 | Mediterranean Shipping Company Holding SA (MSC) (CH) | * | 19,550 | 9,500 | 47,000 | 19,550
10 | UPS Europe NV (BE) | * | 62,775 | 7,850 | 481,000 | 62,775
11 | DSV A/S (DK) | *** | 10,606 | 7,832 | 47,394 | 10,606

**SUM TOP 10** | 258,187 | 127,389 | 1,839,181

11 | The Royal Mail Holdings Plc. (Konzern) (UK) | * | 7,500 | 7,500 | 145,000 | 7,500
12 | GeoPost SA (part of La Poste) (FR) | *** | 7,303 | 7,303 | 33,000 | 7,303
13 | FedEx Express International B.V. (NL) | * | 58,200 | 7,100 | 450,000 | 8,700
14 | Dachser SE (DE) | *** | 6,493 | 5,893 | 30,609 | 6,493
15 | XPO Logistics Inc. (US) | ** | 15,094 | 5,760 | 100,000 | 8,706
16 | Hapag-Lloyd Aktiengesellschaft (DE) | * | 11,515 | 5,760 | 12,765 | 8,706
17 | Bolloré Holding SA (FR) | ** | 8,706 | 4,888 | 35,503 | 8,706

**CONTACT:**
Martin Schwemmer  
E-Mail: martin.schwemmer@scs.fraunhofer.de  
Phone: +49 (0) 911 58 0 61 – 95 60

Fraunhofer Center for Supply Chain Services SCS  
Nordostpark 84, 90411 Nürnberg  
www.scs.fraunhofer.de
The TOP100 logistics service providers

The annex of the report contains 146 company profiles of the largest logistics service providers in Europe.

Arcese S.p.A. (IT)

Profile

Arcese was founded in 1976 by Eleuterio Arcese. Since then Arcese has grown significantly and is now present in 17 countries.

Core Competencies

Arcese offers a comprehensive service portfolio in the fields of road and logistics services.

Staff

In the first half of 2018 Arcese and Renault were strengthen their collaboration in Spain to.

Key Data

Arcese España has entered into an agreement with the French

Bursped Speditions GmbH (DE)

Profile

Bursped was founded in 1948 by Günther Brümmer and Hugo von Rautenkranz. The company generates the largest share of its turnover in Europe and is a leading player in Europe.

Core Competencies

Bursped provides a comprehensive range of services including international transport, warehousing and international distribution.

Staff

Eleuterio Arcese (President).

DOK Group A/S (DK)

Profile

DOK is a leading Danish integrated transport and logistics company with strong positions in transport and logistics in the Nordic countries.

Core Competencies

DOK offers a comprehensive range of services including international transport, warehousing and international distribution.

Staff

Dok group USA, Inc.

Hermes Europe (DE)

Profile

Hermes Europe GmbH is Germany’s largest post-independent logistics service provider for delivery to private individuals (B2C and C2C sector). Hermes is a wholly owned subsidiary of the Hamburg-based Otto Group, which unites a total of 120 companies under one roof, including well-known mail order companies such as Otto, Redcoon and eBay.

Core Competencies

Hermes offers a comprehensive range of services including international transport, warehousing and international distribution.

Staff

Hermes (UK Ltd)

The annex of the report contains 146 company profiles of the largest logistics service providers in Europe.
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The “Top 100 of Logistics” provides you macro data classified into logistics submarkets, industries and transport carriers. Additionally, the market development in German logistics can be found.

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