



Strategic considerations for network expansion in the economic region Rio de la Plata

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Hans-Ludger Körner, Chief Financial Officer
Röhlig & Co. Holding GmbH & Co. KG



The tango originated in Buenos Aires and Montevideo at the same time, on both sides of the Rio de la Plata

The Tango is always in a move

Everyone develops something new, and contributes to
the fact that the tango is alive ...

→ ... as well as in Logistics

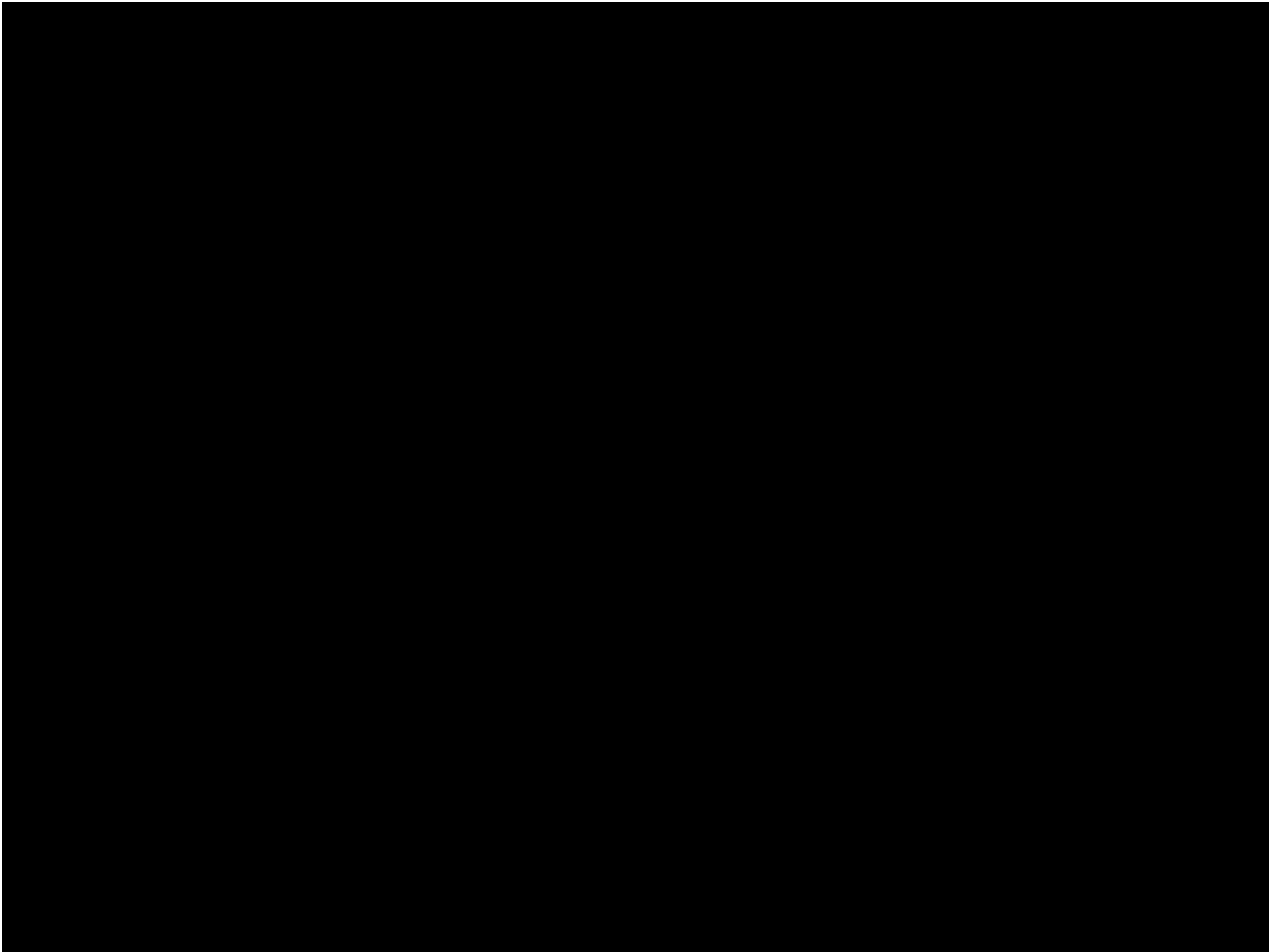


Viceroyalty of the Rio de la Plata (established 1776)

The Viceroyalty of the Rio de la Plata was the southernmost of the Spanish viceroy empires in Latin America. It comprised roughly the present states of **Argentina, Bolivia, Paraguay and Uruguay.**

Agenda

- About Röhlig
- Criteria for network expansion
- Former status quo
- Facts on Latin America
- Challenges
- New structure Röhlig Latin America
- Actual growth



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Criteria for network expansion

- Growth
- Compatibility with existing network
- Manageability of processes
- Profitability
- Opportunity

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Former status quo: Röhlig in Latin America before the current expansion

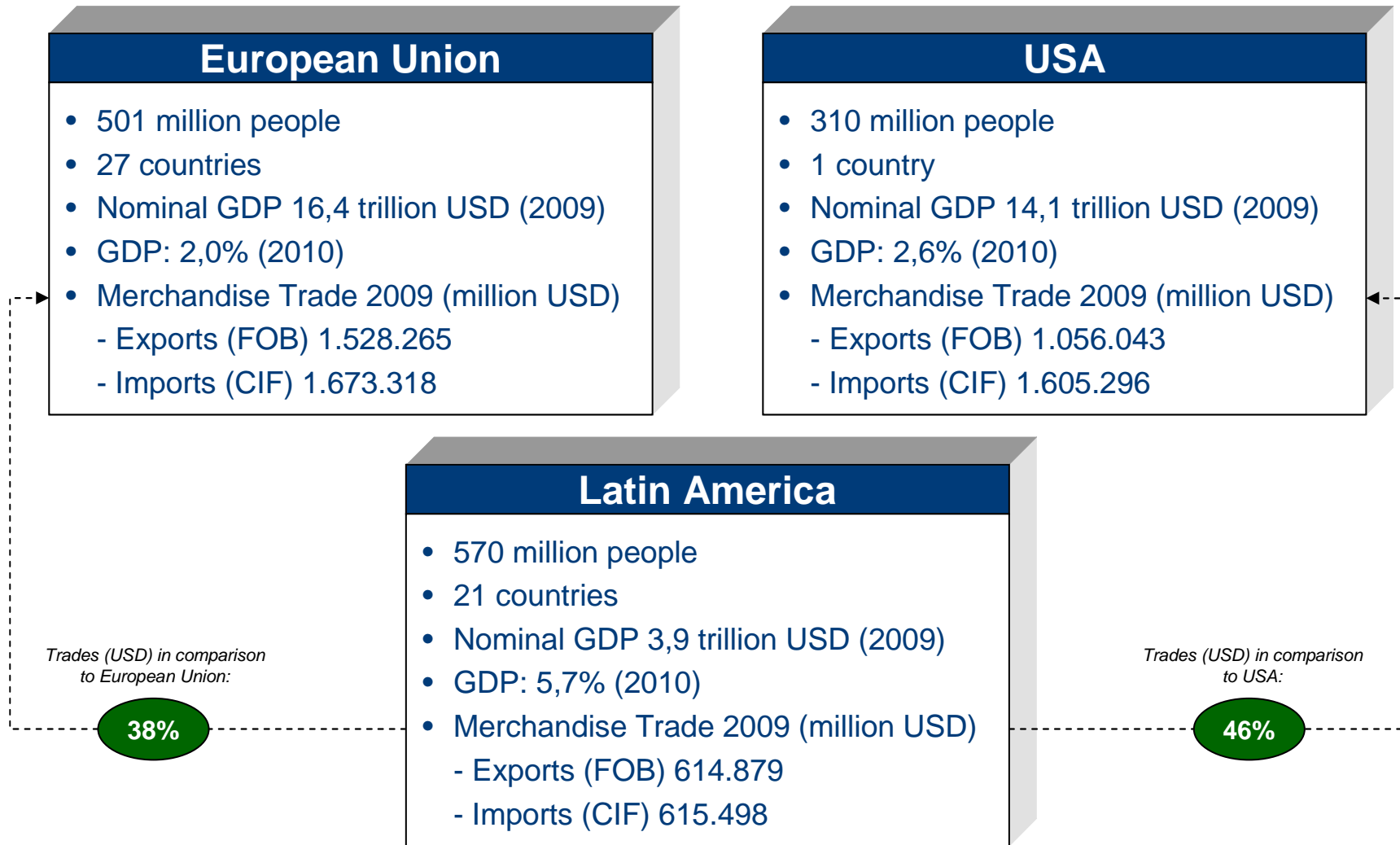


- Only Röhlig country was Chile
- 20 countries covered by Agents / Premium Agents
- Figwal (Brasil) largest agent and owned by former Röhlig employee
- Agents are in control of business (85% of all shipments)
- Lack of Economies of scale
- Lack of unified IT and processes

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Growth potential in Latin America

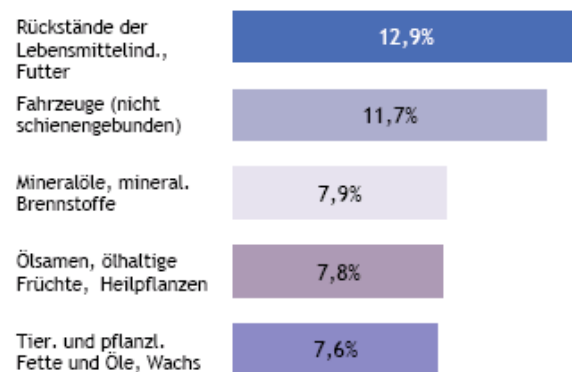


Facts on the former viceroyalty states

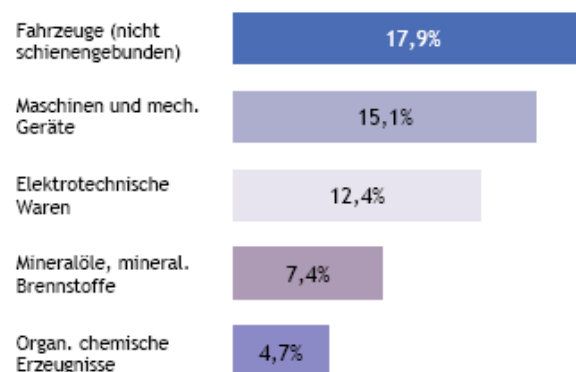
	Argentina	Uruguay	Paraguay	Bolivia	Germany
People (mio):	40,5	3,5	6,4	10,9	81,7
Industries:	oil, gas industry agriculture	agriculture	wood, meat	mining industry (lithium, ore, silver, natural gas)	automotive, mechanical eng. chemical ind.
GDP / head (USD):	9.135	7.172	1.802	1.342	40.273
GDP total (billion USD):	370	22,9	14,8	13,2	3.286
Transp. infrastructure:					
Train	+	-	-	-	+
Road	+	+/-	-	-	+
Ship/Vessel	+	+	-	+/-	+
	(Rio de la Plata)	(Rio de la Plata)	-	-	

Argentina – Export and Import information

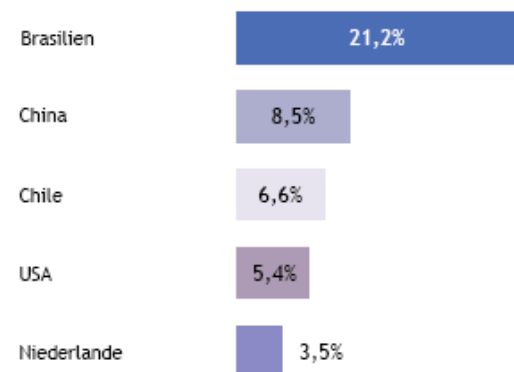
Top 5 Exportgüter 2010
Anteile an der Warenausfuhr insgesamt



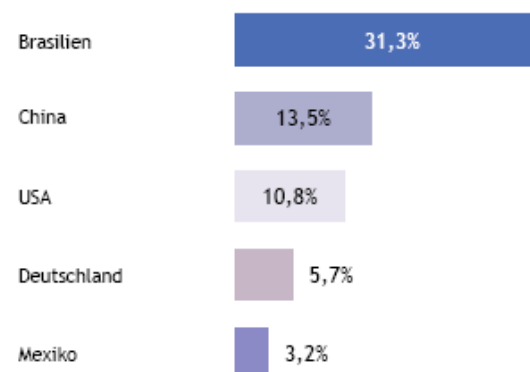
Top 5 Importgüter 2010
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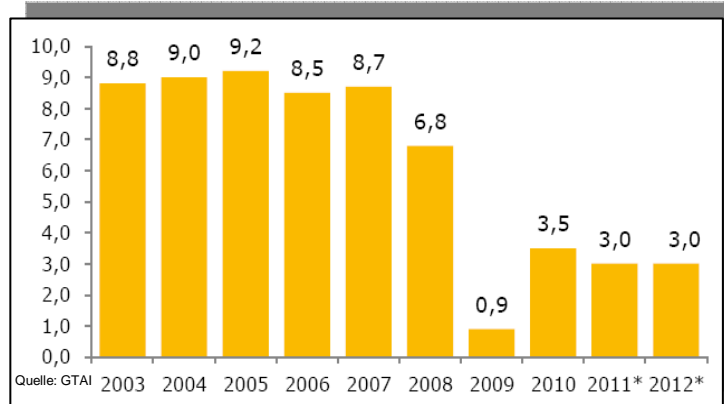
Top 5 Exportländer 2010
Anteile an der Warenausfuhr insgesamt



Top 5 Importländer 2010
Anteile an der Wareneinfuhr insgesamt



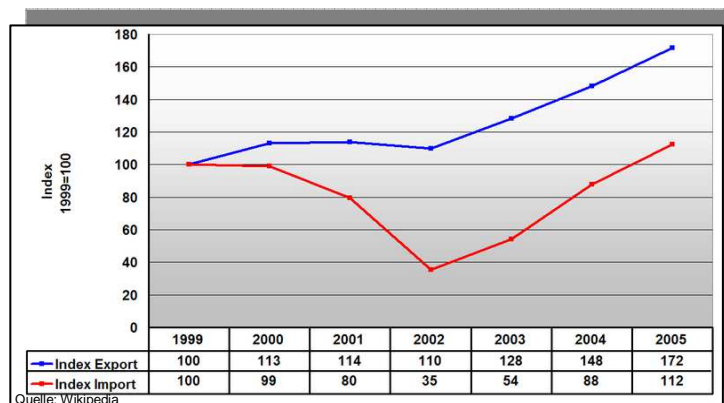
Argentina – Development of ...



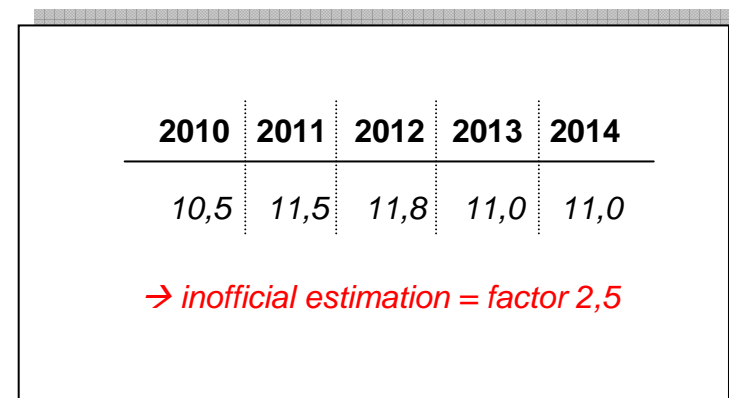
... GDP [annual percentage change; real]



... exchange rates [ARS/USD]



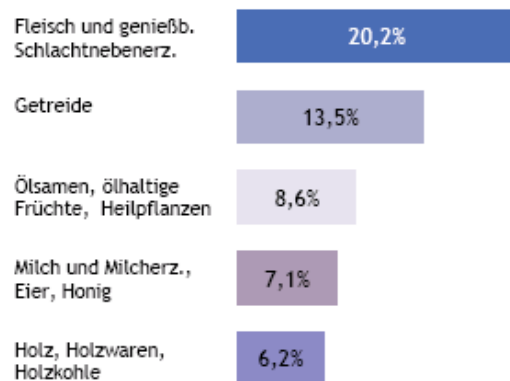
... growth rate [export and import]



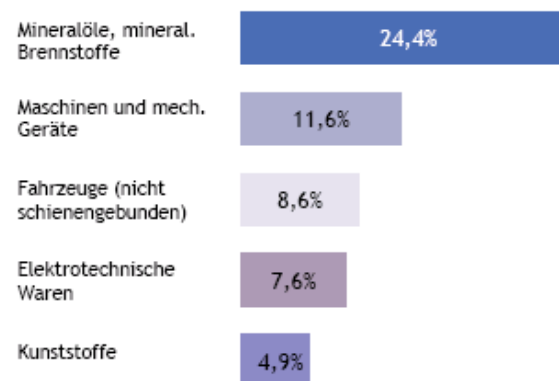
... inflation rate [annual percentage change]

Uruguay – Export and Import information

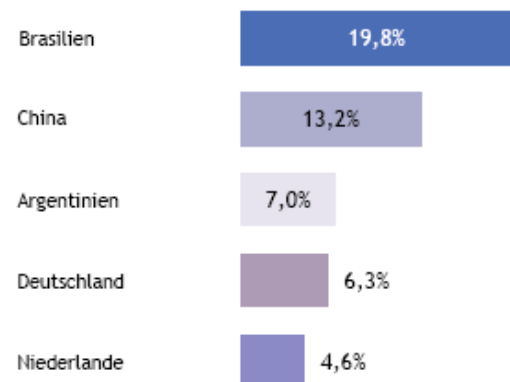
Top 5 Exportgüter 2009
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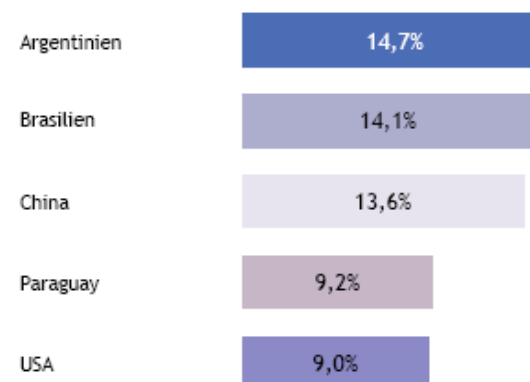
Top 5 Importgüter 2009
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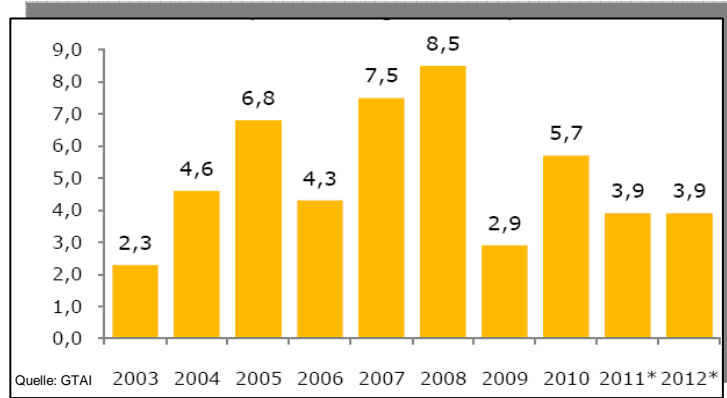
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Uruguay – Development of ...



... GDP [annual percentage change; real]



... exchange rates [UYU/USD]

2010	2011	2012	2013	2014
6,7	11,5	11,8	11,0	11,0

... inflation rate [annual percentage change]

SWOT analysis: Example Argentina

Strenghts

- Natural resources
- Productive agriculture
- Transport infrastructure
- Level of education
- European affected culture

Weaknesses

- Pro cyclical economic policy
- Weak local capital market while restricted access to international capital market
- Little competitiveness of industrial companies
- Ranking in corruption index

Opportunities

- Labor force potential
- Proven flexibility of employees/ companies
- Potential of renewable energies
- Potential for cooperation in research and technology

Threats

- High concentration on few agricultural products
- Inflation → pressure on staff costs and real upward revaluation of the Peso
- Incalculable market interventions of the government
- Possible shortages in energy supply

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Ranking „Ease of doing business“

Economy	Ease of Doing Business Rank	Starting a Business	Dealing with Construction Permits	Getting Electricity	Registering Property	Getting Credit	Protecting Investors	Paying Taxes	Trading Across Borders	Enforcing Contracts	Resolving Insolvency
Singapore	1	4	3	5	14	8	2	4	1	12	2
Hong Kong SAR, China	2	5	1	4	57	4	3	3	2	5	16
New Zealand	3	1	2	31	3	4	1	36	27	10	18
United States	4	13	17	17	16	4	5	72	20	7	15
Denmark	5	31	10	13	11	24	29	14	7	32	9
Germany	19	98	15	2	77	24	97	89	12	8	36
Chile	39	27	90	41	53	48	29	45	62	67	110
Uruguay	90	32	153	7	165	67	97	160	125	103	50
Paraguay	102	106	66	23	64	78	65	132	154	106	140
Argentina	113	146	169	58	139	67	111	144	102	45	85
Bolivia	153	169	107	124	138	126	133	179	126	135	65

TOP 5

LATAM



Quelle: The worldbank (<http://www.doingbusiness.org/rankings>)

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Offices in Latin America after expansion



Argentina
Buenos Aires
Rosario

Uruguay
Montevideo

Paraguay
Asuncion

Bolivia
La Paz
Santa Cruz

USA
Miami (HUB)

Chile
Santiago

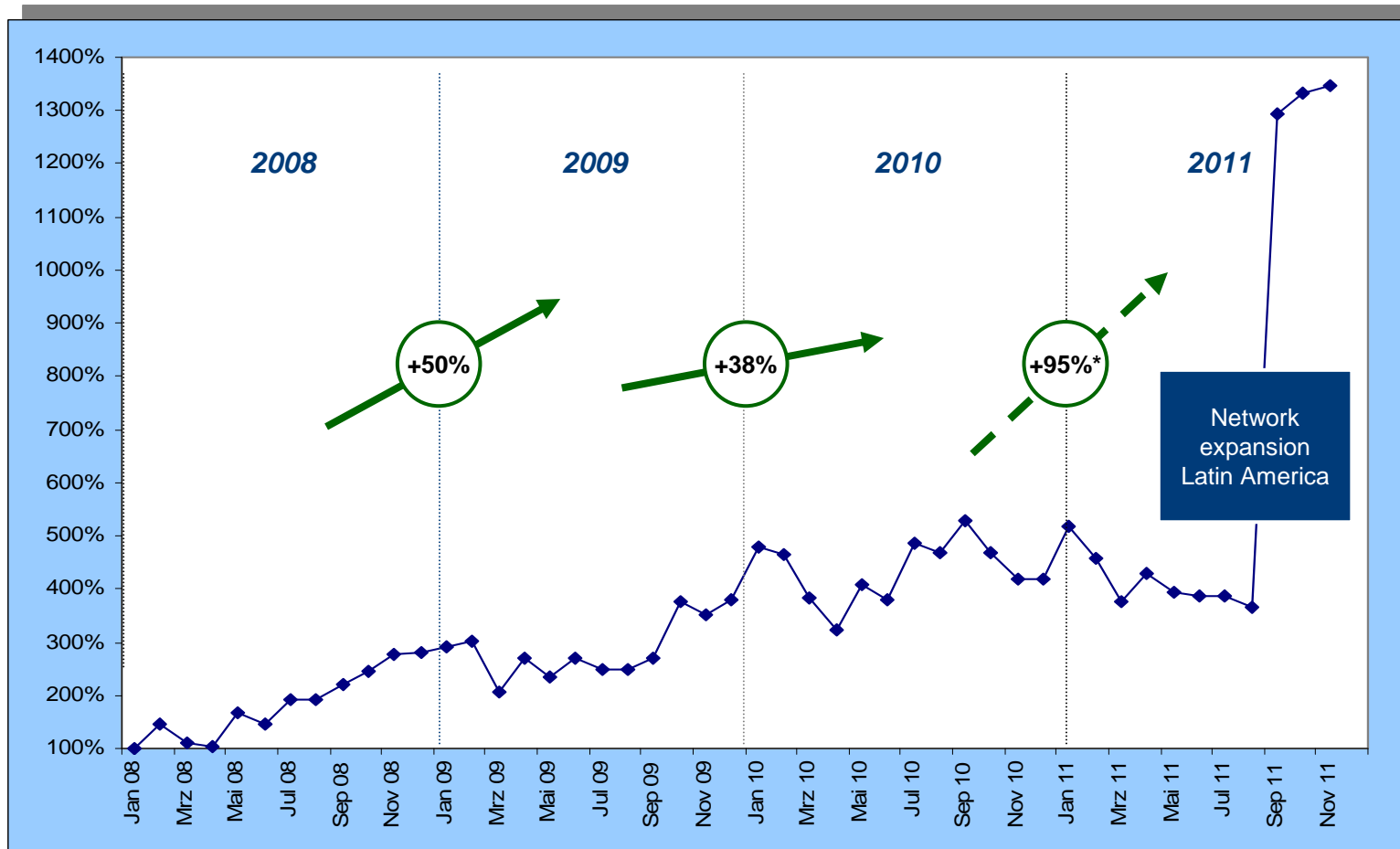
- **6 Countries**
- **8 Branches**
- **108 Employees**

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Growth Story Röhlig & Pro Cargo

[Jobs/month]



*) estimation



Thank you