»Top 100 in European Transport and Logistics Services 2015/2016«
Fraunhofer Center for Applied Research on Supply Chain Services SCS, Nuremberg

Logistics market size in billion €

»Europe of 30« in total
€ 960 bn. (2014)

supported by:
The study describes the European logistics market and offers profiles on LSPs, countries and industries

Contents of the study

Ten drivers concept and trend assessment

Part II  Demarcation of the logistics market
The subject of the »Top 100« survey

Part III  Measuring the total cost of the European business logistics system
Three approaches to measure the logistics sector

Part IV  In detail: Nine major logistics market segments
Bulk Log., FTL, LTL, Special Transp., CEP, Contract Log., Warehousing and Terminal, Ocean Cargo, Air Freight

Part V  Industry Profiles
Food Industry, Chemical & Pharmaceutical Industry, Machine Engineering, Automotive Industry

Part VI  Country Profiles
EU28 plus Norway and Switzerland

Part VII  The »Top 100« lists
Top 200 Europe and Top 50 World

Appendix: The ABC of company profiles of the European »Top 100«
Profiles with key figures and additional information on the 225 largest logistics service providers in Europe
The European logistics market accounts for € 960 billion in 2014 and transports 18.6 billion tons

Market volume Europe 2014

- Road: 14,497 million tons (78%)
- Rail: 1,228 million tons (7%)
- Inland waterways: 543 million tons (3%)
- Sea: 1,545 million tons (8%)
- Pipeline: 827 million tons (5%)
- Air: 8 million tons (0%)

Inventory holding costs: € 225 bn.
Transportation costs: € 425 bn.
Order processing costs: € 50 bn.
Warehousing costs: € 225 bn.
Administrative costs: € 30 bn.

Contract logistics accounts for more than 40% of the European logistics market volume

Share of market segments in the total market volume of € 960 billion

- Contract Logistics: € 394 bn. (41%)
- Warehousing and Terminal: € 106 bn. (11%)
- General Truckload (FTL): € 86 bn. (9%)
- Specialized Transportation: € 77 bn. (8%)
- Groupage / LTL: € 45 bn. (5%)
- Air Freight: € 19 bn. (2%)
- Bulk Logistics: € 77 bn. (8%)
- Ocean Cargo: € 86 bn. (9%)
- CEP: € 70 bn. (7%)
The outsourcing degree in contract logistics is still at low level and does not tap the full potential

»Insourced« and »outsourced« shares per market segment in billion €
Nine market segments are surveyed regarding different topics

Market segment Contract Logistics

Market share of the top 10 companies in the »outsourced« part of the market segment

<table>
<thead>
<tr>
<th>Company</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEUTSCHE POST DHL (DE)</td>
<td>8.1%</td>
</tr>
<tr>
<td>KUEHNE + NAGEL (CH)</td>
<td>2.5%</td>
</tr>
<tr>
<td>XPO LOGISTICS (US)</td>
<td>2.4%</td>
</tr>
<tr>
<td>ARVATO (DE)</td>
<td>2.0%</td>
</tr>
<tr>
<td>SNCF (FR)</td>
<td>1.9%</td>
</tr>
<tr>
<td>VOLKSWAGEN KONZERN-LOGISTIK (DE)</td>
<td>1.7%</td>
</tr>
<tr>
<td>UPS EUROPE (BE)</td>
<td>1.6%</td>
</tr>
<tr>
<td>DB MOBILITY LOGISTICS (DE)</td>
<td>1.5%</td>
</tr>
<tr>
<td>CEVA GROUP (UK)</td>
<td>1.4%</td>
</tr>
<tr>
<td>FIEGE LOGISTIK (DE)</td>
<td>1.4%</td>
</tr>
<tr>
<td>Others</td>
<td>75.4%</td>
</tr>
</tbody>
</table>

Food: 27%

Chemistry: 10%

Vehicles: 10%

Agric./ forest: 10%

Iron/ Steel/ Metal: 9%

Construction: 8%

Shipping industries: Others 27%
Detailed trend profiles examine ten drivers, which are influencing the European logistics market

Ten drivers concept

<table>
<thead>
<tr>
<th>Ten drivers concept</th>
<th>Drivers which can be hardly influenced</th>
<th>Drivers which can be adopted for successful business options</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Globalization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Demographic development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. State intervention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Rising risks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Professionalization – efficiency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Focus on core competencies – effectiveness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Service orientation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Innovative technologies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Faster ticking clocks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The ten trends are highly interconnected to each other

Interconnectivity of trends

Drivers connectivity

Current relevance according to trend discussion

General relevance

Low connectivity

High connectivity

Logistics drivers' portfolio 2015/2016

Globalization

Focus on core competencies

Demographic development

Service orientation

State intervention

Innovative technologies

Professionalization

Faster ticking clocks

Sustainability

Rising risks

© Fraunhofer
Country Profiles contain information about the EU member states as well as Norway and Switzerland

VI.4.14 France (FR)

1. Basic conditions

The macro-economic environment and market size

France was only mildly affected by the crisis in 2009, suffering a GDP decrease of 2.9% compared to 2008 and recovering immediately in 2010. Afterwards, economic activity increased slightly over the last two years. One of the largest positive net increases in natural population was registered in France of 52,000 persons, which explains the average population increase of 0.5%. A high trade deficit characterizes the French foreign trade, which worsened in 2011, considering the average import growth rate of 4.7% and the average export growth rate of 4.4%. The French transport and logistics market is estimated at €104.7 billion, making it the second largest logistics market in Europe after Germany. The transport market measured at 2.264 m. tons and the transport intensity was significantly below the EU average of 35.9 tons per inhabitant. The main transport center in France is the road, even though the average road traffic performance (tons) decreased by 2.7% between 2007 and 2010. Despite the above average railway density, France only has a low share in rail traffic, which represents half the European average. This is somewhat remarkable as long inter-country distances could be covered adequately by this mode of transport. Greenhouse gas emissions from the transport sector have decreased by 2.8% since 2007. The transport fuel tax as well as the environmental tax is lower than the European average, which makes the market attractive to logistics service providers.

2. Infrastructure

France has a well-developed road and rail network. The importance of road traffic is underlined by the over-average density of roadways of 21.36 meter per sq km of land area. The density of railway tracks also is above the European average. France has a well-developed high-speed rail network connecting important French and European cities with other established public transport systems. The ongoing investments in inland waterways like e.g. the Rhine channel Seine-Nord Europe (CSN) are on the rise. Important hubs

Paris Charles de Gaulle (CDG) is by far the largest air cargo handling airport in Europe, with a volume of about 16.5 million tons in 2010. It is also the third largest cargo airport in Europe after Frankfurt/Munich and London Heathrow. The further listed airports Paris Orly and Toulouse Blagnac are not comparable to CDG in size and were not mentioned in this overview. In France, two thirds of the overall volume of 200 m. tons of sea cargo are handled by the Atlantic and North Sea ports, while one third is shipped from Mediterranean sea ports like the Marseille/Provence Port. The port of Le Havre is the gateway between the North Sea and the Atlantic. Le Havre is a deep water port and located directly at the Channel. The main breakdown is the handling of containers. Dunkerque is located at the Atlantic coast and handled about 36,5 m. tons of sea freight in 2011.

Model split

The high importance of France within the European freight transport sector showed the comparatively high share of domestic and outbound movements of over 12% of the freight volume of the EU-27 countries. Moreover, the country shows a broad variety of different transport modes; in its model split, together with Malta and Switzerland, France has the highest road freight share (39.8%) after Luxembourg with 51% of Luxembourg. China is the only country with a share of 9% (EU). Nevertheless, the ports of Marseille and Le Havre are among the most important hubs in Europe.
Country Profiles contain information about the EU member states as well as Norway and Switzerland

3. Industrial structure

Industry sectors

The French economy is the second largest in Europe. In contrast to the protectionist policies supporting the industry in the past, the manufacturing sector is currently below the European average and also has an obviously smaller share compared to the European average. It has a share of about 65%, the tertiary sector, containing the wholesale and retail trade, transportation and storage as well as service delivery, holds the largest share of France’s net product. Especially the service delivery sector is free, with a share of 19.1% considerably above European average (14.4%). Furthermore, agriculture plays an important role in France in comparison to other European countries. (Note agriculture and forestry not included in the data)

Manufacturing Industry

The food and tobacco products, beverages industry holds the largest proportion of the manufacturing industry, with a share of about 20%, followed by the motor vehicles, trailers and other transport equipment industry with a share of slightly above 16%. Both are above the European average and are therefore among the most important industries in France. Especially in the wine grape cultivation, France has an outstanding position as the country is the largest producer of wine and beer drinks in the world. Besides the mentioned industries, also the coke, petroleum and nuclear products sector shows a share above the European average. In contrast, the machinery and equipment sector shows the highest negative deviation from the European average within the manufacturing industry.

4. Logistics data – Top logistics service providers

In France, the national companies play a dominant role in the top 15 ranking with the acquisition of LOGISTREX en MARS-2015, XPO LOGISTICS entered the French as well as the European market. The US-American XPO looks to reenter the former activities of HORSBERGER DENTRESSANGES. Market reports revealed an ample number of US-American logistics service providers since several years and XPO now aims to close one of the first to start operations there. Still the top list is mainly populated by French based service providers. The large market in regard to the populations purchasing power as well as geography provides good circumstances for strong national service providers. A protective government also supports the national competition and the top 5 is only composed of national companies, therefore, among XPO, also DB MOBILITY LOGISTICS, DEUTSCHE POST DHL, and KUEHNE + NAGEL can be found in the top 15. The top list is led – as in many other countries – by the national railway SNCF, which owns also the large internationalacting logistics subsidiary GEODIS.

Developments and trends

The French GDP growth rate shows a development close to the European average. Regarding the logistics sector, France is focusing on following sustainable solutions in traffic and logistics. The government is also demanding more awareness of the environment in logistics. A leading initiative is the city logistics concept called “Christina”, that was developed and awarded by OECD/OS and started its operation in Paris in 2011. The robust is planned to be compliant in 2015 with the opening of seven new bases, which will increase the number of registered electric vehicles up to 75. Further expansions to other French cities as well as to European metropolitan areas are being planned. A further French infrastructure project is the new channel Seine-Nord Europe (SNE), which will be opened in 2020, offering an alternative for freight transportation from the region Paris and La-Havre to the Belgian, Dutch and German railway network. Additionally, France has quite ambitious expansion plans for the port of Le Havre. The objective is to become the benchmark port for stakeholders in the automotive industry worldwide. Therefore, the expansion of the inland terminal of Le Havre is pushed with the aim to handle 500,000 vehicles by 2020. All these projects show that France is heading for alternative freight transportation with the aim to reduce the share of road freight transportation. Additionally, the country promotes its logistics location as being efficient and simultaneously sustainable.
The »Top 100« team also included industry profiles for four important European industry sectors (Food, Chem. & Pharmac., Machine Engineering, Automotive)

V.3 Machine Engineering

Overview

- Number of enterprises in thousand
- Turnover in billion EUR
- Revenue per enterprises in thousand EUR

Share of cluster revenue in the manufacturing industry

- Food Industry (48%)
- Chemical & Pharmaceutical Industry (16%)
- Automotive Industry (13%)
- Other Manufacturing Industries (13%)

Revenue by market segments

- General-purpose machinery (35%)
- Metal forming machinery (7%)
- Agricultural and forestry machinery (7%)
- Other special-purpose machinery (25%)

The machine engineering industry, including general-purpose machinery like turbines, pumps or compressors, cars, forges, machine tools as well as forest and agricultural machinery, accounts for around 11% of sales in the European manufacturing industry. In 2011, this segment reached sales volumes of nearly 660 billion EUR. Approximately 2.8 million persons were employed in more than 90,000 companies. Since the peak of the economic crisis in late 2009, revenues of the mechanical engineering cluster reached average yearly growth rates of almost 5.3%. Most of the market participants - numerical more than 85% - are medium-sized and small enterprises with less than 50 employees. Large and very large companies, having more than 50 people still, account for almost 16% of all sales turnover and obtain far more than 7% of all market shares. Referring to interest market segments, the two categories general-purpose machinery (e.g. engines, turbines, pumps or solar heat collectors) and other general-purpose machinery (e.g. presses, filling and handling equipment or packaging and hand tools) account for more than 10% of branch revenues. Concerning turnover in the European machine engineering industry, Germany is by far the largest economy standing for almost 40%, Italy as the second largest producer, accounts for 17% followed by France with 7%.

Demand for logistics services

Top manufacturers in Europe

The European top 16 in the mechanical engineering industry is headed by the German company SIEMENS, which achieved revenues of € 12.0 billion in 2014. The company is followed by thyssenkrupp with revenues of € 11.0 billion, and CATERPILLAR with revenues of € 10.4 billion. SIEMENS and thyssenkrupp are strongly diversified and also operating in various other segments like mobility, power and gas, material science or steel. CATERPILLAR, which is specialized, and OHM INDUSTRIAL, number 4, are leading manufacturers of construction and agricultural machines. LIEBHERR, DEUTZ, and CLAAS are producing construction, agricultural or forestry machines and equipment, too. SCHMIDTEN and KONE are highly specialized enterprises and worldwide leading manufacturers of elevators, escalators and moving walkways. VESTAS, a Danish supplier of wind power plants, realized a turnover of almost € 4.2 billion in Europe in 2014 and reached position 8 in the ranking. KONE, which is a supplier of elevator trucks and warehouse technology, was founded in 2006 as a subsidiary of YASKAWA and is the leading manufacturer of elevators and escalators. The ranking is dominated by enterprises originating from Germany (6), Switzerland (2) and the United States (2).

Sector specific requirements

The machine engineering industry is characterized by a high degree of individualized production processes and a large variety of types of goods. To keep complexity manageable, many logistics activities are operated vertically by producers and retailers themselves. Another indicator for this is the low presence of logistics companies providing dedicated services solely for this branch. The majority of the assigned sectors provide a diversified portfolio with an extensive range of services. Regarding core logistics processes, the requirements are quite similar to the automotive industry although this processes offer a certain degree. The share of non-standardized processes is stronger (flexible custom and product diversity is much higher). Modules added services like assembly, packaging or export preparations are of high relevance, too.
The »Top 100« team also included industry profiles for four important European industry sectors (Food, Chem. & Pharmac., Machine Engineering, Automotive)

Supply of logistics services

Top logistics service providers in Europe

Due to the increased demand for logistics services in various sectors, it is crucial to identify key players in the logistics market. The »Top 100« team highlighted prominent industry players, offering services for customers in the food, chemical, pharmaceutical, and machine engineering sectors.

Industry specific flows of goods

Top 5 intra-EU trade lanes (values in thousand tons)

Challenges for logistics services providers and relationship with shippers

The goods structure in machine engineering is diverse and can vary significantly from package to package. Therefore, cooperation between shippers and logistics service providers is essential to ensure smooth and efficient handling.
The »Top 100« team also included industry profiles for four important European industry sectors (Food, Chem. & Pharmac., Machine Engineering, Automotive)

Import and export volumes

The Netherlands is the largest importer as well as exporter of products of the mechanical engineering industry in Europe. The most important trading partner in Germany, representing a share in exports of more than 26% and in inbound shipments of approximately 60%. These figures underline the role of the Netherlands as gateway and distribution center for German (and many other European countries’) exports to and from all over the world. German imports are dominated by high degrees of around 15% by Chinese deliveries, whereas the majority of exports go to the United States (about 8%). Another important hub in the European mechanical engineering industry is Italy. The Italian exports are two and a half times higher as its imports. Most important trading partners are Germany, France and the United States (for outbound shipments, about 23%) as well as China. German and French inbound shipments are around 16%. All in all, the European producers of machine engineering goods are highly interconnected with non-European trading partners.

Trends and developments

The mechanical engineering industry is confronted with various trends and future challenges. Upcoming topics like Cyber Physical System and a rising degree of automation (see trend discussion on innovative technologies and professionalization) will increase complexity and the requirements regarding plants, machinery and other components. Therefore, the customers from the mechanical engineering industry require more comprehensive, integrated and customized solutions as well as complex after-sales services at a global level. Machinery and equipment have to be delivered to customers all around the world, if possible even as “turnkey” solutions. Moreover, the users of these products also want to have extensive warranty claims supported by value-added services like on-site assembly, maintenance and repair, wherever and whenever necessary.
In Germany, Deutsche Post DHL, DB Mobility Logistics and Dachser are the leading market players

### Top 10 Germany 2014

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Data Quality</th>
<th>Logistics revenue 2014 in m. €</th>
<th>National employees</th>
<th>Logistics revenue 2014 in Europe in m. € (excluding »Mail«)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DEUTSCHE POST DHL (DE)</td>
<td>* 7,340</td>
<td>170,596</td>
<td>25,840</td>
<td>diversified</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>DB MOBILITY LOGISTICS (DE)</td>
<td>*** 7,121</td>
<td>122,970</td>
<td>15,107</td>
<td>div., via DB SCHENKER LOGISTICS and DB SCHENKER RAIL</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>DACHSER (DE)</td>
<td>*** 2,850</td>
<td>13,058</td>
<td>4,895</td>
<td>forw. / LTL / food log.</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>KUEHNE + NAGEL (CH)</td>
<td>*** 2,623</td>
<td>n/a</td>
<td>11,745</td>
<td>forwarder / net forw. rev.</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>RHENUS (DE)</td>
<td>*** 2,300</td>
<td>n/a</td>
<td>4,135</td>
<td>forwarder</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>VOLKSWAGEN KONZERNLOGISTIK (DE)</td>
<td>* 1,800</td>
<td>n/a</td>
<td>2,400</td>
<td>VOLKSWAGEN owned contract logistics</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>UPS EUROPE (BE)</td>
<td>* 1,700</td>
<td>18,000</td>
<td>6,000</td>
<td>CEP service provider</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>HERMES EUROPE (DE)</td>
<td>* 1,650</td>
<td>n/a</td>
<td>2,230</td>
<td>CEP, forwarding</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>GEOPOST (FR)</td>
<td>*** 1,585</td>
<td>7,500</td>
<td>4,921</td>
<td>CEP, via DPD</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CARGOLINE (cooperation) (DE)</td>
<td>*** 1,415</td>
<td>n/a</td>
<td>2,054</td>
<td>LTL cooperation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>E.L.V.I.S. (cooperation) (DE)</td>
<td>*** 1,388</td>
<td>n/a</td>
<td>2,018</td>
<td>part load network</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>HELLMANN WORLDWIDE (DE)</td>
<td>*** 1,364</td>
<td>n/a</td>
<td>1,810</td>
<td>forwarder</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sum Top 10</td>
<td></td>
<td></td>
<td>30,333</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# Top 25 Europe 2014

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Data quality</th>
<th>Logistics revenue in Europe 2014 in m. €</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Deutsche Post DHL (Group) (DE)</td>
<td>***</td>
<td>25,840</td>
<td>diversified</td>
</tr>
<tr>
<td>2</td>
<td>DB Mobility Logistics AG (DE)</td>
<td>***</td>
<td>15,107</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Maersk A/S (DK) (ocean carrier)</td>
<td>*</td>
<td>14,850</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Kuehne + Nagel International AG (CH)</td>
<td>***</td>
<td>11,745</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>DB Schenker Logistics (part of DB Mobility Logistics AG) (DE)</td>
<td>***</td>
<td>10,249</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>La Poste (Group) (FR)</td>
<td>**</td>
<td>9,041</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>CMA-CGM SA (FR) (ocean carrier)</td>
<td>*</td>
<td>7,180</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The Royal Mail Holdings Plc. (UK)</td>
<td>***</td>
<td>6,900</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>UPS Europe NV (BE)</td>
<td>**</td>
<td>6,000</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>DSV A/S (DK)</td>
<td>**</td>
<td>5,415</td>
<td></td>
</tr>
</tbody>
</table>

Sum Top 10: 108,598

GeoPost SA (part of La Poste) (FR) *** 4,921
Dachser SE (DE) *** 4,895
DB Schenker Rail (part of DB Mobility Logistics AG) (DE) *** 4,858
XPO Logistics Inc. (formerly Norbert Dentressangle SA) (US) *** 4,400
Rhenus SE & Co. KG (DE) *** 4,135
Mediterranean Shipping Company Holding SA (MSC) (CH) (ocean carrier) * 3,800
Geofco SA (FR) ** 3,037
TNT Express (NL) *** 2,743
Damco International B.V. (part of Maersk) (NL) (ocean carrier) *** 2,603
CEVA Group Plc (UK) *** 2,567
Volkswagen Konzernlogistik GmbH & Co. OHG (DE) | * 2,400 |
STEP SA (FR) *** 2,370
Bolloré Holding SA (FR) ** 2,252
Hermes Europe GmbH (DE) ** 2,230
Hapag-Lloyd Aktiengesellschaft (DE) (ocean carrier) ** 2,200
Paratpaina Weltrtransport AG (Holding) (CH) *** 2,159
General Logistics Systems B.V. (GLS) (part of Royal Mail) (NL) *** 2,100
Rail Cargo Austria (division of ÖBB) (AT) *** 2,073
Caroline GmbH & Co. KG (division) (DE) *** 2,054
E.L.V. & S. AG (cooperation) (DE) (partner revenues) *** 2,018
Arvato (DE) * 2,000
Sum Top 25 151,959

# Top 25 World 2014

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Home country</th>
<th>Logistics revenue worldwide 2014 in bn. €</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Deutsche Post DHL</td>
<td>DE</td>
<td>48.0</td>
<td>diversified</td>
</tr>
<tr>
<td>2</td>
<td>UPS Inc.</td>
<td>US</td>
<td>47.9</td>
<td>CEP / div.</td>
</tr>
<tr>
<td>3</td>
<td>FedEx Corp.</td>
<td>US</td>
<td>43.2</td>
<td>CEP / div.</td>
</tr>
<tr>
<td>4</td>
<td>Maersk A/S</td>
<td>DK</td>
<td>29.7</td>
<td>ocean cargo</td>
</tr>
<tr>
<td>5</td>
<td>DB Mobility Logistics AG</td>
<td>DE</td>
<td>19.8</td>
<td>diversified</td>
</tr>
<tr>
<td>6</td>
<td>Unio Pacific Railroad</td>
<td>US</td>
<td>18.6</td>
<td>rail cargo</td>
</tr>
<tr>
<td>7</td>
<td>BNSF Railway Company</td>
<td>US</td>
<td>18.4</td>
<td>rail cargo</td>
</tr>
<tr>
<td>8</td>
<td>Russian Railways</td>
<td>RU</td>
<td>16.9</td>
<td>rail cargo</td>
</tr>
<tr>
<td>9</td>
<td>Nippon Yusen K.K. (NYK Group)</td>
<td>JP</td>
<td>16.0</td>
<td>ocean cargo</td>
</tr>
<tr>
<td>10</td>
<td>Kuehne + Nagel International AG</td>
<td>CH</td>
<td>14.5</td>
<td>forwarder</td>
</tr>
</tbody>
</table>

Sum Top 10: 273.0

CMA-CGM SA | FR | 13.8 | ocean cargo |
Indian Railway | IN | 11.1 | rail cargo |
Mitsui O.S.K. Lines (MOL) | JP | 10.9 | ocean cargo |
Hyundai Glovis Co. Ltd. | KR | 10.4 | contract logistics |
CSX Corporation | US | 10.1 | rail cargo |
Nippon Express Co. Ltd. | JP | 10.0 | forwarder |
Samsung Electronics Europe Logistics B.V. | NL | 10.0 | contract logistics |
Norfolk Southern Railway | US | 9.6 | rail cargo |
Yamato Holdings Co. Ltd. | JP | 9.3 | CEP / div. |
SNCF SA | FR | 9.0 | diversified |
China Cosco Holdings | CN | 8.5 | ocean cargo |
Kawasaki Kisen Kaisha Ltd. (K Line) | JP | 8.2 | ocean cargo |
Canadian National Railway | CA | 8.1 | rail cargo |
MSC SA | CH | 7.6 | ocean cargo |
La Poste Group | FR | 7.2 | CEP |

Sum Top 25: 416.7

© Fraunhofer
Contact:

Martin Schwemmer

E-Mail: martin.schwemmer@scs.fraunhofer.de

Telefon  +49 (0) 911 58 0 61 – 95 60
Fax       +49 (0) 911 58 0 61 – 95 99

Fraunhofer-Arbeitsgruppe für Supply Chain Services SCS

Fraunhofer Center for Applied Research on Supply Chain Services SCS

Nordostpark 93
90411 Nürnberg

www.scs.fraunhofer.de