

EDITION IV - 2026

The background is a collage of six images: a truck on a bridge over a river, solar panels in a field, a low-angle view of tall trees, a close-up of a green leaf, a car on a road through a forest, and a view of the Earth from space. A large, stylized teal swoosh graphic is on the left side, partially overlapping the text.

# VOLUNTARY SUSTAINABILITY REPORT



## ABOUT THIS REPORT

STERNE Group is producing this sustainability report on a voluntary basis, pending the entry into force of the CSRD Directive, as amended by the Omnibus Directive, in 2025 – regulations to which it will be subject for the 2027 financial year. This voluntary publication of sustainability information is part of a proactive approach to transparency toward its stakeholders. Since the 2022 financial year (2023 NFPS), the Group has drawn inspiration from rigorous frameworks to produce and audit this information. It believes that the philosophy driving the NFPS and subsequent CSRD standards has played a strategic role in structuring its CSR approach, placing it at the very heart of its business model.

To continue this commitment to transparency for the 2025 financial year, STERNE Group is using an ad hoc framework, the key elements of which are set out in the appendix on page 114.

STERNE Group is using a number of terms from the European ESRS standards in this reporting framework to ensure that teams and report users continue to smoothly adapt to the CSRD. While this report cannot therefore be regarded as a report that fulfils all CSRD requirements (known as a “sustainability report”), nevertheless:

- The Group is using a double materiality analysis to structure its policies, action plans, and indicators, thereby providing its stakeholders with enhanced confidence in the published information. As a Mission-Driven Company, it thus demonstrates its commitment to setting an example and acting responsibly in relation to its social and environmental commitments.
- The report is structured in accordance with the requirements of ESRS 2, made up of a chapter on General Information and thematic chapters on Environment, Social Issues, Governance and Business Ethics.
- Each material issue is addressed using a standardised approach: an overview of the impacts, risks and opportunities (IRO) specific to STERNE Group (“Our Challenges”), the existence of policies backed by targets where applicable (“Our solutions and commitments”), a presentation of the actions aimed at addressing the IROs (“In Practice, in 2025”), and indicators for monitoring the effectiveness of these action plans (“Our performance”).

Where possible, the indicators are those recommended by the ESRS standards, with a view to standardisation and comparability.

The report covers the entire consolidated perimeter as at 31 December 2025, excluding Benelux operations.

## A MEETING WITH LAURENT DE ROSNAY



**LAURENT DE ROSNAY**  
Chairman and CEO of  
**STERNE Group**

*Our strength lies in a clear direction and consistency in our actions. We are already several years ahead of schedule on our climate commitments.*

### What are your main takeaways from the past financial year?

What stands out most to me is the consistency of our commitment: we are not seeking to reinvent our history every year, but to **stay on course**. On several fronts, we have even progressed faster than anticipated, as demonstrated by our carbon trajectory, where targets were achieved five years ahead of schedule.

While the external environment is marked by uncertainty and policy shifts—whether regarding public decarbonisation policies, debates over mobility, or global instability – our strategy remains robust and consistent. No one can deny the reality of climate change, nor the tangible impacts that we can all see on the ground. While others may hesitate or scale back, we are pursuing our trajectory with conviction. We have honoured our commitments, strengthened our practices and reinforced our credibility with our stakeholders.

### How would you describe your commitment to society and the environment?

For us, responsibility is not limited to compliance with standards. It is a matter of sound judgement, at the very heart of what we do. Optimising and pooling journeys have always been central to our business. They enable our customers to reduce both their costs and

their environmental footprint. Another example is overnight delivery, completed before maintenance technicians or office workers arrive at their workplaces, which improves service quality while avoiding traffic congestion in urban centres.

At the same time, whenever technical conditions allow, we are investing in **low-carbon powertrains: a choice that represents a genuine long-term investment**. It puts us at the forefront of the solutions available, particularly when it comes to accommodating the charging requirements of electric vehicles. In every country, we have to work within the framework established by the public authorities. In Germany, the network already makes it possible to operate long-distance routes using electric lorries, while in France, we can serve urban areas using lighter electric vehicles.

We are not changing course; **we are able to adapt our model to current constraints while anticipating the world of tomorrow**, in line with our status as a Mission-Driven Company. To validate these decisions, we rely on sophisticated risk analysis tools, such as those developed by AXA Climate, which we have utilised this year. This study will enable us to further refine our operational responses. We clearly go beyond mere regulatory requirements, and these efforts are recognised by our stakeholders. Our accolades bear witness to this dedication, including the ESG Transparency Awards, which we received for the second consecutive year, our 2025 Transport and Logistics Provider Award, our EcoVadis Gold rating or higher across all entities, and the steady expansion of our ISO certifications.

### And what direction should we take in the future?

Our focus remains on our long-term commitments, and a great deal of the work has already been done. Our international reach is reflected in aligned HR and responsible purchasing policies, the strengthening of our management and internal control tools, enhanced transparency and safety measures, and a host of small local initiatives that foster a sense of connection and purpose amongst our teams, wherever we operate. At the same time, we are continuing to expand into new sectors where reverse logistics comes into its own, such as waste brokerage and logistics for the textile trade. To maintain our lead, we must continue to align our environmental and social plans, harmonise our practices and demonstrate to our partners that we will honour our commitments over the long term. What we do, we do out of **conviction as much as in anticipation of regulatory changes**, and this clearly sets us apart within our profession.



**STERNE**  
PREMIUM LOGISTICS SERVICES

CHAPTER

1

STERNE  
**GROUP**

# WHO ARE WE?

## OUR BUSINESS LINES



### FRENCH PREMIUM LOGISTICS LEADER

- Late hours collection and night delivery before 8am, 7am or to specifications
- Daytime delivery before 1 p.m. and before 6 p.m. for B2B and B2C customers
- Urban delivery and distribution
- Transport of sensitive products (valuables, luxury goods, health sector)



### URGENT, DEDICATED, ON-DEMAND INTERNATIONAL TRANSPORT SPECIALIST

- 24/7 urgent transport solutions by road, air, sea & air, rail
- White glove services for sensitive items
- Project services for non-standard consignments



### PREMIUM LOGISTICS LEADER IN GERMANY, AUSTRIA AND BENELUX

- Late hour collection and night delivery before 8 a.m., 6 a.m
- Daytime delivery before noon
- Weekend service specific to the agricultural sector with 24/7 deliveries

STERNE Group is a French logistics group, founded in 1972, and is the European premium logistics leader. It operates all types of urgent, high added-value transport, both scheduled and on-demand, for over 8,500 customers. Historically, the core business is based on the organisation of regular, scheduled delivery rounds.

Such expertise has major operational and environmental advantages:

- **Parcel deliveries and return flow collections are simultaneous.** That simultaneity considerably reduces the number of rounds. Reverse logistics means that spare parts can quickly be put back into circulation or recycled.
- **Flows are pooled** thanks to a dense network of agencies and warehouses. Thus, every new customer improves the round's economic and environmental efficiency.
- **The reliability and speed of deliveries and collections** means that customers can reduce their stocks and manage them on a just-in-time basis. That means less storage space.

STERNE Group's national and international network means it can supplement its scheduled services with a comprehensive multimodal on-demand offering.



## KEY FIGURES

**€540**

million  
2025 turnover

**2,020**

employees

**over 8,500**

customers

**8,500**

transport  
partners

**57,000 m<sup>2</sup>**

of logistics platforms  
in France

**75%**

of deliveries at night or at  
non-standard times

**190,000**

recipient customers

**3,700**

trips per day

**85**

agencies in Europe and  
around the world,  
including **49 in France**

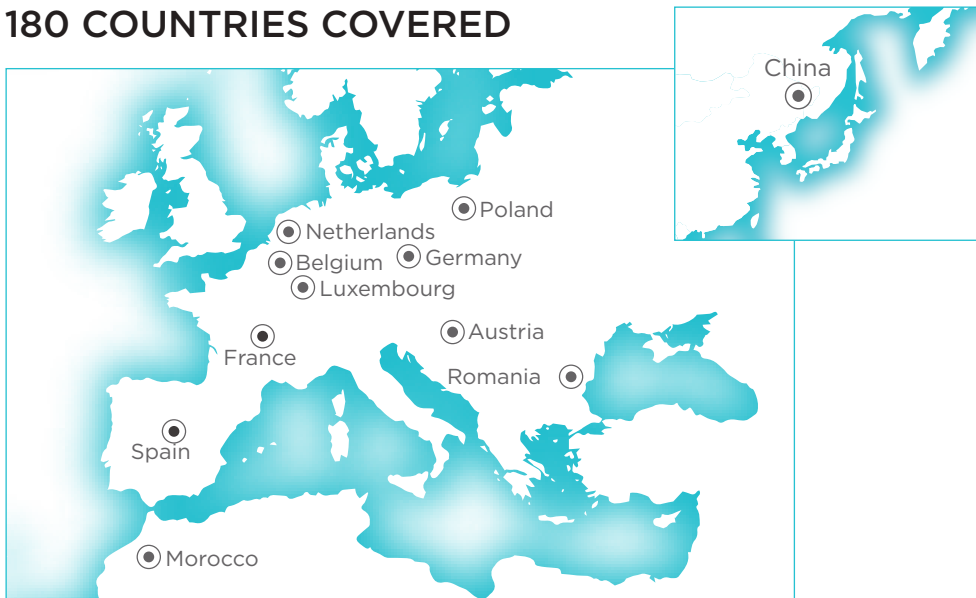
**100%**

of own fleet equipped with Euro 5  
and 6 vehicles among the internal  
combustion vehicles

**13,458**

tonnes eqCO<sub>2</sub> saved in 2025 thanks to the  
use of reusable containers

PRESENT IN 11 COUNTRIES,  
**180 COUNTRIES COVERED**



“ STERNE Group uses new technologies to better serve its customers, guaranteeing them total transparency and the best customer experience. ”

*Photos: Corbas / Mail-processing machine*

## OUR VALUES



### SERVICE

STERNE Group's goal is operational excellence. STERNE Group's employees, partners and subcontractors undertake to deliver quality service that delivers customer satisfaction.



### SPEED

STERNE Group's goal is to offer its customers as many urgent delivery options as possible, and to provide logistics solutions tailored to the critical nature of every situation.



### RELIABILITY

coordinating and supervising significant flows without interruption or failure and delivering scheduled and unscheduled D or D+1 on time.



### INNOVATION

innovation is at the heart of STERNE Group's growth strategy.

## OUR EXPERTISE

- **Guaranteed D+ or H+ lead times**, depending on specifications, with full traceability
- **Extensive knowledge of its vertical markets** spare parts and industry, healthcare, tertiary, retail and luxury goods
- Priority given to **sobriety, eco-responsibility and the decarbonisation** of activities
- **The reliability and speed of deliveries** and collections means that customers can reduce their stocks, which they can manage on a just-in-time basis. That means less storage space.



## OUR SECTOR EXPERTISE

### THE TERTIARY SECTOR

30 years' expertise in the secure transport of documents and parcels for financial institutions, private health insurers and insurance companies, offering a pooled and environmentally responsible service.



### LUXURY

A range of "white-glove" services for the secure and discreet transport of exceptional goods, drawing on 25 years' expertise working with haute couture houses, and professionals in the luxury, art and gastronomy sectors.



### DISTRIBUTION AND E-COMMERCE

Day-to-day logistics prior to shop opening to support ship-from-store, and click & collect, enabling distributors, wholesalers and retailers to optimise stock levels and service quality.



### AGRICULTURE

24/7 express delivery of agricultural parts (from seals to combine harvester blades) to prevent any critical breakdowns, available in France, Germany, Austria and the Benelux countries.



### SPARE PARTS

Fast and environmentally responsible logistics to meet the significant challenges of the maintenance and repair market, with local delivery, into the technician's or sales representative's vehicle or onto their work site, and simultaneous collection of faulty parts and route optimisation.



### INDUSTRY

Logistics solutions – whether planned or urgent, local or global, offering full traceability and a reduced environmental footprint, across the entire industrial sector, which is subject to the same requirements for supply chain optimisation.

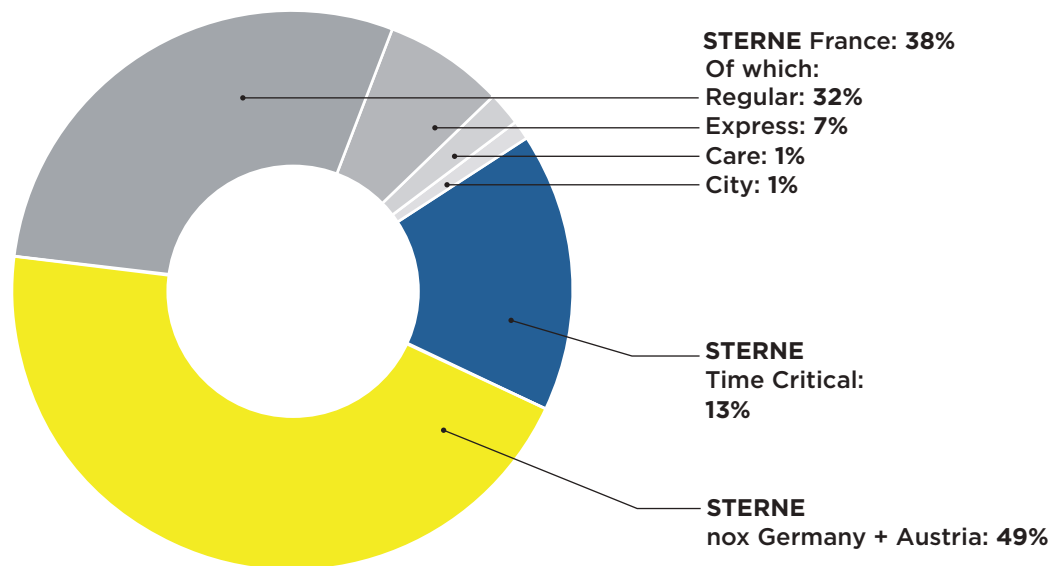


### HEALTH

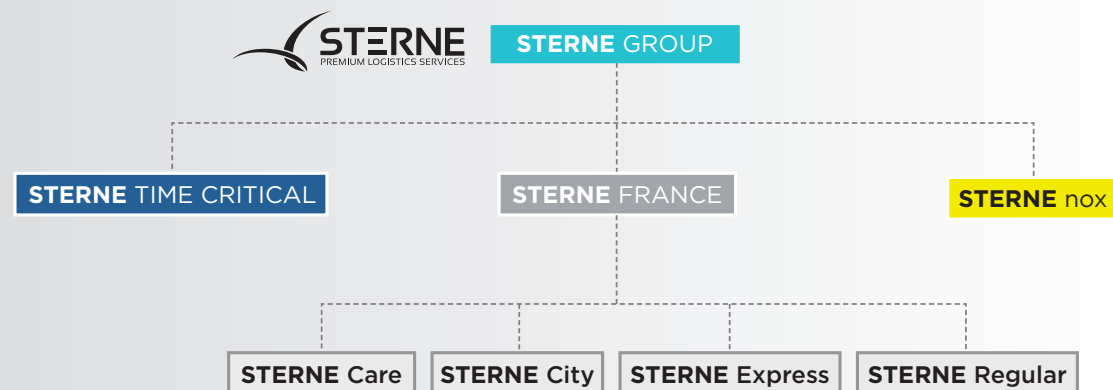
Logistics expertise for organisations in the healthcare sector, including laboratories, research institutions, manufacturers or distributors of medical devices, and public or private organisations, with regular delivery rounds, urgent or sensitive deliveries, and guaranteed temperature traceability.



## TURNOVER BY SUBSIDIARY



## SIMPLIFIED ORGANISATION CHART



# OUR HISTORY

**1972**
**FOUNDING OF THE GROUP**

TCS was founded in Aquitaine, France's leading provider of tailor-made scheduled transport services

**2018**
**INTERNATIONAL EXPANSION**

International expansion with the purchase of the ATS Group and NOVEA, and roll-out of its first urban services

**2021**
**STRENGTHENED INTERNATIONAL EXPANSION**

Strengthened international expansion (160 countries) following the acquisition of Transport Manager. Acquisition of a stake in Tikehau Capital as part of the "T2 Energy Transition Fund" dedicated to decarbonisation

Arrangement of a Sustainability Linked Loan. STERNE Group has answered the United Nations' call by joining the UN Global Compact. Setting the baseline year for the SBTi decarbonisation trajectory to be validated in 2023, encompassing Scopes 1, 2, and 3 for STERNE France and Time Critical

**2023**
**MISSION-DRIVEN COMPANY**

STERNE Group became a Mission-Driven Company. Implementation of the Integrated Management System ISO 9001, 14001, 45001

Publication of the first Group Code of Conduct.

**2025**
**GROUP HR POLICY AND SBTi TRAJECTORY**

Validation of the SBTi trajectory for the entire Group, Scopes 1, 2 and 3

Roll-out of the Human Resources Policy across the entire Group

**2017**
**ACQUISITION OF A STAKE IN MEESCHAERT CAPITAL PARTNERS**

(now Meanings Capital Partners) and launch of the growth strategy based on acquisitions

**2020**
**GROUP MANAGEMENT QHSE – CSR**

Establishment of Group QHSE – CSR Department

**2022**
**EUROPEAN LEADERSHIP**

Europe's leading provider of premium logistics services, following acquisition in December 2022 of nox NachtExpress group, market leader in night delivery in Germany, Benelux countries and Austria. STERNE Group has once again doubled in size

Publication of the first Sustainability Report. Vehicle fleet transition plan

**2024**
**RESPONSIBLE PURCHASING POLICY**

Formalisation of the Group's Responsible Purchasing policy





**John ZAILAA**  
Managing Director  
**STERNE France**

*For us, 2025 was a year of consolidation and structuring. Firstly, we have put in place a new operational structure organised around three regions, each led by a regional director, and have strengthened our teams where necessary. We have also upgraded our infrastructure to ensure we have a consistent and high-performing network. Finally, we have used the past year to review our customer service, invoicing, sales administration, quality and network operations.*

*By being closer to the front line, this new organisational structure is primarily designed to enable us to deliver the standard of service our customers expect and to support our growth ambitions for the coming years.*

*From a commercial perspective, we have focused on addressing a two-fold challenge: limiting the decline in the banking sector, while strengthening our position in the parcels and spare parts market, which is already our primary growth driver. To this end, we have invested in two new sorting lines, in Lyon and Chilly-Mazarin, to better manage our flows and boost productivity.*

*In 2025, we also continued to pursue our decarbonisation strategy: the transition to electric vehicles is ongoing, and we are actively working on rolling out B100 engines for our long-haul rounds. The gradual roll-out of our new DMS will enable us to accurately measure the distances travelled and our GHG emissions – something our customers have been eagerly awaiting.*

*As quality and excellence are key to building customer loyalty, growing our business and setting ourselves apart, we will continue to invest in 2026 with one ambition: to become the market leader in the urgent delivery of spare parts in France.*



## KEY EVENTS 2025

- **A new operational structure**
- **Two new sorting lines in France**
- **Roll-out of B100 engines for our long-haul rounds**

## KEY FIGURES



**€205 million**

Turnover



**855**

Number of employees



**over 25 million**

parcels transported



**962**

Number of partners



**45**

Number of sites



**over 550**

Number of rounds



## STERNE Regular

**STERNE Regular** has a dominant position in the high-precision same-day (H+) scheduled transport sector in France. This division specialises in the regular, often daily, delivery of spare parts, documents, products, small equipment items and consumables to business customers.

The rounds, which are mainly carried out at night or early in the morning, involve both deliveries and collections (returnable packaging, parts to recycle, mail, etc.) directly from customers' premises, or even to and from sales representatives' and technicians' vehicles. STERNE Regular also has 360 professional service points for parcel drop-off and collection, offering great flexibility in terms of delivery and pick-up times.

The model optimises travel and is key to reducing customers' carbon footprint. Coverage across France is provided using environmentally friendly vehicles, and STERNE Regular promotes the use of reusable containers.

## STERNE Express

**STERNE Express** provides scheduled collection and delivery services for letters and parcels in France and internationally. The express solutions rely on the same logistics platforms as STERNE Regular in France and serve 180 countries, thanks to 1,100 operational sites and 8 strategic hubs for air freight within the SKYNET and WCA international networks.

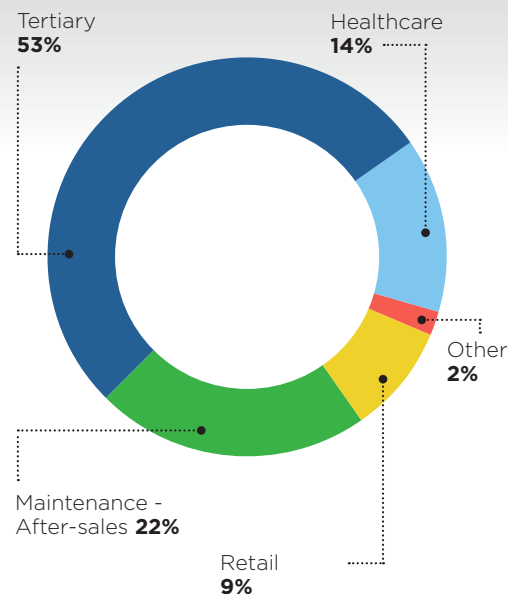
## STERNE City

**STERNE City** offers urgent delivery solutions in France's major high-density conurbations which are subject to traffic and access regulations. Whether scheduled or on-demand, these deliveries are designed to reduce congestion in town centres and cut emissions, using modes of transport such as electric vehicles, bicycles, cargo bikes and electric scooters.

## STERNE Care

**STERNE Care** is a specialist partner for medical sector players such as hospitals, clinics, pharmacies, analysis laboratories, dental technicians and medtech players. The deliveries, which are often temperature-controlled and traceable, are made by specialised vehicles that guarantee compliance with the cold chain and local environmental standards.

Breakdown of turnover by market





**Aymeric DENNEULIN**  
Managing Director  
**STERNE Time Critical**

*In a still volatile economic environment, characterised by mixed market conditions – with the automotive sector in decline but the aerospace and defence sectors showing greater momentum – STERNE Time Critical continued on a path of consolidation and adaptation in 2025. The year was characterised by continuity, with the continued roll-out of the Group's policies on human resources and the energy transition.*

*STERNE Time Critical continues to expand its international presence, particularly in Morocco, China and Central Europe, to support its major customers in their expansion while maintaining the same high standards of service and commitment to CSR.*

*The HR team, which is now fully established, has strengthened coordination between the various entities to support this growth. Monthly reviews enable us to manage and monitor local needs. The investments made are paying off: roll-out of training programmes is being facilitated, going beyond regulatory requirements.*

*Our vehicle renewal policy is continuing, with an increasing proportion of low-carbon engines in both our own fleet and those of our service providers. Alternative fuels (HVO, B100, etc.) are proving very popular, and we are continuing our efforts to install storage tanks at our sites, in the absence of a national infrastructure.*

## KEY EVENTS 2025

- **Mixed performance across business lines**
- **Reinforcement of the training effort**
- **Continued investment in storage tanks for low-carbon fuels on the sites**

## KEY FIGURES



**€71 million**

Turnover



**186**

Number of employees



**180**

Number of countries served



**7**

Number of countries present



**250,000**

Number of trips



**1,500**

Number of partners



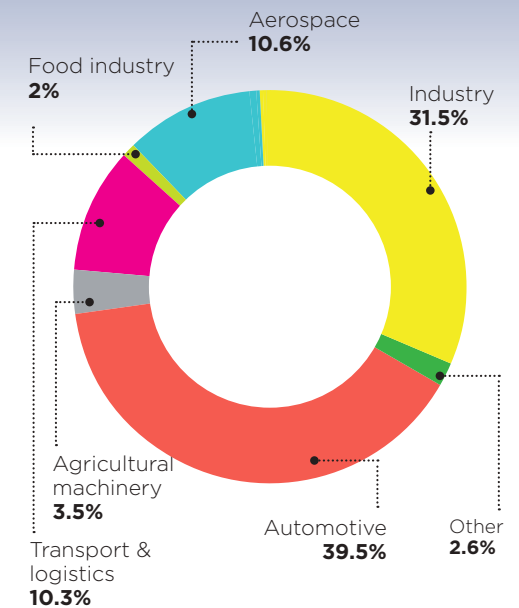
**10**

Number of sites

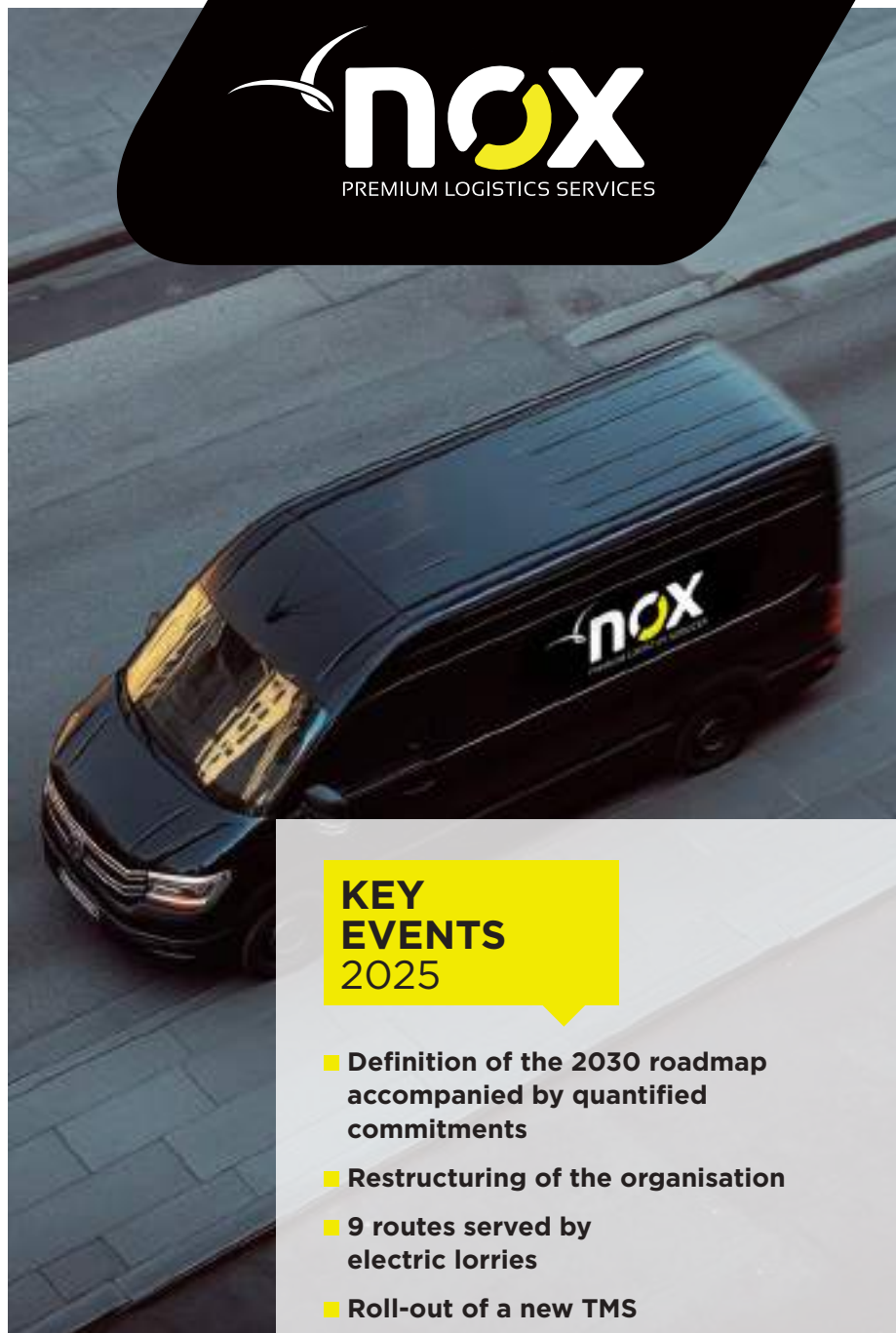
An urgent and sensitive transport leader in Europe and worldwide, **STERNE Time Critical** guarantees availability 7 days a week, 24 hours a day. Specialising in bespoke urgent delivery solutions, the company offers services by land, air or a combination of the two, adapted to situations that require extreme responsiveness where time is of the essence.

Operations include the urgent delivery of high added-value parts or of parts likely to cause production stoppages or deliveries of important official documents. **STERNE Time Critical**'s expertise lies in its logistics flow management and the chartering of multimodal transport, giving its customers the opportunity to improve their carbon footprint through practices such as groupage and co-loading, subject to customer demand.

Breakdown of turnover by market



**STERNE TIME CRITICAL**  
ensures availability  
24 hours a day, 7 days a week.



## KEY EVENTS 2025

- **Definition of the 2030 roadmap accompanied by quantified commitments**
- **Restructuring of the organisation**
- **9 routes served by electric lorries**
- **Roll-out of a new TMS**



**Alexander KOHNEN**  
CEO **STERNE nox**

### 2025 – A pivotal year for nox.

Following a period of internal reorganisation and consolidation, 2025 marked an important milestone for nox. In collaboration with the Group's Senior Management, we have set out a clear strategic framework for 2030. This strategy provides direction and priorities, and sets out a shared vision of what success will look like at nox in the future, in economic, operational and corporate responsibility terms.

From an operational perspective, 2025 was characterised by alignment of our organisational structure and strengthening of cross-border collaboration within the Business Unit. Significant

measures have been put in place to harmonise management processes in Germany, Austria, the Netherlands and Belgium, and to further professionalise governance and cooperation. These measures have laid the foundations for greater consistency in processes, clearer lines of responsibility and improved transparency throughout the organisation.

At the same time, we have continued to enhance operational excellence. In particular, this involved continuing the digitisation of indirect purchasing, harmonising certain HR frameworks, rolling out a next-generation transport partner platform and preparing for the new TMS. These initiatives are designed to improve the efficiency, data quality and scalability of our network.

Sustainability is an integral part of our 2030 strategy and is embedded in all areas of strategic action. In 2025, we focused our efforts on putting in place the structures and conditions needed to enable measurable progress in the years to come. From an environmental perspective, we have accelerated the transition to low-emission logistics solutions. Electric vehicles are already in service on some routes. The expansion of charging infrastructure and alternative powertrain concepts continues to be assessed in terms of operational feasibility and customer requirements.

At the same time, we have adopted a more holistic approach to sustainability: in terms of governance, through our commitment to fair and reliable partnerships, and in our determination to provide a working environment where everyone wants to stay, thrive and make a contribution. Our aim is not a short-term impact, but to create long-term, sustainable value: for our customers, our employees, our partners and society.

None of this would be possible without the dedication and adaptability of our teams. I would like to extend my sincere thanks to all staff for their commitment and willingness to play an active part in shaping this new phase of nox's development.



## KEY FIGURES



***“Sustainability is an integral part of our 2030 strategy and is embedded in all areas of strategic action.”***

## EUROPE'S LEADING NIGHT DELIVERY SERVICE

STERNE nox makes over 80 logistics centres in France, Germany, Austria, Belgium and the Netherlands available to its customers, with national coverage in Germany and a European network of partner companies. STERNE nox is present in the personal and utility vehicle, construction, agricultural and healthcare equipment markets.

### STERNE nox STANDS OUT FOR ITS NIGHT-TIME EXPRESS NETWORK, THE MOST EFFICIENT IN EUROPE

85% of deliveries reach their destination before 6am in the morning, so that the equipment or spare part is available before the day begins.

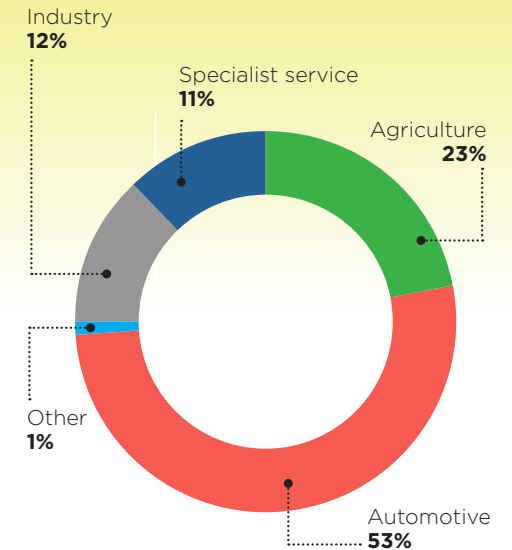
The automotive sector accounts for half of its customer base. Precision logistics comes into its own in this highly complex production chain where a missing part can mean a very costly production stoppage.

In the commercial vehicle, agricultural or site machinery sectors, parts are put to the test in extreme conditions. STERNE nox ensures that parts, from electronic components to high-capacity batteries, are available at short notice to keep machinery up and running.

STERNE nox also enables garages and repair shops with limited storage space to quickly access tyres, windscreens and other parts to serve their customers.

In the healthcare sector, STERNE nox draws on over 55 years of expertise to deliver, with a high level of quality and flexibility, products ranging from sensors to prosthetics, which are essential to the smooth running of clinical processes.

Breakdown of turnover by market



# MODEL FOR VALUE CREATION

SBM-1

## RESOURCES



### HUMAN CAPITAL

2,020 employees  
28% women



### SOCIETAL CAPITAL

8,500 customers  
8,500 partners



### MANUFACTURING CAPITAL

- 5 logistics platforms
- 85 agencies
- 100% Euro 5 and 6 vehicles across our directly-owned thermal fleet



### NATURAL CAPITAL

116,245 tonnes of GHG emissions

## ACTIVITIES

### AN INNOVATION CULTURE



Seeking day-to-day improvement tools for our employees and customers

### A WIDE RANGE OF BUSINESS EXPERTISE

Tertiary  
Maintenance  
Healthcare  
Retail  
Industry  
Luxury  
Agriculture



Service



Speed



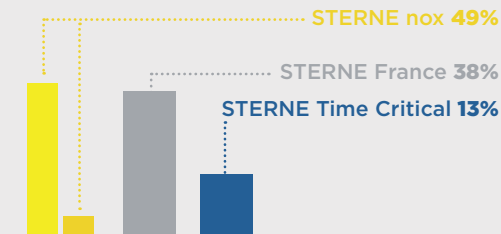
Innovation

OUR FOUNDATIONAL VALUES



Reliability

### PREMIUM LOGISTICS SOLUTIONS - BOTH PLANNED AND UNPLANNED



### STABLE AND COMMITTED GOVERNANCE



### A PRESENCE IN 11 COUNTRIES



### A CSR POLICY THAT PERMEATES ALL ACTIVITIES



Contributing to the ecological transition



Acting ethically and transparently

Promoting the best possible quality of life at work

180 countries served

# STERNE GROUP EXPERT IN PREMIUM LOGISTICS

## OUR IMPACT & ACHIEVEMENTS

### FOR OUR CUSTOMERS

over 2,000,000 stops\* per month

Local network

8 ISO certifications

### FOR OUR EMPLOYEES

Work from home policy

34.9% of employees trained

A fall of 27.6 points in the workplace accident rate since 2023

### FOR OUR SHAREHOLDERS

€540 million turnover

\*Vehicle stops during a delivery phase.

### FOR THE PLANET



Science-based commitments certified by the SBTi

Development of the electric fleet

26% reduction in carbon intensity since 2021

Route optimisation

20,099 tonnes of waste avoided thanks to reusable containers

86% waste recovery rate

### OUR PURPOSE

To optimise transport and logistics flows and related services in order to support our customers in implementing environmentally responsible, innovative and high value-added services that:

- CONTRIBUTE TO THE DEVELOPMENT OF MORE SUSTAINABLE ETHICAL AND ECONOMIC PERFORMANCE,
- PRESERVE NATURAL RESOURCES,
- GUARANTEE CONSTRUCTIVE AND SUPPORTIVE QUALITY OF LIFE AT WORK.

### ▶MEGATRENDS

- ▶New consumer habits and production practices
- ▶Stock value optimisation
- ▶Increased supply chain outsourcing
- ▶Inclusion of sustainable development concerns



## ECONOMIC PARTNERS

Sustainable development issues are increasingly being taken into account by STERNE Group's economic partners. Both equity investors and lenders have expectations concerning the Group's ambitions in that area.

STERNE Group is part of an impact fund's investment portfolio under the SFRD article 9 regime. In that context, the Group must explain the contribution of its activity to the fund's impact thesis, decarbonisation, and must also provide quantitative information on CSR performance and the management of risks and negative impacts in an annual report.

Furthermore, the Group has negotiated its debt by building ESG criteria into the credit rate structure.

➡ **Two criteria were taken into account: reducing the Group's carbon footprint and improving its EcoVadis score.**



## CUSTOMERS

Growing awareness of climate change is encouraging customers to work with companies that are aware of their impact and that can make proposals to reduce their carbon footprint. The STERNE Group business model allows both costs and environmental impacts to be pooled for virtuous logistics.

The Group's customers can range from large companies to SMEs:

➡ **services are tailored to individual needs while leveraging standardised processes.**



## SUPPLIERS, SUBCONTRACTORS AND PARTNERS

The Group's subcontractors are mainly transport partners. These partners make it possible to provide services as close as possible to the need using their human and material resources. The Group has a direct impact on the local economies of its site locations. Selecting service providers close to its operating sites gives it a strong local presence, the Group being differentiated by the local referencing of its contractors. Thus, 75% of them are SMEs or VSEs.

➡ **This proximity makes a dialogue between operational staff and service providers possible, thus contributing to high level service quality through monitored exchanges and delivery round control.**

This is especially significant when the missions become more faced with the growing challenges of the sector.



## LOCAL COMMUNITIES

The group maintains close ties with the local communities near its sites and agencies.

It prioritises regular dialogue with elected representatives and community groups in order to foster mutual understanding and anticipate the impacts of its activities.

Concrete initiatives are being undertaken to support local employment, take on work-study students, encourage partnerships with schools and contribute to community projects.

➡ **These initiatives help to embed the Group within the local community and reinforce its role as a responsible stakeholder in local development.**





## STERNE Group, A MISSION-DRIVEN COMPANY

By becoming a Mission-Driven Company in 2023, STERNE Group strengthened its position as a committed group. As a multimodal transport and logistics group, STERNE Group is convinced that its activity plays a key role in the ecological transition. Faithful to that notion, its purpose is based on the demonstration over several decades of its expertise in putting that belief into practice.

### STERNE GROUP'S PURPOSE

“*Optimising transport and logistics flows and the associated services to support our customers in setting up eco-responsible, innovating, high added value services, contributing to the development of more sustainable ethical and economic performance, preserving natural resources and guaranteeing a constructive and supportive quality of life at work.*”

### 3 STATUTORY OBJECTIVES:

- 1. CONTRIBUTING TO THE ECOLOGICAL TRANSITION** by reducing the environmental impact of our services and promoting eco-responsible behaviour amongst all our stakeholders.
- 2. PROMOTING GOOD QUALITY OF LIFE AT WORK** to guarantee the fulfilment, safety and intellectual stimulation of the Group's employees and partners.
- 3. ACTING ETHICALLY AND TRANSPARENTLY** towards all the Group's stakeholders in order to fulfil our mission.

Following a year spent defining the mission, its statutory objectives and the functioning of the Mission Committee, 2025 was a year of consolidating these processes. Mission Committee members welcomed the continuation of the carbon reduction pathway and the sustained level of investment in:

- Low-carbon vehicles, digital tools for round optimisation
- Raising awareness of road safety, particularly for motorcyclists and cyclists
- Innovations and process reviews, particularly within the nox BU.

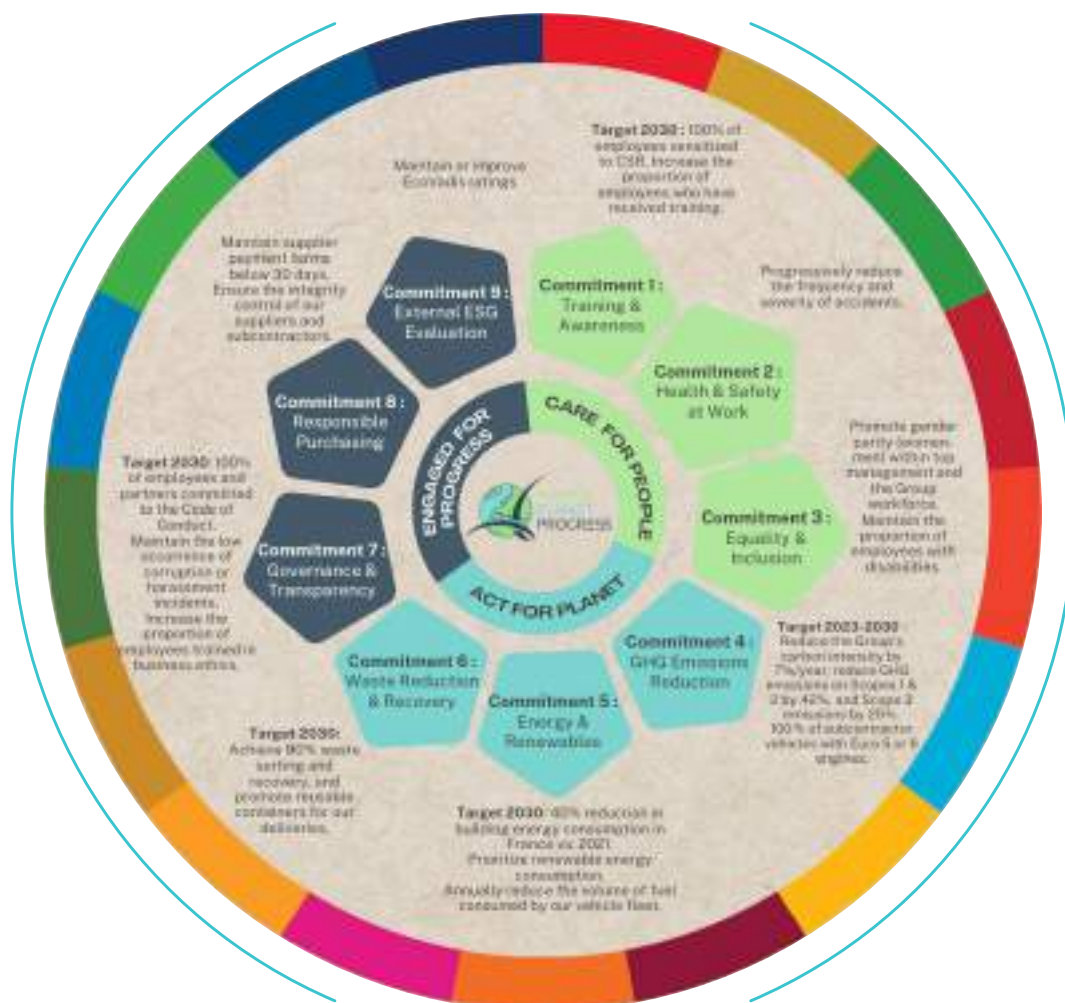


**Fabienne FAUNY TIZIO**  
Chair of the Mission Committee  
Director of Business units  
STERNE Express and STERNE  
Care

*In the transport sector, everything moves quickly: deadlines, flows and decisions. But behind every delivery, there are teams who are dedicated to their work and ensure the expected standard of service day in, day out. This collective commitment is our greatest asset and gives our mission its full meaning. In 2026, our objective remains clear: to combine performance with responsibility, speed with rigour, and efficiency with a commitment to honouring our commitments. Being a Mission-Driven Company is not just a catchphrase, but a long-term stance that combines efficiency, solidarity and setting an example. In the coming year, let us continue to move forward with a pragmatic and consistent approach: that's how we will achieve sustainable progress.*

# 3 PILLARS

ETHICS  
ENVIRONMENT  
QUALITY OF LIFE AT WORK



## CONTRIBUTING TO THE DEVELOPMENT OF GLOBAL ECONOMIC PERFORMANCE

STERNE Group supports its international growth through targeted acquisitions and organic growth driven by its premium offer while contributing to the development of sustainable economic performance. Every year, it renews its membership of the United Nations Global Compact.



Those ambitions are based on three themes:

- 1 FINANCIAL PERFORMANCE AND CAPACITY FOR INNOVATION**  
The Group's asset-light model gives it agility, creativity and capacity for innovation. Its investments allow it to assert its position as the European premium logistics leader.
- 2 MINIMISED ENVIRONMENTAL IMPACT**  
The Group applies a general greenhouse gas emission reduction and energy sobriety policy both to itself and to its customers.
- 3 BEST POSSIBLE QUALITY OF LIFE AT WORK**  
The continuous improvement of working conditions and social on-boarding have been the cornerstones of the Group's culture since its creation.



## GOVERNANCE OF THE CSR APPROACH

> [GOV-1] and [GOV-2]

STERNE Group's CSR approach is based on continuous improvement initiated and steered by the Group's General Management and implemented by the QHSE - CSR - ESG Department.

The presence of the Quality, Safety, Security, Environment and CSR Director on the Executive Committee since his appointment in 2020 illustrates the importance of CSR in the Group strategy. In 2024, the QHSE - CSR - ESG Director attended 4 meetings of the Group's Supervisory Board to share the main achievements with the shareholders.

## GOVERNANCE

### SUPERVISORY BOARD

- ➡ 4 meetings a year dedicated to CSR / CSR topics discussed at each meeting
- ➡ CSR Committee
- ➡ CSR awareness-raising
- ➡ Oversees Group strategy and CSR issues



### EXECUTIVE COMMITTEE

- ➡ 12 meetings a year dedicated to CSR / CSR topics discussed at each meeting
- ➡ Prepares and approves decisions relating to the CSR strategy
- ➡ The presence of the Quality, Safety, Security, Environment and CSR Director on the Executive Committee since his appointment in 2020 illustrates the importance of CSR in the Group strategy.



## OPERATIONAL CONTROL

### QHSE - CSR - ESG DEPARTMENT

The Department is in charge of structuring and implementing the CSR-ESG approach in conjunction with the other departments and the international subsidiaries.

➔ It had 6 employees (3 in France, including 1 work-study programme student, and 3 in Germany at the end of 2024).



### HUMAN RESOURCES DEPARTMENT

The Group Human Resources Department is a member of the Executive Committee.

➔ It is in charge of the social aspects of the Group's CSR policy and for rolling it out across the Business Units.



### PURCHASING DEPARTMENT

The Purchasing Director is a permanent member of the Executive Committee.

➔ He manages the Group's purchasing policies and tools (*supplier charter, purchasing rules, controls, etc.*) and makes sure they are applied consistently in the field.

The Directors of each Business Unit implement the Group's policies by adapting their roadmap to the specificities of their business.

## MONITORING & COMPLIANCE

Compliance is managed by a cross-functional team.

The actions are steered by:

- ➔ Managing Director
- ➔ Chief Financial Officer
- ➔ Director of Human Resources
- ➔ Purchasing Director
- ➔ Quality, Safety, Security and Environment - CSR-ESG Director
- ➔ Information Systems Director



## DISTRIBUTION IN THE PROFESSIONS

The Group ensures the commitment of all its employees through a global approach to operational certification and labelling which covers all aspects of CSR in accordance with the principles of the **ISO 26000 standard**.

Since 2023, the Group has been engaged in a **certification and assessment process** on the following eight standards:

|           |                                                  |
|-----------|--------------------------------------------------|
| ISO 9001  | Quality Management                               |
| ISO 13485 | Medical devices - Quality Management Systems     |
| ISO 14001 | Environmental Management                         |
| ISO 28001 | Security management systems for the supply chain |
| ISO 28000 | Supply chain resilience                          |
| ISO 45001 | Occupational Health and Safety Management        |
| ISO 50001 | Energy Management                                |
| ISO 27001 | Information security                             |

| Business Unit        | Status   | Level                       |
|----------------------|----------|-----------------------------|
| STERNE Regular       | Gold     | 98 <sup>th</sup> percentile |
| STERNE Time Critical | Gold     | 96 <sup>th</sup> percentile |
| STERNE Express       | Platinum | 99 <sup>th</sup> percentile |
| STERNE Care          | Platinum | 96 <sup>th</sup> percentile |
| STERNE City          | Gold     | 97 <sup>th</sup> percentile |
| STERNE nox Germany   | Silver   | 95 <sup>th</sup> percentile |
| STERNE Group         | Gold     | 97 <sup>th</sup> percentile |

The Group has also achieved **high levels of recognition by EcoVadis** for all its Business Units:

## GOVERNANCE OF THE CSR APPROACH

> [GOV-1] and [GOV-2]

CSR governance is underpinned by a rigorous comitology designed to guarantee the structured and ongoing engagement of all stakeholders - management, shareholders, lenders and institutional partners.

The **Supervisory Committee**, chaired by an independent third party, watches over the consistency of the processes deployed across the Group. It provides a cross-functional analysis of ESG issues, strategic orientations and the management systems in place. CSR items are included on the agenda of each quarterly meeting to report on progress and results, and to share in-depth analyses of the risks, regulatory developments and identified opportunities. This body has a central role in anticipating impacts and strengthening the organisation's resilience.

In addition, **several specialist committees** provide close and iterative monitoring of the CSR roadmap. Monthly meetings are organised with the CSR and steering teams from the main shareholders to check the implementation of the action plans, identify any additional measures to be taken, and regularly review the double materiality analysis. These discussions favour the alignment between stakeholders and the continuous improvement of practices through peer-to-peer sharing.

The **Syndication Committee**, which meets twice a year around the **CSR officer**, keeps all lenders informed of the progress of Sustainability Linked Loan (SLL) indicators.

The **Mission Committee** provides additional expertise and feeds into strategic thinking. It makes sure the business model is aligned with the mission objectives and the resources deployed to achieve them.

As an in-house management body, the **COMEX** is informed of the progress of ESG projects every month in the Business Units and participates in defining medium- and long-term strategic directions.

The **CODIR** provides transverse Business Unit coordination around CSR actions, including the scheduling of training, the steering of statutory objectives relating to the Mission-Driven Company and the SLL pillars, as well as the implementation of action plans relating to double materiality and the identification of risks and opportunities (IRO).

## THE GOVERNANCE OF CLIMATE ISSUES

- ➔ **STERNE Group's** climate strategy is the responsibility of the CEO and the QHSE - CSR - ESG Director.
- ➔ The QHSE - CSR - ESG Department designs and coordinates the reduction strategy and actions. They are based on an identification of the climate risks and impacts.
- ➔ The strategy is approved by the Supervisory Board and implemented by all operational departments.
- ➔ The indicator of the Group's total GHG emissions is one of the two indicators included in the conditions for financing the SLL contracted in 2021.
- ➔ STERNE nox's strategy is tailored to its challenges, while being fully aligned with the Group framework. Responsibility for its implementation lies with the respective national organisations in Germany and Austria.

**NEW**

### STERNE nox

In 2025, the Environment, Energy and CSR Department was integrated into the Purchasing and Partner Relations Department in order to facilitate data collection and monitoring.



## GOVERNANCE OF HUMAN RESOURCES MANAGEMENT

The Human Resources Department sets the overall orientations, and draws up and deploys Group policies in collaboration with the Business Unit Departments. The implemented actions and their results are reviewed at the weekly Executive Committee meetings, of which the Human Resources director is a member.

The Human Resources team at headquarters oversees the implementation of the policies in three main areas:

- ➡ administrative management, including payroll,
- ➡ human resource development,
- ➡ coordination of local human resources managers. It also manages industrial relations.

The Human Resources teams make sure Group policies are implemented in line with the specific characteristics of their business and local regulations.

Considering the diversity of our sites, cultures and employment pools, HR policy prioritises local support with human resource managers for each BU. That approach allows us to provide support tailored to the specific needs of the teams and to be more responsive thanks to a better understanding of local issues.

The Group has introduced increasingly digitised, well-structured and resilient human resource management procedures and tools. That part was strengthened in 2023 and 2024 to meet the requirements of a doubling in size with the roll out of a new HR Information System (HRIS). Those tools simplify standardised data processing, increase data reliability and security, and guarantee effective control. Furthermore, they facilitate the rapid implementation of policies by giving employees access to their own data.

The ISO 45001 (workplace health and safety management system) certification process for STERNE France and STERNE Time Critical makes it possible to improve risk management and share best practice across the Group. It will be gradually rolled out to the other entities.



## GOVERNANCE OF ETHICS AND COMPLIANCE

The management of ethics and compliance issues is given to a cross-functional team comprising the Chief Executive Officer, the Chief Financial Officer, the Purchasing Director, the Information Systems Director and the Quality, Safety, Environment, CSR and ESG Director. The subject is discussed at the quarterly Management Committee (CODIR) meetings, with the Agency and Operations Managers collecting the salient facts. An investigation is carried out if any suspicions arise.

At STERNE nox, ethical issues are dealt with globally by the Director of Compliance and Public Affairs, in coordination with the compliance committee, to guarantee a consistent and integrated approach across all relevant areas.

Subcontractor compliance with human rights and labour standards is monitored through the mandatory provision of relevant documentation and its regular updating. The processes have just been strengthened in line with German regulations on the duty of care in the supply chain.

Environmental responsibility is assessed using an environmental relevance matrix which is updated annually.

Working conditions, such as compliance with legal requirements in terms of pay and working hours, are constantly monitored by the Human Resources department.



This monitoring has been stepped up in Germany with the roll-out of a digital monitoring platform, covering vehicles, journeys and drivers of vehicles weighing 2.6 tonnes or more, in accordance with local legislation. This tool will also be rolled out in the Netherlands, Belgium and Switzerland.

# OUR COMMITMENTS AND RECOGNITION FROM THIRD PARTIES

- **ESG Transparency Awards: 2024 and 2025**
- **Transport and Logistics Service Provider Award 2025**
- **Employment Ambassador Certificate for the Nouvelle-Aquitaine region**

**Since January 2023, the entire Group has been certified** for the ISO 9001 and 14001 standards. STERNE France entities + STERNE Time Critical are 13485, 28000, 28001, 45001 certified and have a 50001 assessment. STERNE France is ISO 27001 certified.

|           |                                                  |
|-----------|--------------------------------------------------|
| ISO 9001  | Quality Management                               |
| ISO 13485 | Medical devices - Quality Management Systems     |
| ISO 14001 | Environmental Management                         |
| ISO 28001 | Security management systems for the supply chain |
| ISO 28000 | Supply chain resilience                          |
| ISO 45001 | Occupational Health and Safety Management        |
| ISO 50001 | Energy Management                                |
| ISO 27001 | Information security                             |



The Group has also achieved **high levels of recognition by EcoVadis** for all its *Business Units*:

ecovadis

| Business Unit        | Status   | Level                       |  |
|----------------------|----------|-----------------------------|--|
| STERNE Regular       | Gold     | 98 <sup>th</sup> percentile |  |
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| STERNE nox Germany   | Silver   | 95 <sup>th</sup> percentile |  |
| STERNE Group         | Gold     | 97 <sup>th</sup> percentile |  |



**Loïc CHAVAROCHE**  
QHSE - CSR - ESG Director  
STERNE Group

*This year, in line with our commitments, we have taken another significant step forward in our climate action: experts from the SBTi have validated our new trajectory, which has now been extended to cover Germany and Austria. This approval brings all our subsidiaries into line with a scientifically validated common decarbonisation trajectory.*

*On the ground, this ambition is reflected in concrete actions, which we adapt to local contexts: roll-out of the first electric heavy goods vehicles in Germany, marking a genuine technological leap forward, and the ongoing electrification of our vehicle fleet in French urban areas. These projects demonstrate our ability to turn our commitments into tangible achievements.*

*The year also saw a reorganisation of STERNE nox's CSR department, notably involving the merging of the purchasing and environmental reporting functions, with a view to improving the efficiency and reliability of data collection. This progress has been accompanied by significant efforts on the part of the Group HR team to focus on the onboarding of new staff, reducing staff turnover and improving well-being at work – all of which will remain priorities in 2026.*

*The European context, which is constantly changing from a regulatory perspective, makes it more difficult to implement a unified strategy. But our role remains clear: to play an active part in helping our customers to decarbonise. As such, we are proud to have taken part in the "Purchasing 2030" project launched by French banking group BPCE and its partners, which aims to establish a common methodology for calculating the carbon footprint of the banking sector. This contribution reinforces STERNE Group's position as a leading player in the sector.*

*We will continue our efforts to make our reporting clearer and more informative, incorporating more explanatory material in this new edition, as we are aware of the technical nature of the topics we cover. We are also working with our finance department to strengthen the link between financial performance and ESG, as recommended by the regulators. And finally, we continue to put ourselves to the test through external assessments, such as those carried out by EcoVadis, to maintain an objective view of our progress and ensure we remain in line with our stakeholders' expectations.*





The Group has renewed its membership of the Global Compact every year since 2021.



### Environment, climate and energy

The Group wants an effective energy and environmental transition. Its ambition is to be an exemplary player in its sector in terms of environmental impact and energy use. Its objective is to reduce its GHG emissions by 42% on Scopes 1 and 2, and by 25% on Scope 3 between 2021 and 2030.



### Collective and social well-being

At the heart of its mission and purpose, the Group intends to continuously improve the living conditions of its employees and external stakeholders by providing the best possible working environment that promotes efficiency and conviviality. **STERNE Group** takes great care to make sure human rights are respected by prohibiting all forms of child and forced labour throughout its production process.



### Economic stimulation of society

Through its environmental and social commitments, **STERNE Group** intends to generate economic stimulation in all the regions in which it operates. It aims to promote the local economy through its extensive responsible purchasing policy.



**Estelle BÉTHENCOURT**  
CSR Officer **STERNE Group**

*The CSRD is a powerful tool for collective expression, enabling everyone within the company to get involved, share their vision and play an active part in defining our sustainability priorities.*

*As the person responsible for CSR reporting, right at the heart of the action, I see every day how important it is to implement initiatives that are fully aligned with the Group's material issues. Double materiality analysis plays a central role, identifying the issues that really matter and linking our*

*environmental and social impacts to our financial performance. Reporting, structured in accordance with ESRS standards, provides a demanding and rigorous framework. It gives ESG data the same credibility as financial data, notably through detailed audits that are essential for a group with diverse businesses and locations. This methodical approach goes far beyond mere regulatory requirements: it reflects our convictions.*

*It is a source of great pride to contribute to this collective progress within a pioneering Group, a Mission-Driven Company, which treats CSR as a driver of transformation and a lever for performance.*

# RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK FOR SUSTAINABILITY REPORTING

[GOV-5]

## ORGANISATION OF RISK MANAGEMENT

Risk management is underpinned by an integrated management system covering both operational issues and ESG risks, led by the QHSE-CSR Department. Risk mapping and double materiality analysis are fully aligned, to ensure a consistent view of the most significant issues for the Group and its stakeholders. This report is presented annually to Senior Management and the Supervisory Board.

The framework is based on a set of fundamental standards. The certification process helps to support CSR policy as part of a process of continuous improvement:

- ➡ ISO 9001 for operational risks and customer satisfaction
- ➡ ISO 45001 for employee health and safety
- ➡ ISO 14001 for environmental risks
- ➡ ISO 28000 for the security of goods
- ➡ ISO 51001 for energy management
- ➡ ISO 31000 is used as a reference for business continuity planning; there is currently no certification process in place

## MANAGEMENT AND CONTROL TOOLS

Risk management also relies on scheduled internal and external audits across all entities. These provide an objective view of the situation and the level of compliance with the relevant standards.

These audits are supplemented by standardised documentation, which ensures that the information provided is reliable, relevant and tailored to the teams' level of maturity. Dashboards, action plans and whistle-blowing escalation tools enable management to be carried out as closely as possible to the operational teams.



## RAISING AWARENESS AMONGST STAFF

The QHSE department promotes a risk-aware culture through targeted awareness-raising and training initiatives, particularly on the topics of safety, evacuation and business continuity. The support is tailored to different profiles and is based on a solid understanding of the field, along with communication and information-sharing tools that give all staff members a voice. Reports are mainly channelled through the line management, while cases of harassment and corruption are dealt with separately via a dedicated whistle-blowing line.

## RISK MANAGEMENT IN PRACTICE IN 2025

During the 2025 financial year, STERNE Group further formalised its risk management framework, clarifying governance structures and responsibilities, notably by establishing crisis management units and defining various scenarios. These units cover organisational and communication aspects, setting out the roles of each stakeholder.

The Group has also taken the lead in anticipating regulatory changes. It already incorporates the analysis of opportunities alongside risk analysis, in line with the new version of the ISO 9001 standard, which will come into force in 2026-2027.



NEW

## IMPROVED ORGANISATION AT STERNE NOX

### A new digital platform

Since 2025, the risk management and internal control framework has been based on a unified digital platform, deployed to provide simple and centralised management of documentation, audits and incident monitoring.

This system enables documentation to be kept up to date and easily accessible, clarifies responsibilities within lean teams, automates the reporting of security incidents, and provides both operational managers and senior management with greater visibility of results and action plans.

### Internal audits tailored to field issues

Internal audits cover quality, health and safety, energy and environmental protection. They are designed to be practical and suited to the conditions on the ground. Each site has tailored action plans, and its dashboard is monitored on a monthly basis by the Continuous Improvement Department.

### Sharing best practices

The initiative is led by the Continuous Improvement Department.

A weekly meeting provides an opportunity to discuss problems encountered at the sites and to share the solutions that have been implemented, drawing on feedback from the various departments.

A collaborative online platform provides access to practical examples for all country directors and managers, with a view to facilitating the dissemination and consistent roll-out of operational standards across all sites.



**Anna WOLF**  
Senior Continuous  
Improvement Manager  
**STERNE nox Germany**

*The structured sharing of best practices, combined with regular monitoring of KPIs, creates a culture of continuous improvement that strengthens both our operational performance and our sustainability ambitions.*



## INNOVATION, A VECTOR FOR CONTINUOUS IMPROVEMENT



**Jean-Marie JOESSEL**  
Director of Innovation and  
Networks – STERNE Regular

### INTERVIEW

***Innovation is a driving force behind continuous improvement at STERNE Group. What were the main developments in 2025?***

*Innovation is based on optimising and pooling delivery rounds, creating a virtuous circle in which every kilometre saved generates added value for our customers, for the Group and for the environment. Designing optimised rounds requires increasingly sophisticated technology. It must enable us to take into account, for example,*

*customers' time constraints, the diversity of parcels, and regulatory restrictions such as restricted traffic zones (ZTL) and low-emission zones (ZFE). The tailored solution culture is the Group's cornerstone. In 2025, we continue to build on the expertise of our network. Our target is to have a network technician in every agency by 2026.*

*We have also tested and begun rolling out a state-of-the-art DMS software solution, which improves real-time planning and the daily reconfiguration of last-mile delivery rounds. This initiative has won the support of both staff and customers. It is gradually being rolled out across the Group, in France and Germany, and is beginning to be rolled out within the Time Critical division.*

***What technological investments have boosted logistics efficiency this year?***

*We have accelerated the adoption of RFID for the large-scale tracking of items in warehouses and vehicles, deploying more than 1,200 RFID readers in France. This has significantly reduced handling times and improved the reliability of operations.*



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### DMS (Delivery Management System)

In the form of a mobile application used by drivers and a control tower for operators, the DMS makes it possible to locate parcels, rework rounds daily identify anomalies, and communicate simply in a user-friendly way. It also makes it possible to collect the number of miles travelled, making environmental reporting more reliable.



**Raphaël FREY**  
Director of Innovation and  
Networks – STERNE nox

*Across nox, we are constantly working to rationalise our information system and integrate the different geographies. Which helps develop a standardised approach. The deployment of a new TMS will make it possible to better coordinate last-mile and long-distance management.*



### INTERVIEW

***How has digital transformation supported these initiatives?***

*The simultaneous roll-out of a DMS and the streamlined version of the TMS will greatly expand the scope for generating optimisation scenarios, while ensuring the reliability of mileage data collection for accurate environmental reporting. We have completed the mapping of TMS systems and are taking care to consolidate these tools without causing any disruption to our customers.*



**Julien MICHALLET**  
Head of Digital Transformation,  
STERNE France

### TMS (Transport Management System)

The TMS is our centralised transport management system. This is the result of two years of streamlining efforts in France and Germany aimed at standardising and optimising all our logistics processes. It facilitates long-distance route planning and last-mile logistics. It interfaces with the DMS to ensure real-time parcel tracking. This simplification of business applications enhances both the operational efficiency and the cybersecurity of our platforms.



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## DATA SECURITY AND RESPONSIBLE USE



**Boris POWDER**  
Director of Information  
Systems Security, STERNE  
Group

### INTERVIEW

#### **What developments have shaped data security this year?**

*In 2025, we completely overhauled our awareness programme for our staff: they now benefit from a continuous learning programme delivered by an AI assistant integrated into their everyday work tools. This AI bot engages them directly and offers short modules, supplemented by tests and monthly or random phishing simulation campaigns. Assessment is carried out regularly*

*and automatically: each manager can monitor their team's engagement, and gamification boosts motivation through points and leaderboards. This enables us to raise awareness amongst 100%*

*of STERNE France and Time Critical staff on a daily basis, with greater effectiveness.*

#### **What measures were put in place in 2025 to improve security?**

*Multi-factor authentication has been rolled out to all staff, not just those in sensitive roles, in line with the strictest customer requirements. Automating monitoring and the variety of scenarios tested each month help to avoid routine and reinforce collective vigilance. These measures also apply to external consultants and service providers, with a view to ensuring that the entire Group adheres to the highest data security standards. In particular, our systems and processes are fully compliant with the European NIS2 and DORA regulations.*



*“Every employee within the group now benefits from a continuous professional development programme facilitated by an AI assistant, featuring short modules and monthly tests.*

*With the widespread adoption of multi-factor authentication, this further strengthens our cybersecurity framework.”*

*“Cybersecurity is a top priority: we have modernised the network and the VPN, introduced continuous threat monitoring and stepped up training for all staff.*

*Our business continuity plan is aligned with the requirements of ISO 27001.”*

**Heike GUTHARDT**  
Senior Director of IT – STERNE nox

**551** employees attended at least one training course in 2025



**Nadir BOUZAD**  
CISO and DPO,  
STERNE France

### INTERVIEW

#### **What are the challenges facing STERNE Group regarding management of personal data?**

*As a data controller and data processor for our customers, STERNE Group must comply with the various regulations relating to data protection and cybersecurity (GDPR, NIS2, DORA, etc.). Furthermore, ISO 27001 certification is a contractual requirement for many customers. These matters are overseen by a Data Protection Officer (DPO) reporting to Senior Management, supported by a network of representatives in each entity. During external growth operations, the acquired companies are included in the compliance programme. This compliance requires implementation of and adherence to key principles: minimisation of data collection, privacy by design and by default, and technical and organisational security measures.*

#### **What measures were put in place in 2024 to manage this?**

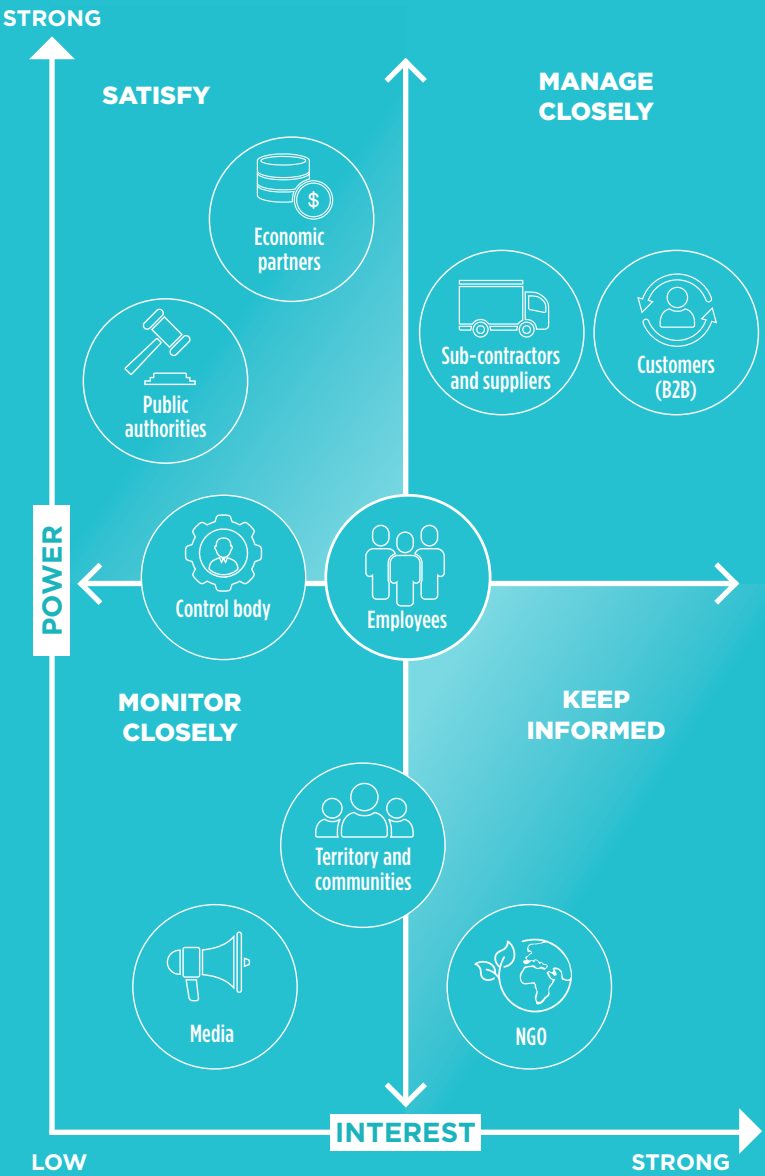
*The double ISO 27001 and ISO 27701 certification obtained at the start of the financial year validates the extensive work of the last 3 years in terms of systems security and data management. We will carry on strengthening the essential awareness-raising of employees and contractors.*

*As for the rest, our organisation is constantly being updated, with:*

- policies and procedures applicable to all entities, covering the protection of personal data,
- creation of a mapping of personal data processing,
- a register of personal data processing activities,
- raising staff awareness of cybersecurity and the processing of personal data,
- internal controls and audits several times a year to make sure the compliance programme is effectively implemented.



# STAKEHOLDERS SBM-2



**Sarah MATHIEU-COURTOIS**  
Sustainability Director  
Meanings Capital Partners

Climate transition and adaptation are not merely environmental imperatives: they are drivers of business model transformation. For a logistics provider such as Sterne, these developments call for a rethink of flow organisation, operational efficiency and the quality of service provided to customers, in order to combine agility and resilience with a tangible contribution to major societal goals.

| STAKEHOLDERS       | EMPLOYEES                                                                                       | CUSTOMERS                                                        | INVESTORS                                             | LOCAL COMMUNITIES                                                                                                                                                                                                                                                                                                                                               | SUPPLIERS                                                                                                              |
|--------------------|-------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| DISCUSSION MODES   | Annual employee satisfaction surveys                                                            | Operational relations, surveys                                   | ESG questionnaires and quarterly meetings             | Group representation in meetings                                                                                                                                                                                                                                                                                                                                | Commercial relations, requests for proposals, audits                                                                   |
| EXPECTATIONS       | Competitive pay, well-being at work, inclusive working environment                              | Satisfaction and compliance with specifications                  | Transparency, economic performance and sustainability | <ul style="list-style-type: none"><li>• Compliance with local regulations and requirements.</li><li>• Participation and inclusion of CSR in strategic decisions, transparency and ethics.</li><li>• Compliance with local regulations and requirements.</li><li>• Participation and inclusion of CSR in strategic decisions, transparency and ethics.</li></ul> | Long-term contracts, recognition, compliance with statutory and contractual pay                                        |
| STRATEGIC RESPONSE | Attractive pay package, management by objectives, DEI policy, ISO certifications and QLW policy | Customer loyalty, long-term partnerships, ISO 9001 certification | Validation of guidelines, sustainability report       | Support, visibility, regulatory watch, advice, sustainability report                                                                                                                                                                                                                                                                                            | Formalisation of framework contracts, charters of reciprocal commitments, compliance with payment deadline regulations |





CHAPTER

# 2

## GENERAL INFORMATION

## GENERAL INFORMATION

STERNE Group is producing this **Sustainability Report** on a voluntary basis, pending the entry into force of the CSRD Directive, as amended by the Omnibus Directive, in 2025. To this end, it is using an ad hoc framework, the key elements of which are set out in the appendix on page 114. STERNE Group uses a number of terms from the ESRS standards, as it has regarded these standards as a key strategic driver for several years. This report cannot be regarded as one that fulfils all CSRD requirements; however:

■ It draws on a **dual materiality analysis** to structure its policies, action plans and indicators, thereby ensuring that its stakeholders have greater confidence in the information published. As a Mission-Driven Company, it thus demonstrates its commitment to setting an example and acting responsibly in relation to its social and environmental commitments.

■ It is structured in accordance with **the requirements of the ESRS 2 standard**, made up of a chapter on General Information and thematic chapters on the environment, social issues and governance.

■ Each material issue is addressed using the same approach: a description of the impacts, risks and opportunities (IROs) specific to STERNE Group; the existence of policies, accompanied by targets where applicable; a presentation of the actions aimed at addressing the IROs; and indicators for monitoring the effectiveness of these action plans. Where possible, the indicators are those set out in the ESRS standards.

### [BP-1] Basis for preparation of the ESG report

The ESG report covers the year 2025. It is drawn up on a consolidated basis for the entire **STERNE Group** and the subsidiaries where it holds over 50%. Nevertheless **STERNE Group** publishes most of its indicators by Business unit in order to show the specificities of each one in the implementation of action plans.

The 2025 reporting perimeter includes all the activities consolidated in the financial perimeter on 31 December 2025 except for activities in Benelux. The process of integrating their ESG data was ongoing and was not complete on 31 December 2025. Thus, the 2025 reporting perimeter covers 97.7% of the consolidated turnover and 91.2% of the workforce at the end of the period.

The data for the value chain is limited to Scope 3 of the Group's carbon footprint.

### [BP-2] Special circumstances

#### SOURCES OF UNCERTAINTY IN CALCULATING THE INDICATORS

It is important to note that, in general, social and environmental indicators may have methodological limitations due to the lack of harmonisation between national and international definitions and legislation for certain data. In addition, every year, STERNE Group strives to improve the reliability of its indicators, particularly regarding the calculation of its greenhouse gas emissions.

#### CHANGES IN THE PREPARATION OR PRESENTATION OF INFORMATION

As part of its ongoing efforts to improve the measurement of its carbon footprint, the Group made a number of methodological changes for the financial year:

##### ► SCOPE 1

Diesel fuel consumption for the **STERNE France** BU is collected using actual values and not an average price per litre as in previous years. Emissions linked to unleaded petrol consumption have been included in the 2025 carbon footprint. Emissions resulting from refrigerant leaks have been included in the calculation for the first time.

##### ► SCOPE 2

Modification of the electricity emission factor for **STERNE nox Germany** (European Environment Agency emission factor). To guarantee n-1 comparability, the emission factor has been corrected in the 2024 carbon footprint.

##### ► SCOPE 2

Emissions linked to EV charging terminals on sites have been included.

##### ► SCOPE 3

The 2024 waste indicator covers 11.3% of actual data, with the remainder being estimated from that actual data. The methodology used to calculate the estimated sites was simplified to improve consistency and transparency.

##### ► SCOPE 3

Emissions for accommodation and commuting are calculated directly by the booking software for **Sterne France and Time Critical**. The rest is calculated in-house using expense claims.

In addition, the carbon footprint's scope has been extended to **STERNE nox Austria** for the available emissions items.

## DOUBLE MATERIALITY ANALYSIS

### MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

#### [IRO-1] Double materiality analysis process

Every year since 2022, STERNE Group has updated its double materiality analysis. It is used, in accordance with ESRS standards, to assess sustainability issues according to the following criteria:

- For the materiality of its impacts (both positive and negative): a severity criterion (sum of the magnitude, scope and irreversibility in the case of a negative impact) and the probability of these impacts occurring.
- For the financial materiality (risks and opportunities) the magnitude of the consequences of the issue analysed on the Group's economic performance, and its probability of occurrence.

This analysis is shared with a wide range of stakeholders:

- It is approved by the governing bodies (Supervisory Board and Senior Management).
- The Mission Committee also provides its expertise in the form of an advisory opinion.

Details of the analysis process are set out in the appendix, on page 114.

#### Did you know...?



A double materiality analysis is a key tool in sustainability reporting. It involves assessing, on the one hand, how environmental and social issues impact the company (financial materiality) and, on the other hand, how the company's activities affect society and the environment (impact materiality). This cross-referencing makes it possible to prioritise actions and identify the most strategic issues for a comprehensive CSR policy that complies with the new European requirements.

In 2025, the Group reassessed its challenges by analysing industry practices within the transport and logistics sector. A summary of the 23 issues analysed is set out below in a materiality matrix. Details of the material impacts, risks and opportunities are set out in the appendix.



## DOUBLE MATERIALITY ANALYSIS – MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

Our dual materiality matrix [SMB-3]

| Impact materiality    | CRITICAL     |                                                                                                       |                                                                                                                                                                            | S1. Remuneration                           | <b>E1.</b> Climate change mitigation<br><b>E1.</b> Energy control<br><b>E2.</b> Atmospheric pollution<br><b>E5.</b> Circular economy, waste management<br><b>S1.</b> Employee health and safety<br><b>S1.</b> Quality of life at work<br><b>S2.</b> Workers in the value chain |
|-----------------------|--------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                       | SIGNIFICANT  |                                                                                                       | <b>E2.</b> Biodiversity<br><b>S4.</b> Security of consumers / end-users regarding their personal data<br><b>G1.</b> Supplier relationship management and payment practices | S3. Economic rights of local communities   | <b>E1.</b> Adaptation to climate change<br><b>S1.</b> Social dialogue<br><b>S1.</b> Training & skills development<br><b>S1.</b> Job security<br><b>G1.</b> Business ethics, corporate culture                                                                                  |
|                       | INFORMATIVE  | <b>E2.</b> Micro-plastics<br><b>G1.</b> Representation of interests                                   |                                                                                                                                                                            | S1. Diversity, equity and social inclusion |                                                                                                                                                                                                                                                                                |
|                       | NON-MATERIAL | <b>E2.</b> Water and ground pollution<br><b>E3.</b> Water management<br><b>S1.</b> Other human rights |                                                                                                                                                                            |                                            |                                                                                                                                                                                                                                                                                |
|                       |              | NON-MATERIAL                                                                                          | INFORMATIVE                                                                                                                                                                | SIGNIFICANT                                | CRITICAL                                                                                                                                                                                                                                                                       |
| Financial materiality |              |                                                                                                       |                                                                                                                                                                            |                                            |                                                                                                                                                                                                                                                                                |

Given the nature of its business and its geographical locations, STERNE Group has identified the following issues as immaterial:

**E2.** Water and ground pollution

**E3.** Water management

**S1.** Other human rights for the organisation's own staff

## Disclosure requirements covered under the ESRS [IRO-2]

| ISSUE                                             | SUB-ISSUE                                                                                                                                                                                                                                                                                                                                                    | CORRESPONDING PUBLICATION REQUIREMENTS                                                                         | PAGE OF THE SUSTAINABILITY REPORT |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------|
| <b>E1 - Climate change</b>                        | Mitigation & adaptation to climate change / Energy management                                                                                                                                                                                                                                                                                                | <b>E1-1, E1-2, E1-3, E1-4, E1-5, E1-6</b>                                                                      | <b>46</b>                         |
| <b>E2 - Pollution</b>                             | Atmospheric pollution, micro-plastics                                                                                                                                                                                                                                                                                                                        | <b>E2-1, E2-2, E2-3</b>                                                                                        | <b>70</b>                         |
| <b>E4 - Biodiversity</b>                          | Change of land use                                                                                                                                                                                                                                                                                                                                           | <b>E4-2, E4-3</b>                                                                                              | <b>72</b>                         |
| <b>E5 - Circular economy, waste management</b>    | Waste                                                                                                                                                                                                                                                                                                                                                        | <b>E5-1, E5-2, E5-5</b>                                                                                        | <b>74</b>                         |
| <b>S1 - Own workforce</b>                         | Job security, working hours, work-life balance<br>Employee health and safety, social dialogue,<br>Freedom of association<br>Right to information, consultation and participation, collective bargaining<br>Training & skills development<br>Diversity, equity and inclusion (including people with disabilities)<br>Measures against violence and harassment | <b>S1-1, S1-2, S1-3, S1-4, S1-5, S1-6,<br/>S1-8, S1-9, S1-11, S1-12, S1-13,<br/>S1-14, S1-15, S1-16, S1-17</b> | <b>82</b>                         |
| <b>S2 - Workers in the value chain</b>            | Working conditions and other rights                                                                                                                                                                                                                                                                                                                          | <b>S2-1, S2-4</b>                                                                                              | <b>108</b>                        |
| <b>S3 - Affected communities - Local presence</b> | Economic rights of affected communities                                                                                                                                                                                                                                                                                                                      | <b>S3-1, S3-2,<br/>S3-3, S3-4</b>                                                                              | <b>98</b>                         |
| <b>S4 - Consumers and end-users</b>               | Safety of consumers/ end-users and of their personal data                                                                                                                                                                                                                                                                                                    | <b>S4-1, S4-4</b>                                                                                              | <b>100</b>                        |
| <b>G1 - Business conduct</b>                      | Prevention of corruption and bribery<br>Protection of whistle-blowers – Representation of interests                                                                                                                                                                                                                                                          | <b>S3-3, S3-4</b>                                                                                              | <b>104</b>                        |
| <b>G1 - Business conduct</b>                      | Supplier relationship management                                                                                                                                                                                                                                                                                                                             | <b>G1-2, G1-6</b>                                                                                              | <b>108</b>                        |



CHAPTER

# 3

## ENVIRONMENTAL **INFORMATION**

COMBATING CLIMATE CHANGE – E1

The essentials

OUR KEY INITIATIVES to combat climate change



| ISSUES                                                                                                                   | KEY ACTIONS                                                                                                                                                                                                                                                                       | TARGETS                                                                                                                                                                                                                                                                                                                 | PERFORMANCE IN 2025                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Adapting to the physical and transition risks caused by climate change</b></p>                                     | <ul style="list-style-type: none"> <li>➔ Mapping and management of climate-related risks</li> <li>➔ Selection of suitable logistics buildings. Raising awareness for energy-saving measures</li> <li>➔ Promotion of biofuels</li> <li>➔ Innovations in urban logistics</li> </ul> | <p><b>100%</b> of sites include climate risk in their business continuity plan .....</p> <p>➔ A target of <b>100%</b> of long-distance transport to run on biofuels in France by 2030 .....</p> <p>➔ Promoting cycle-logistics solutions for daytime delivery rounds and low-carbon delivery rounds in France .....</p> | <p><b>Quantification of financial risks carried out in 2025</b></p> <p>0 100</p> <p>100%</p> <p>Ongoing experiments</p> <p>Doubling (in value, compared with 2024) of purchasing of subcontracted vehicles powered by electric motors or biofuels in France</p> |
| <p><b>Optimising our energy consumption and diversifying our energy sources to strengthen our climate resilience</b></p> | <ul style="list-style-type: none"> <li>➔ Managing and reducing energy consumption</li> <li>➔ Promoting renewable energy</li> <li>➔ Certification and selection of energy-efficient buildings</li> </ul>                                                                           |  <p><b>100%</b> renewable energy supply to sites in Germany by 2030</p> <p><b>100%</b> of the Group's sites (excluding Benelux) to be ISO 14 001-certified by 2028</p>                                                              | <p><b>2030 targets</b></p> <p>0 100</p> <p>67.6%</p> <p>0 100</p> <p>100%</p>                                                                                                                                                                                   |

## CONTEXT - MATERIAL IMPACTS, RISKS AND OPPORTUNITIES

### OUR CHALLENGES [E1-SBM-3]

According to the IPCC's findings, the freight transport sector<sup>1</sup> accounts for 15% of global emissions, while offering the greatest potential for reducing its carbon footprint. That is why the logistics and transport sector is fully committed to its transformation, in order to contribute to the objectives of the Paris Agreement and the United Nations Sustainable Development Goals. The sector is working both to reduce its carbon footprint and to adapt to the effects of climate change on its operations.

It must also comply with European regulatory measures, in particular in France and Germany, that support the Road Freight Sectoral Transition Plan<sup>2</sup> published in 2025. These regulations include, for example:

- ➔ Low-emission zones (LEZ), to protect public health in urban areas,
- ➔ Taxes on vehicle weight or on commercial vehicles,
- ➔ Taxes on greenhouse gas emissions,
- ➔ The obligation to reduce building energy consumption ("tertiary-sector decree" in France).

Also in the pipeline:

- ➔ The greening of fleets (purchase of electric lorries) and the AFIR regulations (installation of charging infrastructure),
- ➔ The change in the standard used to calculate GHG emissions in the transport sector.



### OUR SOLUTIONS [E1-2]

In the face of these challenges, STERNE Group's strategy, reflected in its status as a Mission-Driven Company, is based on two main pillars:

#### Pooling and optimising logistics flows:

- ➔ reduce empty-run kilometres,
- ➔ maximise vehicle utilisation,
- ➔ operate more environmentally-friendly vehicles.

#### Contributing to the circular economy through its premium, low-carbon range, across a wide variety of industries:

- ➔ facilitate the development of the repair and after-sales industry,
- ➔ reduce the need to stock spare parts,
- ➔ use reverse logistics to facilitate the recycling of used parts.



<sup>1</sup> Land - air - sea

<sup>2</sup> European Commission: Directorate-General for Climate Action, CLIMACT and ICF, European climate law-aligned transition pathways. Sectoral fact sheet, Transport - Road freight, Publications Office of the European Union, 2025, <https://data.europa.eu/doi/10.2834/4517181>

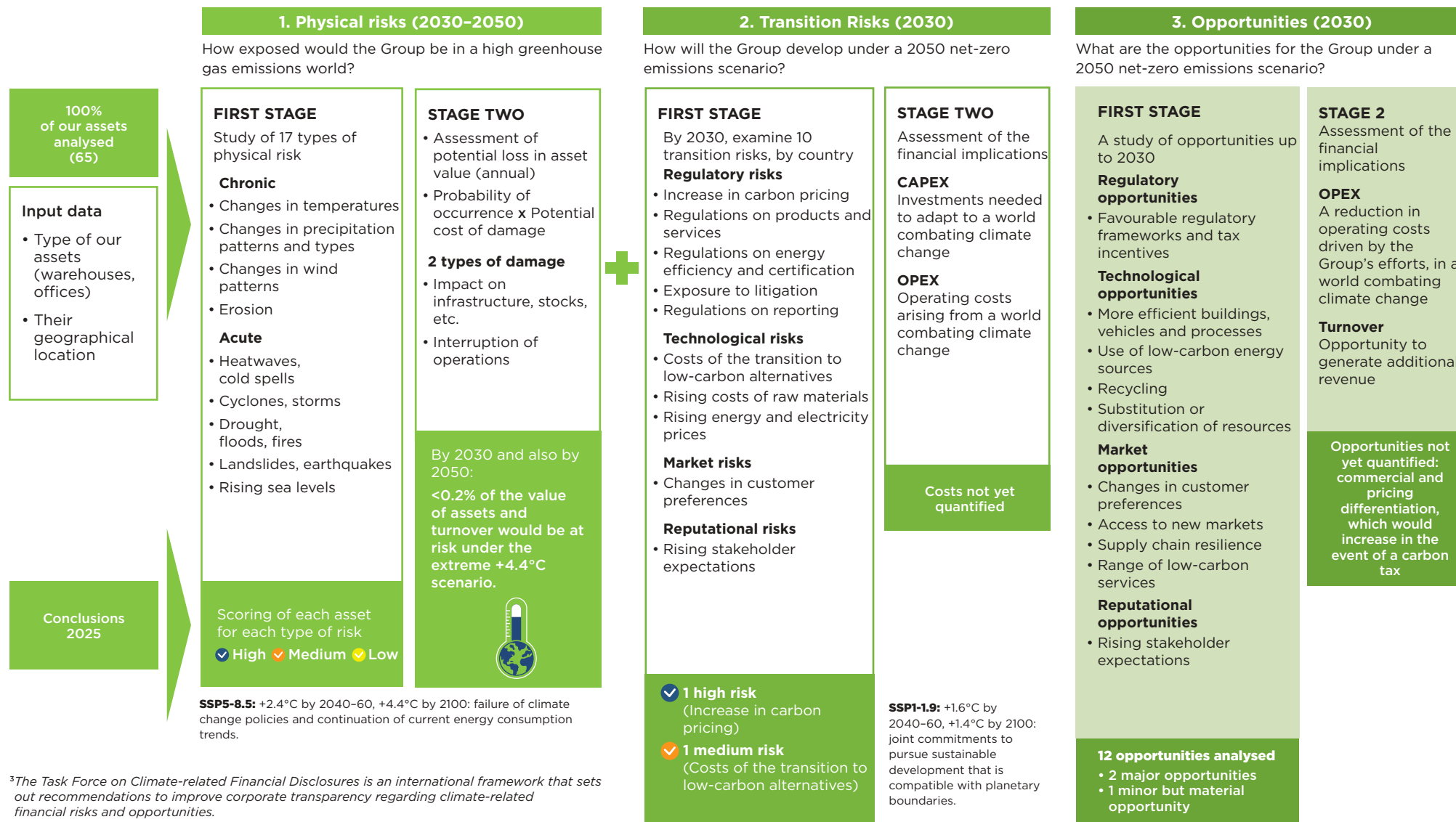
# ANALYSIS OF OUR CLIMATE-RELATED RISKS AND OPPORTUNITIES

## [E1-IRO-1]

In 2025, STERNE Group analysed all its financial risks and opportunities relating to climate change, in accordance with the methodology recommended by the ESRS (TCFD<sup>3</sup>) standards. This in-depth study reinforces the Group's climate strategy and guides the development of the associated action plans via:

- A decarbonisation plan (pages 60 to 68)
- An adaptation plan (page 69)

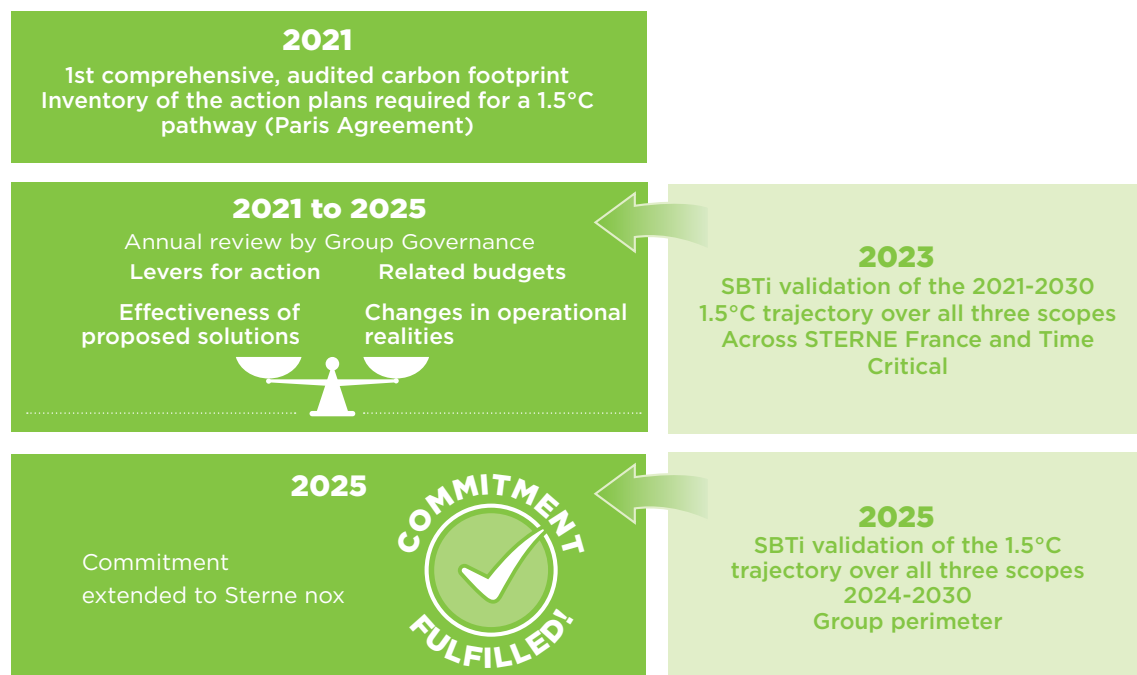
### How we quantified our climate risks.



<sup>3</sup>The Task Force on Climate-related Financial Disclosures is an international framework that sets out recommendations to improve corporate transparency regarding climate-related financial risks and opportunities.

# CLIMATE TRANSITION PLAN – OUR VISION, OUR COMMITMENTS

[E1-1] [E1-2] and [E1-4]



## OUR TRAJECTORY, VALIDATED BY THE SBTi

In 2023, SBTi experts validated STERNE Group's 2021-2030 trajectory for its subsidiaries STERNE France and STERNE Time Critical. Following acquisition of nox NachtExpress in late 2022, the Group has extended this commitment for the period 2023-2030 to its new business unit, while maintaining, in line with the commitments made at the time of that acquisition:

- ➔ the same level of ambition,
- ➔ coverage of all three Scopes.

In order to gradually take into account the choice of carbon-free energy contracts, the new trajectory has been calculated using the market-based method for Scope 2.

The Group's two commitments, validated by SBTi experts:

### 1 A TRAJECTORY FOR 2021-2030

#### Across STERNE France and Time Critical

- ➔ 2021: first year in which a full carbon footprint was calculated (3 scopes)
- ➔ Scopes 1 & 2: **-42%** (1.5°C trajectory)
- ➔ Scope 3: **-25%** across **67%** of perimeter (well-below 2°C pathway)

### 2 A TRAJECTORY FOR 2023-2030

#### Group perimeter

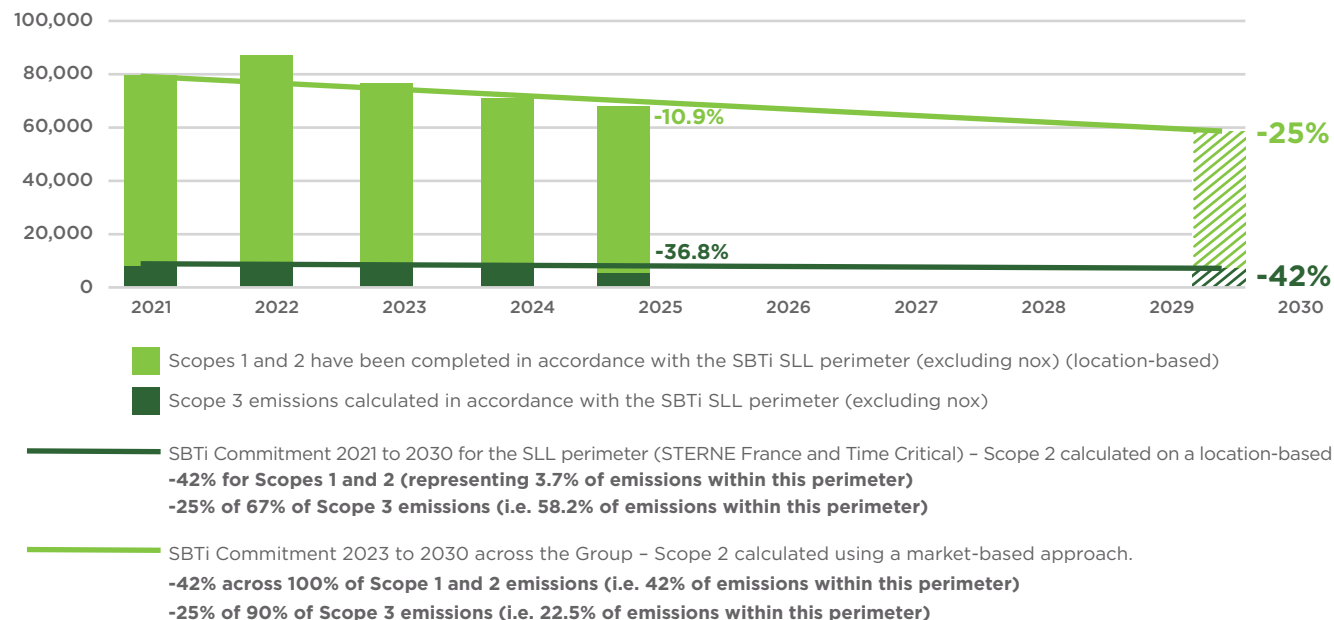
- ➔ 2024: Consolidation of GHG emissions of STERNE nox, acquired in 2022
- ➔ Scopes 1 & 2: **-42%** (1.5°C trajectory)
- ➔ Scope 3: **-25%** across **90%** of the scope (well-below 2°C pathway)



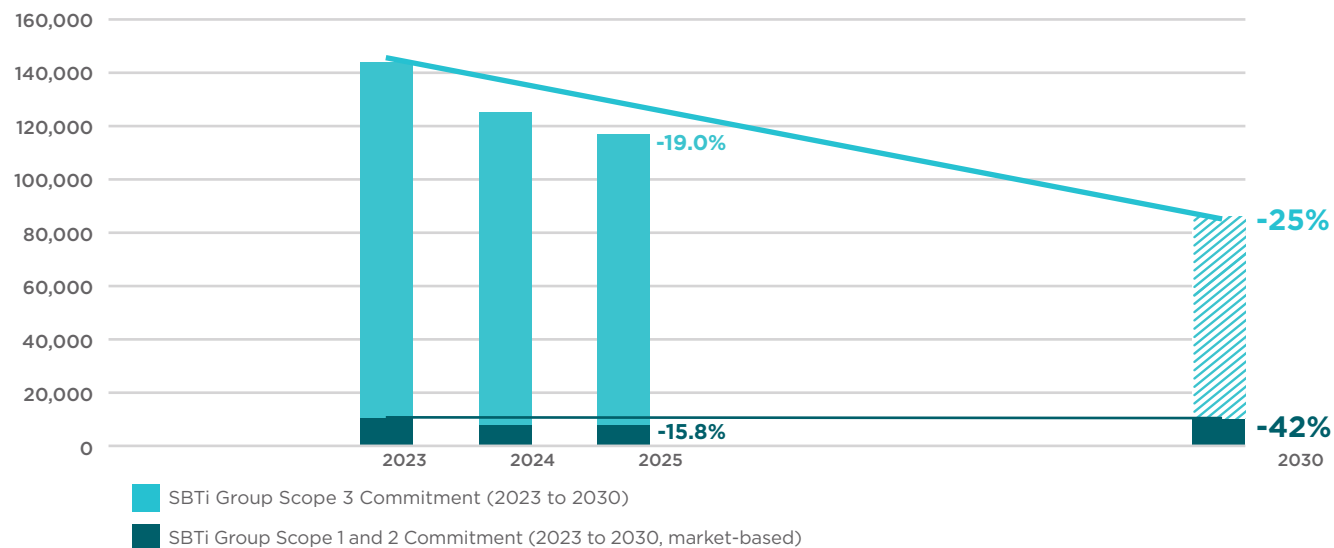
Validation of our climate targets by the Science Based Targets initiative (SBTi)—an independent organisation founded by CDP, the United Nations Global Compact, the World Resources Institute (WRI) and the WWF—is a mark of credibility. It confirms that our emissions reduction commitments are in line with the latest scientific evidence for limiting global warming to 1.5 °C, thereby strengthening the confidence of our stakeholders.



SBTi commitment trajectory for the historical perimeter

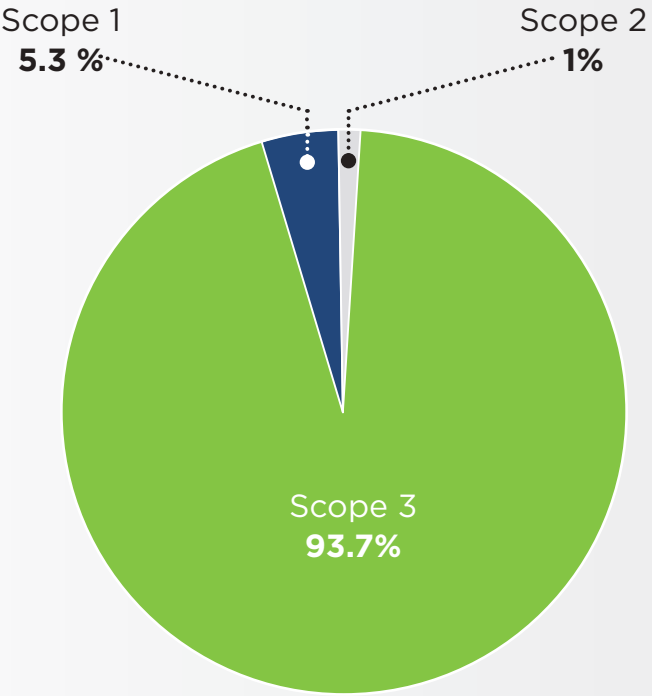


SBTi commitment trajectory across the Group

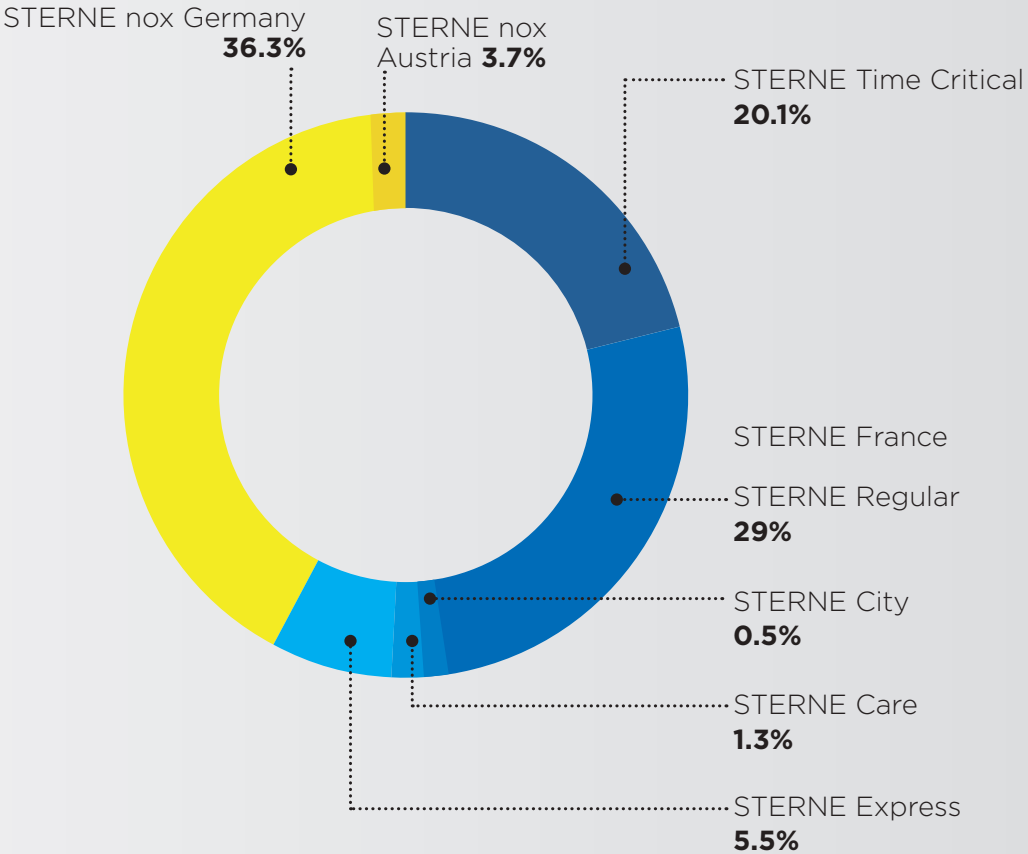


**OUR 2025 CARBON FOOTPRINT**  
[E1-6]

Total GHG emissions for **STERNE Group** - Breakdown by Scope for 2025



GHG emissions by **Business Unit** in 2025



## KEY POINTS FROM OUR CARBON FOOTPRINT REPORT

- Scope 3 accounts for **93.7%** of our GHG emissions.
- Outsourced transport accounts for **93.8%** of our Scope 3 emissions.
- Scope 1 and 2 emissions are primarily driven (**69%**) by use of our owned vehicle fleet, with the remainder predominantly attributed to buildings. This year, we have also been able to calculate the emissions associated with refrigerants: **260.7 tonnes eqCO<sub>2</sub>**
- Our carbon intensity for 2025 stands at **211.98 tonnes eq CO<sub>2</sub> per million euros of turnover**

### STERNE FRANCE

- Accounts for **39.5%** of our GHG emissions, of which **81.1%** are attributed to STERNE Regular, a carbon footprint proportional to the size of its turnover.
- STERNE Care's Scope 1 emissions are proportionally higher: this business unit operates a larger proportion of its own vehicle fleet than the other business units, as these vehicles have specific technical requirements (three-temperature system) that cannot be outsourced.

### STERNE NOX

- Accounts for **40%** of our GHG emissions.
- Germany is accounts for almost all of these emissions. (**89.7%**)
- The Scope 1 emissions of nox are proportionally lower than those of the other business units (**18%**), as nox does not operate transport services using its own vehicles. The Scope 2 emissions of nox do not take account of decarbonisation efforts in the local-based calculation. However, these do contribute to the Group's SBTi trajectory (market-based calculation)

### STERNE TIME CRITICAL

- Accounts for **20.8%** of our GHG emissions.
- The Business Unit's carbon intensity is proportionally higher (**303 tonnes eqCO<sub>2</sub>/million € of turnover**) because its Scope 3 emissions include air and sea transport, the proportion of which varies from year to year depending on demand for critical transport services.



## OUR PERFORMANCE - REDUCTION IN GHG EMISSIONS

The table below summarises the change in GHG emissions across the Group. This corresponds to the perimeter of the commitment approved by the SBTi in 2025, covering the period 2023-2030. GHG emissions for 2023 were estimated by adding Austria's observed emissions for 2024 (representing 3% of the Group's emissions), as the transition plan had not yet been implemented in this area in 2023-24.

Changes in GHG emissions across STERNE France and Time Critical (SLL commitment perimeter) are set out in detail in the appendix.

The entire greenhouse gas inventory was audited twice this year - by the auditors of the sustainability report and by specialist consultancy ERM - which enabled us to refine our methodology.

| GROUP PERIMETER<br>SBTI 2025 COMMITMENT                     | 2025     | AS % OF<br>TOTAL<br>GHG | 2024    | 2024/2025<br>VARIATION | 2023<br>According to<br>SBTi Baseline | 2023/2025<br>VARIATION | 2030<br>TARGETS | 2030<br>TARGETS<br>AS A % |
|-------------------------------------------------------------|----------|-------------------------|---------|------------------------|---------------------------------------|------------------------|-----------------|---------------------------|
| Scope 1 gross emissions                                     | 6,214    | 5.34%                   | 6,014   | 3.33%                  | 7,148                                 | -13.07%                | 4,146           | -42%                      |
| Of which consumption of gas<br>propane, heating oil         | 912.18   | 0.78%                   | 887     | 2.84%                  | 968                                   | -5.77%                 | 561             | -42%                      |
| Including fuel consumption (own fleet)                      | 5040.12  | 4.33%                   | 5,127   | -1.69%                 | 5,916                                 | -14.81%                | 3,431           | -42%                      |
| Of which refrigerants                                       | 260.7    | 0.22%                   | Nd      | Nd                     | 264                                   | -1.25%                 | 153             | -42%                      |
| Scope 2 gross emissions<br>Market-based                     | 1,297.65 | 1.11%                   | Nd      | Nd                     | 1,775                                 | -26.89%                | 1,030           | -42%                      |
| Total Scope 1 and 2 emissions                               | 7,511.65 | 6.45%                   | 6,934   | 8.33%                  | 8,923                                 | -15.82%                | 5,176           | -42%                      |
| Scope 3 gross emissions                                     | 108,914  | 93.55%                  | 117,671 | -7.42%                 | 134,517                               | -19.01%                | 102,879         | -24%                      |
| Including Cat. 1:<br>Products and services purchased        | 752      | 0.65%                   | 730     | 3.01%                  | 761                                   | -1.18%                 | 580             | -24%                      |
| Including Cat. 2: Fixed assets<br>(IT and vehicles)         | 21       | 0.02%                   | 385     | -94.55%                | 372                                   | -94.35%                | 284             | -24%                      |
| Including Cat. 3:<br>Emissions from upstream energy sources | 1574     | 1.35%                   | 1,423   | 10.61%                 | 2,105                                 | -25.23%                | 1,605           | -24%                      |
| Including Cat. 4:<br>Outsourced transport                   | 103,036  | 88.48%                  | 111,407 | -7.51%                 | 127,848                               | -19.41%                | 97,484          | -24%                      |
| Including Cat. 5:<br>Waste generated                        | 1491     | 1.28%                   | 1,091   | 36.66%                 | 1,138                                 | 31.02%                 | 868             | -24%                      |
| Including Cat. 6:<br>Business travel                        | 152      | 0.13%                   | 92      | 65.22%                 | 406                                   | -62.56%                | 310             | -24%                      |
| Including Cat. 7:<br>Commuting between home and work        | 1,913    | 1.64%                   | 2,284   | -16.24%                | 2,293                                 | -16.57%                | 1,748           | -24%                      |
| Total emissions                                             | 116,453  | 100%                    | 124,606 | -6.54%                 | 143,440                               | -18.81%                | 108,055         | -25%                      |

### Scopes 1 and 2:

The group's emissions rose by 5.3%, or +370 tonnes eqCO<sub>2</sub>, over the financial year. This trend is mainly attributable to the ongoing electrification of the company's vehicle fleet in Germany and to continued energy-saving efforts at its sites. It should be noted that this figure includes, for the first time, emissions from refrigerants in Scope 1 (+260.7 tonnes eqCO<sub>2</sub>).

### Scope 3

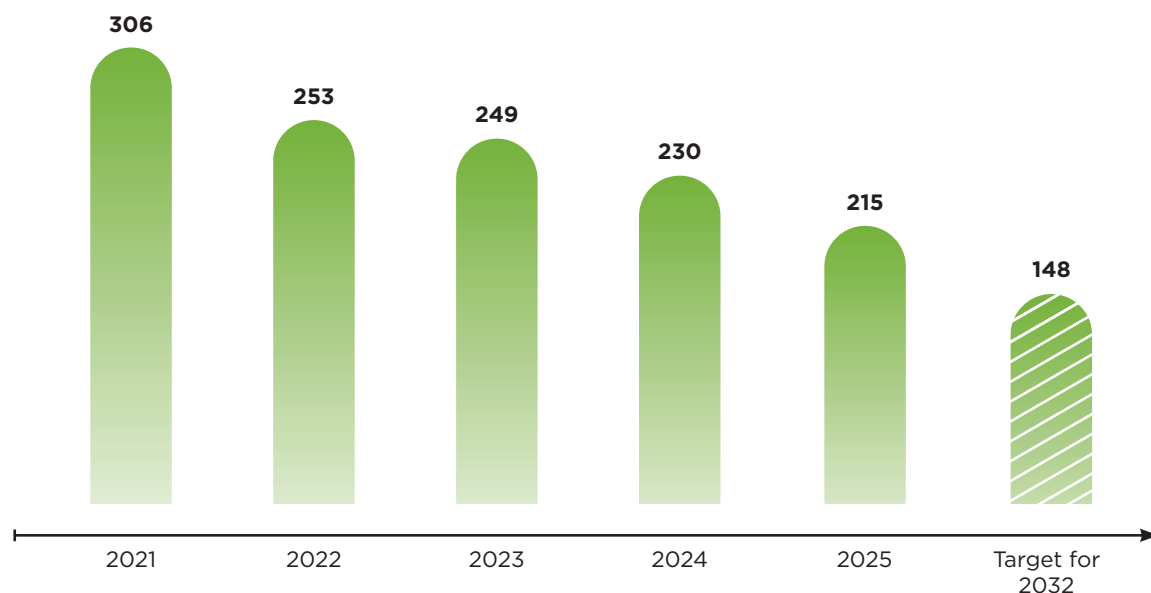
The Group's emissions fell by 7% in 2025. This trend can be attributed mainly to:

- **electrification of the subcontracted vehicle fleet**, across all business areas, and in particular doubling the proportion of electric vehicles in STERNE France's purchasing,
- **reduction in fuel consumption** by subcontractors in the STERNE nox Business Unit,
- **reduction in the use of air freight** in the Time Critical Business Unit,
- and a **higher recycling rate for our waste**, which has reduced reliance on energy recovery (which is highly carbon-intensive).

These developments confirm the effectiveness of the action plans implemented across the Group and are in line with the trend that began in 2021.

### CARBON INTENSITY REMAINS ON TRACK TO MEET ITS TARGET

Since 2021, the Group has committed to reducing its carbon intensity relative to turnover (across all three scopes) by 7% per year, across STERNE France and Time Critical. This commitment has been extended to the entire Group since 2023. In 2025, the Group recorded a further 2.8% reduction in its carbon intensity.



Reduction in energy intensity since 2021 across the STERNE France & Time Critical perimeter



## OUR PERFORMANCE – OUR ENERGY CONSUMPTION

[E1-5]

| ENERGY CONSUMPTION AND ENERGY MIX (MWH)                       | 2025   | 2024    | 2025/2024 VARIATION |
|---------------------------------------------------------------|--------|---------|---------------------|
| Coal-derived fuel and coal-based products                     | 0      | 0       |                     |
| Fuel from crude oil and petroleum products                    | 21,980 | 22,169  | -0.8%               |
| Fuel from natural gas                                         | 4,847  | 4,867   | -0.4%               |
| Fuel from other fossil sources                                | 0      | 0       |                     |
| Purchased electricity, steam, heat and cooling                | 5,906  | 5,577   | +5.6%               |
| Total energy consumption from fossil fuel sources             | 29,078 | 28,100  | +3.4%               |
| Proportion of energy consumption from fossil fuel sources (%) | 89%    | 90%     | -1%                 |
| Consumption of energy generated from nuclear sources          | 1,797  | 1,868   | -4%                 |
| Proportion of energy consumption from nuclear sources (%)     | 5.5%   | 6%      | -0.5%               |
| Energy consumption from renewable sources                     | 1,858  | 1,614.3 | +15.1%              |
| Proportion of energy consumption from renewable sources (%)   | 5.5%   | 5.1%    | +0.4%               |
| Total energy consumption                                      | 32,733 | 31,582  | +3.6%               |

Conversion factor used: litres of fuel × 38.6 MJ/L of fuel) / 3.6 (conversion from MJ to kWh) / 1000 (conversion to MWh)

### ENERGY INTENSITY

|                                                       | 2025 | 2024 | 2025/2024 VARIATION |
|-------------------------------------------------------|------|------|---------------------|
| Energy intensity in MWh per million euros of turnover | 60.4 | 56.2 | +7%                 |



## THE BASICS OF OUR ENERGY CONSUMPTION

→ **For Scopes 1 and 2**, the levers for action mainly concern changes to the vehicle fleet, energy-saving measures, and the type of electricity consumed across our sites.. In line with this approach, STERNE nox has stepped up its policy in Germany of purchasing electricity from renewable sources, as certified by renewable energy certificates, in order to limit its carbon footprint, given that the national electricity mix there is still significantly more carbon-intensive than the French mix. To date, the German teams have been purchasing 67.7% of their electricity from renewable sources across 15 sites. This effort constitutes a tangible lever for reducing Scope 2 emissions and helps to partially offset the carbon intensity differential between the Group's countries of operation. It reflects a pragmatic approach to decarbonisation, tailored to local energy realities and complementing the energy-saving measures already in place in buildings.

→ **For Scope 3**, pooling and optimising the proposed logistics solutions, the Group's core business, is the most effective lever for decarbonisation.



## REDUCING OUR EMISSIONS, IN PRACTICE, IN 2025

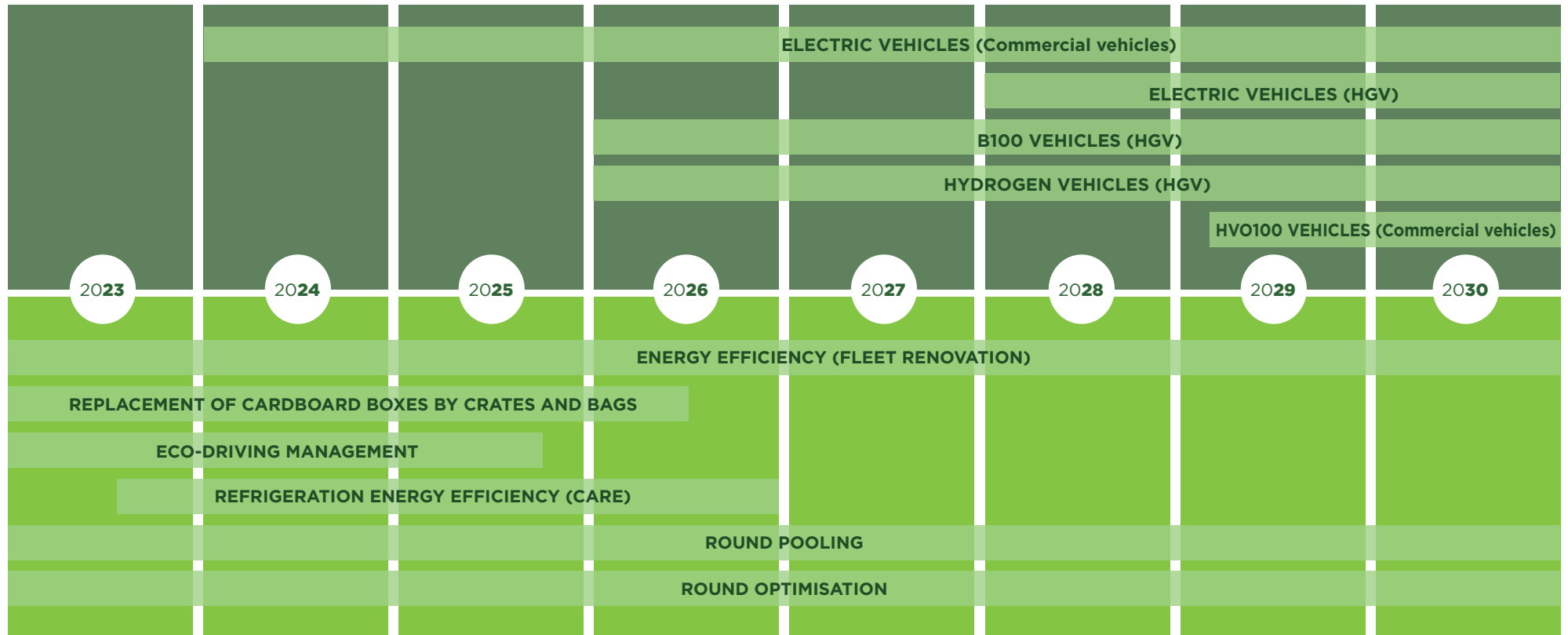
### TAILORED LEVERS FOR ACTION ACROSS BUSINESS LINES [E1-3]

Decarbonisation measures and their impact on overall emissions reduction trajectory vary across different business lines.

|                                                        |                   | STERNE FRANCE | STERNE NOX | STERNE TIME CRITICAL |
|--------------------------------------------------------|-------------------|---------------|------------|----------------------|
| 1 - Deployment of a clean vehicle fleet                | Scope 1           | ++            | +++        | ++                   |
| 2 - Flow optimisation                                  | Scopes 1 and 3    | +++           | +++        | ++                   |
| 2 - Flow pooling                                       | Scopes 1 and 3    | +++           | +++        | +                    |
| 3 - Management of reusable packaging and containers    | Scope 3           | +++           | ++         |                      |
| 4 - Suppliers' commitment to the climate transition    | Scope 3           | +++           | +++        | ++                   |
| 5 - Energy: managing consumption and renewable energy  | Scopes 1 and 2    | +             | ++         | +                    |
| 6 - Internal organisation - Green IT and travel policy | Scopes 1, 2 and 3 | +             | +          | +                    |



## OUR FORECASTS FOR THE TRANSITION UP TO 2030



- STERNE Group is continuing its proactive approach to environmental innovation. **Round pooling and optimisation**, a key lever in reducing our environmental impact and that of our customers, are the subject of ongoing improvements. They represent the most efficient means of decarbonisation and are in line with the “Avoid - Reduce - Compensate” principle.
- As a committed player within our ecosystem, we work alongside manufacturers, distributors, public authorities and the academic world to accelerate the emergence of **low-carbon powertrains**. We are testing biofuel solutions, and even those using hydrogen in the longer term. While their roll-out still depends on technological advances and the available infrastructure, we are ready to integrate them as soon as conditions allow.

However, much of the reduction in emissions depends on exogenous factors, such as the ability of transport providers to invest in greener vehicles, the willingness of customers to favour low-carbon solutions at a slightly higher cost, and the availability of those vehicles on the market.

- We actively promote use of **reusable containers**, which have been adopted by new sectors such as the luxury and cosmetics industries since the start of this year.
- Reduction is a long-term commitment, with **regular refurbishments of our buildings** and ongoing initiatives to **raise awareness of eco-driving and energy saving**.

## DECARBONISATION LEVER 1

### DEPLOYMENT OF A FLEET OF CLEAN VEHICLES AND ADAPTATION OF ROUNDS

A “clean vehicles” policy implemented in line with the specifics of each business line.

|                                            | STERNE FRANCE                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                        |                                                                                                                                    |                                                                                                                      | STERNE Time Critical                                                                                                                                                                                                        | STERNE nox                                                                                                                                                                        |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                            | STERNE Regular                                                                                                                                                                                                                                                                                                   | STERNE City                                                                                                                                                                                            | STERNE Care                                                                                                                        | STERNE Express                                                                                                       |                                                                                                                                                                                                                             |                                                                                                                                                                                   |
| <b>Background</b>                          | The STERNE Regular distribution network is national, powerful and scalable. It serves the whole of France with under-day lead times (H+) via more than 1,900 daily rounds.                                                                                                                                       | Urban deliveries and regular rounds<br><br>Taking into account traffic restrictions in city centres (ZFE, ZTL)                                                                                         | The majority of urban deliveries of healthcare products<br><br>Taking into account traffic restrictions in city centres (ZFE, ZTL) |                                                                                                                      | Speed is the priority. Our customers, in particular the major accounts, place great importance on solutions to optimise their logistics, and on the alternative solutions that STERNE Group offers in terms of powertrains. | STERNE nox does not have its own fleet of transport vehicles; all transport is subcontracted. The parts being transported are large in size (typically, parts weighing one tonne) |
| <b>Fleet type</b>                          | The vast majority of transport services are outsourced                                                                                                                                                                                                                                                           | Half of the rounds are carried out by our own fleet                                                                                                                                                    | Refrigerated transport                                                                                                             | Transport is subcontracted                                                                                           | The vast majority of transport services are subcontracted                                                                                                                                                                   | All transport is outsourced. However, nox does have a fleet of company cars                                                                                                       |
| <b>Priorities</b>                          | Optimise rounds                                                                                                                                                                                                                                                                                                  | Ensure that the fleet complies with local low-carbon regulations<br><br>Adjust rounds to take account of the reduced range of electric vehicles<br><br>Adopt alternative powertrains to replace diesel | Adjust rounds to take account of the reduced range of electric vehicles<br><br>Work on the insulation of refrigerated vehicles     | The Group is examining the possibility of acquiring electric vehicles where substitution is possible and appropriate | Reliability of environmental and social data, ISO certifications<br><br>Reduce empty-run kilometres                                                                                                                         | Incentives to encourage the renewal of subcontractors' fleets with Euro 5 and 6 compliant or electric vehicles                                                                    |
| <b>Development of alternative vehicles</b> | Cargo bikes for the last mile in urban areas                                                                                                                                                                                                                                                                     | Cargo bikes, 2- or 4-wheeled electric vehicles                                                                                                                                                         | Cargo bikes                                                                                                                        |                                                                                                                      |                                                                                                                                                                                                                             | Testing of electric lorries and light commercial vehicles                                                                                                                         |
| <b>Company-car policy</b>                  | Commitment to low-carbon powertrains: 100% of new vehicles purchased have been hybrid or electric since 2023<br>Phasing out status-based company cars, reserving them for employees who require them for professional use                                                                                        |                                                                                                                                                                                                        |                                                                                                                                    |                                                                                                                      |                                                                                                                                                                                                                             | Incentives to choose electric vehicles (grants for installing home charging points),<br>Investment plan to install charging points at sites using 100% green electricity          |
| <b>Targets and indicators</b>              | 55% of STERNE nox's own fleet will be electric by the end of 2025 (target: 100% by the end of 2026, including company cars and commercial vehicles)<br>100% of the company's own fleet of combustion-engine vehicles will comply with the Euro 5 or Euro 6 standard by the end of 2025 (2026 target already met) |                                                                                                                                                                                                        |                                                                                                                                    |                                                                                                                      |                                                                                                                                                                                                                             | 25% of company cars will be electric or hybrid by the end of 2025<br>(Target: 100% electric by the end of 2026)                                                                   |

## "CLEAN VEHICLES" POLICY, OUR PROGRESS IN 2025

### KEY FIGURES



**589**  
vehicles

Of which

**238**

company cars

- **144** for STERNE France and STERNE Time Critical,
- **94** for STERNE nox

**231**

commercial vehicles

(STERNE France and Time Critical)

*"Across all its business units, Sterne Group ensures that its fleet is precisely tailored to operational needs and is transitioning to low-carbon vehicles."*

## "CLEAN VEHICLES" POLICY, OUR PROGRESS IN 2025

### THE CARGO BIKE SOLUTION, STILL HUGELY POPULAR

In 2025, STERNE Group's cycle-logistics solutions continued to grow in France's major regional cities. They are proving popular with customers, who highlight their benefits: reduced emissions, no noise, and faster, easier deliveries in city centres. They are well suited to transporting small items. Cargo bikes, fitted with batteries that last a whole day, are already making over **3,200 deliveries** in several cities, including Paris, Strasbourg, Lyon and Bordeaux. STERNE City and STERNE Regular operate a fleet of **149 vehicles**, including one electric scooter at STERNE City.

#### Towards 100% electric vehicles in Germany

STERNE nox is actively working to transition its vehicle fleet to 100% electric powertrains.

Extensive work has been done both to optimise the number of company cars and accelerate the transition to electric. By the end of 2025, 55% of company cars were already be electric. The aim is to have a fully electric fleet, including five hybrid vehicles, by the end of 2026.

To support this development, the Group is supporting its staff in this process by gradually putting in place the necessary infrastructure.

The roll-out of charging points will enable almost complete coverage of sites in Germany, Austria and the Benelux countries from early 2026.

#### Experiments are continuing into alternative fuels in France

STERNE Group is continuing its experimental work on various alternative fuels.

The aim is to build up sound technical and financial expertise with a view to future wider implementation, once the regulatory framework and market conditions allow. Trials carried out in 2025 focused mainly on HVO biofuel, which has proved to be a sound technical solution for both vehicles under 3.5 tonnes and heavy goods vehicles. Nevertheless, its large-scale roll-out is being held back by a lack of distribution infrastructure. In 2025, the Group therefore launched a national study in collaboration with the TLF Union and motorway operators to install new, suitable petrol pumps across the network. This roll-out of infrastructure will be a key catalyst in enabling the widespread adoption of these alternative fuels for long-distance travel.

#### Did you know...?



In 2025, cycle logistics proved its worth in the heart of French cities.

Deployment of low emission zones, true catalysts for calmer urban mobility, remains mandatory in numerous cities. Initial assessments are already highlighting an improvement in air quality and a rise in soft and shared mobility.



## DECARBONISATION LEVER 2

### TRIP OPTIMISATION AND POOLING

#### THE CONTRIBUTION OF SOFTWARE SOLUTIONS

Our ability to optimise and consolidate the flows of regular rounds relies heavily on our investment in state-of-the-art software solutions, namely TMS (Transportation Management System) and DMS (Delivery Management System). These smart tools calculate the most efficient rounds in real time, consolidate shipments for multiple customers and manage the dynamic integration of express deliveries into regular route plans. The roll-out of the new TMS has been fully completed in Austria and is continuing in other regions.

At the same time, our investment in staff training and in deploying genuine specialists in the management of these digital tools in every agency is crucial. They ensure their effective operation and the quality of support provided to our customers throughout all optimisation phases.

To raise awareness amongst customers, the CSR-ESG department organised an interactive serious game in 2025. This game puts users in a real-life scenario: they must organise rounds for several customers, choose the consolidation method, incorporate express orders or meet time constraints. For each scenario, the results show the number of kilometres saved, the time saved, the vehicle occupancy rate and the reduction in CO<sub>2</sub> emissions. This practical tool enables our customers to see, backed up by figures, the benefits of collective optimisation.

In Benelux countries, the IT solutions deployed make it possible to unlock technicians' delivery vehicles or to manage the delivery locker systems installed at customers' premises, with the required level of security. These digital solutions are also being trialled in Germany and Austria. They enable deliveries to be made without anyone being present, day or night, thereby reducing unnecessary journeys.

# 80%

**AVERAGE OCCUPANCY RATE OF VEHICLES**  
(compared with a European average of 60%<sup>4</sup>)



### POOLING BANKING FLOWS: TOWARDS A SUSTAINABLE HYBRID BRANCH MODEL

In France, several thousand bank branches have closed over the past ten years or so, as a result of digitalisation and efforts to cut costs. However, physical branches remain essential for customers who are not comfortable with digital services, for rural areas, and for complex transactions requiring personal advice (mortgages, wealth management, handling of issues, etc.).

This development means that the entire banking logistics system needs to be rethought and optimised, as there are fewer branches to serve but greater security and cost requirements. Numerous physical flows persist between branches, processing centres, and headquarters. These include cheques, cash, and sensitive documents, as well as office supplies and consumables, printer cartridges, secure destruction of confidential documents, recycling of electronic waste (such as PCs), and hygiene and safety products.

STERNE Group's value proposition is based on highly efficient and streamlined logistics, which enable bank branches to reduce their costs and thus ensure the long-term viability of their physical presence. Thanks to its extensive network and its daily or customisable delivery schedules, STERNE Group is able to consolidate consignments of small items and transport them efficiently in reusable containers (bags and crates).



**Bernard DE FROISSARD**  
Sales Director  
France STERNE Regular

*Sector-based approach "Purchasing 2030"<sup>5</sup> is particularly significant: it demonstrates that the major banks are prepared to sit down together to harmonise their CSR criteria and better assess their service providers, and it clearly recognises STERNE Group's contribution as a leading player in these areas.*

### REVERSE LOGISTICS: A DRIVER OF VALUE CREATION IN WASTE MANAGEMENT

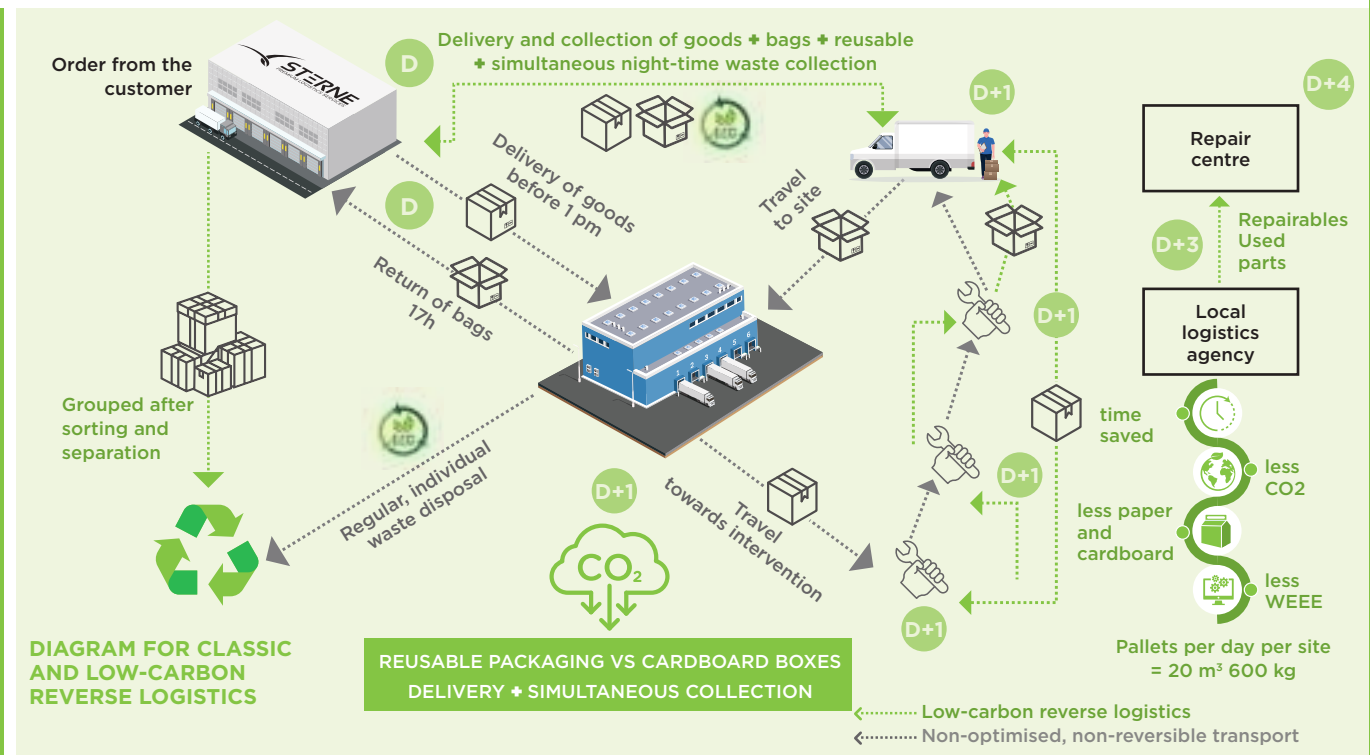
Since 2024, STERNE Group has expanded its range of services by setting up a waste brokerage business to act on behalf of its customers. This new service is already demonstrating its full potential.

The STERNE offering combines the creation of economic and environmental value:

- Simultaneous delivery and collection of parts and waste, including used or reusable parts
- Consolidation and sorting for optimised waste logistics
- Forwarding to a local operator for appropriate use of the parts (in partnership with a national aggregator)

# 128

TONNES OF WASTE COLLECTED and directed to specialised recycling schemes

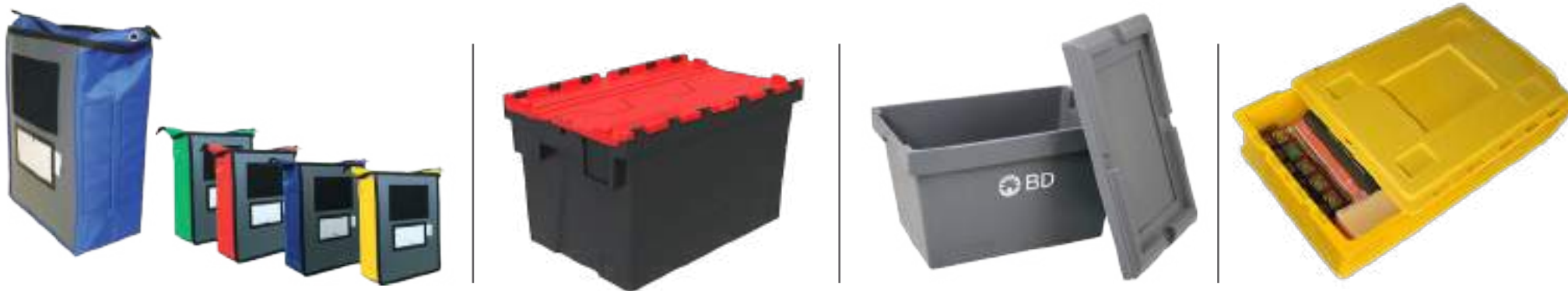


<sup>5</sup>"Purchasing 2030" is a consortium of French banks committed to decarbonising the banking sector <https://www.groupebpce.com/en/all-the-latest-news/purchasing-2030-an-unprecedented-consortium-to-accelerate-the-decarbonization-of-the-banking-and-insurance-sector/>

## DECARBONISATION LEVER 3

### FAVOUR REUSABLE CONTAINERS

STERNE Regular and nox favour reusable containers, such as crocodile-lid crates made from recycled polypropylene, canvas bags and steel containers for heavy items. These solutions are highly popular with our customers.



TERTIARY

MAINTENANCE

MEDICAL  
DENTAL

LUXURY →

LCA studies highlight the performance of these solutions:<sup>6</sup>

#### OUR CONTAINERS

- A crate has a lifespan of 10 years and can be repaired once or twice (a cardboard box is used once or twice).
- The crates are made from 80% recycled plastic (only the lid is made from virgin plastic).
- The recyclability rate is 98% for the bags and over 62% for the crates.
- **In 2025, 32,204 crates and 188,135 bags were used.**
- The containers are manufactured in Europe.

#### VALUE CREATION

- They help to prevent the use of **20,099 tonnes of single-use cardboard and the emission of 13,458 tonnes eqCO<sub>2</sub>** each year
- Their numbers are increasing every year.
- Standardised sizes are designed to maximise vehicle loading capacity
- They reduce the risk of drops and effectively protect fragile parts
- The crates are stackable, and their volume is reduced for return when empty

*Did you know...?*



For small parts, STERNE nox's automotive customers use reusable containers made from 62% recycled plastic, which have become the industry standard.

<sup>6</sup> Life-cycle analysis



## KEY FIGURES

100%

of specifications managed by the Purchasing Department for transport service providers include requirements regarding powertrain types.

By the end of 2025,

100%

of the Group's fleet and that of its service providers was made up of EURO 5 or 6 vehicles.

On average, light commercial vehicles are renewed every

3 years

and heavy goods vehicles every

5 years.

## DECARBONISATION LEVER 4

### ENGAGE OUR SUPPLIERS IN THE CLIMATE TRANSITION

The responsible purchasing policy includes a significant environmental part. The Group encourages its suppliers and service providers to opt for low-carbon vehicles, primarily by adapting their rounds to ensure they are compatible with the range of these vehicles.

And also:

- Include criteria in calls for tender and tender specifications that encourage the use of alternatives to diesel vehicles and cargo bikes for the last kilometre.

- Train service providers in eco-driving.
- Share STERNE Group's technological expertise, particularly regarding the latest powertrain technologies.
- Only use subcontractors whose vehicles comply with Euro 5 or Euro 6 emission standards, so that they can travel freely within traffic-restricted zones.

### ROLL-OUT OF THE FIRST LONG-DISTANCE ELECTRIC LORRIES

In 2025, STERNE nox reached a major milestone in the decarbonisation of transport with the introduction of its first long-distance electric lorries. **Nine 40-tonne vehicles** are already operating on regular routes, marking the start of a transition towards a 100% electric fleet for long-distance transport in Germany by 2030.

This development is part of a process of gradually phasing out LNG and HVO engines in favour of full electrification. It benefits from a favourable regulatory framework in Germany, where electric heavy goods vehicles are exempt from tolls, and from an optimised energy model thanks to on-site direct charging powered by photovoltaic systems.

Furthermore, STERNE nox is trialling the use of small electric vehicles, with **the aim of having 10% of its subcontractor fleet made up of electric vehicles by the end of 2026.**



**Daniel REINSHAGEN**  
Senior director of purchasing  
and supplier relations  
STERNE nox Germany

*By combining electric lorries and fast-charging stations at our sites, we improve both our operational profitability and our environmental performance.*



### Did you know...?



In terms of GHG emissions, switching to an electric powertrain for an electric heavy goods vehicle is equivalent to replacing 3 to 4 small diesel vans with electric vehicles.

## DECARBONISATION LEVER 5

### MANAGING OUR ENERGY CONSUMPTION

#### POLICY AND TARGETS

Energy is a strategic issue for logistics operations, both in terms of costs and environmental impact.

The Group operates in two areas:

- **Manage fuel consumption**, the reduction of which lies at the very heart of the Group's business model. The action plans in this regard are set out in detail in the preceding chapters.
- **Manage energy consumption and the choice of energy sources** across our sites. Buildings account for less than 10% of Scope 1 and 2 emissions.

Its objective with regard to buildings in France is to comply with the regulations known as the "tertiary sector decree", which require a 40% reduction in energy consumption on each site with a floor area greater than 1,000 m<sup>2</sup> between 2021 and 2030. In Germany, the priority is to supply sites with renewable electricity and to adopt a general policy of saving energy.

#### ENERGY MANAGEMENT AT STERNE GROUP, IN PRACTICE, IN 2025

The Group's initiatives are a continuation of those undertaken in previous years, including, for example:

At STERNE nox:

- **69.5% of sites (16 out of 23) are powered by renewable electricity**, a situation that remains unchanged from 2024; 3 sites already have rooftop solar panels, which will enable some self-generated power and a reduction in the purchase of electricity from external sources.
- **The annual targets for reducing electricity consumption at sites were once again met in 2025 (-3%)**, thanks to the gradual roll-out of LED lighting (three new sites fitted, with the aim of reaching 100% by the end of 2026) and the replacement of the printer fleet in Germany, combined with more prudent usage.
- These investments are accompanied by awareness-raising initiatives aimed at employees.



**Suzanne EICH**  
Senior Environmental and  
Sustainable Development Specialist,  
STERNE nox, Germany

*Our energy-saving plan on the sites is progressing well. By the end of 2026, all our sites will be fitted with LED lighting.*



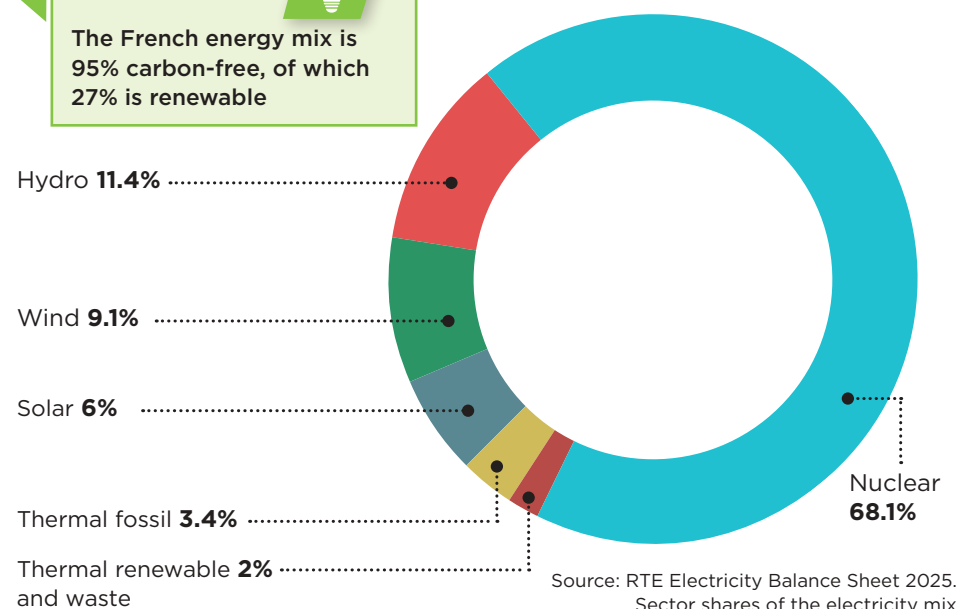
#### AT STERNE FRANCE AND TIME CRITICAL:

The property portfolio has now been optimised, with relocations over the last three financial years enabling the company to move to newer, more energy-efficient sites. Conversely, the increase in the number of electric vehicles being charged at the sites automatically leads to a rise in total energy consumption. This action plan remains highly relevant in France, where the energy mix is low-carbon.

#### Did you know...?



The French energy mix is  
95% carbon-free, of which  
27% is renewable



## DECARBONISATION LEVER 6

### GREEN IT AND TRAVEL POLICY: STEERING A LOW-CARBON, COMMITTED ORGANISATION

#### *Green IT*

The optimisation of IT infrastructure has allowed the Group to absorb growth in recent years without requiring new server resources, while making the installations more reliable. In 2025, particularly in Germany, this optimisation led to the consolidation of four data centres into a single one, in order to reduce the number of servers and the infrastructure's energy consumption. Internal processes continue to be digitalised (diary management, accounts, invoice approval, contract management and signatures), which significantly reduces paper usage.

Finally, replacement of the printer fleet and roll-out of a "Follow Me Printing" solution have reduced the volume of printing by around 30%, contributing directly to the reduction in resource consumption.



#### *Travel policy*

At the STERNE nox subsidiary, a platform was rolled out across Germany in 2025. As well as centralising bookings and approval processes, it enables the recording of GHG emissions associated with business travel and stays. By the end of 2025, 95% of journeys had been recorded via this system. Further more, since 2024, air travel must be authorised by Senior Management, which has greatly reduced the use of planes for journeys that could be made by train.





## ADAPTATION TO CLIMATE CHANGE

Logistics infrastructures can suffer extreme climatic events (strong wind, hail, prolonged drought) that could damage them or disrupt their operation. That risk could have significant financial consequences for the Group and its customers considering the disruption it would cause to their operations (lost working days for technicians or healthcare professionals, urgent documents not received, etc.).

### CLIMATE CHANGE ADAPTATION POLICY

The Risk Department includes industrial, natural and pollution risks in its risk mapping for 100% of French sites in line with the ISO 14001 standard.

The business continuity plans drawn up for all sites have been strengthened to include climate risk.

**The 2025 study conducted by the specialist consultancy AXA Climate** quantified the financial impact of these climate hazards in terms of business interruption and repair costs, using optimistic and pessimistic climate scenarios for 2030 and 2050. This study made it possible to identify sites that are potentially at risk and to conclude that the expected impact would be low, even before remediation plans (raw risks).

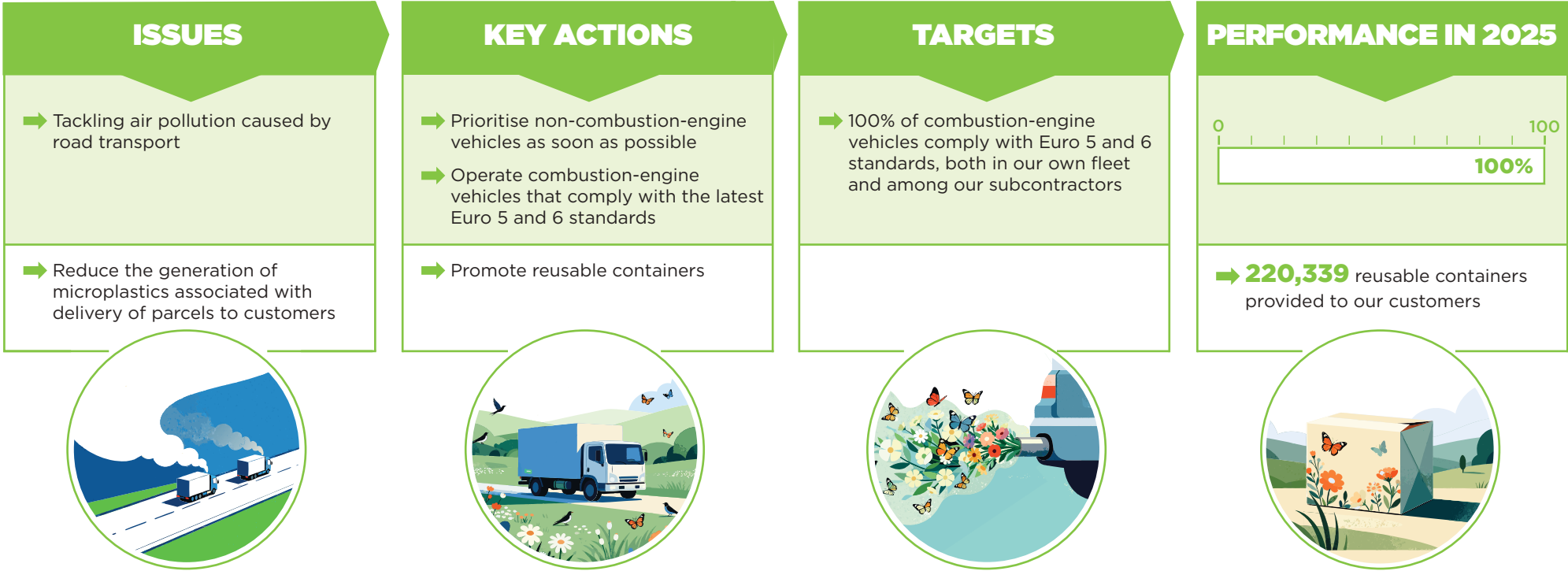
In Germany, the analysis of environmental aspects is updated annually for all the sites, as is the risk assessment for waste water and the annual biodiversity impact check. Business continuity plans are currently being revised in the light of this study, with regard to flood risks.

Adapting to climate change also means taking climate change into account when designing new facilities, so that better insulated buildings can be chosen to better control variations in indoor temperatures and limit the need for heating or air conditioning, while maintaining employee comfort.

# COMBATING POLLUTION - E2

## The essentials

OUR FLAGSHIP INITIATIVES to address our pollution-related challenges



### OUR CHALLENGES [SMB-3]

As a local and immediate challenge, air pollution is a particularly sensitive issue for urban logistics operations in densely populated areas. Freight transport is potentially a major emitter of atmospheric pollutants, especially NOx, SOx and fine particles. For those reasons, motorised vehicle traffic through urban areas is increasingly being regulated. The “Air Quality” Directive (EU 2024/1105) will require towns and cities to comply with stricter pollution limits by 2030.

Logistics activities can also lead to the spread of micro-plastics when customers handle and open packaging. All plastics used on the sites are collected for recycling, so there is no reason for them to have a material impact on the environment.

### OUR SOLUTIONS [E2-1]

- ➔ The Group’s climate policy also contributes to a significant reduction in emissions of air pollutants.
- ➔ The provision of reusable containers goes a long way towards avoiding excessive packaging while ensuring the safety of the items being transported.



## REDUCING POLLUTION, IN PRACTICE, IN 2025

[E2-1, E2-2 and E2-3]

**STERNE Group's** commitment to reducing carbon-based energy consumption both on site and by vehicles (fleet renewal, electric utility vehicles, round pooling) also has a positive effect on reducing atmospheric pollution. This proactive policy also ensures compliance with and anticipation of increasingly volatile local regulations. It provides the Group with genuine expertise in optimising rounds and routes, which is recognised by its customers.

In particular, the objective is to only operate Euro 5 or 6 internal combustion vehicles by 2026. **By the end of 2025, this target had already been met.**

| % of Euro 5 and 6 internal combustion vehicles |                      | 2024 | 2025 |
|------------------------------------------------|----------------------|------|------|
| Owned operated fleet                           | STERNE France        | 100% | 100% |
|                                                | STERNE Time Critical | 100% | 100% |
|                                                | STERNE nox           | 100% | 100% |
| Outsourced fleet                               | STERNE France        | 100% | 100% |
|                                                | STERNE Time Critical | 100% | 100% |
|                                                | STERNE nox           | 98%  | 100% |

Did you know...?



Compared with previous generations, Euro 5 and Euro 6 engines emit up to<sup>7</sup>:

**80%**

fewer fine particles

**66%**

less nitrogen oxides (NOx)

These standards impose strict limits on the main pollutants: fine particles, hydrocarbons, carbon monoxide and NOx.

**Result**

**A marked improvement in air quality in towns and cities and a reduction in the health risks associated with vehicle pollution.**

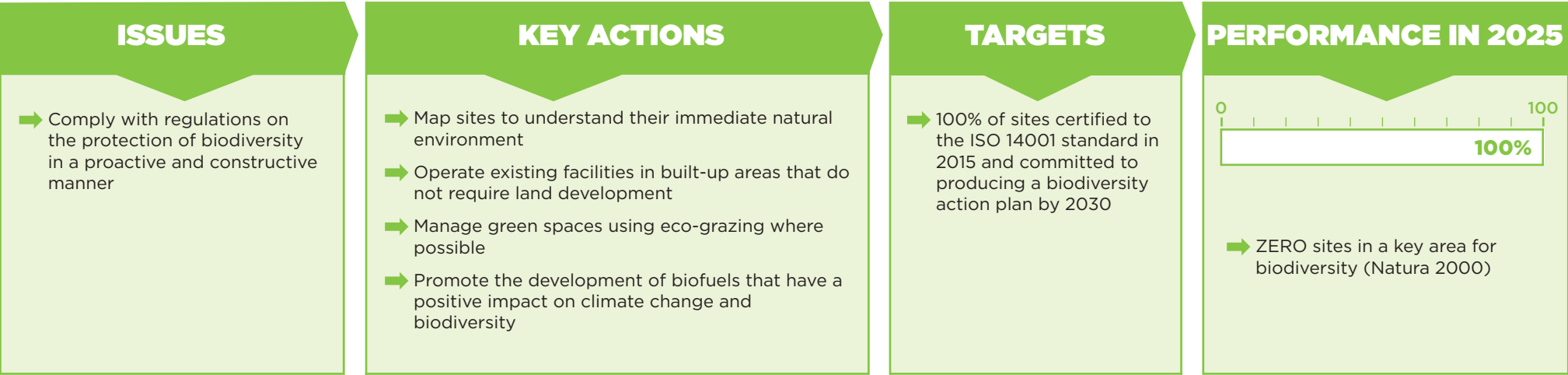


<sup>7</sup>Sources: French Ministry for the Ecological Transition and ADEME

# PROTECTION OF BIODIVERSITY AND ECOSYSTEMS – E4

## The essentials

OUR KEY INITIATIVES to address our biodiversity challenges.



### OUR CHALLENGES [SMB-3]

Maintaining biodiversity is a major challenge for the future. When it comes to corporate responsibility, every company needs to identify its potential impacts on the natural world, and its dependence on the services it provides (such as climate and soil stability, the attractiveness of workplaces, etc.).

The international **ENCORE** knowledge base assigns the following impact factors on biodiversity to the logistics sector:

- ➔ contribution to climate change,
- ➔ emission of air pollutants,
- ➔ disturbance caused by noise and artificial light at night,
- ➔ land-use change resulting from the footprint of logistics facilities and buildings (warehouses, car parks, loading bays, etc.)

### OUR SOLUTIONS [E4-2]

STERNE Group formalised a Biodiversity Policy in 2023, under the responsibility of the CSR-ESG Department. This policy sets out the challenges that the Group's activities must address, as well as the objectives of the **Kunming-Montreal Global Biodiversity Framework**, with which it aligns:

- ➔ **Protecting** 30% of land and oceans by 2030,
- ➔ **Prevention** and reduction of plastic pollution,
- ➔ **Mainstreaming** of agroecology practices,
- ➔ **Reporting** on the impact of activities on biodiversity.

The Biodiversity Policy is made up of four key areas:

- 1 COMPLY:** STERNE Group is committed to complying with the laws in force in each country relating to biodiversity
- 2 PROMOTE:** STERNE Group aims to promote biodiversity through a wide range of projects
- 3 MONITOR:** STERNE Group analyses and monitors its impact on biodiversity
- 4 LIMIT:** Recognising the challenges involved, minimising the impact on biodiversity is an essential prerequisite for this commitment

## PROTECTING BIODIVERSITY, IN PRACTICE, IN 2025

### 1. MAPPING IMPACTS ON AND DEPENDENCIES ON BIODIVERSITY [E4.IRO-1]

As detailed in the previous chapters, STERNE Group is doing everything in its power to reduce its own impact on the climate and air pollution, as well as that of its customers. With regard to land-use change and ecosystem fragmentation, in 2025 the Group launched a comprehensive study of the impact of these issues and the underlying risks to its business, taking into account the locations of its warehouses and offices, with the assistance of the specialist consultancy AXA Climate. This study follows the recommendations of the LEAP approach (Locate, Evaluate, Assess, Prepare) and the TNFD framework.

#### Did you know...?



The **TNFD** (Taskforce on Nature-related Financial Disclosures) is an international initiative launched in 2021. It aims to help businesses and their financial partners identify, assess, manage and disclose their dependencies on and impacts on nature. Inspired by the TCFD (on climate), the TNFD is based on the LEAP framework, which guides organisations in integrating nature into their strategic and financial decisions.



The first stage, **“Locate”**, was carried out using the following parameters: proximity to a biodiversity area of interest<sup>8</sup> within a radius of 1 km, 10 km and 100 km; presence of at least one protected species within a radius of 10 km.

- ➔ The study confirmed that the Group's activities are dependent on nature's regulatory functions.
- ➔ It identified sites located near an area of high biodiversity: this is the case, for example, with sites close to a river or wetlands.

This study lays the foundations for the second stage **“Evaluate”**, which involves cross-referencing this information with the associated risks and opportunities, with

the aim of identifying, where appropriate, action plans to be implemented at the sites.

Furthermore, the Group has measured **its impact on soil**, calculated in MSA.km<sup>2</sup>, with the following conclusions:

- ➔ Its static impact (history of its deployments) is **50 MSA.km<sup>2</sup>** of terrestrial impact and **2 MSA.km<sup>2</sup>** of aquatic impact.
- ➔ Its dynamic impact is negligible (0 MSA.km<sup>2</sup>), as STERNE Group carries out its activities in existing facilities located in areas that have already been developed (industrial and commercial zones).

#### Did you know...?



The **MSA.km<sup>2</sup> (Mean Species Abundance)** is an indicator used to measure the impact of an activity on biodiversity. 1 MSA.km<sup>2</sup> is equivalent to the destruction of 1 km<sup>2</sup> of unspoilt countryside (through the construction of a car park, for example).



### 2. LOCAL INITIATIVES ENCOURAGED ON SITES [E4-3]

At STERNE nox, the teams are implementing a number of initiatives which, strictly speaking, do not offset the Group's environmental impact, but are symbolic and beneficial actions for insects and birds, as well as for the well-being of staff at the sites.

For example, in partnership with a customer, raised planters filled with nectar-rich species were installed across the hubs, introducing vegetation into these heavily built-up environments. A project to install bird boxes, made from broken pallets, is also set to be rolled out gradually across all sites, combining the reuse of materials with the creation of habitats for local wildlife.

<sup>8</sup>Protected areas such as national parks, regional parks, nature reserves, etc., or those recognised for their importance through a classification such as Natura 2000, the Ramsar Convention, Important Bird Areas (IBAs), etc.

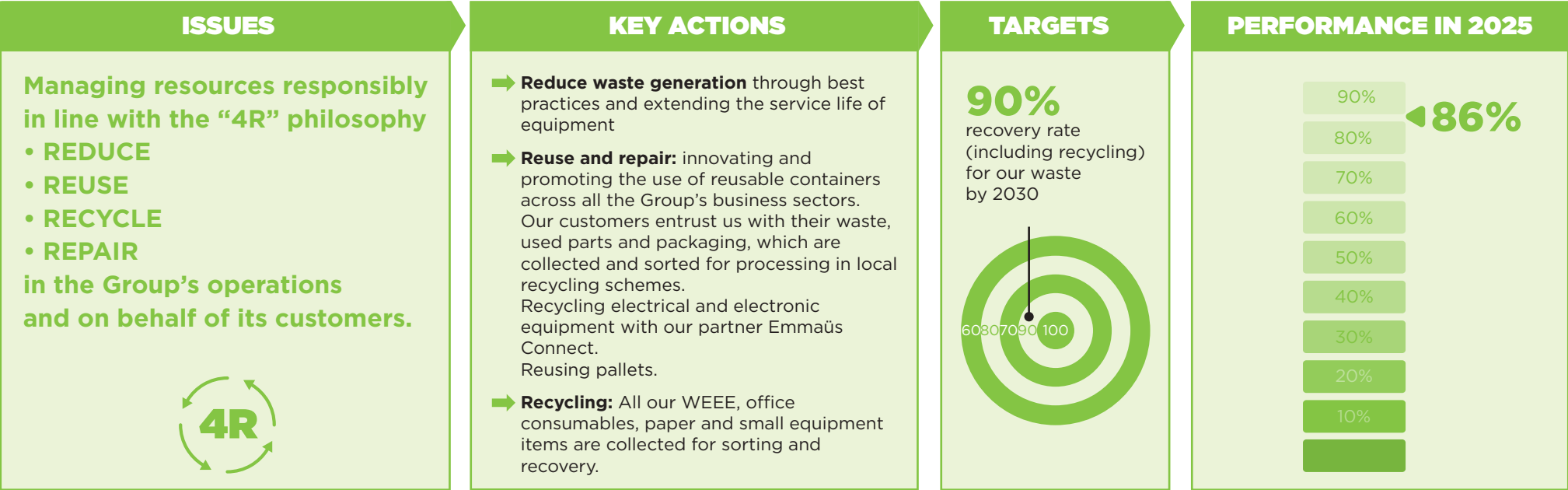
### 3. BIOFUELS THAT DO NOT COMPETE WITH BIODIVERSITY [E4-3]

As part of its commitment to using biofuels as a replacement for fossil fuels, the Group favours **HVO (Hydrotreated Vegetable Oil)** in France. The HVO used is produced from animal or vegetable fats, which are by-products of the food industry. It therefore makes use of existing waste streams rather than placing further pressure on agricultural land.

# CIRCULAR ECONOMY AND WASTE MANAGEMENT – E5

## The essentials

OUR KEY INITIATIVES to address the challenges we face in relation to the circular economy.



### OUR CHALLENGES [SBM-3]

In line with the circular economy approach, reuse and repair take precedence over waste recycling. For manufacturers, these solutions are both cost-effective and essential. However, implementing this presents a number of challenges: organising the collection of used parts, ensuring return of components unused during maintenance operations, and optimally managing the waste and packaging generated. These are all practical issues that our customers face on a daily basis.

### OUR SOLUTIONS AND OUR PERFORMANCE [E5-1] and [E5-3]

STERNE Group operates along two main lines of action to contribute to responsible management of resources and promotion of the circular economy:

- **Management of its customers’ waste**, whether spare parts, recyclable materials or packaging;
- **Reduction and recovery of waste** generated by its operations, consisting mainly of pallet wood, paper, cardboard and plastic transport packaging, and WEEE.

In 2023, the Group formalised a waste management policy, coordinated by the CSR-HSE Department and implemented at each site within the STERNE France and STERNE Time Critical organisations. This policy sets out waste management procedures and engages staff with the aim of reducing the total volume of waste generated and increasing the proportion of waste that is recovered.

More specifically, a WEEE policy also highlights the critical importance of electronic equipment and components, and the materials from which they are made. This policy concerns the use of WEEE and its recovery at the end of its life.

As part of its mission, STERNE Group has set itself the target of achieving a 90% recovery rate by 2030, as measured by the collection rate. **It will reach 86% in 2025.**

## THE CIRCULAR ECONOMY AT STERNE GROUP, IN PRACTICE, IN 2025

[E5-2]

The teams at STERNE Group have a number of strengths that enable them to rise to this challenge and offer bespoke solutions:

Regular night rounds enable simultaneous drop-off and collection of parts for circular economy reuse, streamlining maintenance technician workflows.

Returns are processed on the following day, either from the premises, the technicians' vehicle, or via the Group's Access solutions.

Used parts and waste are collected, sorted and then sent to local recycling schemes, thereby optimising transport costs.



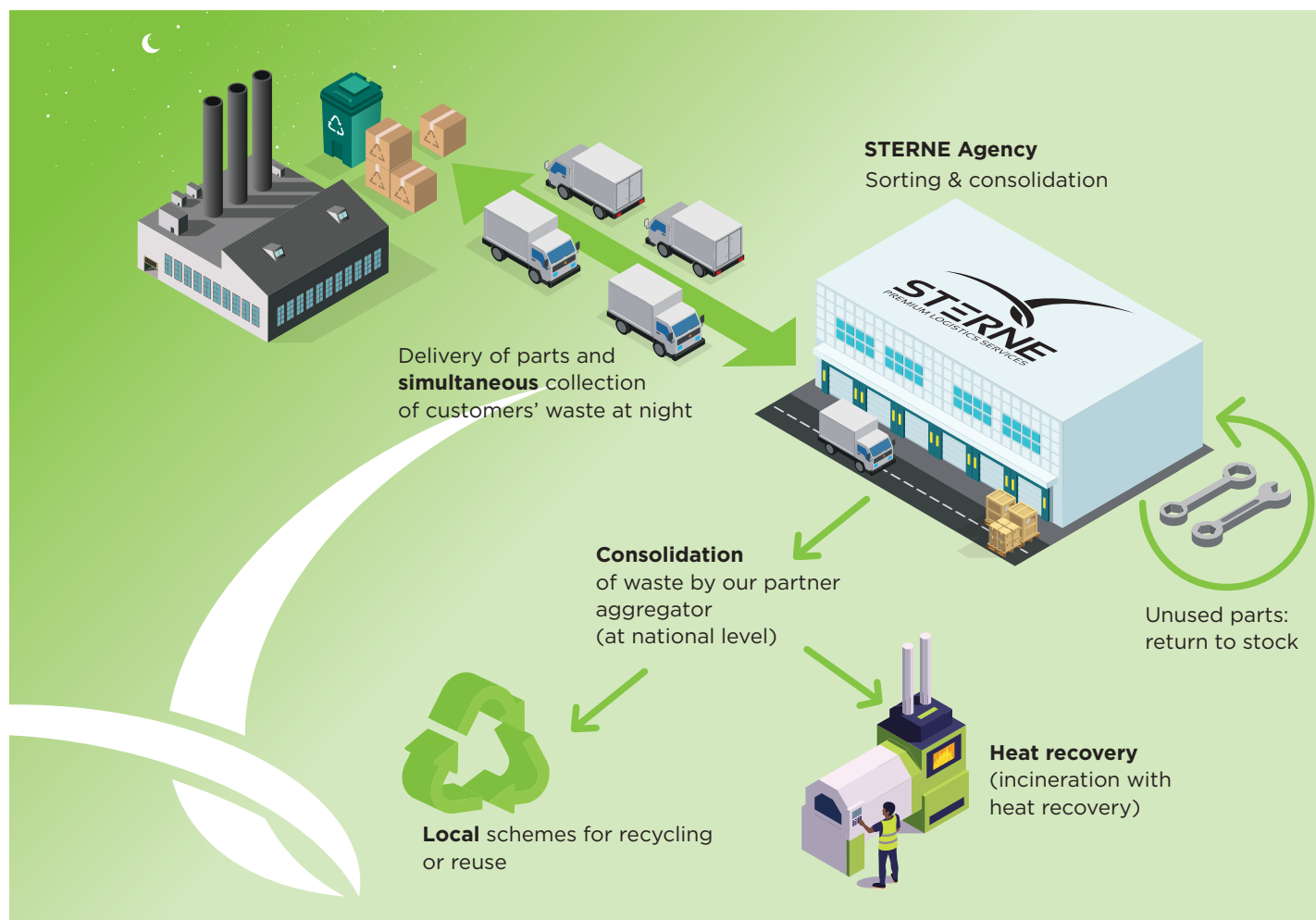
## LEVER FOR ACTION 1

### USE REVERSE LOGISTICS TO ENCOURAGE THE CIRCULAR ECONOMY AMONGST OUR CUSTOMERS

The historical DNA of the Group is based on regular rounds which enable thousands of technicians in Europe to optimise their work in industrial sectors such as the automotive and agricultural machinery industries.

In that sense, **STERNE Group** makes it possible to develop the circular economy in those sectors by facilitating repair through the optimal availability of millions of spare part references.

The Group is also increasingly deploying **defective part processing** and packaging on behalf of its customers. Its waste transport accreditation (for some of its activities), makes it easier to process in accordance with regulations and in a way that can be traced. In that way, it removes one of the obstacles to the circular economy, the management of diffuse waste from maintenance.



**David BARIBEAU**  
Sales Director, STERNE  
France

*Among our key accounts, CSR is an integral part of the tender specifications, with dozens of questions dedicated to it: it's a real groundswell.*

## LEVER FOR ACTION 2

### STRENGTHEN WASTE MANAGEMENT THROUGH ENGAGEMENT WITH LOCAL SOCIAL ENTERPRISES

Waste electrical and electronic equipment (WEEE, also called e-waste) encompasses all electrical or electronic devices that have reached their end-of-life. They are often only used for a short time: 3 to 5 years for a computer, 3 years for a smartphone, and a little longer for a tablet, printer or mouse. Their manufacture requires large quantities of metals, including rare ones, and their extraction has a significant environmental impact.

To improve management of this waste in France, STERNE Group has been working with the **Waste Marketplace network since 2022, and with the Elise network since 2025**. Office waste, plastic, wood and WEEE are collected centrally by these aggregators, thereby reducing transport-related GHG emissions. Waste Marketplace also calculates for the Group the exact quantity of rare metals consumed in the electronic devices (WEEE) used, and provides better recycling traceability.

In Germany, computers are refurbished in a sheltered workshop that employs people with disabilities, in order to extend the lifespan of the equipment.

STERNE nox continues to strengthen its waste management by combining improved sorting, customer collaboration and circular economy initiatives. The key challenge lies particularly in improving the separation at source of residual waste—a mix of plastics, paper, food waste, and other materials that are difficult to treat in small volumes. To this end, the sites are working in collaboration with industrial service providers and local authorities. STERNE nox also works in partnership with its customers to reduce packaging, and to this end promotes the use of reusable containers made from 100% recycled plastic. Waste that could not be sorted is mainly incinerated and recovered as energy. A pilot scheme has been launched with a service provider who compacts cardboard, paper and plastic on site, thereby reducing the volume of waste. This initiative helps to optimise collection, reduce the number of rounds and cut transport-related emissions.



# 13

agencies have been working with the **Waste Marketplace** network since the end of 2025



# 6

agencies have been working with the **Elise** network since the end of 2025



# 86%

This is the separated **collection rate** at the end of 2025, in line with the Group's target of achieving 90% recycling by 2030



## OUR KEY INDICATORS ON WASTE MANAGEMENT

[E5-5] [perimeter: STERNE France, STERNE Time Critical and nox Germany]

### TYPES OF WASTE (IN TONNES)

|                                                                 | 2025  | 2024 | VARIATION |
|-----------------------------------------------------------------|-------|------|-----------|
| Wood                                                            | 904   | 1089 | -17%      |
| Paper - cardboard                                               | 948   | 902  | 5%        |
| Plastic                                                         | 359   | 320  | 12%       |
| Household waste                                                 | 468   | 607  | -23%      |
| Non-hazardous industrial waste (New category)                   | 566   |      |           |
| Residual Waste (New category)                                   | 81    |      |           |
| WEEE <sup>9</sup>                                               | 18    | 4    | +350%     |
| Hazardous waste (excluding WEEE)                                | 14    |      |           |
| Total quantity of produced waste                                | 3,358 | 2945 | 14%       |
| Proportion of recyclable content in supplied packaging (France) | 98%   | 98%  | -         |

STERNE Group's efforts to improve accounting of the volume of waste generated by its operations are reflected in a slight increase in the volumes recorded in 2025.

As regards waste volumes in Germany, 83% of the data is based on actual figures provided by Germany, while 17% has been extrapolated.

For France, 40% of the data is based on actual figures from Waste Marketplace, and 60% of the amount (in tonnes) have been estimated by extrapolation.

### WASTE RECOVERY

|                                         | NON-HAZARDOUS WASTE | HAZARDOUS WASTE |
|-----------------------------------------|---------------------|-----------------|
| Quantity of waste recovered (in tonnes) | 2,938               | 32              |
| Quantity of non-recycled waste          | 420                 | 0               |
| % non-recycled waste                    | 13%                 | 100%            |

A Group-wide waste management procedure is in place for the recycling of office consumables and small items of equipment. Thus, every employee knows the sorting instructions and the appropriate waste container.

Batteries, light bulbs and neon lights are collected and deposited by the General Services manager on each site in the designated areas for end-of-life processing. Ink cartridges are collected and returned to the service provider for re-use. The actions depend on the existence of local recycling channels: in Germany, the emphasis is on paper and plastic recycling.

<sup>9</sup> Under European regulations, WEEE is classified as hazardous waste.





CHAPTER

# 4

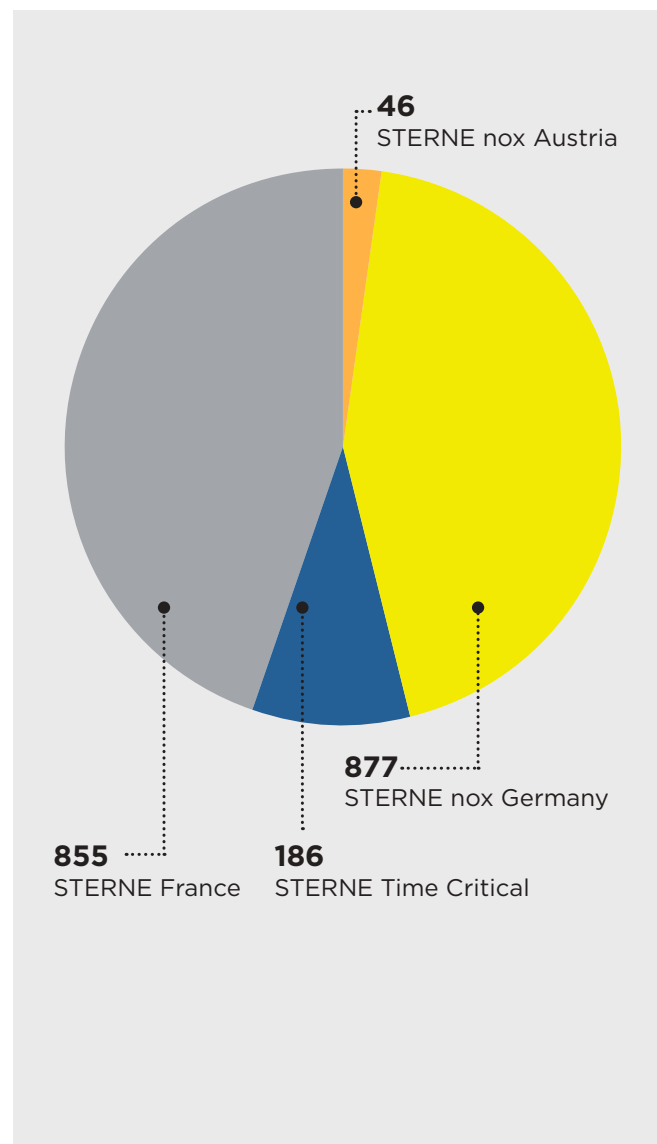
## SOCIAL INFORMATION

## SOCIAL INFORMATION - COMPANY STAFF

### The essentials

An overview of our staff [S1-6]

#### BREAKDOWN OF STAFF NUMBERS BY BUSINESS UNIT



#### GEOGRAPHICAL BREAKDOWN OF WORKFORCE

|                                         | 2025   |       | 2024   |       |
|-----------------------------------------|--------|-------|--------|-------|
|                                         | Number | %     | Number | %     |
| France                                  | 1029   | 50.9% | 1021   | 50%   |
| Germany                                 | 877    | 43.4% | 913    | 44.7% |
| Austria                                 | 46     | 2.3%  | 47     | 2.3%  |
| Other (Poland, Romania, China, Morocco) | 68     | 3.4%  | 61     | 3%    |
| Total                                   | 2020   | 100%  | 2042   | 100%  |

The Benelux region is undergoing a dedicated integration process, which had not been completed by 31 December 2025.

#### WORKFORCE TRENDS

|                                                         | 2025  | 2024  |
|---------------------------------------------------------|-------|-------|
| <b>Across STERNE France and Time Critical</b>           |       |       |
| New employees on permanent contracts                    | 167   | 172   |
| Departures of employees on permanent contracts          | 192   | 222   |
| Turnover rate                                           | 8.9%  | 18.2% |
| <b>STERNE nox perimeter (Germany, Austria, Benelux)</b> |       |       |
| New employees on permanent contracts                    | 178   | 132   |
| Departures of employees on permanent contracts          | 257   | 143   |
| Turnover rate                                           | 10.8% | 15%   |
| <b>Group perimeter</b>                                  |       |       |
| New employees on permanent contracts                    | 345   | 310   |
| Departures of employees on permanent contracts          | 449   | 376   |
| Turnover rate                                           | 19.7% | 16.8% |

#### BREAKDOWN OF WORKFORCE BY TYPE OF CONTRACT

|                                           | Women | Men   | TOTAL |
|-------------------------------------------|-------|-------|-------|
| Permanent employees (permanent contracts) | 465   | 1,205 | 1,670 |
| Full-time employees                       | 385   | 1,128 | 1,513 |
| Part-time employees                       | 80    | 77    | 157   |



As at 31 December 2025, STERNE Group employed **2,020 men and women** across **11 countries**. They form multicultural teams working across a wide range of roles: operational, commercial and support functions, all of which are facing recruitment challenges. Most employees work in field or office jobs, with around 15% of the workforce employed as drivers. These often underrated transport sector trades suffer from an image deficit that does not take into consideration the richness of the activities and the ongoing transformation.

The vast majority of Group employees have permanent contracts (**82.7%**) and work full-time (**74.9%**).

The low proportion of women can be attributed both to the low proportion of women in the sector and to the constraints of the work organisation, as the work of operational teams is mainly carried out at night.



**Marie-Christine ARGUEIL**  
Human Resources Director,  
STERNE Group

*Against the backdrop of a particularly tight labour market, we have successfully risen to the challenge by onboarding over 100 new staff members and developing over 100 roles. Our priority remains the same: to place the right skills in the right place to support our ambitions for growth and performance.*

*It is important to note that the Group has doubled in size on two occasions within the space of seven years, reflecting a particularly strong growth dynamic.*

*In this challenging environment, we are delighted to report a significant fall in the staff turnover*

*rate, which has fallen by 10 points in a year. This tangible result demonstrates our ability to better meet our staff's expectations.*

*Our HR policy is structured around three key pillars, which are implemented by each Business Unit in line with its specific characteristics:*

**Take care:** looking after our teams by promoting integration, improving well-being at work and ensuring everyone is given the attention they deserve;

**Be concentrated:** in a climate of tension and turbulence, remain focused on our objectives, our priorities and our performance drivers;

**Save money:** to encourage everyone, in their own way, to conserve resources and contribute to responsible management.

*Beyond the systems themselves, what sets us apart is the way we work with our teams. Our culture of listening, rooted in the front line, guides everything we do and enables us to work with our staff to develop relevant, useful and sustainable solutions.*



**Steffen STROHBACH**  
Human Resources Director,  
STERNE nox

*At nox, in 2025, we structured our HR approach around three key priorities:*

**Scaling up:** we accelerated our digital transformation, stepped up training and optimised our processes, particularly for onboarding new staff.

**Compliance,** a cornerstone of our credibility with customers in a highly regulated sector: we reviewed all administrative documents and employment contracts, standardised the document management platform, and maintained weekly dialogue with the social partners in a spirit of joint decision-making, which is very important to our culture.

**Corporate culture;** which means that everyone looks out for one another. This requires improved internal communication channels and training for managers, who are the first to put this into practice with their teams.



## OUR THREE-PRONGED HR POLICY

### Our flagship initiatives

[S1-1] & [S1-5]

In 2024, the Human Resources Department structured its approach around three key areas common to the entire Group, tailored to local contexts. Drafted in English to emphasise its international nature, the policy is based on indicators and targets aligned with our business model, our mission and industry practices.

| ISSUES                                                                                                                                                                                                        | KEY ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>TAKE CARE</b></p> <p>This involves focusing on team well-being and health, while fostering a culture of inclusion and diversity, as well as a responsible approach to society and the environment.</p>  | <ul style="list-style-type: none"> <li>➔ Health and well-being programmes: health, nutrition and stress management programmes, including initiatives to promote the mental health and general well-being of the teams.</li> <li>➔ <b>Flexibility and integration:</b> Offer flexible working options and a comprehensive induction programme for new employees taking into account the cultural diversity of the teams.</li> <li>➔ <b>Workplace safety:</b> Strengthening of safety practices with regular audits and specific training on workplace safety.</li> <li>➔ <b>Societal commitment:</b> Promotion of initiatives that have a positive impact on the local community, thereby strengthening the collective responsibility of employees and the company (skills sponsorship, youth mentoring, etc.).</li> </ul>                                                                                                                                                                                                                                        |
| <p><b>BE CONCENTRATED</b><br/>(STAY FOCUSSED)</p> <p>This topic is intended to optimise the productivity, commitment and skills development of the teams, while including ethical and responsible values.</p> | <ul style="list-style-type: none"> <li>➔ <b>Professional training plan:</b> Development of a training plan that includes trade training, modules on safety, sustainability, ethics and inter-cultural skills, thereby promoting professional development.</li> <li>➔ <b>Performance assessments:</b> Roll-out of regular performance assessments with constructive feedback, including social and ethical responsibility criteria.</li> <li>➔ <b>Collaborative working environment:</b> Creation of collaborative workspaces and digital tools to facilitate communication between teams.</li> <li>➔ <b>Ethical culture:</b> Inclusion of ethical values in work practices, encouraging transparency and integrity.</li> </ul>                                                                                                                                                                                                                                                                                                                                   |
| <p><b>SAVE MONEY</b><br/>(OPTIMISE RESOURCES)</p> <p>This theme focuses on operational efficiency and performance improvement, while including sustainable cost management practices.</p>                     | <ul style="list-style-type: none"> <li>➔ HR process optimisation: Use of digital tools to automate recruitment and talent management processes, thereby reducing administrative costs and improving efficiency.</li> <li>➔ <b>Sustainable mobility:</b> Implementation of sustainable transport programmes for the teams, such as car-pooling and incentives to use public transport, contributing to reducing travel-related costs.</li> <li>➔ <b>Talent retention strategies:</b> Development of recognition and rewards programmes to reward employee performance, intended to reduce staff turnover and foster a positive working environment.</li> <li>➔ <b>Performance assessment:</b> Implementation of clear performance indicators and regular assessments to identify the best talent and align it with the company's strategic objectives.</li> <li>➔ <b>Social responsibility initiatives:</b> Encouraging employees to get involved in community projects, thereby strengthening the company's image and fostering a sense of belonging.</li> </ul> |

## TARGETS & KEY FIGURES

Absenteeism of less than 5% each year .....

Gradual reduction, with the aim of remaining below typical industry figures .....

Supplement the thematic surveys with comprehensive employee engagement surveys .....

**14 hours** per year per employee .....

**Less than 15%** on average .....  
and a 5% increase in sectors facing labour shortages

## PERFORMANCE IN 2025

**7.6%** absenteeism

**12,5%** workplace accident rate

Survey of managers in early 2025

**6 hours** of training per employee per year

**19.7%** staff turnover  
(-10 points for operational roles in France)

## RESPECT FOR HUMAN RIGHTS

[S1-17]

### OUR CHALLENGES [SBM-3]

As a Mission-Driven Company, STERNE Group aims to meet major social and environmental challenges with a virtuous business model, offering **eco-responsible, innovative, high added value logistics services**. It has high ambitions in terms of growth and economic performance. Respect for fundamental rights lies at the heart of its model and strategy. Also, as a service company, the commitment and motivation of its employees are the main driving force behind its growth.



### OUR SOLUTIONS [S1-1]

Since its inception, STERNE Group has been committed to fostering a culture of collective action. It does everything in its power to attract and retain talent, in particular by implementing measures to support their professional development, safety, diversity, inclusion and safety. Its human resources policy reflects its commitment to people, sustainability and ethics. The Group's policy aims to ensure a fair and respectful relationship between the employer and employees, in accordance with the fundamental principles of the International Labour Organisation and the United Nations Guiding Principles on Business and Human Rights.

This policy is based, in particular, on the following points:

- ➔ Ensuring that the work carried out complies with the legal framework of the applicable statutes.
- ➔ Eliminating forced labour and child labour.
- ➔ Promoting stable employment, including the sustainability of employment contracts.
- ➔ Eradicating all forms of discrimination between employees with the aim of providing equal opportunities and equal treatment, especially in terms of gender.
- ➔ Protecting employees' personal data and privacy.

### RESPECT FOR FUNDAMENTAL RIGHTS AT STERNE GROUP, IN PRACTICE, IN 2025: [S1-4]

- We have **mapped ethical risks** based on the Transparency International and GAN Integrity references
- **Our Code of Conduct was revised in 2025**, and has been standardised across all our regions > **100% of employees are now covered**
- **The nox whistle-blowing portal** has been extended to Austria, and will soon be available in the Benelux countries.  
It comes with a user-friendly guide and posters in every agency.
- **Of the whistle-blower alerts received in 2025**, in accordance with internal procedures (clearly defined monitoring mechanisms and sanctions in the event of non-compliance, and a whistle-blowing system open to staff), investigations did not identify any substantiated cases.
- **Among service providers:** compliance with documentation requirements is strictly monitored by a dedicated in-house team in France and Germany.
- See also the details of the processes in the chapter on governance, on page 103.

## TRAINING, SKILLS AND CAREER DEVELOPMENT

[S1-13]

### OUR CHALLENGES [S1-SBM-3]

In logistics, the central role of the workforce is beyond dispute: the Group's success depends first and foremost on its teams. The skills required are evolving to meet the sector's new challenges, particularly environmental impact, which calls for specific expertise and particular types of candidate. This issue is all the more critical given that certain occupations, such as lorry driving, hold little appeal for younger generations. Digitalisation and automation are also transforming warehouse tasks, creating a constant need to adapt operator skills.

The Group is also establishing itself as a major creator of low-skilled jobs, accessible through short training courses, offering local opportunities that cannot be outsourced. It therefore enables people who are far from the labour market to gain access to employment and career advancement opportunities.

### OUR SOLUTIONS [S1-1] and [S1-5]

The **Be concentrated** policy includes a major training and skills development component, addressing both attractiveness and expertise issues. As always, the Group strives to be attentive to employee expectations while encouraging their employability, which is a proactive response to changes in the sector and in client expectations.

The Group has set itself the target of offering each employee **a base of 14 hours of training per year, on average**. In 2025, staff undertook an average of 6 hours of training.

### TRAINING AND TALENT DEVELOPMENT AT STERNE GROUP, IN PRACTICE, IN 2025 [S1-4]

In 2025, the Group received the "Ambassador for Employment in Transport and Logistics" award, organised by the AFT<sup>1</sup>, for the Nouvelle-Aquitaine region. This award recognises the Group's achievements in the following areas:

- ➔ **Career exploration** (hosting work experience students, DuoDays, serving on examination panels)
- ➔ **Recruitment** (work-study schemes, induction programmes, support for people with disabilities)
- ➔ **Employee development** (access to non-compulsory training, health and safety prevention plan, workplace well-being policies)

In these three areas, the teams have put in place concrete action plans, guided by specific indicators.

### ACTION PLAN 1

#### Supporting careers

##### Recruitment and induction

- Internationally harmonised recruitment procedures and tools, with a formalised internal framework of job profiles for all business areas
- Non-discriminatory job adverts that focus on skills.
- An online recruitment platform that makes hiring easier, particularly when opening new agencies.
- A reimagined induction programme for every new arrival, supported by a mentor who introduces them to the Group, its values, its teams and its premises.

##### Career development reviews and in-house promotion

- Close monitoring of annual and performance reviews carried out by the central HR team (end of probationary period, return from leave, etc.). Since 2024, these reviews have included specific types of review, such as reviews for "seniors".

In 2025, thanks to sustained awareness-raising campaigns, 39% of employees in France had a review, which goes beyond the regulatory requirements. These reviews are a valuable source of information for drawing up training plans.

- Priority is given to internal promotion, which is encouraged and supported to develop skills and retain staff. Job vacancies are advertised internally in the "STERNE News" newsletter in France, on noticeboards, on the website and via online job platforms in Germany and Austria to ensure fairness.
- HR teams are on hand to support managers on the ground. In Germany, 85% of managers have received leadership training specifically designed for the Group's business lines. Every month, management organises meetings with senior staff to encourage dialogue with those on the ground.

<sup>1</sup>AFT Transport and Logistics: a French organisation specialising in the development and promotion of employment in the transport and logistics sectors.

## ACTION PLAN 2 OFFER APPROPRIATE TRAINING AND DEVELOPMENT PROGRAMMES

- A wide range of training courses tailored to the needs of different professions (regulatory, technological, CSR, languages, etc.).
- Promoting enhanced schemes such as accreditation of prior experiential learning (APEL, called VAE in France), skills audit, use of French personal training account (CPF), etc.

In 2025, the focus was on:

### In France

- Health and safety, with an 8,000-hour awareness programme to be completed in 2024 and 2025, and dedicated training for two-wheeled delivery riders
- Greater support for managers in their roles, particularly when it comes to recruitment. (With the help of a specialist consultancy firm)
- Raising awareness of CSR,
- Cybersecurity via a completely redesigned e-learning platform with frequent reminders

### In Germany

- New "Safety Culture" modules: energy saving, combating discrimination and harassment, and cybersecurity (compulsory modules).
- Regulations
- Productivity

## Our performance indicators

|                                                                            | 2025                                           | 2024  |
|----------------------------------------------------------------------------|------------------------------------------------|-------|
| Hours of training                                                          | 10,475                                         | 8146  |
| Percentage of trained employees                                            | 34.9%                                          | 44.8% |
| Average number of training hours per trained employee                      | 6                                              | 9.2   |
| Percentage of employees having undergone training leading to certification | 4.5%                                           | 0.1%  |
| Proportion of employees with CSR training                                  | 2.3%<br>Across STERNE France and Time Critical | 9.9%  |
| Employee engagement rate                                                   | nd                                             | nd    |

## TRANSPARENT AND FAIR REMUNERATION, SOCIAL PROTECTION [S1-11] and [S1-16]

### OUR CHALLENGES [S1-SBM-3]

Remuneration, including salary, benefits in kind, bonuses, employee savings schemes (profit-sharing, incentive schemes, etc.) and pension contributions, has a decisive role in choosing jobs, and is also a key factor in motivating and retaining employees in a tight job market. Furthermore, many jobs are accessible without qualifications: as for all positions, their pay is strictly regulated by the regulations and the sector's Collective Agreement in France, and by local regulations in Germany, Austria and the Benelux countries (AÜG, EntgTransG and MiLoG).

The main objective is to meet employees' expectations while recognising and rewarding their contributions to the company's growth and performance. The Group is committed to balancing the individual aspirations of employees with the company's financial and corporate imperatives.

### OUR SOLUTIONS [S1-1]

STERNE Group guarantees fair and transparent remuneration, based on performance criteria and shared objectives. The system combines both variable components (bonuses, profit-sharing, share-based incentives) and specific benefits linked to individual roles.

The Group is actively committed to reducing any gender pay gaps by implementing an equal pay plan for women and men.

Salaries offered on recruitment as well as pay rises suggested by managers are subject to approval by both Human Resource managers and the Head of the Business Unit. Managers are supported by the Human Resource teams to guarantee that the pay rise award criteria are applied.

The payroll system, which is fully automated and paperless, ensures reliability and compliance, while enabling staff to access their data and carry out administrative tasks independently.

Furthermore, STERNE Group is unique in its will to involve a large proportion of its employees in its expansion and value creation, particularly through share ownership. During the LBO, 78 managers were given the opportunity to acquire shares in the Group's equity.

## MANAGEMENT OF REMUNERATION AND SOCIAL PROTECTION AT STERNE GROUP, IN PRACTICE, IN 2025 [S1-4]

### ACTION PLAN 1

#### Continue work on remuneration and recognition schemes

In conjunction with the introduction of performance indicators and regular appraisals, the talent retention strategy involves a structured policy of individual bonuses, merit-based incentive schemes and managerial practices (such as regular reviews). These factors contribute significantly to the Group's appeal and to improving staff retention rates.

### ACTION PLAN 2

#### Ensuring fair and objective remuneration

STERNE Group is committed to ensuring fair and objective remuneration for all, through a job and role classification system based on activities, qualifications and skills, combined with a pay scale that ensures gender equality for equivalent roles. The Gender Equality index for the Regular BU rose from 71 in 2018 to 87 in 2025, illustrating the progress made and the ongoing commitment of the HR teams.

STERNE nox has committed to limiting the gender pay gap to around 3% for identical roles and working hours, a variance deemed acceptable based on internal analyses. This commitment is underpinned by the signing of the Gender Equality and Quality of Life at Work agreements in 2022, as well as by national charters such as the Charta der Vielfalt in Germany.

### ACTION PLAN 3

#### Providing employees with an effective social protection system

The Group aims to provide its employees safety and protection, thereby promoting a peaceful working environment. It is committed to guaranteeing a high level of coverage of health, incapacity and disability risks that exceeds legal obligations and takes into account the economic and regulatory contexts specific to each country. In France, a compulsory and attractive health insurance scheme has been introduced for all employees, with automatic enrolment. Employees are free to opt out.

In Germany and Austria, STERNE nox goes beyond legal requirements by offering its employees additional support for their health and well-being in partnership with Voio, a health platform providing services dedicated to mental, family and professional well-being.

#### Our performance indicators

|                                                                                                                                                    | Perimeter | 2024  | 2025  |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------|-------|
| % of employees covered by social protection (Group level sickness, unemployment, workplace accidents and disabilities, parental leave, retirement) | Group     | 100%  | 100%  |
| Gender pay gap                                                                                                                                     | France    | 7.8%  | 7.2%  |
| Number of employee shareholders                                                                                                                    | Group     | 78    | 78    |
| Proportion of equity held by employees and retired employees                                                                                       | Group     | 10.3% | 10.3% |

The pay gap is calculated on a gross basis, without adjusting for job type or experience.



## HEALTH AND SAFETY

[S1-14]

### OUR CHALLENGES [S1-SBM-3]

Transport and logistics are among the sectors most prone to workplace accidents, which can sometimes be serious due to the handling of equipment and heavy loads. Preventive measures must be coordinated with customers, suppliers and subcontractors, as many activities are carried out on shared sites.

The main risks relate to musculoskeletal disorders caused by carrying loads, repetitive movements and manual handling. Despite mechanisation, operators remain at risk, which is why particular attention is paid to workplace ergonomics.

In addition to these physical demands, there is a growing mental workload—linked to the pace of work, changes to schedules, voice guidance and night work—which can give rise to psychosocial risks, including for managerial, sales and support roles.



### OUR SOLUTIONS [S1-1]

#### A PROACTIVE HEALTH AND SAFETY POLICY

The Group takes active steps to manage and reduce occupational risks through a coordinated prevention policy. Led by the QHSE Director, it ensures compliance with standards and regulations across all sites, working through local representatives – the chairs of the Social and Economic Committee (CSE) for the French entities and the Compliance, Safety and CSR Department for STERNE nox. In Germany, safety performance is now one of the criteria used to determine variable pay for HR and operations management, illustrating how prevention has been integrated at the heart of collective performance.

The health and safety policy also applies to subcontractors, through requirements set out in the Responsible Purchasing Policy.

#### HARMONISATION AND CERTIFICATION

This policy is in line with regulatory requirements and the Group's standards. In 2024, STERNE nox's Health and Safety Policy was revised to bring it into line with the Group's policy, while complying with German legislation.

Since 2022, QHSE software has centralised reporting, promoting consistency in practices. STERNE France and STERNE Time Critical have been ISO 45001-certified since January 2023; implementation is planned for STERNE nox, while the Austrian operation is already certified. For transport of dangerous goods, the Group has appointed three Safety Advisers (two in-house and one external).

#### COMMITMENTS AND PERFORMANCE TARGETS [S1-5]

Our key objectives include:

- ➡ ISO 45001 certification for German sites, with 100% of French and Austrian sites already certified;
- ➡ Regular conduct of internal audits in France and Germany;
- ➡ A reduction in the rate of workplace accidents and the absenteeism rate (target: below 5%).



## EMPLOYEE HEALTH AND SAFETY AT STERNE GROUP, IN PRACTICE, IN 2025:

### ACTION PLAN 1

#### Making safety and well-being a priority

##### IN STERNE FRANCE AND STERNE TIME CRITICAL

- ➔ At STERNE France and STERNE Time Critical, the year was characterised by a strengthening of preventative measures and awareness-raising amongst managers, with a view to supporting teams and avoiding high-risk situations, with a specific emphasis on addiction prevention.
- ➔ Audits have been stepped up in the agencies, with feedback provided to staff representative bodies and site management, with a view to implementing the relevant corrective measures (floor markings, tidying up, improving access, etc.).
- ➔ Each agency has been encouraged to train two health and safety representatives, and a guide to best practice will be distributed nationwide for managers.

##### AT STERNE NOX

Centralised accident analysis and standardised reporting (“Safety culture”) mean that situations can now be analysed, and corrective measures implemented, more quickly. It will eventually be integrated into the new internal audit platform to be rolled out in 2025.

Following the audits carried out in 2024, preventive measures were stepped up, such as:

- ➔ an investment plan for anti-collision forklift trucks, fitted with light and sound signals.
- ➔ improvements to traffic flow, storage areas, etc.,
- ➔ regular training and awareness-raising for staff, with the aim of continuously improving procedures.



**Lars ORFERT**  
Health and Safety  
Manager STERNE nox

*By improving the way we organise accident prevention and analysis, we have significantly improved safety standards. We are already seeing the effects in terms of reducing incidents in the warehouses, and we are working to make this a key focus of our day-to-day management.*

### ACTION PLAN 2

#### Promote physical activity and a healthy lifestyle In Germany with access to the Voiio platform.

In Germany and Austria, access to the Voiio platform provides a range of resources to support the health and well-being of employees and their families. (see also the next chapter).

##### Our performance indicators

|                                                                | Perimeter                 | 2025  | 2024  |
|----------------------------------------------------------------|---------------------------|-------|-------|
| % of employees covered by the Group's health management system | Group                     | 100%  | 100%  |
| Number of workplace accidents                                  | Group (excluding Austria) | 48    | 154   |
| Workplace accident frequency rate                              | Group                     | 12.4  | 41.8  |
| Workplace accident severity rate                               | Group                     | 1.22  | 1.71  |
| Number of deaths due to occupational accidents and disorders   | Group                     | 0     | 0     |
| Number of days lost due to injury or accident                  | Group                     | 4,686 | 6,325 |
| Absenteeism rate                                               | Group                     | 7.6%  | 12.4% |
| ISO 45001 certification coverage rate                          | Group                     | nd    | nd    |

The prevention efforts made in recent years are bearing fruit. The occupational accident frequency rate fell sharply over the financial year. It stands at 12.4, which is still well below the rates observed across the sector (FR: 60). Nevertheless, the Group continues to strengthen its prevention plan.

# QUALITY OF LIFE AT WORK, WORK-HOME BALANCE AND PARENTHOOD

[S1-15]

## OUR CHALLENGES [S1-SBM-3]

**Improving working conditions and the quality of life of our employees is a Group priority.** It plays an essential role in its appeal and helps improve performance. This approach is based on listening to the needs expressed by staff and taking account of local circumstances. These needs are evolving as a result of both societal changes and shifts in our professions. Finally, in particular with regard to work-life balance, the development of service activities such as mail sorting or digitisation on multifunction platforms is making it possible to offer an ever wider range of jobs, which are more feminised, and for which the early morning hours free up afternoons for family life.

## OUR SOLUTIONS [S1-1] et [S1-5]

In 2024, the Group formalised a policy to promote quality of life, gender equality and improved working conditions. It corresponds to the Take Care theme in the HR policy.

The policy reflects the commitment of the company and all its employees to improving quality of life and working conditions. It also intends to give pride of place to initiatives to support parenthood and family organisation to make the day-to-day lives of our teams easier. The objective is to help our employees better reconcile their professional and private lives. We are thus convinced that good organisation and working condition management result in more efficiency and improved performance.

## EMPLOYEES' QUALITY OF LIFE AT WORK AT STERNE GROUP, IN PRACTICE, IN 2025 [S1-4]

The Group is implementing initiatives in France, following consultation with employees, before rolling them out internationally if they prove to be relevant. Thus, in early 2025, a major survey of French managers, carried out in collaboration with the social partners, identified the key areas for action to improve quality of life at work.

## MANAGING MANAGERS' WORKING HOURS IN GERMANY

In order to improve the work-life balance of its managers, STERNE nox carried out a pilot project in 2025 to digitise tasks at 25% of its sites. The aim is to roll out this system and these digital tools across all sites if they prove satisfactory.

## A STRUCTURED PARENTING POLICY

Formalised in 2023, the policy to support parents provides a framework for a range of practical measures:

- Partnership with Babilou nurseries (since 2020), offering places at preferential rates for French staff.
- The right to all types of family leave, accompanied by reviews before and after maternity, adoption or parental leave, in order to support employees in their career development.
- Fathers are encouraged to take paternity leave.
- Adjustment of working hours for the start of the new school year and the allocation of three days' leave for a sick child.
- Meetings to be held during normal working hours, without running past 7 pm
- Adjustments to working conditions for pregnant women (working from home, parking facilities, adapted workstations, reduced working hours, breastfeeding).

## EXTENSIVE SUPPORT SCHEMES IN GERMANY

At STERNE nox, the Voiio platform, launched in late 2023, offers personalised support to employees facing medical, financial or administrative difficulties, as well as a wide range of services to enhance well-being, leadership and work-life balance. The Voiio platform provides a wealth of useful information online, as well as expert advice for employees. The platform especially targets the needs of lower-paid employees and those who are less comfortable with German administrative rules. But it also seeks to improve the well-being of employees in every aspect of everyday life. To date, 17.4% of staff use the platform, mainly to improve their physical fitness, develop their soft skills and leadership abilities, or access academic support services. The aim is to reach 20% of employees. New content is added every week, especially relating to diversity. Since 2024, the platform has also been available to Austrian employees.

## ACTIVE SOLIDARITY

For over ten years, STERNE nox has been supporting a charitable initiative aimed at helping employees in difficulty, particularly in the event of an accident at work. This charity is funded by donations from the Group and its employees, which have been made easier since 2025 thanks to voluntary payroll deductions.



### Our performance indicators

**100%**

of our staff have the option of taking leave for family reasons

**17.4%**

of German employees have used the services of the Voiio platform (2030 target)

## DIVERSITY, INCLUSION AND THE FIGHT AGAINST DISCRIMINATION

[S1-12] and [S1-17]

### OUR CHALLENGES [S1-SBM-3]

For STERNE Group, promoting diversity, inclusion and fairness is not only a performance lever, but also one of its founding principles, the implementation of which has been continuously enriched throughout its history.

Today, the approach is also one of the pillars of its mission. The fight against all forms of discrimination and unfairness is also a lever in nurturing team commitment and recruiting in a tight market. An open and inclusive business promotes the well-being of its employees and strengthens the resilience of the entire organisation as well as its ability to innovate. This proactive approach is structured around two pillars:

- ➔ **Inclusion of the most vulnerable**, including people with disabilities
- ➔ **The fight against harassment** and all forms of violence in the workplace.

### OUR SOLUTIONS [S1-1]

In 2024, the Group formalised a **Diversity, Equity and Inclusion policy** to reflect Group Management's commitment to creating an inclusive, diverse and fair working environment where every employee is respected, valued and given the opportunity to succeed. It intends to promote diversity in all its forms, to encourage inclusion, and guarantee fairness in all aspects of employment. The recruitment policy is resolutely focused on skills and diversity, in order to counter the stereotypes likely to influence the processes. The anti-discrimination and anti-harassment policy focuses on preventing discrimination and possible cases of harassment.

In France, the policy has been complemented since 2021 by the **#TOUSABORD** programme. The purpose of the approach is to implement meaningful initiatives in 3 areas: disability, equal opportunities and the promotion of physical activity.

The implementation of Group policy in STERNE Business Unit nox is also supported by a major programme to raise awareness of discrimination and harassment situations. The Diversity Charter, signed in Germany in 2021, provides a framework for aligning local initiatives with the Group's DEI policy.

The objectives of the Diversity and Inclusion policy are to improve the Gender Equality index in France and maintain the proportion of employees with disabilities.

The performance indicators for the nox subsidiary were set as part of the 2030 strategy.



## DIVERSITY, INCLUSION AND THE FIGHT AGAINST DISCRIMINATION AT STERNE GROUP, IN PRACTICE, IN 2025: [S1-4]

### ACTION PLAN 1 An initiative focused on social cohesion, #TOUSABORD

#### [S1-SBM-3]

##### DISABILITY

The Group is continuing its efforts to raise awareness and promote the inclusion of people with disabilities at every stage of their career journey, from recruitment to support. The aim is to maintain the proportion of people with disabilities. It was 5.1% in 2025, across the entire Group.

In France, the teams take part in the DuoDays every year: a day dedicated to exploring different careers, during which the teams host a person with a disability, paired with a volunteer professional. A further 17 pairs were formed in 2025 at national level.

##### SUPPORTING SENIORS

End-of-career reviews are offered to staff approaching retirement to support them through this stage and recognise the value of their experience.

##### EQUAL OPPORTUNITIES AND THE INTEGRATION OF YOUNG PEOPLE

The Group is working to promote young people's access to employment, training and career development opportunities. The "Coup de pouce Jeune pousse" youth springboard programme, run in partnership with France's national employment agency, offers young people their first taste of the workplace and encourages each business unit to get involved in integration initiatives.

Keen to enhance the sector's appeal, the Group also contributes to higher education: its CSR Director acts as the academic director for the Master of Science (MSc) in Sustainable Development and Ecological Transition Management at INSEEC. This programme supports the promotion of an environmental and social culture amongst future transport and logistics professionals.

In addition, STERNE Group has a long tradition of hosting work-study students in both France and Germany. That commitment is used to spread the Group's best practices in the field. 41 work-study students were hosted in France in 2025.

### ACTION PLAN 2 Combating harassment and discrimination

In France, the Group focuses on preventing discrimination and takes action against possible cases of harassment by training the social partners and employees. It is supported by a network of harassment advisers on the sites, who are in charge of rapidly reporting contentious situations so that they can be examined and dealt with. In particular, where there is a confirmed case or an identified risk of harassment, the HR Department systematically carries out an awareness-raising initiative for the entire team concerned, in the form of training sessions on harassment and sexist behaviour.

At STERNE nox, the whistle-blowing portal has been extended to all countries (Germany, Austria, Benelux), accompanied by an awareness-raising campaign. This portal forwards whistle-blowing anonymously, if employees so wish, to the Compliance Committee, which has recently been strengthened. Employees may also contact their managers, their trade union representatives or the Compliance Committee directly.

**The whistle-blowing portal** is also accessible to external stakeholders. It has enabled a number of reports to be received, demonstrating the trust placed in it by employees. Their analysis did not reveal any confirmed cases.

In Germany, the focus has been on raising awareness amongst staff and actively participating in national campaigns to promote diversity.

#### KEY ACTIONS FOR 2025 INCLUDE:

As a signatory to the German Diversity Charter (Charta der Vielfalt), nox Germany aligns its actions with the Group's DEI strategy and actively promotes diversity in the workplace through its participation in the national German Diversity Day initiative. To mark the occasion, the "Faces of Diversity at nox" initiative took the form of a collaborative digital wall where employees shared their personal journeys and experiences in order to encourage an inclusive dialogue in their day-to-day work.

The German team also took part, for the fifth year running, in the national "Positively Purple" campaign, which invited staff to take part in a reflection exercise to raise their awareness of the barriers faced at work by people with disabilities.

These initiatives complement the awareness-raising workshops on discrimination and harassment introduced in previous years, and help to foster an inclusive corporate culture.

**ACTION PLAN 3 The development of activities open to the supported sector**

on the multi-function platforms, **STERNE Group** promotes the employment of people from the adapted sector in the form of tripartite agreements between the Group, several major French banks, and companies from the adapted sector.

In that way, it can organise the induction of disabled employees in conditions that are adapted to their needs and secured by those agreements. These successful initiatives allow us to envisage deploying this model in other sectors to meet the needs of each of our stakeholders.

In 2025, a working group was set up to create employment opportunities for people facing difficulties. In particular, they focus on the possibility of entering into joint contracts with sheltered workshops for transport operations.

**SOCIAL DIALOGUE**

[S1-2], [S1-3] and [S1-8]

**OUR CHALLENGES [S1-SBM3]**

Social dialogue is essential for fostering a good working relationship between management and staff. It facilitates communication, minimises the risk of conflict and ensures the smooth running of the business. Through dialogue, collective bargaining and freedom of association, employees are more engaged: they work together with management to resolve problems and help to maintain a positive working atmosphere.

**OUR SOLUTIONS [S1-1]**

Social dialogue encompasses both formal consultations and informal exchanges that enrich decision-making. The Group encourages such dialogue and ensures that structures are put in place to promote active listening, in the form of surveys and dialogue with teams on the ground, before taking any action.

To anticipate changes and better understand expectations, particularly those of younger generations, annual reviews are supplemented by ad hoc check-ins which can be requested by employees at any time.

Finally, industrial relations are reflected in the signing of collective agreements. All employees are covered by staff representation bodies, and collective agreements apply in the relevant Business units to all staff.

Indicator S1-8

**100%**

Employees are covered by staff representatives and collective agreements across the entire Group.





CHAPTER

# 5

## SOCIETAL INFORMATION

AFFECTED COMMUNITIES - LOCAL PRESENCE - S3

The essentials

| ISSUE          | KEY ACTIONS                                                                                                                              | TARGETS AND KEY FIGURES                                                                                               | PERFORMANCE IN 2025                      |
|----------------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| Local presence | <div>→ ISO certification process and risk prevention plans</div> <div>→ Job creation, promoting integration into the labour market</div> | <div>→ 100% of sites ISO 14001 certified</div> <div>→ Ensure that environmental assessments are kept up to date</div> | 100%<br>of our sites ISO 14001-certified |

OUR CHALLENGES [SMB-3]

Logistics operations, which are expanding rapidly and becoming increasingly widespread across the region, must meet the expectations of local communities and integrate sustainably into their environment. The main challenge lies in managing the impact on the landscape, air quality and road traffic, in order to safeguard the quality of life of local residents. STERNE Group is committed to addressing these issues through constructive dialogue with local stakeholders, while maximising positive socio-economic benefits: creating sustainable jobs and actively promoting labour market integration in the host areas.

**OUR SOLUTIONS [S3-1]**

Whenever it establishes a new site or expands an existing one, STERNE Group takes care to minimise its impact on local areas through a rigorous approach to environmental prevention and certification (ISO). Its sites have action plans in place designed to reduce the environmental impact of logistics, while ensuring the traceability of the products handled. In parallel, the Group contributes to the economic dynamism of the local areas where it operates by promoting local job creation and skills development.

ACTIVE DIALOGUE [S3-2] and [S3-3]

Because of their activity, the Group’s sites may be located near major transport routes, or on the outskirts of towns and cities for local deliveries. Dialogue methods to a large extent depend on local regulations on information and consultation.

In France, for example, a prior impact study and public enquiry are required for any project to set up or expand a site. It is an opportunity for elected representatives, local residents and associations to voice their concerns and influence the implementation of the project.

|            | ISO 9001 | ISO 14001 | ISO 45001 | Induced risk analysis (georisk) | Site subject to a technological risk prevention plan* | Site subject to a flood risk prevention plan* |
|------------|----------|-----------|-----------|---------------------------------|-------------------------------------------------------|-----------------------------------------------|
| % of sites | 100%     | 88.8%     | 70%       | 100%                            | 14%                                                   | 44%                                           |

\*Only for Sterne France and Sterne Time Critical

OUR INTEGRATION INTO LOCAL COMMUNITIES, IN PRACTICE, IN 2025: [S3-4]

The Group’s CSR-ESG Director, who is co-chair of Union TLF’s Urban Logistics Committee, played an active role in 2025 in producing a key white paper aimed at decision-makers. This policy document highlights the vital role of urban logistics in driving local growth. He describes it as “public transport for goods”, calling for a collective and sustainable vision for this vital sector.

## URBAN LOGISTICS: A MUNICIPAL PRIORITY

for the use of local elected representatives



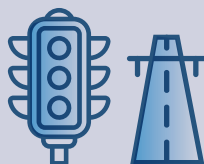
### WHY IS IT STRATEGIC?

Urban logistics supplies shops, hospitals, tradespeople, building sites and public services. Without it, everyday life comes to a halt. It accounts for only **10% of motorised traffic**, but drives **80% of economic activity**. It accounts for up to **10% of employment** in some major cities and has doubled its employment density per hectare over the past ten years. It is an invisible yet indispensable pillar of local vitality.

Transport and logistics are a means of exercising local autonomy. By involving them from the very start of your term of office, you make them a key driver of economic vitality, quality of life and a credible green transition.

**80%**

of flows between economic entities



only  
**10%**

of motorised traffic



**10%**

of employment in certain major cities

### The challenges facing elected representatives



#### REGULATORY

A patchwork of local regulations drives up costs and hinders the green transition. The 2024 European Air Quality Directive sets strict limits to be met by 2030.



#### LAND

The ZAN (Zero Net Land Take) target is reducing available land. Logistics projects are at risk of being sidelined, even though they are essential to economic resilience.



#### ENVIRONMENTALLY FRIENDLY

Residents want fast, responsible deliveries, but also less noise, less pollution and less congestion.

The Group highlights its **employees' pride in being part** of the Group and cultivates its image with local authorities and communities. As part of its territorial responsibility, it actively contributes to job creation and skills development in the regions where it operates.

Furthermore, the Group's businesses encourage it to **promote the professional integration of people who are estranged from the labour market, and young people**.

The Group also facilitates the participation of its employees in local fire and rescue services by signing appropriate agreements.

**13**  
work-study students

**43**  
people on integration contracts (i.e. 4.18%)

**12**  
work-study students in Germany

# CONSUMERS AND END-USERS

## The essentials

| ISSUE                                                            | KEY ACTIONS                                              | TARGETS AND KEY FIGURES              | PERFORMANCE IN 2025                                                     |
|------------------------------------------------------------------|----------------------------------------------------------|--------------------------------------|-------------------------------------------------------------------------|
| Protecting the health, safety and personal data of end consumers | ➔ Fostering a culture of data security and cybersecurity | 100%<br>of sites ISO 27001 certified | All France and Time Critical BU sites are ISO 27001 and 27701 certified |

### OUR CHALLENGES

#### [SBM-3]

In terms of consumer protection, the Group’s risks are limited to certain activities, as most of its activity is in the industrial sector. Nevertheless, in its service activities, its primary responsibility is the protection of personal data, particularly when handling sensitive objects such as bank documents.

In another area, they must also pay particular attention to maintaining the cold chain, to preserve the integrity of medicines or blood products.

It would expose itself to legal and reputational risks if it did not take the necessary steps to prevent these potential negative impacts.

### OUR SOLUTIONS

#### [S4-1] and [S4-4]

To minimise the risks associated with the collection of personal data from principals and their customers, the Group has strengthened its processes and tools to comply with the **General Data Protection Regulation** (GDPR). Detailed information on this setup is available in the section Data Security and Responsible Use on page 35.







CHAPTER

# 6

## GOVERNANCE **INFORMATION**

ETHICS AND BUSINESS CONDUCT

The essentials

| ISSUES                      | KEY ACTIONS                                                                                                            | TARGETS & KEY FIGURES                                                                                                             | PERFORMANCE IN 2025                                                                              |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Fair practices              | → Organising a system that complies with all applicable regulations (risk mapping, code of conduct, awareness-raising) | 100%<br>of staff covered by the Code of Conduct, revised in 2025<br><br>A whistle-blowing system available to<br>100%<br>of staff | <div><div></div></div> 100%<br><div><div></div></div> 100%<br><br>0 cases of corruption or fraud |
| Representation of interests | Contribution to sector-specific discussions                                                                            |                                                                                                                                   |                                                                                                  |

OUR CHALLENGES

[G1-SBM-3]

Against a backdrop of growing expectations regarding transparency, integrity and accountability, **STERNE Group** is committed to operating in full compliance with ethical and regulatory standards, particularly in the fight against the risks of corruption and fraud. It nurtures relationships with its customers and suppliers based on trust. Beyond regulatory compliance, its aim is to promote a corporate culture based on trust, setting a good example and individual responsibility.

OUR SOLUTIONS

[G1-1]

As with any business, issues relating to ethics and integrity can have a significant impact on the Group's operations and its stakeholders. For this reason, STERNE Group is not only expanding in strict compliance with the laws and regulations of the countries in which it operates, but is also working every day to identify, prevent and ensure compliance in its operations. This monitoring and vigilance work is underpinned by rigorous procedures, ongoing awareness-raising amongst staff and regular communication with its partners.



## STERNE GROUP'S BUSINESS CONDUCT POLICY, IN PRACTICE, IN 2025:

[G1-1]

- ➔ **A CODE OF CONDUCT** that has been revised and expanded.
- ➔ **A GUIDE TO GOOD ANTI-CORRUPTION PRACTICE** and a Responsible Purchasing Charter communicated to all employees.
- ➔ **A NEW COMPLIANCE DEPARTMENT** at STERNE nox.
- ➔ **A WHISTLE-BLOWING SYSTEM AND A WHISTLE-BLOWING COORDINATOR**, expanded and unified for the STERNE nox Business Unit.
- ➔ **TRAINING COURSES** aimed at all Group employees, particularly those whose roles expose them to a greater risk of fraud and corruption.

### A REVISED AND EXPANDED CODE OF CONDUCT COVERING ALL PARTNERS

The principles set out in our policy are formalised in the Code of Conduct which is signed by the Group Chairman. The code was revised in 2020, in 2023 and in 2025. **It applies to all the Group's shareholders and employees without exception**, and is given to each new member of staff. In 2025, it was gradually extended to all the company's suppliers, partners and customers, committing them to respecting the same ethics rules.

The Code of Conduct underlines the Group's commitment to Human Rights, respect for the law and free competition, both as an employer and in its value chain. It provides a detailed overview of the fight against corruption, money laundering, fraud and tax evasion, as well as obligations relating to the security and confidentiality of data.

Guaranteeing lasting relations with the value chain also depends on **the transparency and reliability of the information** communicated:

- ➔ To principals, along with compliance with contractual duties.
- ➔ To subcontractors, using contracts that provide clear and sufficient information without any abusive contractual clauses.

**The Internal Code of Conduct and the Code of Conduct for Partners were brought into line with one another in 2025, for the three entities STERNE France, Time Critical and nox.**

### A UNIFIED WHISTLE-BLOWING SYSTEM

The due diligence plan includes an whistle-blowing mechanism that covers ethical business conduct, human rights and harassment.



The online whistle-blowing portal available to STERNE nox employees in Germany and Austria was extended in 2025 to include employees in the Benelux countries. It guarantees confidentiality and, if the employee so wishes, the anonymity of the whistle-blower. This information, together with the access link, was disseminated to all agencies as part of a wide-ranging information campaign.

### WHISTLE-BLOWING PROCEDURE AND PROTECTION OF WHISTLE-BLOWERS

To make sure its anti-corruption policy is properly implemented, **STERNE Group** has introduced a whistle-blower procedure for its employees and any other individual in contact with the company. The procedure aims to define the actions to be taken when a person becomes aware of a danger, risk or scandal, and to protect the whistle-blowers.

If an employee has personal knowledge of facts constituting an offence or crime that could be qualified as a conflict of interest, and that represent a serious breach of or threat to the general interest, they can trigger an alert. Reports must be sent by post, in writing and in a double envelope, to the direct line manager, to any senior manager or person of equivalent rank, or to the **STERNE Group** whistle-blowing officer.

No measures may be taken against an employee, in particular with regard to recruitment, training, discipline, promotion or assignment, for having reported facts constituting a misdemeanour or a crime of which they may have had knowledge in good faith.

In cases of non-compliance with the Code of Conduct, **STERNE Group** applies the disciplinary system in place, which is managed by Human Resources. It is, of course, compliant with the French Labour Code rules and obligations.



**Lena RODEFELD**  
Director of Compliance  
and Public Affairs at  
Sterne nox

*As Director of Compliance and Public Affairs, I am responsible for strengthening governance, integrity and transparency within STERNE nox. I develop and implement an effective compliance management system, advise senior management on regulatory developments and promote a culture of responsible business conduct. I also ensure clear and responsible communication with internal and external stakeholders. My aim is to further embed compliance, governance and transparency as drivers of trust, resilience and the Group's sustainable performance. In recent months, efforts have focused on strengthening external communications and institutional affairs. Towards the end of 2025, I developed a communications strategy and planned the press releases. At the same time, I actively represent nox within the German express parcel transport federation (BPEX), where we contribute to discussions on regulatory developments in the sector. Finally, several areas have been reassigned to the operational units in order to align them more closely with business needs and to foster a greater sense of ownership.*



## ETHICAL RISK MAPPING

### [IRO-1]

Risk mapping has made it possible to identify the most exposed activities based on the Transparency International and GAN Integrity references. It also draws up a list of the positions most at risk internally, and which need continuous awareness-raising.



## CORRUPTION, BRIBERY AND FRAUD PREVENTION POLICY

### [G1-3]

Like any economic entity, the Group is exposed to the potential risk of corruption and fraud. Those risks could lead to unfair competition, damage to its reputation and legal action.

To prevent any risk of corruption or fraud, the Group has implemented all the pillars of the Sapin II Act, including:

- ➡ **A code of conduct,**
- ➡ **A guide to good anti-corruption practice** and a responsible purchasing charter communicated to all employees,
- ➡ **A whistle-blowing scheme,**
- ➡ **A whistle-blowing coordinator.**

Recognising that corruption risks may be higher in certain geographical areas where the Group operates, additional controls have been implemented and were strengthened in 2025. The fraud and corruption risk is included in the Group's risk mapping.

The Guide to Good Anti-Corruption Practice outlines the behaviour to adopt in potentially risky situations, such as hospitality, conflicts of interest, sponsorship, etc. It also describes the Group's whistle-blowing procedure.

The Codes of Conduct (internal and external) were revised for the nox entity in 2025. The Group is not aware of **any cases of corruption or fraud** during the financial year.



### REPRESENTATION OF INTERESTS

As a responsible player, **STERN Group** contributes to discussions in its sector in order, in particular, to help draw up a legislative and regulatory framework favourable to the development of its activities, while supporting its action in favour of sustainable development. The Group's action in that area complies with the provisions on the representation of interests in the countries where it operates.

As such, the Group is an active member of the following think tanks:

- ➡ **CLECAT**, the European Liaison Committee of Freight Forwarders and Transport Auxiliaries in the Common Market, an association of freight forwarders, customs service professionals and logistics operators.

- ➡ **Global Compact**

In France:

- ➡ **TLF**, French union of transport and logistics companies
- ➡ **ANC** the French accounting standards authority, on the subject of ESRS sector standards
- ➡ **Chambers of Commerce**
- ➡ **Global Compact France**

In Germany:

- ➡ **nox Germany** is a member of several security and industry-related initiatives, including TAPA EMEA (Transported Asset Protection Association) and ASW West (Alliance for Business Security), thereby promoting collaboration in the areas of transport security and risk prevention.
- ➡ Through its **membership of BPEX** (Bundesverband Paket & Expresslogistik), nox Germany plays an active role in shaping the regulatory and operational framework for the express and parcel delivery sector in Germany. As part of this, nox takes part in working groups and sector-specific initiatives, contributing its operational expertise to discussions on supply chain resilience, the digitalisation of logistics value chains, sustainable transport and changes to regulatory frameworks.

## The essentials

| ISSUE                                                                      | KEY ACTIONS                                                                                                                                                                                                                                                                                                                                                                                                                                                       | TARGETS & KEY FIGURES                                                                                                                                                                      | PERFORMANCE IN 2025                                                                                                                         |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Managing relationships with suppliers and employees within the value chain | <ul style="list-style-type: none"><li>➔ Definition of a Responsible Purchasing Policy</li><li>➔ At STERNE nox Update to the Partner Code of Conduct</li><li>➔ Roll-out of a centralised platform for the purchasing of general services</li><li>➔ Roll-out of a tool to track hours worked and distance travelled by subcontractor drivers operating vehicles of 2.6 tonnes or more for cross-border transport</li><li>➔ Late payment prevention policy</li></ul> | <div>100%</div> <div>of transport partners provide all regulatory compliance documents</div> <div>Payment times of</div> <div>30 days</div> <div>for STERNE France and Time Critical</div> | <div><div>0</div><div>100%</div></div> <div>28 days</div> <div>at STERNE France</div> <div>30 days</div> <div>at STERNE Time Critical</div> |

## OUR CHALLENGES [SBM-3]

The distinctive nature of the Group's business model lies in the fact that a large portion of its purchasing consists of transport services, which are essential both to conducting its operations and to the quality of service delivered to its customers. The supplier risk mapping carried out in 2023 served as a reminder of how important it is for STERNE Group, as a principal, to monitor working conditions and ensure that the rights of employees working for its service providers are respected.

Furthermore, the Group pays particular attention to ensuring that payment deadlines to its suppliers are met, particularly for VSEs and SMEs.

To manage those risks more effectively, the Group believes that the duty of vigilance must be exercised with an absolute guarantee of full compliance with regulations and the reality of controls.

## PURCHASES ACCOUNT FOR 60 TO 70% OF TURNOVER

## OUR SOLUTIONS [S2-1] and [G1-3]

The first step towards responsible purchasing is to have a clear understanding of the entire value chain. The Group attaches particular importance to building relationships based on trust and long-term partnerships with its suppliers, the majority of whom are VSEs and SMEs. This approach promotes transparency, quality of discussions and mutual professional development.

Furthermore, the Group takes care to prevent multiple layers of subcontracting and to reduce the number of intermediaries, in order to ensure the traceability of services. It promotes direct access to local VSE-SME subcontractors. That approach avoids the proliferation of intermediaries which is likely to reduce visibility and control over the actual practices of the subcontractors.

Virtually all other purchasing is centralised and contracted through framework agreements, which makes it easier to include CSR criteria and adherence to the Responsible Purchasing charter in contracts.

## OUR RESPONSIBLE PURCHASING POLICY, IN PRACTICE, IN 2025:

- ➔ A RESPONSIBLE PURCHASING CHARTER being rolled out gradually
- ➔ RAISING AWARENESS among purchasing teams
- ➔ A SYSTEM FOR MONITORING RISKS and human rights at work among transport service providers

### OUR RESPONSIBLE PURCHASING CHARTER

The Responsible Purchasing Charter was updated in 2024 to cover STERNE France and Time Critical. It has been adapted to local conditions for the STERNE nox entity. It sets out the Group's expectations of its partners in terms of ethics, respect for human rights, working conditions, health and safety, and environmental protection. Submitted to the Purchasing Department, it is intended to be incorporated into the contractual agreements entered into when establishing a relationship with the Group's partners, or in the form of amendments to existing contracts. The charter is in addition to the sworn declaration of professional ethics signed by subcontractors when they enter into relations with the company and then annually.



Since 2021, the Group has adhered to the Responsible Purchasing and Partnerships Charter, which is aligned with the guidelines of the Supplier Relations and Responsible Purchasing Initiative, overseen by the French Ministry of the Economy and Finance. The Group has implemented initiatives to meet its 10 commitments.



**Daniel REINSHAGEN**  
Senior Director of Purchasing  
and Supplier Relations,  
STERNE nox Germany

*Our aim is to eventually achieve 100% transparency regarding every driver and every vehicle: who is driving, when, for how long and on which route, by cross-referencing partner data, the new TMS and movement data to fully comply with the new legal requirements.*



### RISK AND WORKPLACE HUMAN RIGHTS MONITORING SYSTEM

In particular, and this point is audited twice a year, it is stipulated that 100% of transport partners provide all **regulatory compliance documents**, such as the Code of conduct, transport licence, administration of foreign workers, etc. at all times.

Those documents are collected by a digital platform (AndCo in France and GedTrans outside France). These specialist transport and logistics platforms send weekly alerts to site directors if shortcomings are found. The service can only be provided if everything is compliant, and the site directors' half-yearly bonus is only paid if there are no anomalies.

It was deployed in 2024 at **STERNE nox**, to meet the requirements of the new German regulations on vigilance regarding transport providers. It is integrated into a risk management tool that enables subcontractors to be assessed against financial, compliance and operational performance criteria. Stricter monitoring of partners has led to the termination of working relationships with service providers that did not meet all compliance requirements, and a monthly review of service providers is now carried out across the entire Business Unit. Contracts have also been revised to incorporate the Code of Conduct, in order to ensure a consistent legal framework.





*In 2025, we began rolling out new supplier management software to better identify and anticipate risks within our supply chain. This software uses the single reference database that we finalised this year. It brings together all the administrative, contractual and CSR data relating to our service providers. Invoicing is now integrated into the system, which improves the traceability and consistency of our processes. This tool gives us a clearer picture of our partners' CSR maturity. When an area for improvement is identified, we work with them to draw up a tailored action plan. The system is already in place at STERNE Time Critical and will be rolled out at STERNE France during 2026.*



## OUR POLICY ON PREVENTING LATE PAYMENTS, IN PRACTICE, IN 2025:

Considering the diversity of its partners, including a significant proportion of SMEs, **STERNE Group** pays particular attention to compliance with payment deadlines and to that end implements a prevention policy. An analysis of practices in 2024 identified areas for improvement, such as payment validation at the local level, which has now been rolled out in France. The aim is eliminate late payments, in line with local regulations and payment terms negotiated with the supplier.

### STANDARD AND ACTUAL PAYMENT TIMES IN 2025\*

|                                                                  | STERNE France | STERNE Time Critical | STERNE nox                                               |
|------------------------------------------------------------------|---------------|----------------------|----------------------------------------------------------|
| Standard payment deadlines                                       | 30            | 30                   | There is no statutory time limit in Germany and Austria. |
| Payment times adhered to                                         | 28            | 30                   | 30                                                       |
| Number of legal proceedings in progress concerning late payments | 0             | 0                    | 0                                                        |

\*Across transport service providers





CHAPTER

7

# APPENDICES

# APPENDIX 1 – AD HOC CRITERIA FRAMEWORK

## Ad hoc criteria framework for the preparation of this ESG report

Reference period: financial year 2025 – Responsible party: ESG/CSR Department

### REFERENCE FRAMEWORK USED

The purpose of this ad hoc framework is to set out rules governing the preparation, presentation and verification of ESG information published on a voluntary basis by STERNE Group for the 2025 financial year.

The principles, methods and criteria adopted by the Group for the information it publishes are based on recognised frameworks, in particular the Corporate Sustainability Reporting Directive (CSRD), the European ESRS standards and the Task Force on Climate-related Financial Disclosures (TCFD).

Certain methods, definitions and criteria are inspired by ESRS standards where these have been deemed relevant and appropriate to the Group’s context. This ad hoc framework does not constitute a full implementation of the ESRS. It is gradually preparing STERNE Group for the mandatory implementation of the CSRD for the 2027 financial year. The Group has chosen to continue having its sustainability report audited by an external auditor (statutory auditor). The limited assurance report prepared by the auditor is set out at the end of this document.

### PERIMETER

The reporting perimeter includes all the activities consolidated in the financial perimeter on 31 December 2025 except for activities in Benelux. The process of integrating their ESG data was ongoing and was not complete on 31 December 2025. Thus, the 2025 reporting perimeter covers 97.7% of the consolidated turnover and 91.2% of the workforce at the end of the period.

|                          | IMPACT MATERIALITY OF THE IRO |                 |          |            | FINANCIAL MATERIALITY OF THE IRO |            |             |            |
|--------------------------|-------------------------------|-----------------|----------|------------|----------------------------------|------------|-------------|------------|
| Qualification            | Negative                      |                 | Positive |            | Risk                             |            | Opportunity |            |
| Type                     | Actual                        | Potential       | Actual   | Potential  | Actual                           | Potential  | Actual      | Potential  |
| Severity criterion       | Scale                         | Scale           | Scale    | Scale      | Scale                            | Scale      | Scale       | Scale      |
|                          | Scope                         | Scope           | Scope    | Scope      | -                                | -          | -           | -          |
|                          | Irremediability               | Irremediability | -        | -          | -                                | -          | -           | -          |
| Likelihood of occurrence | -                             | Likelihood      | -        | Likelihood | -                                | Likelihood | -           | Likelihood |

### GOVERNANCE OF THE REPORTING SYSTEM

The information is collected by each Business Unit and centralised by the Group CSR department.

First-level control is carried out by the Purchasing department in Germany, Austria and the Benelux countries, and by the Management Accounting department in France. A second check is carried out by the Group’s CSR department.

Human Resources data is collected and monitored by the HR departments in each country, and then centralised and monitored by the Group HR department. The Information may be subject to uncertainty inherent in the state of scientific knowledge and in the quality of the external data used. Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation.

### METHODOLOGY FOR IDENTIFYING MATERIAL ISSUES

STERNE Group publishes information that enables readers of the report to understand the material impacts it has on people and the environment, as well as the material risks and opportunities that sustainability issues present to its development, performance and position. To identify its key issues, STERNE Group uses the principle of double materiality analysis, which is reviewed annually. The methodology applied involves scoring the impacts, risks and opportunities relating to the ESG issues listed in ESRS 1 – section AR 16, in accordance with the following framework:



The various severity criteria are rated on a scale of 1 to 5, while the likelihood of occurrence is rated on a scale of 0 to 1.  
The formula used for the scoring is as follows:  
(Scale + Scope + Irremediability (for negative impacts) × likelihood = materiality of impact  
Scale × likelihood = financial materiality (risk or opportunity)  
IROs with a score greater than or equal to the median score are included as material.  
Materiality thresholds were defined using the median of the scores obtained and cross-referencing with sector-specific issues, adopting a prudent approach while ensuring alignment with the Group’s risk analysis.  
Where at least one IRO is material, the issue to which it relates is regarded as material.

## STRUCTURE OF THE REPORT

STERNE Group has adopted the four-part structure recommended by the ESRS 1 standard, namely:

1. GENERAL INFORMATION
2. ENVIRONMENTAL INFORMATION
3. SOCIAL INFORMATION
4. GOVERNANCE INFORMATION

Information relating to supplier relations and human rights within the value chain is included in the governance section.

In order to prepare the teams and users of the report for the gradual adoption of the ESRS standards, ESRS codes are used in the body of the report (SBM, IRO, GOV, Disclosure Requirements (DR), such as E1-1, etc.).

When an issue is identified as material, the report sets out:

- ➔ The material impacts, risks and opportunities associated with this issue (SBM-3)
- ➔ Any policies drawn up by the Group
- ➔ Action plans aiming to address these IROs
- ➔ Potential targets and the Group's progress towards these targets.
- ➔ Indicators for thematic ESRS standards, where these are material.

## TOPICS COVERED

Based on the results of the annual materiality analysis, the report addresses the following topics:

### ENVIRONMENT

- ➔ Climate change (mitigation, adaptation and energy management)
- ➔ Atmospheric pollution and micro-plastics
- ➔ Biodiversity
- ➔ Circular economy and waste management

### SOCIAL

- ➔ **Company staff** (Health and safety, quality of life at work, social dialogue, training and skills development, job security, remuneration, diversity, equity and social inclusion)

### SOCIETAL

- ➔ **Respect for human rights and labour rights** within the value chain (covered in the chapter on Governance – Supplier relationship management)
- ➔ **Economic rights** of local communities
- ➔ **Safety of consumers** /end-users and of their personal data

### GOVERNANCE

- ➔ **Business ethics**, corporate culture
- ➔ **Supplier relationship management** and payment practices
- ➔ **Representation of interest**

## QUALITATIVE CHARACTERISTICS OF INFORMATION

The report complies with the following qualitative characteristics of information:

**relevance, comparability, verifiability and understandability.**

STERNE Group is committed to upholding the principle of “fair presentation”, with a view to ensuring transparency.



## APPENDIX 2 – DEFINITIONS, METHODOLOGIES AND CALCULATION METHODS FOR THE MAIN INDICATORS

### 1. SCOPE 1, 2 AND 3 GHG EMISSIONS - [ESRS E1-6]

#### Definition

The indicator measures STERNE Group's greenhouse gas emissions, broken down into Scope 1, Scope 2 and Scope 3.

#### Perimeter

Consolidated Group perimeter for 2025, excluding Benelux, unless otherwise stated. Emissions are tracked by Business Unit: STERNE France, Time Critical, STERNE Care, STERNE City, STERNE Express, nox Germany and nox Austria.

#### Method and formula for calculation

General formula: GHG emissions = activity data × emission factor.

Scope 1: fuel consumed by the company's own fleet, gas and refrigerants.

Scope 2: electricity consumed, using a market-based approach

Scope 3: outsourced transport, upstream energy, waste, business travel, commuting, IT and vehicles. The emission factors are derived from the ADEME/GHG Protocol/ISO 14083 databases.

#### Sources and data collection

Fuel records, energy bills, supplier data, subcontracting data, waste records, HR data on commuting, carbon calculation tools. STERNE France's diesel consumption figures are now collected on a real-time basis, rather than being based on an average price per litre.

### 2. THE GROUP'S CARBON INTENSITY - [ESRS E1-6 / E1-4]

#### Definition

The indicator measures GHG emissions relative to turnover, expressed in tonnes eqCO<sub>2</sub> per million euros of turnover.

#### Perimeter

Consolidated Group perimeter for 2025, excluding Benelux.

#### Method and formula for calculation

Carbon intensity = the Group's total GHG emissions (Scopes 1, 2 and 3) / consolidated turnover in millions of euros, with turnover reconciled against the consolidated financial statements

### 3. TOTAL ENERGY CONSUMPTION - [ESRS E1-5]

#### Definition

The indicator measures the Group's total energy consumption, including fuel and energy used in buildings.

#### Perimeter

Consolidated Group perimeter for 2025, excluding Benelux

#### Method and formula for calculation

General formula: total energy consumption = the sum of the individual consumption figures converted to MWh.

For fuels: litres × 38.6 MJ/L ÷ 3.6 ÷ 1000 = MWh.

For electricity and gas: using kWh or MWh billed.

#### Sources and data collection

Energy bills, meter readings, fuel cards, supplier records, tenancy agreements or re-invoices from landlords.

### 4. SHARE OF RENEWABLE ENERGY - [ESRS E1-5]

#### Definition

The indicator measures the proportion of energy consumption derived from renewable sources, expressed as a percentage.

#### Perimeter

Consolidated Group perimeter for 2025, excluding Benelux.

#### Method and formula for calculation

Renewable share = renewable energy consumption / total energy consumption × 100.

#### Sources and data collection

Electricity contracts, certificates of origin, supplier invoices, energy certificates, data on alternative fuels.

### 5. TOTAL WORKFORCE AND GEOGRAPHICAL BREAKDOWN - [ESRS S1-6]

#### Definition

The indicator measures the total number of employees at the end of the financial year.

#### Perimeter

Group perimeter for 2025, excluding Benelux.

#### Sources and data collection

Sources: HRIS, country-specific HR files, payroll, staff register, social consolidation file

### 6. EMPLOYEE TURNOVER RATE - [ESRS S1-6]

#### Definition

The indicator measures the turnover rate of employees on permanent contracts over the financial year, based on new hires and departures.

#### Perimeter

Group perimeter

#### Method and formula for calculation

Turnover rate = number of permanent staff leaving during the financial year / average number of permanent staff × 100

#### Sources and data collection

HRIS, payroll, staff turnover registers, country-specific HR files.

## 7. BREAKDOWN BY CONTRACT TYPE AND WORKING HOURS [ESRS S1-6]

### Definition

The indicator breaks down employees by type of contract, in particular permanent contracts, and by working hours, full-time or part-time.

### Perimeter

Group perimeter as at 31 December 2025, excluding Benelux

### Method and formula for calculation

Proportion of permanent staff = number of permanent employees (permanent contracts) / total workforce × 100.

Full-time share = full-time employees / total headcount × 100

Part-time share = part-time employees / total headcount × 100

### Sources and data collection

Sources: HRIS, payroll, employment contracts, country-specific HR policies.

## 8. SOCIAL PROTECTION FOR EMPLOYEES - [ESRS S1-11]

### Definition

The indicator measures the proportion of employees covered by social protection schemes covering sickness, unemployment, accidents, disability, parental leave and retirement.

### Perimeter

Group perimeter

### Method and formula for calculation

Formula: number of employees covered by at least one social protection scheme / total workforce × 100.

### Sources and data collection

Insurance policies, payroll, health and pension scheme enrolments, country-specific HR documents, and local regulatory documentation.

## 9. GENDER PAY GAP - [ESRS S1-16]

### Definition

The indicator measures the average pay gap between women and men in gross terms, without adjusting for job type or experience.

### Perimeter

France perimeter

### Method and formula for calculation

Pay gap = (average pay for men – average pay for women) / average pay for men × 100.

### Sources and data collection

Sources: Payroll France, HRIS, remuneration records, Gender Equality index.

## 10. COVERAGE UNDER THE CODE OF CONDUCT AND WHISTLE-BLOWING SCHEME [ESRS G1-1]

### Definition

The indicator measures the proportion of staff covered by the revised Code of Conduct and the proportion who have access to the whistle-blowing scheme.

### Perimeter

Group perimeter

### Method and formula for calculation

Code coverage = employees covered by the code / total workforce concerned × 100.

Whistle-blowing coverage = number of staff with access to the whistle-blowing scheme / total number of staff concerned × 100.

### Sources and data collection

Code of conduct, acknowledgements of receipt, whistle-blowing portal, information campaigns, intranet, HR files, training and awareness-raising register.



## APPENDIX 3 – DISCLOSURE REQUIREMENTS COVERED UNDER ESRS IRO-2

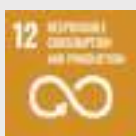
| ISSUE                                           | SUB-ISSUE                                                                                                                                                                                                                                                                                                                                                       | RELEVANT DISCLOSURE REQUIREMENTS                                                                               | SUSTAINABILITY REPORT PAGE |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>E1</b> - Climate change                      | Mitigation & adaptation to climate change / Energy management                                                                                                                                                                                                                                                                                                   | <b>E1-1, E1-2, E1-3, E1-4, E1-5, E1-6</b>                                                                      | <b>46</b>                  |
| <b>E2</b> - Pollution                           | Atmospheric pollution, micro-plastics                                                                                                                                                                                                                                                                                                                           | <b>E2-1, E2-2, E2-3</b>                                                                                        | <b>70</b>                  |
| <b>E4</b> - Biodiversity                        | Change of land use                                                                                                                                                                                                                                                                                                                                              | <b>E4-2, E4-3</b>                                                                                              | <b>72</b>                  |
| <b>E5</b> - Circular economy, waste management  | Waste                                                                                                                                                                                                                                                                                                                                                           | <b>E5-1, E5-2, E5-5</b>                                                                                        | <b>74</b>                  |
| <b>S1</b> - Own workforce                       | Job security, working hours, work-life balance<br>Employee health and safety, social dialogue,<br>Freedom of association<br>Right to information, consultation and participation,<br>collective bargaining<br>Training & skills development<br>Diversity, equity and inclusion (including people with disabilities)<br>Measures against violence and harassment | <b>S1-1, S1-2, S1-3, S1-4, S1-5,<br/>S1-6, S1-8, S1-9, S1-11, S1-12, S1-13,<br/>S1-14, S1-15, S1-16, S1-17</b> | <b>82</b>                  |
| <b>S2</b> - Workers in the value chain          | Working conditions and other rights                                                                                                                                                                                                                                                                                                                             | <b>S2-1, S2-4</b>                                                                                              | <b>108</b>                 |
| <b>S3</b> - Affected communities Local presence | Economic rights of affected communities                                                                                                                                                                                                                                                                                                                         | <b>S3-1, S3-2, S3-3, S3-4</b>                                                                                  | <b>98</b>                  |
| <b>S4</b> - Consumers and end-users             | Safety of consumers/ end-users and of their personal data                                                                                                                                                                                                                                                                                                       | <b>S4-1, S4-4</b>                                                                                              | <b>100</b>                 |
| <b>G1</b> - Business conduct                    | Prevention of corruption and bribery<br>Protection of whistle-blowers – Representation of interests                                                                                                                                                                                                                                                             | <b>S3-3, S3-4</b>                                                                                              | <b>104</b>                 |
| <b>G1</b> - Business conduct                    | Supplier relationship management                                                                                                                                                                                                                                                                                                                                | <b>G1-2, G1-6</b>                                                                                              | <b>108</b>                 |



## DETAILS OF MATERIAL IMPACTS, RISKS AND OPPORTUNITIES (IRO) [SBM-3]

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | ISSUE                               | IRO DESCRIPTION                                                                                                                                                                          | IRO TYPE          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|   <br>                                                                                                | <b>Mitigation of climate change</b> | Contribution to climate change due to <b>STERNE Group</b> activities.                                                                                                                    | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Risk to the Group's business as a result of climate-related regulations and policies in the countries where it operates                                                                  | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Opportunity to develop pooled logistics, commercial differentiation, proposal for commercially valuable compensation certificates                                                        | OPPORTUNITY ▶     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Adaptation to climate change</b> | Due to historic locations that did not take climate change into account, it could have an impact on working conditions but is mitigated by the fact that most of the work is night-work. | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Risk of experiencing interruptions in activity due to an increase in extreme events.                                                                                                     | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Risk of having to continue making substantial investments and adapting the business model to comply with regulations linked to a °1.5C trajectory.                                       | RISK ▶            |
|   <br>   | <b>Energy</b>                       | Contribution to climate change due to the energy consumption of vehicles and the sites                                                                                                   | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Rising energy costs                                                                                                                                                                      | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Atmospheric pollution</b>        | Logistics activities generate road traffic that emits fine particles and emanations that are harmful to people and the environment, especially in urban areas (local impact).            | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                     | Risk of no longer being able to drive in certain urban areas due to increasing regulations, higher costs and availability of new powertrains                                             | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>Micro-plastic pollution</b>      | Potential impact of micro-plastics generated by the activity                                                                                                                             | NEGATIVE IMPACT ▶ |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ISSUE                                          | IRO DESCRIPTION                                                                                                                                                                                                                                                                  | IRO TYPE          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|   <br>   | <b>Waste and circular economy</b>              | Impact of the Group's activities due to their generation of waste, in particular the use of single-use packaging or secondary packaging in the supply chain                                                                                                                      | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                | Opportunity related to the proposal of reusable containers (bags and crates) and the recycling of customer waste                                                                                                                                                                 | OPPORTUNITY ▶     |
|                                                                                                                                                                                                                                                                                                                                              | <b>Social dialogue</b>                         | Industrial relations, collective bargaining, and freedom of association contribute to employee commitment, cooperation between management and employees to solve problems, and a good industrial relations climate.                                                              | OPPORTUNITY ▶     |
|                                                                                                                                                                                                                                                          | <b>Training, skills and career development</b> | Positive impacts on employees (well-being, employability, ability to build a career, etc.) due to the training opportunities provided by the Group.                                                                                                                              | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                | Risk of misalignment between employee skills and the company's future needs, loss of competitiveness                                                                                                                                                                             | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                | Opportunity to increase employee commitment as training and career development is an important factor in attracting and retaining talent. It reduces recruitment costs. Skills development is an essential part of service quality and helps to favour the Group's adaptability. | OPPORTUNITY ▶     |
|                                                                                                                                                                                                                                                       | <b>Remuneration</b>                            | Risk of lack of appeal, industrial disputes, absenteeism or demotivated of employees                                                                                                                                                                                             | RISK ▶            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                        | ISSUE                                                                      | IRO DESCRIPTION                                                                                                                                                      | IRO TYPE          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|                                                                                                                                                                                     | <b>Workplace health and safety</b>                                         | Potential negative impact on employees' physical and mental health due to the conditions and nature of the work                                                      | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Legal costs, deterioration in industrial relations or loss of reputation for potential health and safety negligence                                                  | RISK ▶            |
|   <br>            | <b>Quality of life at work</b>                                             | Potential impact on employees as a result of a work-life balance due to the contingencies of the Group's trades                                                      | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Risks related to the contingencies of the trade in terms of working hours which have an impact on the appeal of the trade, staff turnover and employee motivation.   | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Equality, diversity, inclusion and the fight against discrimination</b> | Positive impact on employees as a result of the Group's ability to avoid any form of discrimination or unfair treatment                                              | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Positive impact on employees as a result of the Group's ability to promote inclusion and avoid all forms of discrimination, particularly for those with disabilities | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Positive impact on employees as a result of the Group's ability to prevent all forms of violence or harassment in the workplace                                      | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            |                                                                                                                                                                      |                   |
|   <br>  | <b>Workers in the value chain</b>                                          | Potential negative impact of downgraded working conditions for transport service providers due to insufficient contractual protection                                | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Potential negative impact of job instability for employees of service providers due to the fluctuations in activity inherent in the Group's trades                   | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Risk of litigation with regulators in the event of non-compliance with international standards and specific road transport rules                                     | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Risk of difficulty in maintaining a functional value chain in the event of industrial disputes or absenteeism at service providers                                   | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                            | Risk of damage to the Group's reputation as a prime contractor                                                                                                       | RISK ▶            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | ISSUE                              | IRO DESCRIPTION                                                                                                                                                                                        | IRO TYPE          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
|   <br>   | <b>Affected communities</b>        | Negative impact of logistics activities on the landscape, air quality and road traffic                                                                                                                 | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Positive impact of logistics activities on employment and skills development in the regions where they are located                                                                                     | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Risk of difficulties in developing the Group's activities due to their impact on local residents                                                                                                       | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Opportunity to improve the Group's image and reputation and its appeal thanks to its local roots and its ability to provide stable jobs and career opportunities for employees                         | OPPORTUNITY ▶     |
|                                                                                                                                                                                                                                                                                                                                              | <b>Consumers and end-users</b>     | Potential negative impact of a failure to protect items or data processed by the Group's departments.                                                                                                  | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Risk arising from a security breach affecting the integrity of goods transported by the Group or the personal data of end customers                                                                    | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                              | <b>Fair practices</b>              | Potential impact on the Group's stakeholders, in particular impact on their reputation, which could arise as the result of a lack of ethical culture                                                   | NEGATIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Potential risk of litigation or loss of customers due to a failing ethical culture or lack of vigilance over in-house practices                                                                        | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Risk of litigation, fines and legal proceedings                                                                                                                                                        | RISK ▶            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Risk of sanctions, litigation or loss of customers due to lack of vigilance in in-house corruption and fraud prevention practices                                                                      | RISK ▶            |
|   <br>                                                                          | <b>Supplier relations</b>          | Implementation of contractual conditions with suppliers to guarantee loyal and sustainable relations, and to improve their environmental and social practices through responsible purchasing practices | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                    | Implementation of fair payment terms for all suppliers that are respected, in particular to support small suppliers in their ability to maintain their activity                                        | POSITIVE IMPACT ▶ |
|                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Representation of interests</b> | Aligning the Group's commitments and interests with stakeholder expectations                                                                                                                           | POSITIVE IMPACT ▶ |

## APPENDIX 4 – CARBON FOOTPRINT – BREAKDOWN BY SCOPES AND BUSINESS UNITS [E1-6]

|                           | SCOPE 1      | SCOPE 2      | SCOPE 3        | TOTAL          |
|---------------------------|--------------|--------------|----------------|----------------|
| STERNE Regular            | 2,486        | 45           | 34,744         | 37,275         |
| STERNE Express            | 131          | -            | 6,366          | 6,497          |
| STERNE Care               | 238          | 1            | 1,388          | 1,627          |
| STERNE City               | 135          | 1            | 399            | 534            |
| STERNE France total       | 2,991        | 47           | 42,896         | 45,934         |
| STERNE Time Critical      | 1,843        | 5            | 21,572         | 23,420         |
| STERNE nox Germany        | 1,052        | 1,232        | 40,178         | 42,462         |
| STERNE nox Austria        | 67           | 14           | 4,295          | 4,376          |
| STERNE nox total          | 1,119        | 1,246        | 44,472         | 46,838         |
| <b>STERNE Group total</b> | <b>6,214</b> | <b>1,298</b> | <b>108,941</b> | <b>116,453</b> |

Methodological note

## APPENDIX 5 – CARBON TRAJECTORY ACROSS STERNE FRANCE AND TIME CRITICAL (SLL PERIMETER), FROM 2021 TO 2025

| Across STERNE France and Time Critical (SLL perimeter) | 2025          | 2024          | 2024/2025 variation | 2021          | 2021/2025 variation | 2030 targets  | 2030 targets as a % |
|--------------------------------------------------------|---------------|---------------|---------------------|---------------|---------------------|---------------|---------------------|
| Scope 1 gross emissions                                | 4,834         | 4749          | -12.8%              | 7,704         | -37.3%              | 4,630         | -39.90%             |
| Of which gas, propane and fuel consumption             |               |               |                     |               |                     |               |                     |
| Of which fuel consumption (own fleet)                  |               |               |                     |               |                     |               |                     |
| Scope 2 gross emissions<br>Location-based              | 79            | 92            | 5.4%                | 68            | 16.2%               | 41            | -39.90%             |
| Total gross emissions from Scopes 1 and 2              | 4,913         | 4,840         | -1.5%               | 7,772         | -36.8%              | 4,671         | -39.90%             |
| Scope 3 gross emissions                                | 64,468        | 67,859        | +5.9%               | 72,332        | -10.9%              | 60,216        | -16.75%             |
| <b>Total emissions</b>                                 | <b>69,381</b> | <b>74,723</b> | <b>+4.6%</b>        | <b>82,125</b> | <b>-15.5%</b>       | <b>64,887</b> |                     |

## APPENDIX 6 – TCFD CROSS-REFERENCE TABLE

| Topics                 | TCFD recommendations                                                                                                                                            | Chapter             | Progress | Summary – area of focus                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| GOVERNANCE             | a) Describe the Supervisory Board's oversight of climate-related risks and opportunities                                                                        | GOV-1 and GOV-2     | ●        | STERNE Group's climate strategy falls under the responsibility of the Chief Executive Officer and the Director of QHSE – CSR – ESG, who has been a member of the Executive Committee since his appointment in 2020.<br>The QHSE – CSR – ESG Department designs and coordinates the strategy and actions for GHG reduction and adaptation. They are based on an identification of the climate risks and impacts. The strategy is approved by the Supervisory Board and implemented by all operational departments. |
|                        | b) Describe the role of management in assessing and managing climate-related risks and opportunities.                                                           | GOV-1 and GOV-2     | ●        | In 2025, STERNE nox's Environment, Energy and CSR Department was integrated into the Purchasing and Partner Relations Department, in order to facilitate data collection and monitoring, followed by the implementation of action plans (Scope 3 = 93.7% of GHG emissions).                                                                                                                                                                                                                                       |
| STRATEGY               | a) Describe the climate-related risks and opportunities that the organisation has identified for the short, medium and long term.                               | E1-IRO-1            | ●        | A comprehensive assessment of climate-related risks and opportunities helps to reinforce the Group's decarbonisation trajectory (validated by the SBTi across all three Scopes and the entire perimeter of its operations), in line with the 1.5°C scenario.<br>The physical risk assessment also demonstrated the resilience of the Group's assets (less than 0.2% of the value of assets and turnover at risk in the extreme +4.4° scenario).                                                                   |
|                        | b) Describe the impacts of climate-related risks and opportunities on the organisation's activities, strategy and financial planning.                           | E1-IRO-2            | ●        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                        | c) Describe the resilience of the organisation's strategy, taking into account various climate scenarios, including a scenario of 2 °C or less.                 | E1-2 and E1-4       | ●        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| RISK MANAGEMENT        | a) Describe the organisation's processes for identifying and assessing climate-related risks.                                                                   | E1-IRO-1            | ●        | The identification and management of climate-related IROs form an integral part of the risk management process, which is overseen by the QHSE – CSR – ESG Director, a member of the Executive Committee.                                                                                                                                                                                                                                                                                                          |
|                        | b) Describe the organisation's processes for managing climate-related risks.                                                                                    | E1-2                | ●        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                        | c) Describe how the processes for identifying, assessing and managing climate-related risks are integrated into the organisation's risk management.             | E1-1, E1-2 and E1-4 | ●        | In 2025, the Group carried out a comprehensive, quantified assessment of its climate-related risks and opportunities up to 2030, covering 100% of its assets, based on two scenarios: SSP5-8.5 and SSP1-1.9.                                                                                                                                                                                                                                                                                                      |
| INDICATORS AND TARGETS | a) Describe the indicators used by the organisation to assess climate-related risks and opportunities, in relation to its strategy and risk management process. | E1-6 and E1-7       | ●        | The Group has published its carbon footprint and energy consumption figures. It is able to provide its customers with an annual carbon footprint report for their service contract.                                                                                                                                                                                                                                                                                                                               |
|                        | b) Disclose the Scope 1, Scope 2 and, where relevant, Scope 3 greenhouse gas (GHG) emissions, and the associated risks.                                         | E1-6                | ●        | STERNE Group publishes its annual carbon footprint report covering all three scopes, encompassing 99% of its financial and operational consolidation perimeter. In 2025, emissions within the SLL perimeter had fallen by 36.8% since 2021 for Scopes 1 and 2, and by 10.9% for Scope 3.                                                                                                                                                                                                                          |
|                        | c) Describe the targets used by the organisation to manage climate-related risks and opportunities, and its performance against those targets.                  | E1-4                | ●        | The 2021-2030 targets have been validated by the SBTi across the entire perimeter.                                                                                                                                                                                                                                                                                                                                                                                                                                |

**S.A.S. STERNA**  
FINANCIAL YEAR ENDING 31 DECEMBER 2025  
**LIMITED ASSURANCE REPORT**  
**BY A STATUTORY AUDITOR**  
**ON ESG INFORMATION**  
**PREPARED VOLUNTARILY**

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Firm registered with the Order of Chartered Accountants | Firm registered on the list of Statutory Auditors

*Limited assurance report by a statutory auditor on ESG information prepared voluntarily*

*Financial year ending 31 December 2025*

To the President,

In our capacity as Statutory Auditor, we have carried out work aimed at reaching a limited assurance conclusion on the ESG information voluntarily prepared by STERNE GROUP (hereinafter 'the Entity'), in accordance with the relevant framework defined by the Entity (hereinafter the 'Framework'), for the financial year ending 31 December 2025 (hereinafter the "Information"), presented in the document attached to this report (hereinafter the "Statement") and prepared as part of the Entity's annual non-financial reporting.

Our audit does not cover information relating to previous periods, nor does it cover any information presented in the financial statements other than that which forms the subject of our report.

#### **LIMITED ASSURANCE CONCLUSION**

Based on the work we have carried out, as described in the section "Nature and scope of the work", and on the evidence we have gathered, we have not identified any material misstatements that would call into question the fact that the Information has been prepared, in all material respects, in accordance with the Framework.

#### **OBSERVATION**

Without calling into question the opinion expressed above, we draw your attention to the methodological notes in the reporting document ("APPENDIX 1 – AD HOC CRITERIA FRAMEWORK" on page 118 and "APPENDIX 2 – DEFINITIONS, METHODOLOGIES AND CALCULATION METHODS FOR THE MAIN INDICATORS" on page 120), which specify that the Information has been prepared on a voluntary basis in accordance with ad hoc criteria defined by the Entity. As such, they do not constitute information prepared in accordance with a recognised framework.

#### **PREPARATION OF INFORMATION**

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of Information means that different, but acceptable, measurement techniques may be used, which may impact comparability with other entities and over time.

Consequently, the Information must be read and understood with reference to the Framework

available, the significant details of which are set out in the statement.

#### **LIMITS INHERENT IN THE PREPARATION OF INFORMATION**

As mentioned in the sections "APPENDIX 1 – AD HOC CRITERIA FRAMEWORK" on page 118 and "APPENDIX 2 – DEFINITIONS, METHODOLOGIES AND CALCULATION METHODS FOR THE MAIN INDICATORS" on page 120 of the reporting document, the information may be subject to uncertainty inherent in the current state of scientific knowledge and the quality of the external data used.

Certain information is sensitive to the methodological choices, assumptions and/or estimates used in its preparation.

#### **RESPONSIBILITY OF THE ENTITY**

The Information has been prepared under the responsibility of Management, whose duty it is to:

- Select or establish appropriate criteria for preparing the information (i.e. the Framework),
- Prepare the information by applying the Framework,
- Design, implement and maintain the internal control it determines is necessary for the preparation of Information that is free from material misstatement, whether due to fraud or error.

#### **RESPONSIBILITIES OF THE STATUTORY AUDITOR**

It is our responsibility to:

- plan and carry out the service in order to obtain limited assurance that the Information has been prepared, in all material respects, in accordance with the Framework and is free from material misstatements, whether due to fraud or error,
- formulate an independent conclusion based on the work we have carried out and the evidence we have gathered,
- communicate our conclusion to the Entity's management.

As it is our responsibility to form an independent opinion on Information as prepared by management, we cannot be involved in the preparation of that Information, as this could compromise our independence.

It is not our responsibility to:

- comment on the forward-looking information presented or on the Entity's ability to achieve its targets. We would like to point out that, as these forecasts are by their very nature uncertain, actual results may sometimes differ significantly from the forecasts presented and that, consequently, we do not express any opinion as to whether these forecasts will be achieved.

#### **APPLIED PROFESSIONAL DOCTRINE**

Our work, described below, was carried out in accordance with the professional standards of the Compagnie Nationale des Commissaires aux Comptes (CNCC) relating to this engagement.

They do not constitute an audit or a limited review within the meaning of the Professional Practice Standards (NEP) applicable in France, nor do they constitute a certification in accordance with the guidelines of the High Authority for Audit (H2A).

#### **INDEPENDENCE AND QUALITY CONTROL**

Our independence is governed by the provisions of Article L. 821-28 of the Commercial Code and by the Code of Ethics for Statutory Auditors. This is based on adherence to the

fundamental principles of integrity, objectivity, professional competence and diligence, respect for confidentiality and professional conduct.

Furthermore, we have implemented a quality control system comprising documented policies and procedures designed to ensure compliance with ethical rules, professional standards and the applicable laws and regulations, as well as with the professional guidelines of the CNCC relating to this engagement.

#### **NATURE AND SCOPE OF THE WORK**

We planned and conducted our work, described below, taking into account the risks of material misstatement of the Information. As part of our limited assurance engagement and based on our professional judgement, we have:

- taken note of the Entity's activities,
  - assessed the appropriateness of the Framework in terms of its relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, good industry practice,
  - taken note of the internal control and risk management procedures put in place by the Entity to ensure that the Information complies with the Framework, it being noted that we have not assessed the design or implementation of the controls, nor have we tested their operational effectiveness,
  - assessed whether the methods used by the Entity to prepare the Information are appropriate in accordance with the Framework and, where applicable, assessed the relevance of any changes to methods and assumptions,
  - verified that the information has been compiled within the perimeter specified in the Framework,
  - assessed the process for collecting and compiling the Information in order to evaluate the completeness and accuracy of the Information collected, and implemented procedures to verify that this data had been correctly consolidated,
  - selected, based on our professional judgement, the information we considered to be the most important, for which we have:
    1. Implemented analytical procedures to check the consistency of these trends and, where necessary, seek clarification from management regarding any unusual items identified,
    2. Performed detailed tests based on sampling or other means of selection, consisting of verifying the correct application of definitions and procedures and reconciling data with supporting documents.
    3. For the estimates, during our discussions with management, we were briefed on the methodology used to calculate the estimated figures. We appreciated the correct and consistent application of this methodology and the suitability of the information sources used,
    4. For qualitative information, we consulted documentary sources and conducted interviews to corroborate them.
  - assessed the overall consistency of the information against our knowledge of the Entity.
- We consider that the evidence we have gathered is sufficient and appropriate to reach our conclusion.

The procedures applied for moderate assurance are less extensive than those required for reasonable assurance conducted in accordance with the professional doctrine of the CNCC; a higher level of assurance would have required more extensive verification work.

#### **RESTRICTIONS ON DISTRIBUTION AND USE**

This report has been prepared for your attention in the context set out in the first paragraph and must not be used, distributed or quoted for any other purpose.

The due diligence carried out in connection with this report is not intended to replace any investigations or due diligence that third parties to whom this report has been disclosed might otherwise carry out, and we do not express any opinion as to their sufficiency with respect to their own requirements.

This report is governed by French law. The French courts shall have exclusive jurisdiction to hear any dispute, claim or disagreement that may arise from our engagement letter or this report, or from any matter relating thereto.

Signed at ANGERS, on 18 June 2026  
The Statutory Auditor  
BECOUZE



Géraldine BLIN  
Partner





## CONTACTS

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