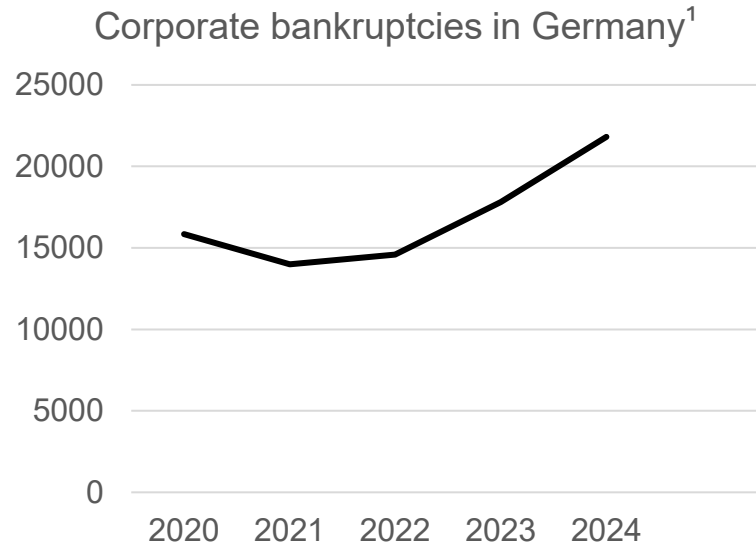


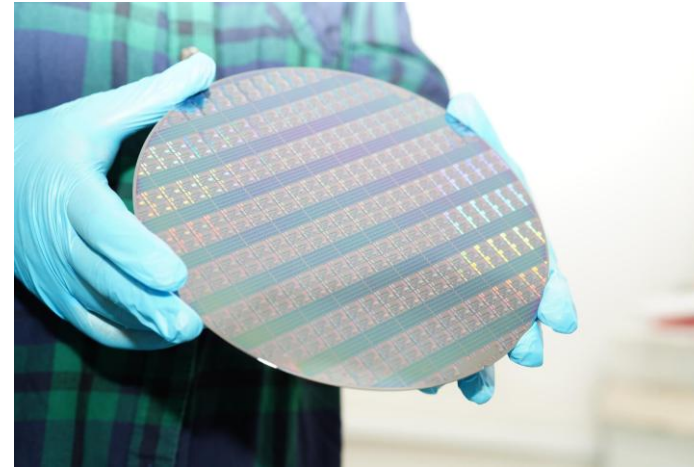


Dr. Matthias Nopper
Managing Director

Procurement is continuously being challenged.



Remember the global chip shortage?



The Suez Canal – navigable for 1550 days



Some EU initiatives

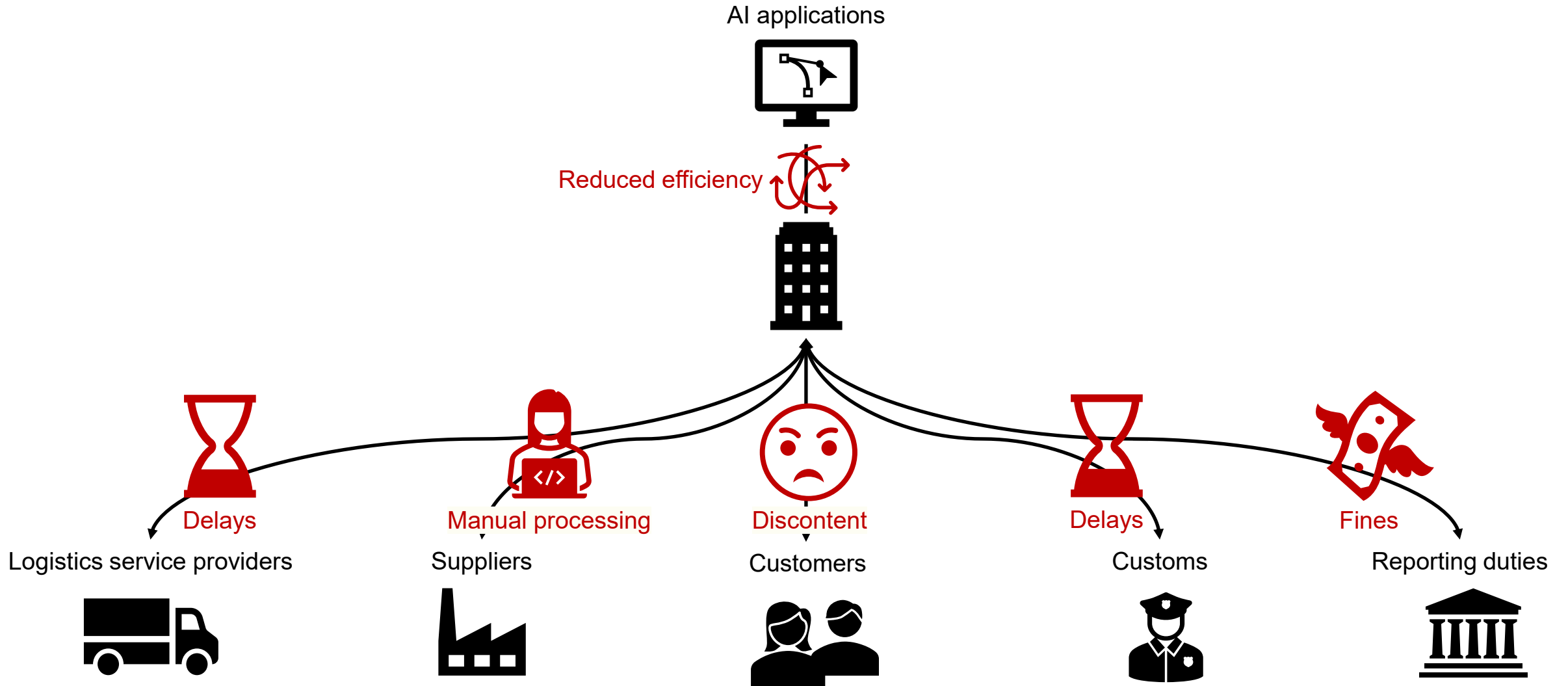


Who will win? And what about Europe?

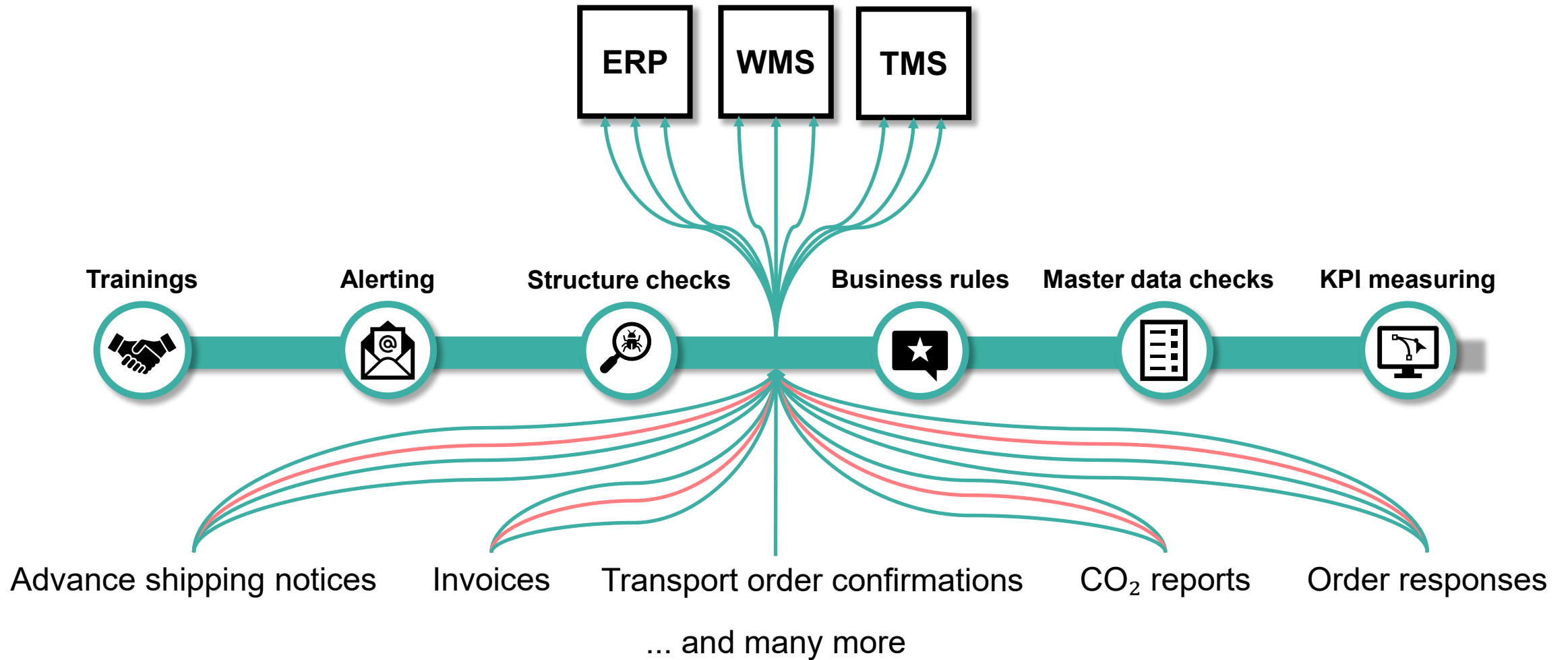


¹ See <https://www.destatis.de/DE/Themen/Branchen-Unternehmen/Unternehmen/Gewerbemeldungen-Insolvenzen/Tabellen/lrins01.html#242428>

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Thank you very much.