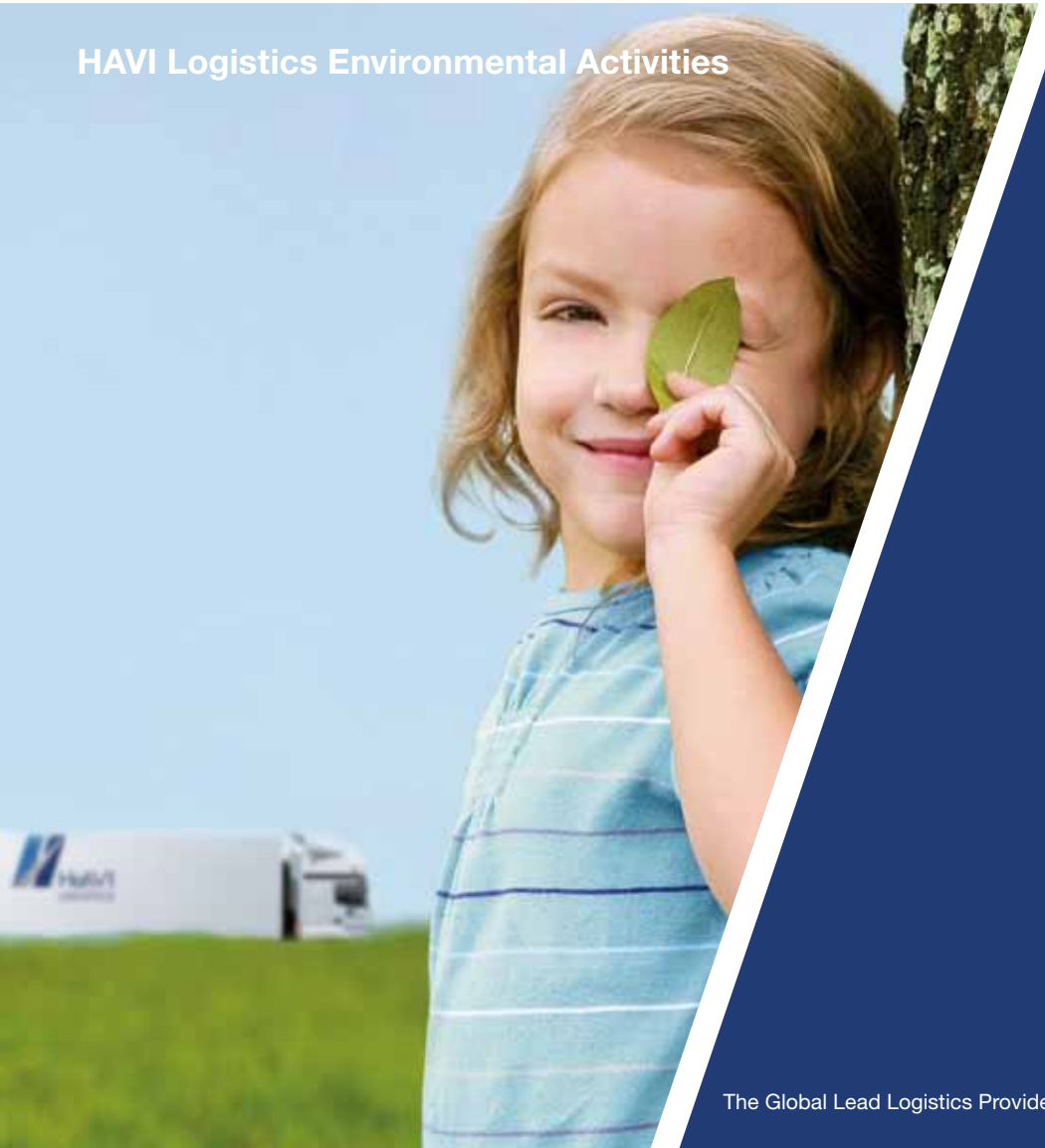




IT'S EASY TO BE GREEN

H&A VI Logistics Environmental Activities



The Global Lead Logistics Provider

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HAVI Logistics' customers and associates know that we are a trustworthy partner when it comes to "Green Logistics". There are many reasons for this – not the least being that HAVI Logistics has always considered the social, economic and ecological consequences of its actions. Ever since our foundation in 1981 we have pursued our company goals in a sustainable way as well as actively setting goals for sustainable environmental developments. At HAVI Logistics this has been an important issue since our foundation.

Our environmental responsibility and the ecological commitment of our employees are natural consequences of our corporate culture. As a logistics company, we need trucks and distribution centers, which naturally come with high energy consumption. However, we take all possible sustainable actions to reduce the impact of our



activities on the environment. In other words, we want to minimize our ecological footprint and be a sustainability pacemaker in the logistics industry. We want to pass on nature and the environment to future generations in the same condition in which they were passed on to us. We are always looking for improvements and innovations supporting our business from a sustainability point of view. We realized a long time ago that we, and future generations, stand to reap enormous benefits from the action we take today.

Today's companies have to respond to our fragile environment with a combination of innovative and sustainable ideas. We want to be the most innovative, proactive and dynamic company in the logistics industry in every aspect, including protecting the environment. We use cutting-edge innovations when operating our fleet of trucks on ecological fuels such as natural gas and biodiesel produced from used cooking oil. We have started installing photovoltaic panels so that we can harness solar energy to operate our freezers. As you will learn in this brochure, we avoid millions of kilometers of road transport and reduce thousands of tons of CO₂ emissions every

year by means of back haulage, intermodal transport, continuous network optimization of our Distribution Centers and advanced transport planning.

In the sector of sustainability, we have invented and implemented a number of exemplary initiatives – both small and large. It is worthwhile to mention that HAVI Logistics is one of the first companies worldwide to achieve validation in accordance with the environmental requirements of the EMAS III Regulation (Eco-Management and Audit Scheme), which are currently the most stringent standards in use.

To secure our future, we will continue to mount all kinds of sustainable initiatives benefitting our society, economy and environment.

Yours sincerely,

Haluk Ilkdemirci
President HAVI Logistics Europe



Protection of the environment is a central element of our corporate culture. We constantly strive to minimize the impact of our business activities on the environment. Every employee is committed to environmentally friendly activities and such behavior is also endorsed by all management levels.

To ensure that all HAVI Logistics Companies as well as all employees of HAVI Logistics follow our general environmental strategy, we have developed a common HAVI Logistics environmental policy based on the following principles:

HAVI Logistics Environmental Policy

1 HAVI Logistics wants to affect the environment **as little as possible** by its activities.

2 We consider environmental activities **long-term investments**.

3 We commit ourselves not only to act within the framework of actual environmental legislation but furthermore to be **pace setters** in environmental questions.

4 The **environmental coordinators** are responsible for environmental aspects of all business areas and assess all activities at HAVI Logistics from an ecological point of view and according to the principle "Avoid – Reduce – Recycle".

5 The **necessary environmental awareness** and knowledge of every single employee is increased and supported by a multitude of measures like environmental training, in-house events, conferences, personal dialogue and press releases.

6 **Acting in an environmentally responsible manner** is a matter of course for every single employee at his place of work. This is because we have a responsibility toward coming generations to prevent serious or irreversible environmental damage and to conserve our limited resources.

7 When buying any product, the **environmentally friendly alternatives** should always be preferred if they are consistent with the economic framework. Legal regulations have to be fulfilled and should even be exceeded.

8 Everybody at HAVI Logistics should strive to make **disposal** of products as residue-free as possible. It is our goal to use as much recyclable material as possible **to minimize adverse environmental impact**.

9 All employees should conduct or **support research on the environmental impacts** of raw materials, products, processes, emissions and waste associated with the enterprise to reach a **continuous process of improvement** with respect to environmental protection.

10 We promote the **adoption of these principles by contractors** acting on behalf of HAVI Logistics, encouraging and, where appropriate, requiring improvements in their practices, and we encourage the wide adoption of these principles by suppliers.

2. ENVIRONMENTAL MANAGEMENT

In order to implement our environmental policy, reach our targets, and ensure continuous improvement in environmental protection performance, we have established clear structures, processes, and responsibilities. The certification of HAVI Logistics Distribution Centers in line with ISO 14001 and the additional EMAS validation are important elements of our environmental management system. The efficiency of the system is regularly validated by internal and external experts.

Our external auditor called the 2010 HAVI Logistics audit results:

High-level operational rate in
Accumulating environmental cost-benefit ratios by
Vitalizing people, procedures and techniques within an
Integrated management-system generating innovation, streamlining and efficiency measures.

Prof. Dr.-Ing. Helmut Wirner
Eurocerta GmbH

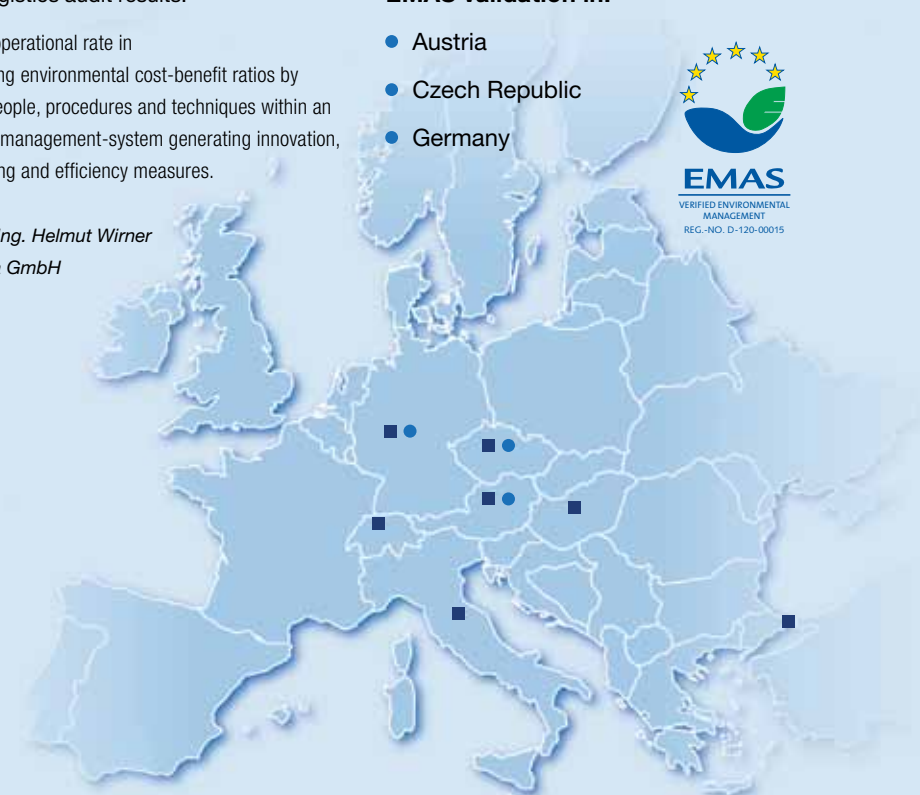
ISO 14001 certification in:

- Austria
- Czech Republic
- Germany
- Hungary
- Italy
- Switzerland
- Turkey



EMAS validation in:

- Austria
- Czech Republic
- Germany



3. EFFICIENT & SUSTAINABLE LOGISTICS

3.1 Distribution Network

Food Town Concept

Although the idea is a plausible one, it did cause a bit of a sensation when HAVI Logistics, together with two other suppliers as partners, opened the first Food Town in Duisburg-Rheinhausen, Germany in October 1988. An industrial-sized bakery and a meat processing plant were built back to back with the HAVI Logistics Distribution Center.

Besides the many different positive effects and immense cost savings, the wall-to-wall concept of a combined production facility and a Distribution Center really pays off for the environment.

Food Towns with HAVI Logistics Distribution Centers all over Europe:

- Austria (Korneuburg)
- Belgium (Olen)
- Finland (Vantaa)
- Germany (Duisburg & Günzburg)
- Italy (Bomporto)
- Spain (Madrid)
- Switzerland (Oensingen)
- Turkey (Istanbul)
- Ukraine (Dnepropetrovsk)

Did you know...

... that if the bakery and meat production plants in the two German Food Towns were only “across the street”, we would have additional annual transports of **13,500 full large truck loads?**



Heat Recovery

All tailor-made HAVI Logistics Distribution Centers are equipped with heat recovery systems which convert waste heat from refrigerating units into useable indoor heating.

This intelligent energy management saves costs according to the motto “avoid, reduce, recycle” and, at the same time, protects the environment.

Heat Recovery

Country: Standard for DCs in Europe
Date: 1988
Costs: positive cost effects
Environmental impact: ~28% of CO₂ emissions in heating energy (DE) | 167 to CO₂ less
Status: In use

Did you know...

... that, compared to the annual heat demand of a single-family homes of approx. 8,400 kwh/m²*, we save the equivalent energy required annually by 26 single-family homes in the HAVI Logistics headquarters building every year by having a heat recovery system in place?

**Source: Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, Germany – for a family house with 120 m² floor space*

Cooling Technology

Based on our nearly 30 years of experience in the distribution of food items in particular, most of our 48 Distribution Centers are tailor-made. All of them are divided into three temperature zones:

ambient	+5 °C to max. +25 °C
chilled	+1 °C to max. +3 °C
frozen	-23 °C to max. -20 °C

When operating cold storage Distribution Centers, you have to understand the principles of cooling technology to ensure the highest possible environmental protection.

For this reason, HAVI Logistics has installed several sophisticated technological devices and systems:

- Fast-moving doors between the cool dock and the freezer area
- Outside doors which form a good seal between the cool dock and the trucks
- Windsleeves to cover the ventilator openings of the evaporators
- Evaporators in separate rooms outside of the freezer to ensure less energy consumption for defrosting
- Constant cool dock temperature of + 7 °Celsius



Standard DC Building Profile

Proven basic standards for building tailor-made HAVI Logistics Distribution Centers are an integral part of our “Standard DC Building Profile”.

Among other things, particular attention has been given to environmentally friendly construction and building materials. We are proud of the results:

- An optimized balance between daylight through windows/roof light domes and total insulation of the warehouse

- Automatic lighting with brightness control that is switched off automatically and switched on manually by our employees
- Accurate planning of various individual switchable circuits for illumination
- Regular enhancement of optimum freezer and chiller door setup
- DC cool docks built facing north to avoid direct solar irradiation
- LED technology and energy-saving lamps

Network Studies for Europe

We are continuously investigating our European distribution network and developing a network model to identify potentials for improvement within the current setup of HAVI Logistics Distribution Centers. This model enables us to perform optimizations and complex simulations of network changes and supports a fact-based decision in order to achieve the most efficient network setup for HAVI Logistics in Europe. The objectives of the study – e.g. reducing transport kilometers – result not only in cost savings, but also in reduction of CO₂ emissions.

Smart Solutions for Environmentally Friendly Warehousing

- Energy consumption data are collected and reviewed on a weekly basis. Even minor changes result in a detailed analysis of positive and negative deviations.
- At several of our Distribution Centers in Germany, we have installed urinals that operate without water, chemicals or electrical power. Each waterless urinal saves around 100,000 liters of water annually.





Photovoltaics – We Freeze with the Sun

Photovoltaic technology is an environmentally-friendly alternative for generating electricity. As an especially environmentally-friendly company that acts sustainably, HAVI Logistics naturally adopted this eco-innovation. The first cornerstones were laid at Distribution Centers in Italy and Spain.

■ Photovoltaic System in Osuna, Spain:

30% of total energy consumption for cooling is provided by the sun. That generates a reduction of Greenhouse Gases by about 90 tons.

■ Solar Roof in Monterotondo, Italy:

65% of energy consumption for the freezer and 52% of the energy used for the chiller & cool dock sector will be covered by the solar energy plant. That generates about 182 tons CO₂ less.

- Water heating with solar energy in Portugal
- 2011: Installation of a photovoltaic system in some German DCs

Photovoltaics

Country: DE, ES, IT

Date: 2007

Costs: amortization in 9.5 years

Environmental impact: ~10% CO₂ of DC Osuna | ~40% CO₂ of DC Monterotondo | 272 to CO₂ less (ES, IT)

Status: In use

CO₂ Refrigeration

Several Distribution Centers are equipped with energy-optimized CO₂ refrigeration systems. These systems save 294 thousand kilowatts of electrical power – and reduce emissions of harmful greenhouse gases by roughly 120 thousand kilograms – per DC and year.

In our Distribution Center in Thuringia / Germany we use a R134a / R744 (CO₂) cascade cooling system. This is a two-stage system: generation of ultra low cooling media by a CO₂ refrigeration system with

piston compressors. Supply of normal cooling media by a R134a refrigerant system with three screw compressors.

Energy saving through:

- Providing heat by passive cooling down of the refrigerant
- Minimizing the energy losses in part load operation by speed control of a compressor per stage (full-load operation of the compressor or shutdown)
- Less direct energy use on defrosting of the freezer evaporator: instead of electric defrost, hot gas (R134a) is used to insert rapidly a large amount of heat in the evaporator
- Speed control for the fans to the freezer evaporators
- Continuous efficiency control by measuring the refrigerant mass flow

The Ideal Refrigerant Solution for the Future

Ideal refrigerant is ammonia and CO₂ Cooling:

Ammonia does not have an ozone depletion potential nor a direct global warming potential. Unfortunately, its negative properties are toxicity and combustibility.

CO₂ does not have an ozone depletion potential either and its direct global warming potential is negligible. Compared to ammonia the safety restrictions are minor.

Virtual Servers

- 150 DL380 servers are consolidated to 6 DL585 servers.
- We avoid the CO₂ emission of:
 - 33.06 kg per hour
 - 793.56 kg per day
 - 23,086.80 kg per month

Virtual Servers

Country: Several countries in Europe
Date: 2009
Costs: positive cost effects
Environmental impact: ~0.2% of CO₂ emissions in total Europe | 286 to CO₂ less
Status: In use

3.2 Intermodal Transport

Wherever possible and economically feasible, HAVI Logistics makes use of sustainable transport solutions to supply its customers.

Mobiler

Country: CH
Date: 1996
Costs: neutral cost effects
Environmental impact: ~50% of CO₂ emissions in distribution (CH) | 704 to CO₂ less
Status: In use

Mobiler: Rail and Truck Transport

Since 1996 we have been using combined rail and truck transports with the HAVI Logistics Mobiler.

- HAVI Logistics Switzerland covers almost 53% of its transport distance by rail
- To use the HAVI Logistics Mobiler, there is no need for special loading ramps or other railway equipment
- Over 1,200,000 road kilometers are saved annually

Operational Mode of the HAVI Logistics Mobiler



The truck with the mounted Mobiler parks alongside the railway wagon.



The container is lifted out of the locking system and pushed onto the railway wagon by the Mobiler. The container is placed on the railway wagon and the Mobiler elements are pushed back onto the truck.



Sustainable transport solutions by rail and waterway

For pre-freight of various products in the supply chain we use combined rail and truck transports.

- Portugal: 891,832 km are reduced through vessel shipments and 475 to CO₂ are saved
- Spain: 885,226 road kilometers are reduced through vessel and train shipments and 480 to CO₂ are saved
- Germany: 312 to CO₂ are annually saved through transports by train, thereof 110 to CO₂ through shipments abroad



Stop crossing the Alps with trucks – target of our customer McDonald's Switzerland



We protect the environment with an annual reduction of:

240,000 liters fuel consumption

1,000,000 kilometers on the roads

all figures 2010

Rail and Waterway

Country: several countries in Europe

Date: ongoing

Costs: neutral/positive cost effects

Environmental impact:

Portugal: 5% of CO₂ emissions

Spain: 8% of CO₂ emissions

PT, ESP, DE: 1,267 to CO₂ less

Status: In use

Inland Waterway Transportation

We also transport goods on inland waterways. For example we use barges for the transport of Happy Meal toys to supply Distribution Centers in Germany and Belgium by environmentally friendly means.



3.3 Efficient Transport

There are numerous initiatives at HAVI Logistics that make our transport more efficient.

Two-level Truck

Working in close co-operation with manufacturing companies and taking advantage of scientific expertise, HAVI Logistics constructed the two-level truck in 2001:



Two-level Truck

Country: Germany
Date: 2002
Costs: positive cost effects
Environmental impact: ~9% of CO₂ emissions in pre-freight | 375 to CO₂ less (four trucks)
Status: In use

- The truck is divided into two levels
- The upper level for frozen and chilled goods, the lower level for dry and chilled goods
- Installation of evaporators for both levels
- Truck loading and unloading by a remote-controlled lifting cart
- High cargo capacity through modifications of the axle construction into independent suspensions. That means space for 16 additional pallets
- Economic workload of volume and weight
- Transportation of nearly 50% more volume per kilometer
- Possibility to reduce the amount of delivery routes

EuroCombi – Long Vehicle Combination

In Finland, Germany, the Netherlands and Sweden we operate long vehicle combinations.

- A Long Vehicle is a modular truck consisting of a tractor cab with a trailer and a second trailer extension, reaching lengths of around 25.25 meters – compared to a typical length of 16.5 to 18.7 meters
- 35%-50% more volume per kilometer than standard trucks and up to 40 tons (60 tons in Scandinavia)
- Possibility to reduce transport costs by about 25%

Roof Spoiler for Small Trucks

A field test showed that, with a spoiler mounted atop our 3.5 ton trucks, we are able to reduce our fuel consumption by an impressive five percent.

EuroCombi

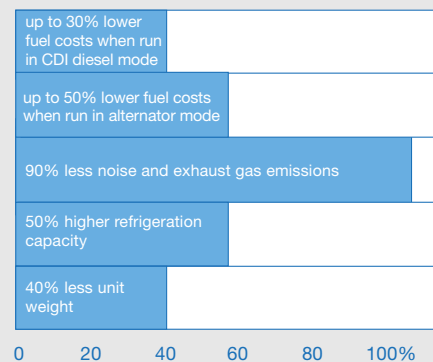
Country: DE, FI, NL, SE
Date: 2007
Costs: positive cost effects
Environmental impact: ~2% of CO₂ emissions in pre-freight (Germany) | 89 to CO₂ less for each truck
Status: In use

Cooling Equipment

The trend-setting technology of the new Frigoblock cooling equipment impressively combines:

- High-grade refrigeration capacity
- Temperature safety
- The highest level of economic efficiency
- Environmental friendliness

Compared to accepted alternatives, we achieve:



Source: www.frigoblock.com





Picking Up Goods on Distribution Routes

Our HAVI Logistics drivers pick up goods from nearly all domestic producers. These transports are included in the distribution routes to prevent “empty kilometers”.

One key to reduced environmental impacts is the avoidance – or at least reduction – of unnecessary and/or non utilized loading capacity for all transports. Therefore, all our routes have to be optimized and light runnings have to be reduced. Our transport experts efficiently manage their day-to-day business either manually or automatically with professional IT-based tools to ensure an efficient transport planning.

Transport Controlling

Key to an efficient transport planning are reliable figures and route information. Our transport experts increasingly use IT solutions to gather and provide this information. Implementing the Qualcomm telematics solution throughout many HAVI Logistics Companies in Europe marks a milestone in Transport Controlling by allowing our transport experts to efficiently

1. Analyze truck data in order to assist our drivers at
 - ▶ enhancing driving behavior and thus
 - ▶ reducing fuel consumption
2. Compare actual versus planned routes to reduce kilometers per route

Transport Planning

Our transport experts plan the most efficient combination of stops based on actual volumes. Pilots in Poland and Germany have proven that also in transport planning intelligent IT solutions provide great support to our transport experts in managing day-to-day operations as well as answering strategic questions related to our route plans and fleets in an increasingly complex environment:

- Exact and efficient calculations of (operational) routes and (strategic) scenarios
- Route optimization in reaction to volume fluctuations
- Improving utilization
- Reducing kilometers (and fuel consumed)

Telematics

Country: AT, BE, CH, DE, ES, IT, NL, NO, PT, TR
Date: ongoing since 2009
Costs: positive cost effects
Environmental impact: ~2.5% of CO₂ emissions in distribution (Germany) | 306 to CO₂ less
Status: In use



We furthermore use sensors in the trucks and an innovative instrument panel display. It coaches drivers with feedback to help them maintain the good driving skills they learned during the driver training.

- Potential fuel savings through driver trainings up to 10%
- Higher durability of tires and power train
- Less oil consumption
- Safety increase on the roads
- Potential to reduce CO₂ emissions

Driver Training

Together with external partners, we offer professional training for our drivers on a regular basis to teach them how to:

- Reduce fuel consumption
- Minimize tire, brake and clutch wear
- Extend battery life
- Provide preventive maintenance

Driver Training

Country: Europe
Date: Long-running
Costs: positive cost effects
Environmental impact: ~1% of CO₂ emissions in transport (DE) | 164 to CO₂ less
Status: In use



Source: www.scania.com

3.4 Sustainable Transport

3.4.1 Alternative Fuels

More than 650 HAVI Logistics trucks use special equipment to fulfill promises to be recognized as:

- secure product-suitable transport
- ecologically friendly

1992
Sulphur-free Diesel

Diesel fuel becomes more environmentally friendly for HAVI Logistics in Germany in 1992, emitting less sulphur into the atmosphere.

2000
RME Biodiesel

We introduce biodiesel made from **rape methyl ester (RME)** as the environmentally friendly alternative to diesel made from petroleum.



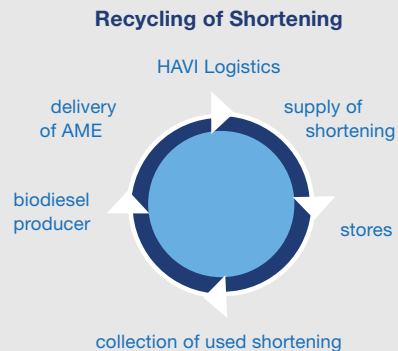
2002

AME Biodiesel

In some HAVI Logistics companies we alternatively use diesel made of **acid methyl ester (AME)**.

We have put the links in the perfect chain by using this alternative fuel:

- Trucks **deliver** fresh shortening to our customer stores/outlets
- Trucks are later **fueled** with recycled shortening coming, for example, from McDonald's deep-fryers.



2003

Blended Diesel

HAVI Logistics companies introduce blended diesel fuel, which contains up to 5% environmentally friendly biodiesel, to decrease carbon intensity.

PPO – Pure Plant Oil

Implementation of PPO – Pure Plant Oil, a biofuel produced by pressing rape seeds in “cold” method.

Alternative Fuels

Country: Several countries in Europe
Date: Throughout
Costs: neutral cost effects
Environmental impact: ~11% of CO₂ emissions in Europe | 15,000 to CO₂ less
Status: In use

2002

Biogas

HAVI Logistics introduces one of the first dual-fuel engine trucks in Europe. This engine can be operated either with biogas, biodiesel, or a mixture of both.

2006

Natural Gas

For urban distribution in Switzerland we use a truck powered by natural gas:

- The natural gas truck fuels a mixture of bio- and natural gas
- Constraints: limited operating range (ca. 300 km)
- Powered with natural gas – corresponding with biogas currently produced from McDonald's Restaurant “waste”
- Compliance with exhaust emission standards for a EEV (Enhanced Environmentally Friendly Vehicle); Over achieving Euro 5 exhaust standard
- Reduction of:
 - Up to 25% CO₂ emissions compared to mineral diesel fuel (Natural gas used)
 - Up to 90% CO₂ emissions compared to mineral diesel fuel (Biogas used)
 - Up to 98% soot particles (Compared to diesel engine without particle filter)
 - Up to 50% noise emissions

Natural Gas Truck

Country: CH
Date: January 2006
Costs: positive cost effects
Environmental impact: ~2% of CO₂ emissions in distribution | ~0.4kg CO₂ less per km | 15 to CO₂ less
Status: In use

2010

Bi-Fuel

Bi-Fuel can be defined as the simultaneous combustion of two fuels:

- Liquefied petroleum gas (LPG) is utilized with diesel fuel to operate the engine. After installation the engine is able to operate on either 100% diesel fuel, or alternately on LPG.
- The engine does not have to be modified – the conversion hardware is mounted externally on the engine
- Fuel cost savings: nearly 8%
- Use of LPG instead of diesel fuel: 18%
- 8% less CO₂ emissions compared to mineral diesel fuel

Bi-Fuel Truck

Country: DE
Date: 2010
Costs: positive cost effects
Environmental impact: >1% of CO₂ emissions | ~0.09kg CO₂ less per km | 9 to CO₂ less for each truck
Status: In use

Tractor fuel consumptions total Europe:

32,800,000 liter

Renewable tractor fuels:

28.30% of total fuel

3.4.2 Technological Innovations

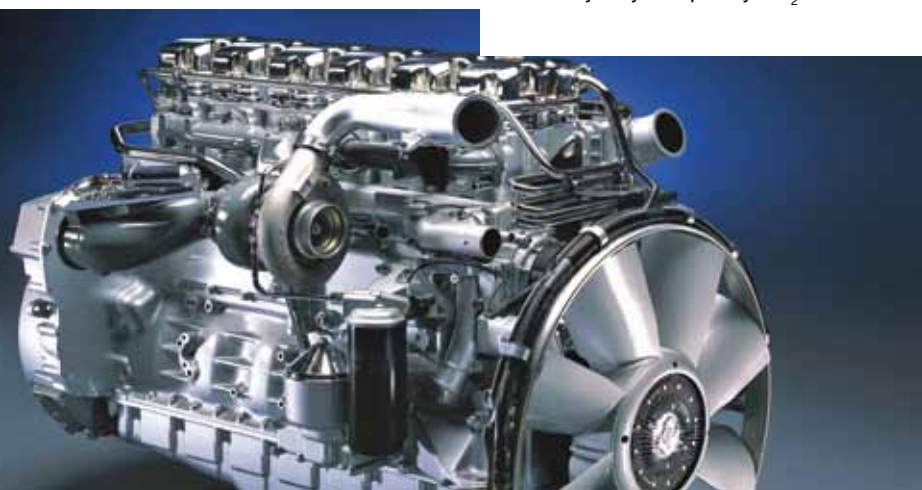
Environmental Friendly Engines

Fuel exhausts have an impact on air quality and human health, especially in urban areas where traffic is dense. To reduce this impact, the EU is preparing to impose stricter emission limits for diesel trucks, limiting in particular nitrogen oxides (NOx) and particulate matter (PM), which pose the most serious health problems.

Today we have trucks with Euro 5 engines in place, for the following reasons:

- Ensure highest possible reduction of emissions
- Engines operate with SCR (selective catalytic reduction)

Currently in cooperation with Scania we are testing Euro 6 engines. We strive to introduce them in 2013.



PIEK Truck



In order to comply with the legislation concerning noise pollution during evening and night distribution in urban areas, HAVI Logistics in the Netherlands has added PIEK certified trucks to its fleet.

CO₂ Cooling Aggregates

The HAVI Logistics trucks in Norway are equipped with cooling aggregates that use CO₂. The CO₂ is derived from the exhaust of factories making artificial fertilizer. Instead of simply releasing the gas formed during fertilizer production into the atmosphere to the detriment of the environment, the system “captures” it and re-uses it for things like truck cooling systems. As a result, the cooling aggregates in the HAVI Logistics trucks in Norway stay completely CO₂-neutral.

3.4.3 Sustainability

Environmentally Friendly Lubricants

HAVI Logistics has established standards whereby we strive for the highest possible use of environmentally friendly lubricants to protect the environment in the fields of waste disposal and water treatment.

Truck Boxes

All HAVI Logistics truck boxes have to use **CFC-free** insulation.

In addition, the international **ATP/FRC** standards for refrigerated transport of perishable produce have to be followed.

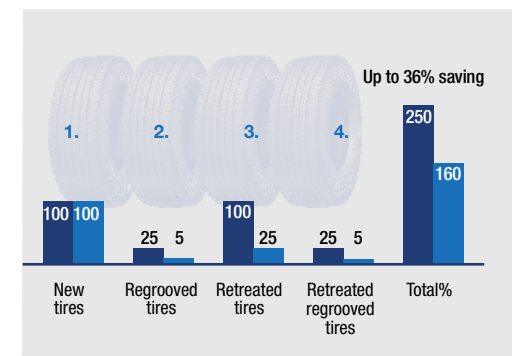
- Verification of K-coefficient by independent experts.
- The lower the K-coefficient, the better the insulation – the less energy we need to keep the right temperature in our trucks.



Remould Tires

With the purchase of tires which ensure the so-called “four-lives tire package”, we get maximum mileage performance and environmental protection through a process of regrooving each tire, remoulding it, and then regrooving again.

Truck tires with low **rolling resistance** to reduce fuel consumption have already been standard for a long time at HAVI Logistics.



Source: Michelin, Energy tire

4. ENVIRONMENTAL SERVICES FOR OUR CUSTOMERS



4.1 Recycling System

Since several years HAVI Logistics has been taking care of the operational procedures and administration of the McDonald's Recycling System in Belgium and in the Netherlands.

This includes

- Collection of waste by specially designed trucks
- Additional services like emptying and maintenance of used shortening receptacles and hygiene containers, vermin control, and cleaning of entrance mats

4.2 Waste Management and Reverse Logistics

In various HAVI Logistics countries we offer waste management and reverse logistics concepts for our customers.

Foils and Translites

As part of a waste disposal/recycling program, HAVI Logistics in Germany introduced a

packaging-return system 14 years ago which allowed the McDonald's restaurants to return packaging foil in a special collection bag to the HAVI Logistics drivers. Back at the Distribution Center, the packaging was compressed into bales and sold to special waste-disposal companies for recycling. The same recycling service was later offered for McDonald's neon signs – so called translites. Translites are made of high-quality plastic which is recycled and used in Gore-Tex jackets.

Batteries

McDonald's customers can return used batteries from Happy Meal toys to the restaurants in some countries. Our delivery drivers take the used batteries – collected in special boxes – back to the DC, where waste-disposal companies collect them for recycling.

Cardboard

In various markets, HAVI Logistics companies collect used cardboard from McDonald's

restaurants and submit for adequate recycling.

Organic Waste

In Switzerland, we also ensure, among other recycling services, the collection of organic waste from McDonald's restaurants.

Neon Lamps

In Hungary, a regulation classifying old neon lamps as hazardous waste has been in force since 2004. The neon lamps must be re-processed separately. HAVI Logistics provides a valuable service to its customer McDonald's by taking back the old lamps.

Waste of Electrical and Electronic Equipment

Since 2007 HAVI Logistics offers reverse logistics for waste electrical equipment from McDonald's restaurants in Germany.

4.3 Environmental Reporting

HAVI Logistics supports customers by preparing various environmental reports, e.g.:

- Preparing local and European environmental reports
- Drawing up packaging reports for various European countries
- Waste of Electrical and Electronic Equipment reports

Moreover, within the scope of the HAVI Promotion & Packaging + Purchasing Services, we ensure – together with external partners – that all applicable EU directives are adhered to throughout the entire Happy Meal supply chain.

RoHS Restriction of Hazardous Substances

WEEE Waste of Electrical and Electronic Equipment

REACH Registration, Evaluation and Authorization of Chemicals (as of 04/2007)

5. SMART SOLUTIONS

5.1 Internal & External Communication

The communications tools of HAVI Logistics offer separate sections reporting regularly about environmental topics. We thus work to create higher awareness of our efforts to protect the environment in various ways:

- Internet and Intranet
- Employee newsletter
- Company magazine
- Environmental reports
- In-house environmental seminars as part of our corporate culture
- External presentations about our environmental activities (e.g. seminars, universities)

5.2 European Environmental Key Figures

As an integral part of the “European Distributors Key Figures”, environmental key figures ensure that there is an internal benchmark for all HAVI Logistics companies.



5.3 Environmental Coordinators

In various HAVI Logistics companies, so-called environmental coordinators are committed to ensuring that ecological awareness is part of our daily business for all employees.

As early as 1997 our “Green Team” was established in Germany. The environmental coordinators of all German DCs create new “green” solutions and exchange ideas to guarantee consistent environmental management all over Germany.



The environmental coordinators in Germany form the so called “Green Team”

5.4 Initiatives & Awards

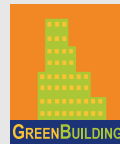


In 2001 the Bavarian Ministry of State in Germany concluded a contract with HAVI Logistics to participate in the **Environmental Pact Bavaria**



Since 2001 HAVI Logistics Germany has been a member of **Environmental Partnership Brandenburg**, a federation of associations of enterprises in Berlin and Brandenburg.

The Biodiesel Project of HAVI Logistics Austria was nominated for the **“Lower Austrian State Prize for the Environment”** in 2003.



In 2007 HAVI Logistics became an approved partner of the EU GreenBuilding program. This voluntary program aims at improving the energy efficiency of non-residential buildings in Europe.



In 2007 we were honored with the McDonald's Europe Sustainability Award.



Since 2008 HAVI Logistics Belgium has taken part in the Belgian national “environment pact” award scheme called “Milieu Charter”.



HAVI Logistics Finland gained the Green Office Certificate from WWF in 2009. Green Office is based on international ISO 14001/EMAS standards. Its aim is to reduce carbon dioxide emissions and offices' ecological footprint.



Since 2009 HAVI Logistics Turkey participates in the TEMA activity: “Trees as Gift”.



In 2010 HAVI Logistics has been chosen as one of the “Global Best

of Sustainable Supply” by McDonald's worldwide!



In 2010 HAVI Logistics Netherlands won the “Lean and Green” award. Lean and Green is a Dutch initiative of the Ministry of Transport of the Netherlands and stimulates sustainable logistics.



HAVI Logistics in the Netherlands has added PIEK certified trucks to its fleet in 2010.

6. MEASUREMENTS & COMMITMENT



The environmental impact of our activities together with the evolution and improvements are closely monitored through our Environmental key figures, which track our environmental performance through a detailed number of parameters that allow us to have clear view of the evolution of our main environmental indicators:

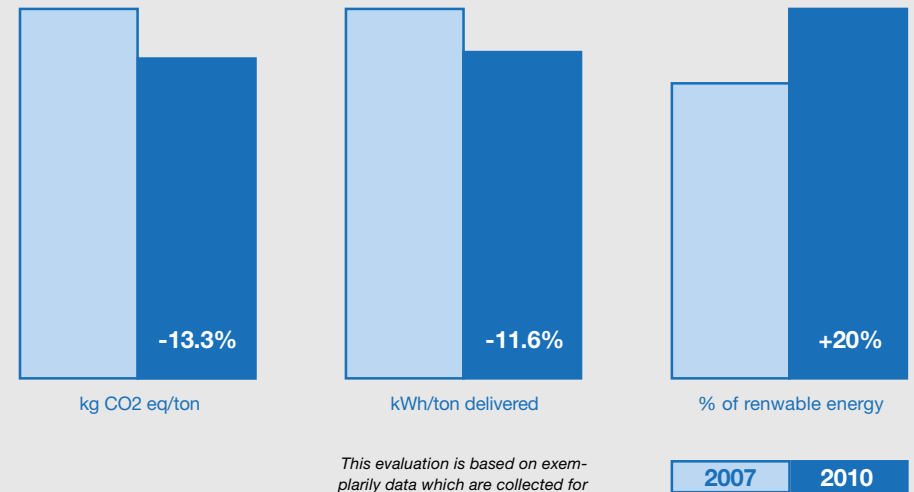
To measure our CO₂ footprint

- CO₂ emissions generated per ton delivered
- Renewable energy used over the total energy consumed in per cent
- Energy efficiency measured in kWh consumed per ton delivered



The HAVI Logistics Forest

Environmental Performance at HAVI Logistics in the Areas of Secondary Distribution and Warehouse – Impact 2007 vs. 2010



Resulting reduction of CO₂ (2010 vs. 2009):

- -0.7kg CO₂ eq/ton delivered
- -1,177tons CO₂ eq 106,960 trees of avg. absorption potential of 1 year

Our HAVI Logistics Forest keeps on growing

Looking at what has been achieved and the future developments we are confident to keep our commitment to sustainability by reducing the impact of our logistics activities on the environment as much as possible.



We are committed to our long-term environmental policy

ENVIRONMENTAL MANAGEMENT

We are certified according to ISO 14001 and EMAS III.

ENVIRONMENTAL SERVICES

We offer waste management and reverse logistics concepts for our customers.

Continuous environmental reporting.

DISTRIBUTION NETWORK

In our Food Towns we combine production facilities and Distribution Centers.

We reduce energy consumption through consistent use of heat recovery and avoid wasting energy by taking diversified action.

Use of CFC-free cooling agents in our 3-temperature-zone Distribution Centers.

We use Photovoltaic Systems to reduce CO₂ emissions by several hundred tons per year.

We use virtual servers.

Weekly energy reports permit further optimization.

Network Studies for Logistics Optimization

TRANSPORT

We use alternative fuels:

- RME biodiesel
- AME biodiesel
- Pure plant oil
- Bi-fuel Truck
- Natural gas

We use sustainable transport solutions:

- Mobiler
- Rail and truck transport
- Truck and waterways

We have an innovative truck fleet:

- Two-level truck
- Long-vehicle truck (EuroCombi)
- Bi-fuel truck

We use Telematics and provide driver trainings.

We use IT-based route optimization.

We give a low environmental impact by using CFC-free truck box insulation.

We use environmentally friendly lubricants.

We use remold tires.

SMART SOLUTIONS

“Green Team” coordinators ensure conversion of environmental activities.

We are active in various initiatives to protect the environment.



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