

2025

Activity and Sustainability Report



GEODIS

A better way to deliver

—> This report provides those interested in the standing of GEODIS in 2025 with the most accurate depiction possible of the Group. It presents its commitments, results and trajectories in terms of environmental, social and governance sustainability.

To make this report easier to read, it is presented according to the European Sustainability Reporting Standards (ESRS).

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A world leader in transport and logistics

Profile → In today's complex and uncertain world, we strive to ensure the efficient, sustainable and reliable delivery of goods at every stage of the supply chain.

As a growth partner to its clients, GEODIS is constantly innovating across its four Lines of Business: Global Freight Forwarding, Global Contract Logistics, Distribution & Express and European Road Network.

With approximately 48,000 employees and a network spanning 166 countries, GEODIS generated €10.6 billion in revenue in 2025.

Message from —→ **Marie-Christine Lombard,**
Chief Executive Officer of GEODIS



“2025 proved to be a year of delivery – when commitments were brought to life on the ground.”

No one can say that 2025 was an easy year. With a slowdown in global growth, ongoing geopolitical tensions and changes in trade flows, logistics models were put to the test. GEODIS managed to remain on track, posting revenue of €10.6 billion while maintaining its profit margin, proof that solidity and agility are not mutually exclusive.

—→ Our customers' trust remains our top priority. The annual survey conducted by IPSOS shows an overall satisfaction rate of 92%, while our Net Promoter Score rose from +36 in 2024 to +39 in 2025. Our customers are recommending us more, and this recognition strengthens our commitment to excellence. These results align with the objectives of Ambition 2027, our strategic plan that prioritizes social and environmental commitments as drivers for growth.

—→ With regard to the environment, GEODIS is now included in the CDP's Climate "A-List," the highest distinction awarded by this international organization for climate commitment and transparency. We are on course to meet our targets for Scope 1 and 2 emissions. In France, we have increased the number of cities

served by low-carbon delivery modes to 100 and our objective is to reach 200 by 2027. For scope 3 emissions, which account for the bulk of our carbon footprint, we are working even more closely with our clients and partners.

—→ Facing the climate emergency, we are pairing our efforts to reduce our own carbon emissions with a program to adapt to risks associated with global warming, such as heat waves and floods. Vulnerability assessments of our sites have enabled us to identify priority hazards and take concrete steps to strengthen the resilience of our operations, ensure service continuity for our customers and protect people.

—→ The safety and well-being of our employees remain one of our top priorities. Eighteen months after launching our Health & Safety with Heart policy, the results speak for themselves. In 2025, we reduced the frequency rate of lost-time incidents by 11% compared to 2024. This improvement is also reflected in our teams' perception of our safety performance: 79% of our employees have a positive opinion of their working conditions and environment.

—→ How could I look back on 2025 without addressing artificial intelligence? GEODIS has decided to step up the pace as AI offers us more opportunities to transform our logistics operations. We have defined our strategic priorities in this area and identified the most promising use cases to drive profitable growth. We are providing support for our teams as they adopt these tools and new ways of working. Our goal is to make artificial intelligence a driver of operational performance, customer experience and profitability for the Group.

—→ On AI, as across its other areas of business, GEODIS is uncompromising on ethics or compliance. In 2025, we strengthened the CSR criteria we apply to the evaluation of our suppliers and subcontractors as well as to our contracts, across all our Regions. We are also rolling out a training program for our purchasing teams on responsible purchasing practices.

—→ And finally, 2025 was a year that demonstrated our ability to deliver on our commitments—the proof is in our solid figures. In a challenging environment, GEODIS held steady in implementing its strategic roadmap and confirming the strength of its

business model. The acquisition of Transports Malherbe was another sign of our commitment to sustainable growth, opening up new prospects for development.

—→ In 2026, we will continue to implement our strategy to support our clients in their transformations and, together, we will develop innovative, sustainable, and ethical logistics operations. This will only be possible through the daily dedication of our employees and partners, whom I would like to thank sincerely. ●

Key figures 2025 —>

2025 revenues

€10.6 bn

Growth in revenues
(€ billion)



Growth in EBITDA
(€ million)



Revenue breakdown
by Line of Business



Employees



Sites

975

Active customers

86,000

GEODIS is a wholly owned subsidiary of the SNCF Group through SNCF Participations.

Environment

Science-based decarbonization trajectory
between 2022 and 2030

GEODIS's targets are:

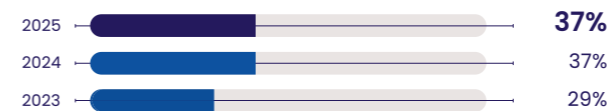
Scopes 1 and 2 -42% GHG emissions in absolute terms.

Performance 2025 -21% compared with 2022;

Scope 3 -25% GHG emissions for subcontracted transport (in absolute terms for air transport, in intensity per tonne-kilometer [tkm] for other modes of transport).

Performance 2025 +4% air transport +2% other modes of transport, compared to 2022

Progress in ISO 14001 certification
of sites (environmental management)



Ethics

91%
Percentage of employees at risk trained in the Code of Ethics

100,000
Number of suppliers and subcontractors

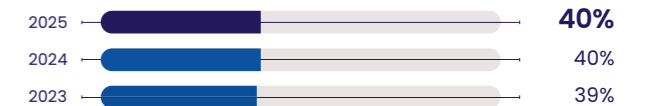
76%
Percentage of major suppliers assessed by EcoVadis

Social

Employee engagement rate



Representation of women
in the overall workforce



Lost-time incident frequency rate



Recognition

72/100
Silver level recognition
(2025 assessment based on 2024 data)

Climate A-List
Among the top 4% of highest-rated companies
(2025 assessment based on 2024 data)

16 countries
accredited, representing 3,000 employees

Global footprint — Breakdown of 2025 revenues and headcount by geographical zone as of December 31, 2025

Americas
€3.1 bn
 20,283 employees

France & North Africa
€3.1 bn
 15,374 employees

Europe (excl. France)
€3.3 bn
 9,138 employees

APAC & Middle East
€1.0 bn
 3,160 employees

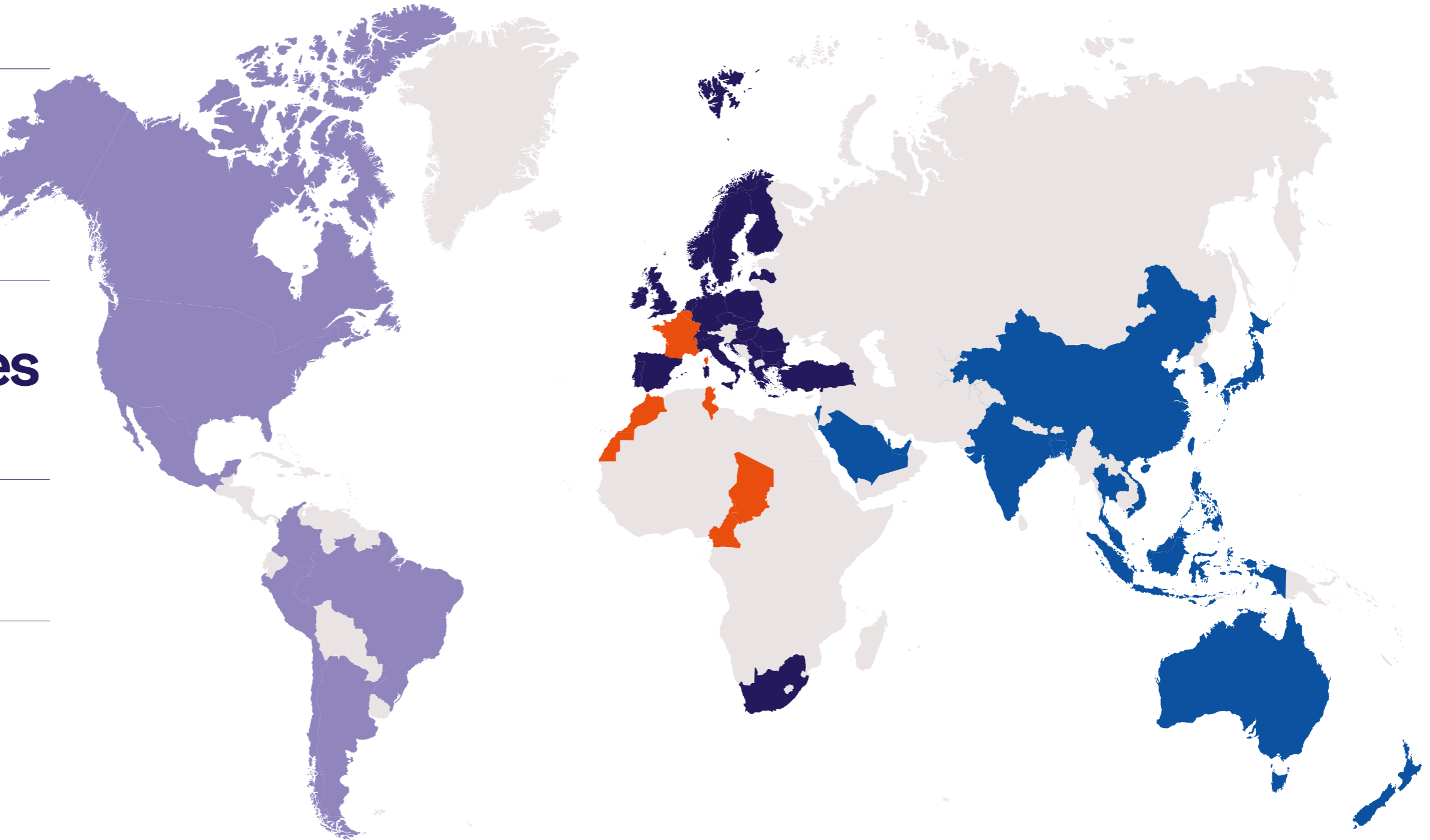
Active in

66 countries and territories

166 countries served

975 sites

- Americas
- France & North Africa (excluding the European Road Network Line of Business)
- Europe (excl. France) (road transport activities in France, Poland, Hungary, Romania, Finland, Slovakia and the Czech Republic are attached to the European Road Network Line of Business)
- Asia-Pacific (APAC) & Middle East



We did it —> Highlights of the year

APRIL

Floating wind power: GEODIS takes the plunge in Marseille

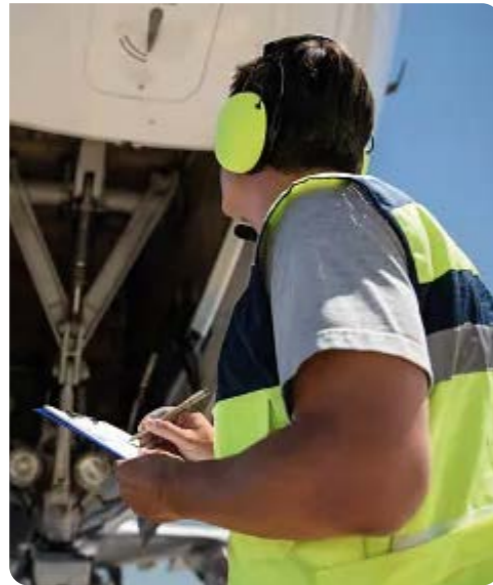


GEODIS has carried out a major logistics operation in partnership with Eiffage Métal involving the transport and launch of three floating wind turbine foundations, weighing 2,500 tonnes each, designed by Principle Power for the Eoliennes Flottantes du Golfe du Lion (Floating Wind Turbines in the Gulf of Lion – EFGL) pilot project, one of the world's largest floating offshore wind farms, with a capacity of 30 MW.

The mission was carried out between April and June 2025 in the Port of Marseille. It required precise ballasting calculations, a specially adapted semi-submersible barge and constant coordination with port authorities. The successful completion of these launches demonstrates GEODIS's expertise in complex freight operations.

MAY

GEODIS AirSmart, reducing air freight carbon



GEODIS unveiled its innovative GEODIS AirSmart solution at the Munich Transport Logistic trade fair. By choosing the most fuel-efficient aircraft and optimizing routes through the analysis of external and internal data, this offering can reduce greenhouse gas emissions by 20% to 30% on average, depending on the route.

Customers can monitor their own progress in reducing their environmental footprint thanks to the GEODIS digital portal. This initiative forms part of the Group's target of a 25% reduction in absolute CO₂ emissions for air freight by 2030.

JUNE

Gender equality in the workplace: a global movement



In June 2025, GEODIS was awarded the GEEIS-SDG Trophy presented by the GEEIS label (Gender Equality & Diversity European and International Standard), which promotes initiatives aiming to boost gender equality, diversity and equal opportunity within organizations. This award recognizes the success of the GEODIS Women's Network's initiative to improve women's financial literacy, particularly with respect to salary negotiations, a program targeting more than 300 women employees. The success of this project owes much to the Group's commitment to gender equality: in 2025, 21 GEODIS countries had been awarded the GEEIS label, covering 44% of its workforce (20,956 employees).

JUNE

MyGEODIS, logistics in 3 clicks



In June 2025, GEODIS launched a fully digital sales platform for small and medium-sized businesses in France. With a simplified purchasing process and solutions designed for customers with occasional needs, this channel provides a streamlined experience, from quote to secure payment, real-time tracking and proof of delivery. It covers all stages of express services (next-day delivery) and courier services (delivery within 48 hours) to mainland France and within the European Union. This is the first step in a wider rollout which will involve other services (air and sea transport) and additional countries. This sales channel has attracted more than 90% new customers, including small businesses from various industries such as auto repair, manufacturing, and agriculture. They appreciate the service's 24/7 access and the quality provided by a major group like GEODIS.

NOVEMBER

Renewable diesel: GEODIS leads the way in Southeast Asia



GEODIS has launched the first cross-border road transport operation in Southeast Asia, powered by Neste MY Renewable Diesel™. Conducted in collaboration with Neste and Interior, this pilot project connects Singapore to the Thailand-Malaysia border using a Euro 5 truck running on HVO (hydrotreated vegetable oil), which is produced from 100% renewable raw materials, such as used cooking oils. This solution reduces GHG emissions by up to 82% compared to conventional diesel over the entire fuel life cycle. The initiative is set to be rolled out more widely, in line with the decarbonization targets approved by the Science Based Targets initiative.

DECEMBER

GEODIS and EDF focus on low-carbon logistics



GEODIS and EDF have signed an ambitious partnership agreement that is intended to decarbonize the supply chain in France and internationally. The two groups will work on low-carbon energy supply for GEODIS sites, optimizing warehouse energy performance, local renewable energy production and the provision of charging infrastructure for light vehicles, commercial vehicles and heavy trucks. The partnership agreement also involves GEODIS providing logistics services for EDF's energy production projects. This represents a considerable challenge: the logistics sector accounts for 16% of CO₂ emissions in France⁽¹⁾.

(1) <https://infos.ademe.fr/mobilite-transport/2025/la-logistique-angle-mort-de-la-transition-ecologique/>



1.0 Identity, lines of business and strategy

1.1 —> A better way to deliver

In an ever-changing world, logistics is an essential activity to support the competitiveness of companies. GEODIS ranks among the world leaders in its sector and supports its customers on a daily basis, helping them overcome their logistics constraints.

The Group is constantly reinventing itself, adapting its organization, processes and tools to address changing markets, customer demands and stakeholder expectations. GEODIS has defined seven Golden Rules and seven Leadership Principles to ensure it achieves operational excellence.

In combination with its Purpose, these foundational elements constitute the GEODIS management system: they enrich the Group's culture and contribute to its performance.

Purpose —>

Serving people by delivering their goods all around the world with innovative, sustainable and ethical logistics.

Vision —>

We want to be our customers' preferred growth partner.

Values —>

Commitment, innovation, trust, solidarity, passion.

Brand signature —>

A better way to deliver.

Seven Golden Rules to achieve operational excellence

Seven Golden Rules define the Group's common principles of action. They are linked to key performance indicators that are monitored throughout the Group. Three of them relate to corporate social responsibility.

Make it easy for the client to do business with us	Win, retain and develop profitable clients	Always deliver a perfect service	Get paid for what we do	Recruit, develop and retain quality people	Ensure people's health, safety & security everywhere, at all times	Be a good citizen
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Seven Leadership Principles, which define behaviors expected of leaders

Seven key skills for anyone in charge of a team. They are critical to maintaining the Group's leadership in its markets and activities.

Be a GEODIS ambassador	Own the all	Engage and empower people	Debate. Decide. Align.	Duty to communicate	Walk the talk	Drive results
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1.2 —> Sector trends

As geopolitical tensions undermine the development of global trade, they weaken business confidence. State intervention in the economy, with the use of sanctions, embargoes, constraints on technology transfers and customs duties to protect borders, is impacting the resilience of supply chains, which nevertheless manage to resist and adapt to evolving consumer trends. In such an uncertain environment, companies and their logistics partners need to work together to adjust strategy and priorities throughout the supply chain, from procurement to product distribution.

Transition and adaptation to climate change

—> **CHALLENGES:** uncertainties surrounding the availability and cost of energy sources make it more complex to plan the energy transition schemes that are essential for the decarbonization of the economy. For companies, choosing committed partners is key to helping them achieve this shift. The question of how to share transition costs remains an obstacle to widespread deployment. In addition, the effects of climate change can affect working conditions, transport infrastructures, continuity of operations and increase costs.

—> **THE GROUP'S RESPONSE:** implementation of a climate transition plan to gradually reduce the use of fossil fuels and the environmental impact of its activities. Improving energy efficiency, implementing multimodal solutions, optimizing loads and delivery routes, and gradually rolling out low-carbon technologies and energies. Development of a climate risk adaptation and management strategy, to maintain the continuity of logistics operations and protect employees.

From globalization to regionalization

—> **CHALLENGES:** in a multi-faceted, heterogeneous and confrontational world, companies are changing their sourcing, production, logistics and product distribution strategies. Protectionist measures and the new customs policy in the United States have weakened globalization and re-shaped the intensity of global trade flows. Equally, China is seeking to redirect its exports to other markets, such as the European Union. Global trade is also changing with the signing of bilateral agreements and the creation of regional free trade areas. Therefore, this volatile environment is prompting some companies to shorten their supply chains through re-shoring and near-shoring or make themselves less vulnerable to geopolitical turbulence through friend-shoring.

—> **THE GROUP'S RESPONSE:** actively listening to our customers, especially the key accounts that GEODIS supports across several Regions and Lines of Business. The aim is to fully understand the challenges they face and thus be able to propose and develop relevant alternative solutions with them.

Digital transformation

—> **CHALLENGES:** the logistics sector is at the heart of a global transformation to streamline customer processes and position itself to contend with the rise of digital-native players. Advanced data expertise is a source of performance and competitiveness, and has become strategic for optimizing flow management, reducing costs, contributing to decarbonization, and reacting more quickly to unforeseen events. Automation and robotics now allow more flows to be processed in record time.

—> **THE GROUP'S RESPONSE:** use of data and digital technologies to drive innovation that is adapted to the realities on the ground and profitability for supply chain professions. Greater competitiveness and productivity thanks to machine learning (AI), which optimizes delivery routes, plans inventories, and reduces costs and losses for customers. Implementation of robotic systems to make operations more efficient and faster, and to improve working conditions.

Circular economy: a transformative economic model

—> **CHALLENGES:** the circular economy has emerged as a strategic lever for competitiveness, resilience and industrial autonomy. Once perceived primarily as an environmental cause, it is now recognized as an economic model in its own right, capable of generating sustainable value for businesses. It is no longer limited to waste management, but has become a legitimate driver of overall performance, meeting economic, industrial and environmental challenges. This change is mainly driven by physical and economic realities: the increasing scarcity of resources, reliance on critical raw materials and volatile costs are forcing companies to reconsider their industrial choices. In this context, reuse, repair, reconditioning and remanufacturing are proving to be economically rational choices, far beyond being solely environmental ones.

—> **THE GROUP'S RESPONSE:** faced with these changes, GEODIS works with its customers to create, implement and scale circular supply chains. Building on its expertise in reverse logistics, repair, reconditioning, performance management and traceability, GEODIS supports its customers in transforming logistical challenges into measurable competitive advantages, within models based on cooperation, innovation and long-term partnerships.

1.3 — Four complementary Lines of Business

GEODIS offers its customers unique expertise in supply chain management, tailored to the needs of each market and each part of the world. To provide its customers with a complete end-to-end service, the Group relies on a network of partners and subcontractors, and operates in four complementary Lines of Business.



Distribution & Express

— With more than 110 agencies in France and a powerful network of partners throughout Europe, GEODIS ranks as the leading French operator of solutions for businesses and private customers covering express delivery (next morning) and parcel delivery (24 to 48 hours). This Line of Business serves customers of all sizes with innovative solutions designed for the requirements of their sectors and for the specific needs of their recipients.

Examples of services include:

- next-day delivery of parcels and pallets (before 1 pm in France);
- parcel and pallet delivery throughout Europe by courier;
- dedicated transport solutions for urgent and non-standard shipments.

Key figures

- 100 million parcels delivered annually
- 6,000 rounds daily
- 100,000 recipients delivered daily
- 15% of deliveries made with over 700 alternative-energy⁽¹⁾ vehicles in our own or sub-contracted fleet
- 100 largest French towns and cities (city centers)



Global Contract Logistics

— GEODIS is one of the leading players in the contract logistics market. The Group offers high value-added solutions combining manual and/or automated warehousing with a range of services, including reverse logistics, order fulfillment, order customization and distribution.

Examples of services include:

- order management and deliveries (B2B, B2C, lineside logistics, etc.);
- specialized distribution centers (healthcare, industry, e-commerce, etc.);
- on-site logistics;
- targeted solutions to improve supply chain efficiency (flow management, storage costs, stock rotation).

Key figures

- 379 warehouses offering logistics solutions in 22 countries worldwide
- 7.4 million sqm of warehousing



Global Freight Forwarding

— GEODIS offers flexible, efficient multimodal transport solutions (sea, air, road, and rail) throughout the world, with high added-value services including customs operations to guarantee its customers the optimal routing of their goods in terms of lead time, cost and environmental impact.

Examples of services include:

- supply chain management: services and consulting in supply chain optimization, management of contractors and strategic outsourcing, reverse logistics;
- customs and trade compliance;
- project logistics: specific tailor-made solutions for large-scale projects in the industrial, rail and energy sectors;
- integration of the customer supply chain with real-time information on orders, products and inventories.

Key figures

- 275,255 tonnes of air freight
- 696,340 TEU (twenty-foot equivalent units) of sea freight
- 163 countries served
- 720,000 customer orders managed through Supply Chain Management



European Road Network

— With a fleet of 5,372 self-owned vehicles and assets (tractor units, semi-trailers, rigid trucks, swap bodies and light vehicles) along with a powerful network of partners, GEODIS is one of the leading European players in the transportation of full and partial loads. The Group develops and implements added-value solutions for multimodal transport flow management and logistics in Europe.

Examples of services include:

- specialized solutions for chemical, industrial and automotive products as well as for retail and consumer goods;
- multimodal transport: combined road-rail, sea and river transport;
- logistics services for packaged and bulk products;
- management of complex flows and consultancy;
- customs formalities.

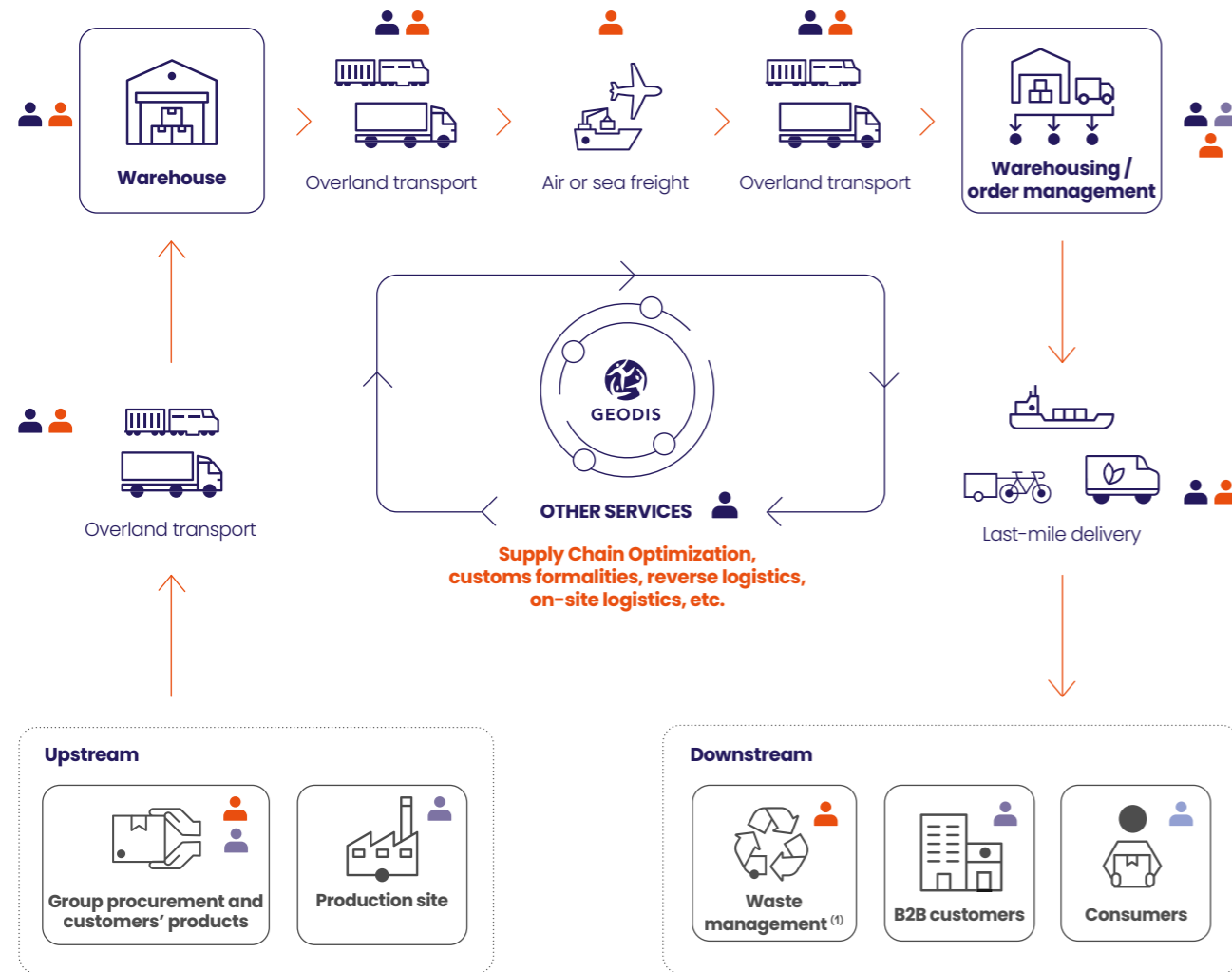
Key figures

- 74 logistics platforms in
- 14 European countries
- 1,275 self-owned powered vehicles and
- 4,097 self-owned towed vehicles

(1) Vehicles running on the following energies: HVO, B100, electricity, (Bio)CNG, LNG. This fleet of vehicles (trucks and light commercial vehicles) is dedicated to the transportation of goods.

End-to-end supply chain optimization

To provide all these services, GEODIS employs its own resources and relies on a network of partners.



Stakeholders:

Shown here are the stakeholders most involved in GEODIS's value chain. For a comprehensive list of stakeholders, see section 2.4.

- Employees
- Suppliers and subcontractors

- B2B customers
- Individual consumers

(1) Recovery and disposal.

Eight vertical markets

To help its customers develop or maintain their competitive edge, the Group provides expertise and customized solutions in eight vertical markets, as well as through a program dedicated to "French Champions". These markets and the solutions offered are as follows:

Industrial

Standard and customized transport and logistics solutions for heavy loads and oversized or dangerous goods. Optimization of supply, distribution and after-sales flows.

Retail

Priority to customer satisfaction, with unified, secure and reliable inventory management for multi-channel retailing, driven by end-to-end visibility. Speed, flexibility and cost of delivery and returns are at the core of our solutions.

Luxury Goods

An integrated and reliable logistics solution for luxury goods, designed to bridge the distance and reduce delivery times from artisans to high-end customers worldwide. Customized and secure logistics combined with outstanding service, for an exceptional customer experience.

Automotive & Mobility

Robust logistics services with real-time visibility and just-in-time delivery to maintain supply chain continuity and efficiency. Providing customers with support in reconfiguring their supply chains to meet new challenges such as the electrification of vehicles, new forms of mobility, etc.

Fast-Moving Consumer Goods

Innovative solutions to serve both traditional and direct-to-consumer retail models. Automation is used to improve productivity and operational flexibility.

High Tech

Rapid and secure time-to-market solutions with real-time visibility. Flexible, secure and reliable end-to-end services that guarantee fast delivery and make it possible to adapt to significant demand fluctuations.

Healthcare

Expertise in transporting pharmaceutical products across all logistics channels, ensuring temperature control. Mastery of the traceability required to ensure security of supply.

Aerospace & Defense

A range of strategic and tactical logistics services designed to cater for the specific characteristics of products while ensuring compliance with the necessary levels of confidentiality, security and reliability. Innovative, flexible solutions that will effectively meet rapid growth in demand.

"French Champions"

GEODIS supports French companies recognized in their market segments with multi- or omni-channel logistics solutions and supports "Made in France" brands on both domestic and international markets.

1.4 Strategy: Ambition 2027



The GEODIS strategic plan, Ambition 2027, addresses the customer supply chain's growing need for adaptability and efficiency through three key objectives:

- supporting companies in their global logistics projects with diversified, tailored, value-added solutions;
- generating faster growth in the Group's financial performance and operational quality;
- prioritizing social and environmental commitments as a central pillar in the Group's growth strategy.

An ambition built on six pillars

1. An ambition for business development

→ The synergies and complementary strengths of its Lines of Business make GEODIS the growth partner of choice for its customers. Its development objectives include increasing its business volume by working more closely with its portfolio of key accounts, developing cross-selling in certain customer segments, expanding in the most promising vertical markets, and innovating to gain agility and improve the quality of customer service. GEODIS capitalizes on the expertise of its teams and a presence in all sectors of the transport and logistics industry on every continent to support its customers' transformation.

2. An ambition for operational and economic performance

→ Against a background of global instability, price volatility and temporary restrictions or closures of certain sea or air routes, GEODIS relies on a matrix organization and the efficiency of its business model to take on new volumes and constantly improve its operational productivity. The Group continues to invest in new technologies, optimizing its processes and infrastructures and digitalizing its activities to reduce operating costs and gain in agility and performance.

3. An ambition to further enhance the excellence of GEODIS

→ The Group offers a portfolio of products and services covering all supply chain needs, from end to end. Operational excellence, attention to customers' concerns and customer satisfaction are fundamental to its DNA. This commitment was rewarded by a customer Net Promoter Score (NPS) of +39 in 2025.

4. An ambition for digital innovation

→ GEODIS has made substantial investments in data, enterprise architecture and cyber security, to simplify life for customers and employees and to boost operational performance. The synergies resulting from the combination of business expertise and data science will enable the Group to create greater value for its customers and partners. In 2024, it invested 3.5% of its revenues in technologies using digital tools.



5. An ambition for external growth

→ GEODIS continues to integrate new companies to complement and strengthen its offering in key international markets and position itself as a leader in sustainable logistics. These acquisitions give it access to complementary know-how, broaden its service offering and capitalize on revenue synergies.

6. An ambition for sustainable and ethical logistics

→ The Group sees its CSR strategy as a differentiating lever in its businesses, enabling it to grow, earn its customers' loyalty and meet its stakeholders' expectations. Its commitment is based on three priorities: acting for the climate and reducing the environmental impact, being a responsible employer committed to playing its role in society, choosing ethical relations based on trust.

1.5 —> Innovation

GEODIS's capacity for innovation is a differentiator, a means of creating value for its customers and a lever for performance and competitive edge. Innovation drives growth, contributes to operational excellence and meets sustainability objectives. The Group actively monitors its ecosystem to identify tomorrow's technologies and services.

The three main areas of innovation on which the Group focuses are artificial intelligence (AI), robotics and reducing its environmental footprint.

Artificial Intelligence driving value creation and business growth

—> To improve internal operational efficiency and provide its customers with a value-added service, GEODIS has instituted robust governance to ensure data quality, thus guaranteeing the relevance and reliability of artificial intelligence applications. Based on this, the Group has adopted AI solutions to support its business growth, particularly to identify cross-selling opportunities with its international customers. By analyzing internal data and market trends, sales teams can present customers with high-potential complementary offers through effective targeting.

Implemented on a large scale, this data-driven strategy allows sales efforts to focus on high-value segments. Predictive models guide campaigns, optimize the prioritization of opportunities, and maximize geographic coverage, contributing significantly to generating additional revenue.

GEODIS also uses AI to respond more effectively to calls for tenders: the solution analyzes historical data, identifies and evaluates logistics flows based on current operations, and automatically selects and submits the best proposals.

GEODIS conducted a second survey on Artificial Intelligence in the Group in 2025, involving roughly 1,900 employees from 50 countries. The results confirmed that AI is now central to GEODIS's daily life, with employees expecting increasingly more from it and an adoption rate of 79%. Operational efficiency remains a key priority, with a focus on automating repetitive tasks, streamlining processes and providing access to GEODIS systems for accurate and context-specific information. Employees are hoping to have more learning opportunities and practical guidance to help them maximize the potential of AI in their work.

Operational excellence and automation of processes

—> Several innovative solutions that are based on AI are continuously optimizing internal processes, reducing risks and improving service quality. Amongst other notable examples is the use of AI models that analyze thousands of transactions each month to detect revenue leakage and weight discrepancies in transport flows. This enables real-time identification of billing or weighing anomalies. This proactive approach allows for the rapid recovery of billing errors and significantly reduces manual processing time.

At the same time, smart process automation—such as managing proof of delivery or automatically creating reservations from unstructured documents—enables very large volumes to be processed extremely fast, while reducing the workload on operational teams. These solutions deployed in France have enabled the Group to significantly reduce the risk of errors and accelerate its processing cycles, with 70% of supplier payments derived from the extraction of proof of delivery processed within one day of delivery.

Warehouse automation and robotics

—> Automated warehouses, robotics and artificial intelligence are at the heart of logistics flow management in e-commerce. Technology reduces human intervention and improves workplace safety. The Group has to handle seasonal peaks in activity, with high volumes of shipments, and by using smart robots that move autonomously around its warehouses, it can reduce the risk of incidents and eliminate repetitive tasks. Autonomous mobile robots (AMRs) have taken on the task of lifting heavy loads, reducing the risk of physical injury to operators and forklift drivers, who can now concentrate on other tasks. The automated order management system that has been implemented now handles order picking, replenishment, warehousing and in-store dispatch with minimal human interaction.

Applications such as image recognition play a key role in managing logistics flows. The Group's teams have introduced an application at the Global Contract Logistics site in Moissy, France, that photographs and helps identify each item received at the warehouse. The tool identifies them using a machine learning algorithm to analyze the shape, color, size and depth of products. This image recognition feature is particularly useful to help streamline operations, especially when customer products are received without barcodes to identify them.

Logistics innovation: introducing an advanced robotics solution

—> Committed to helping its customers improve their performance, GEODIS collaborated with a specialist in warehouse automation to help a major retail client implement a state-of-the-art robotic solution at its logistics facility. This system relies on a fleet of autonomous robots and marks a major milestone in transforming the logistics operations serving the client's retail outlets. It optimizes the delay and reliability of the returns sorting process, improves workplace ergonomics and increases the traceability of flows. Remarkable for its agility and its capacity to adapt to seasonal fluctuations and future operational needs, the solution is an illustration of GEODIS's ability to deliver innovative technological solutions that support its clients' operational excellence.

Machine learning at the heart of operational performance

—> GEODIS is innovating to optimize its operational processes and provide teams with tools to improve performance. One notable example is the use of clustering based on demand patterns. Digital & Technology teams have developed machine learning modules, both standalone and interfacing with warehouse management systems (WMS). These modules optimize product positioning in the warehouse by analyzing order history. By grouping products that are frequently ordered together close to each other, the system minimizes distances traveled within the warehouse and speeds up order fulfillment. At sites where these solutions have been implemented, travel distances have been reduced between 25% and 50%, and productivity has increased by more than 10%.

Technologies to reduce the carbon footprint

—> Investment in Research & Development is crucial to addressing the challenges of the decarbonization of logistics. It is geared to identifying and validating technologies or alternative energies that will lessen the carbon impact of activities and the reliance of supply chains on fossil fuels. GEODIS is working with companies, partners, coalitions and industry organizations to contribute to the decarbonization of land, sea and air transport, whether operated in-house or by subcontractors. These solutions are described in the Environment section of this report.

Innovation ecosystem

—> To identify future technologies, GEODIS collaborates with an ecosystem of partners, including:

- Bpifrance: a public investment bank involved in logistics by financing innovative companies;
- 574 Invest, SNCF's venture capital fund, which supports start-ups specializing in mobility;
- ALICE, a European platform that supports research and technological innovation to accelerate the transition to net-zero emissions in transport and logistics;
- Movin'On: the world's first ecosystem for strategic anticipation and co-innovation for sustainable mobility, bringing together leading solution providers and manufacturers of transport vehicles.











Innovation challenge

—> The 12th GEODIS Golden Globes awards for Innovation were organized in 2025. The Group creates and spreads an internal culture of innovation through this competition. The most significant projects in 2025 included:

- Vite, an AI-assisted supply chain coordination platform that enables collaboration between warehouses, transportation operations and parcel networks. This solution offers seamless customer integration, real-time operational visibility and faster order processing;
- MyGEODIS, an online sales channel, which offers a streamlined customer experience through a single point of contact for all GEODIS services, allowing customers to get a quote and make an online payment in just three clicks;
- BPOM (Best Practices for Handling Operations), aimed at reducing accidents and cargo damage, combining operator training using virtual reality, an ergonomic anomaly reporting system via the dock scanning tool and dynamic reporting for each level of management.

1.6 Business model

A global offer to provide our customers with end-to-end support for their logistics needs: freight management, warehousing and high added-value logistics services.

Our resources	Our business model		Impact for stakeholders	
<p>Human</p> <p>47,955 employees of which 40% women of which 69% outside France</p>	<p>Our strengths</p> <p>A strong identity as an international French company, with the backing of a stable owner</p> <p>Advanced data expertise to optimize performance and anticipate the future</p>	<p>The ability to deliver tailored services thanks to a deep understanding of customers' supply chain needs</p> <p>Responsible logistics backed by solid commitment and concrete actions</p>	<p>For our employees</p> <p>Employee satisfaction rate: 81% Employee engagement rate: 81% Recommendation: NPS +24 Health & Safety policy: "Health & Safety with Heart" Lost-time incident frequency rate: 9.2 Severity rate of incidents (calendar days): 0.70 33% of senior managers are women⁽¹⁾</p>	
<p>Business partners and ownership</p> <p>86,000 active customers worldwide 100,000 suppliers and subcontractors Stable ownership 100% SNCF (rated A by S&P and A1 by Moody's)</p>	<p>Our Lines of Business</p> <div style="display: flex; justify-content: space-around;"> <div data-bbox="640 1103 946 1359">  <p>Global Freight Forwarding Multimodal transport solutions (sea, air, road and rail)</p> </div> <div data-bbox="991 1103 1327 1359">  <p>Global Contract Logistics Management of warehouses and distribution centers, deliveries</p> </div> </div>		<p>For our business partners</p> <p>Overall satisfaction rate for customers: 92% Net Promoter Score: +39</p>	
<p>Operational</p> <p>975 sites, network covering 166 countries 9.7 million sqm of warehouses and operating premises Fleet of 4,268 self-owned vehicles</p>	 <p>European Road Network Specialized transport and road transport solutions in Europe</p>	 <p>Distribution & Express Express and courier last-mile delivery solutions</p>	<p>For society and the planet</p> <p>Decarbonization trajectory approved by SBTi CDP score: Climate A-List EcoVadis evaluation: 72/100 (silver) 26% of sites triply certified for Quality, Safety and Environment Taxes paid in 2025: €211m</p>	
<p>Our strategic plan, Ambition 2027</p> <div style="display: grid; grid-template-columns: 1fr 1fr; gap: 20px;"> <div data-bbox="1693 746 2014 899">  <p>Business development</p> </div> <div data-bbox="2090 746 2411 919">  <p>Operational and economic performance</p> </div> <div data-bbox="1724 950 2014 1113">  <p>Enhance our excellence</p> </div> <div data-bbox="2136 950 2365 1113">  <p>Digital innovation</p> </div> <div data-bbox="1770 1165 1968 1318">  <p>External growth</p> </div> <div data-bbox="2105 1165 2395 1349">  <p>Sustainable and ethical development</p> </div> </div>			<p>Our eight vertical markets</p> <ul style="list-style-type: none"> <li style="width: 50%;">● Industrial <li style="width: 50%;">● Automotive & Mobility <li style="width: 50%;">● Retail <li style="width: 50%;">● High Tech <li style="width: 50%;">● Luxury Goods <li style="width: 50%;">● Healthcare <li style="width: 50%;">● Fast-Moving Consumer Goods <li style="width: 50%;">● Aerospace & Defense 	

(1) This population includes TopEx members and members of all country management committees, i.e., a total of 750 employees.



2.0 Governance and CSR management

2.1 Corporate governance

The Group is governed by different decision-making bodies to ensure a balance of power between all parties: the Executive Board, the Supervisory Board and the Management Board.



Management Board (as of March 31, 2026)



57 AVERAGE AGE

3 NATIONALITIES (French, Argentinian, American)

Members of the Management Board

- **Marie-Christine LOMBARD**
Chair of the Executive Board, Chief Executive Officer
- **Hervé CORNÈDE**
Executive vice president, Public Affairs
- **Stéphanie HERVÉ**
Executive vice president, Global Contract Logistics
- **Camille PORGÈS**
Executive vice president, Governance, Risks and Compliance
- **Carole BESNARD**
Member of the Executive Board, Chief Financial Officer
- **Gilles DÉCHER**
Executive vice president, Distribution & Express
- **Henri LE GOUIS**
Executive vice president, Global Freight Forwarding
- **Laura RITCHEY**
Executive vice president, Americas
- **Jean-Benoît DEVAUGES**
Member of the Executive Board, General Counsel
- **Virginie DELCROIX**
Executive vice president, Sustainability
- **Éric MARTIN-NEUVILLE**
Executive vice president, Asia-Pacific and Middle East
- **Amaury VALICON**
Executive vice president, Europe
- **François BOTTIN**
Executive vice president, Digital and Technology
- **Albertine HANIN**
Executive vice president, Legal and Insurance
- **Laurent MELAINE**
Executive vice president, Sales, Marketing and Communications
- **Marc VOLLET**
Executive vice president, European Road Network
- **Mario CECCON**
Executive vice president, Human Resources

Supervisory Board (as of March 31, 2026)

The Supervisory Board comprises eight members, four of whom are external to the SNCF Group.



4 MEETINGS IN 2025

97% ATTENDANCE RATE

6 years TERM OF OFFICE

2 NATIONALITIES (French and American)

Members of the Supervisory Board

- **Laurent TREVISANI** ★
Deputy Chief Executive Officer Finance Strategy, SNCF Group
Deputy Chief Executive Officer, SNCF
- **Albertine HANIN** VC
GEODIS Group EVP, Legal and Insurance
- **Patrick BERARD** ★★
CEO, Wolseley
Board member of LKQ
Chair, Transformation Advisory
- **Carine de BOISSEZON** ▲★
Chief Impact Officer, EDF Group
Member of the Climate Committee of Bpifrance
Joint Chair of the Purpose Committee at STOA
- **Frédéric DELORME**
Chair of Rail Logistics Europe
- **Raphaël POLI** ▲
Deputy CEO, SNCF Gares & Connexions
CEO, SNCF Retail & Connexions
- **Sylvie CHARLES** ★★
Non-executive director of SANEF
Board member of Kaufman & Broad
- **Randy TUCKER** ▲★
Board member of Wineshipping

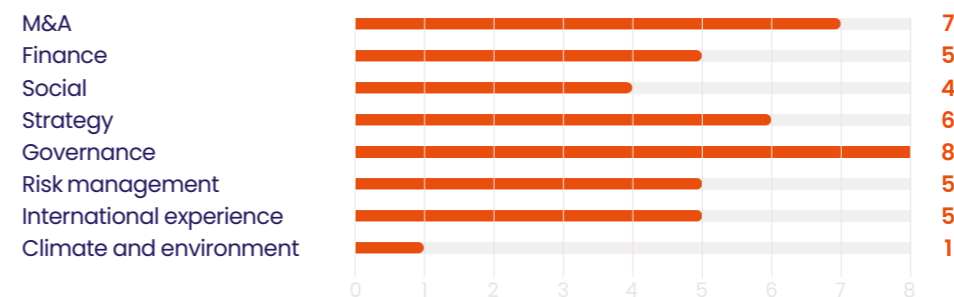
▲ Audit and Risk Committee
★ Human Resources Committee

○ Chair
VC Vice-chair

One employee representative (a member of the European Consultation Committee) attends meetings of the Supervisory Board

* External to the SNCF Group

Expertise map



The Executive Board

→ The GEODIS SA Executive Board is the collegiate executive body that manages and directs the Company. It reports to the Supervisory Board, to which it submits for approval the general strategy of the Company and the Group, as well as the annual budgets and multi-year plans of the Company and the Group.

The Supervisory Board

→ The Supervisory Board's role is to oversee the management of the Executive Board and to ensure the smooth running of the Company. Specifically, it endorses all significant commitments and investment or divestment operations.

Its missions include:

- reviewing and guiding annual budgets;
- setting innovation and R&D priorities;
- approving and/or overseeing employee incentives;
- monitoring overall progress towards the Group's objectives;
- tracking the implementation of the climate plan and actions relating to social, environmental and ethical responsibility;
- monitoring compliance with policies and/or commitments;
- reviewing and guiding the process for assessing dependencies, impacts, risks and opportunities.

To address sustainability issues within the Group, the Supervisory Board draws on the expertise of:

- Carine de BOISSEZON, Chief Impact Officer in the EDF Group, member of the Climate Committee of Bpifrance, joint chair of the Purpose Committee at STOA;
- Sylvie CHARLES, external director, member of the Kaufman & Broad CSR Committee since 2024.

The Supervisory Board relies on the work of two specialized committees to structure its governance:

- **the Audit and Risk Committee (ARC)** verifies the parent company and consolidated financial statements, as well as the quality of financial information;
- **the Human Resources Committee (HRC)** makes recommendations on the compensation policy for members of the Executive Board, the Management Board and the Group's leading executives.

Each committee meets at least twice a year and consists of three members of the Supervisory Board, and is chaired by a member external to the SNCF Group.

The Supervisory Board is regularly informed of sustainability issues and policies implemented during the year. In 2025, Supervisory Board members:

- were informed about CSR highlights and performance in 2024;
- were consulted and gave a positive opinion on the 2025 roadmap and medium-term objectives.

The Management Board

→ The Management Board develops and implements the Group's operational strategy, while ensuring the consistency of its actions. It meets at least monthly to closely monitor activities, review operational and financial performance and discuss strategic projects.

The members of the Management Board are responsible for communicating and applying CSR policies throughout the Group's Lines of Business, Regions and functional departments, according to their areas of responsibility. There is an organization dedicated to CSR in each Line of Business and each Region which coordinates the operational implementation of the Group's policy and carries out specific actions in response to the challenges that are specific to it.

Compensation

→ Since 2022, the compensation of members of the Management Board, the Executive Board and the Group's leading executives has included an annual variable component, 25% of which is based on achieving non-financial targets. One of these metrics is linked to performance in Health & Safety, accounting for 9% of the total variable compensation.

The Long-Term Incentive (LTI) plan also includes a non-financial component accounting for 30% of the total. It is based on criteria of greenhouse gas emissions, gender diversity among Top Executives, and customer satisfaction measured by a Net Promoter Score. Each of these criteria counts for 10%.

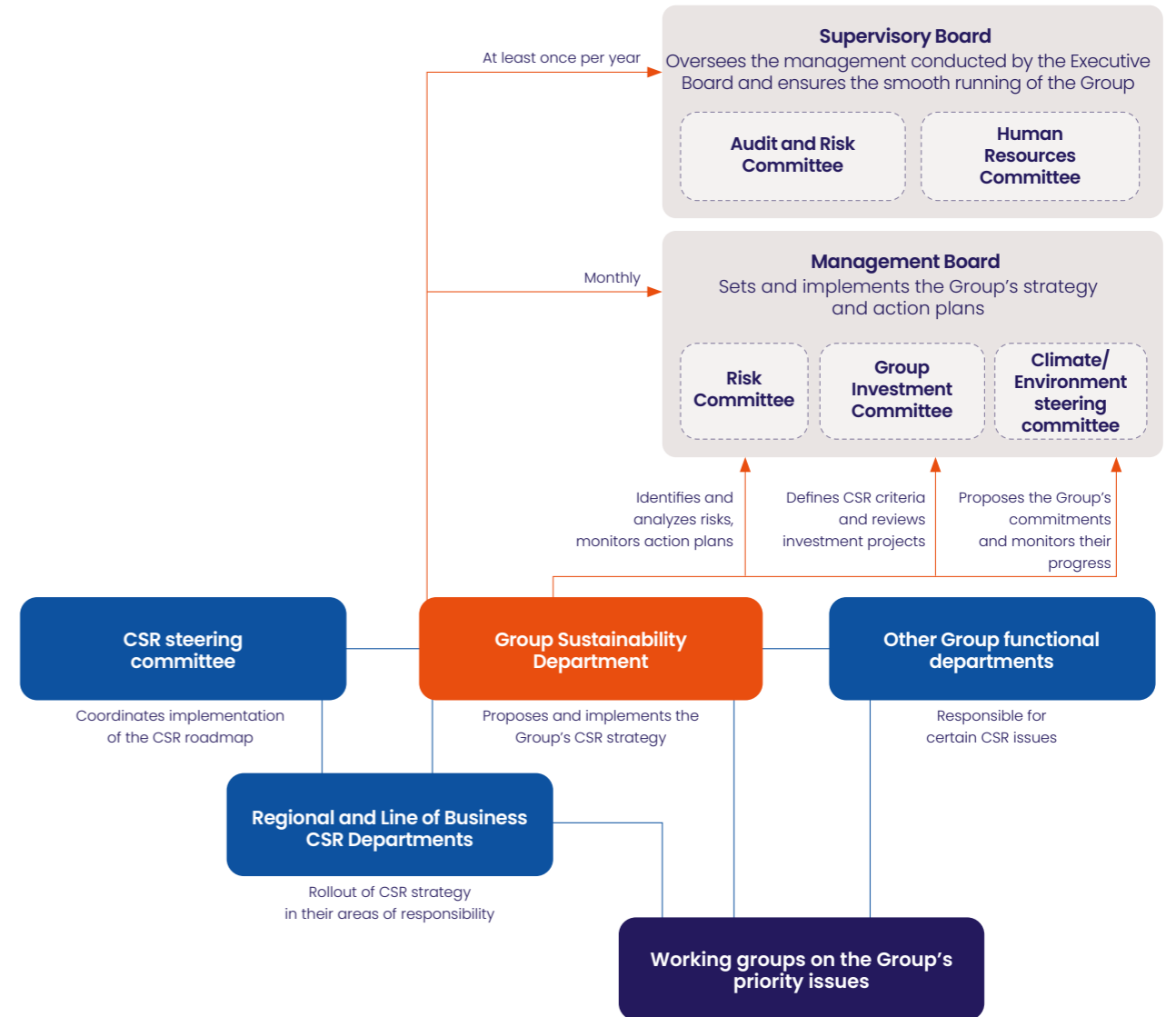
Advisory Board

→ In 2025, GEODIS appointed an international Advisory Board, whose role is to serve as an active think tank for anticipating trends and development in the logistics sector.

Intended to be a forum for free, interdisciplinary, forward-thinking discussion, it is made up of 12 individuals from a variety of backgrounds—academic, economic and non-profit—who will contribute to enriching the Group's vision. These experts will provide insight into GEODIS's long-term strategic choices, as it faces simultaneous transformations affecting technology, geopolitics, economics and energy.

The Advisory Board met once in 2025. The first meeting gave the members the opportunity to get to know one another and to lay the foundations for open and demanding dialogue. Discussions focused on several key themes, including geopolitical tensions and the reconstitution of interdependencies; the international economic situation and the transformation of flows; energy, environmental transition and regulatory pressures; digitalization and digital autonomy; and training, skills, and social dynamics.

CSR governance



The Group's executive vice president, Sustainability is a member of the Management Board and reports to the Chief Executive Officer. She keeps the Management Board regularly informed of the progress of her activities to ensure that it has all the support it needs for decision-making. She supervises a corporate team of ten employees with specific areas of expertise (climate and environment, health and safety, ESG reporting, communications, etc.). She proposes a CSR policy and a roadmap, updated annually, to the Management Board and coordinates its implementation once it has been approved. She presents CSR progress

reports to the Management Board every month, and to the Supervisory Board at least once a year.

She guides and ensures the deployment of the roadmaps with the support of a network of eight CSR managers representing the Regions and Lines of Business. These CSR managers are responsible for implementing action plans and coordinating initiatives in the Group's Regions and Lines of Business. A steering committee composed of these managers and the corporate CSR managers completes this structure.

2.2 —> Risk management and internal control

To accomplish its mission, meet its objectives and secure its commitments, the Group has defined rules and principles to guide employees in their daily work, at the initiative of the Chief Executive Officer. The Book of Business Principles sets out the rules of governance, authorization thresholds and principles of internal control.

Specialized committees

—> To ensure that these principles are properly applied and to clarify its policy, the Executive Board relies on two specialized committees:

- **the Group Investment Committee**, which meets on a weekly basis and signs off on investment commitments and commercial contracts above a certain threshold. The Committee consists of nine permanent members, each representing a different Group department (management control, finance, legal affairs, compliance, sustainability, etc.), who may be joined from time to time by experts, depending on the nature of the projects presented. Projects are reviewed against the key elements provided: background and reason for the project, financial data, key characteristics of the project, SWOT analysis, evaluation, and risk mitigation plan. Other elements also brought to the attention of members of the Committee include a detailed operational description, legal framework, detailed financial assumptions and expert opinions. Projects not reaching the threshold for review by the Group Investment Committee are examined by equivalent committees that are in place at regional level and in the Lines of Business. Certain projects require prior approval of the SNCF Group;
- **the Risk Committee**, which consists of nine permanent members chosen for their position, expertise and knowledge of the Group's organization and activities. The Committee is responsible for monitoring changes in internal and external risk factors that have a major impact on the Group's strategy and objectives, based on risk mapping, internal audit reports, external best practices, and the inventory of risks and disputes in all Group entities. It takes all necessary decisions or chooses orientations in terms of risk prevention and management, internal control, ethics and compliance, in order to reinforce the Group's level of control over all types of risk, financial and non-financial. Its role is to identify and analyze any potential or proven risk, choose preventive or corrective measures to be taken by the Group to ensure their effective implementation, and to monitor them on a regular basis.

The Governance, Risks and Compliance (GRC) function

—> The Governance, Risks and Compliance function is made up of three departments:

- the Group Ethics and Compliance department;
- the Group Internal Control and Risk Management department;
- the Group Internal Audit department.

The executive vice president, Governance, Risks and Compliance is a member of the GEODIS Management Board and reports directly to the Chief Executive Officer. She regularly informs the Management Board of her activities in order to provide it with all the support it needs for enlightened decision-making. With the exception of Internal Audit, which is centralized, each department has a central team and a network of correspondents in all the Regions and Lines of Business to ensure the overall consistency of its program and to match it to the appropriate level of the organization.

Ethics and Compliance Department

—> The mission of the Group's Ethics and Compliance Department is to manage any risk of violation of the rules applicable to anti-corruption, competition law, personal data protection, customs and export control, as set out in the relevant laws and regulations as well as in the Group's Code of Ethics. It is also tasked with administering the ethics whistleblowing system, through which employees and third parties can report potential violations of laws and regulations, and of the Group's Code of Ethics.

The department is made up of several teams, each with the necessary expertise in the field concerned, supported by a network of correspondents in the Lines of Business and the Regions, providing effective support to operational staff through a dynamic approach to continuous improvement.

Internal Control and Risk Management Department

Internal Control

—> In line with international standards, GEODIS's internal control and risk management system is based on three lines of control: functional and operational departments (first line), Control and Compliance Department (second line), and Internal Audit (third line). Each of these has well-defined roles and responsibilities in the implementation of risk management within its perimeter.

In its role as a second line of defense, the Group's Internal Control and Risk Management Department is responsible for coordinating internal control plans. It supports functional and operational departments (first line) in the implementation of their controls, ensuring consistency with internal rules and procedures outlined in the Book of Business Principles, the Group's governance framework. The organization effectively deploys internal control and risk management systems for all Group activities and entities.

Internal control plans are designed to ensure alignment with the Group's strategic and operational objectives while considering the associated level of risk exposure. They incorporate the common principles of the reference framework, such as separation of duties and functions, delegation of authority, review of access and identities and document retention, as well as the security of the Group's major processes.

The internal control review cycle is part of a continuous improvement process. It systematically evaluates results, defines action plans and adjusts control mechanisms according to the maturity level of the processes involved.

Risk Management

—> Risk management plays a central part in GEODIS's internal control and risk management system. It determines the nature of controls, helps prioritize key action plans, and optimizes the allocation of available resources. This approach entails the development of various risk maps, which define and structure all actions undertaken.

Risk mapping is based on a systematic and iterative process that identifies, analyzes and prioritizes all risks that could potentially impact the organization's activities, performance and longevity.

The Group assesses the impact, probability and criticality of these risks at both the global and local levels. Responsibility for each major risk is taken by a member of the Management Board and is subject to a specific control mechanism and a dedicated action plan (e.g., audits, changes to procedures and processes, investments, etc.). Risk maps are developed for the Lines of Business and Regions, and at Group level. Risk maps for the Lines of Business are

validated by the Risk Committee. The Group's consolidated risk map is validated by the Management Board.

Specific mapping is carried out for a number of major risks identified, including the risk of corruption and influence peddling, the risk of infringement of competition law, and the risk of violation of personal data protection rules. As a result, these risks can be assessed with greater granularity (risk scenarios) and action plans can be adjusted accordingly. In 2025, GEODIS launched the digital transformation of its Internal Control and Risk Management system by introducing a dedicated information system. This new solution will be rolled out in 2026, and will optimize all risk identification, assessment and management processes, while strengthening the responsiveness and quality of the management of related actions.

Internal Audit Department

—> The Internal Audit Department's mission is to provide independent, objective assurance on the degree of control over the Group's operations, and to offer recommendations to improve business practices, thereby helping to create value for the organization. The department, which is centralized and made up of qualified experts, performs reviews throughout the whole organization, in line with the annual audit plan. This plan is presented to the Management Board and submitted to the Audit Committee for approval.

Sustainability risks

—> Six risks relating to sustainability issues are included in the Group's mapping of major risks:

- climate: risk of failure to achieve the Group's decarbonization trajectory;
- climate: risk of natural disasters and increased extreme and disruptive weather events;
- risk of pollution;
- risk of harm to human health and safety (including road accidents and pandemics);
- risk of human rights violations;
- responsible purchasing⁽¹⁾.

(1) Although responsible purchasing is not a major risk in itself, it is considered part of the following risk: "risk of supplier and/or subcontractor chain misclassification and mismanagement."

2.3 Double materiality analysis

In 2023, GEODIS published a double materiality analysis to review and prioritize its main challenges. This entailed cross-referencing impact materiality and financial materiality. A given issue can be considered material from a financial materiality point of view, from an impact materiality point of view, or from both. The assessment of impact materiality measures the impact (positive or adverse) of a company's activities on its environment and on society. The assessment of financial materiality evaluates the risks and opportunities associated with an ESG issue on the Company's development, performance and financial results.

Double materiality matrix and link with the ESRS from the CSRD ⁽¹⁾



(1) The European Sustainability Reporting Standards (ESRS) are the standards defined within the framework of the European CSRD (Corporate Sustainability Reporting Directive).

The Group reviewed its double materiality analysis in 2025 to re-evaluate its relevance. The study compared the issues identified as material by GEODIS with those most commonly recognized in the transport and logistics sector. As there were no major events that substantially changed the Group's context, the study confirmed that the material issues were still relevant and concluded that the materiality scores for the issues already identified should be maintained.

Methodology

The materiality analysis was carried out under the supervision of the Sustainability Department, with the assistance of external consultants. An in-house team representing various Lines of Business and Regions was set up to contribute to the study and enable dialogue. The process was supervised by a steering committee consisting of five members of the Management Board.

This work was conducted over six months in three stages:

- 1 selection of 25 sustainability issues (environmental, social and governance) that are potentially material for GEODIS;
- 2 active listening to stakeholders. More than 50 individual interviews were conducted with internal stakeholders (managers, employees, trade unions and employee representative bodies) and external stakeholders (customers, suppliers and subcontractors, academics, the financial community, local players, public authorities, civil society, etc.). The aim was to collect stakeholders' views on the importance of the selected sustainability issues, and the financial and non-financial impact on GEODIS activities. The study was also based on the annual employee engagement survey and the annual customer satisfaction survey. A workshop, with employees from different Regions and interviews with five sector experts, completed the process;
- 3 consolidation and construction of the matrix, based on the consultation campaign, workshops and external sources and tools (sector frameworks and rating agencies [SASB, MSCI, DJSI] to assess financial materiality, international benchmarks [SBTN] and tools such as UNEP FI and ENCORE to assess impact materiality). The evaluation of the impact materiality is based on input from experts questioned during the interview phase. It assesses issues from three angles: their criticality, their scope and their irreparability. The evaluation of the financial materiality is based on contributions from stakeholders and the conclusions of the financial materiality workshop (expert employees). It assesses the impact of the issues on the Company in financial terms.

So that all the issues can be managed effectively and in a targeted manner according to their level of importance, GEODIS has split them into three categories, which are shown as dotted orange lines on the matrix:

- **Priority 1 issues:** 13 issues deemed material at the heart of the/Group's activities and value chain. These issues were taken into account in drawing up the Group's CSR roadmap, to ensure they are all managed through specific governance, long-term targets and performance indicators;
- **Priority 2 issues:** the Group is maintaining its efforts for continuous improvement through programs implemented in the relevant Regions and Lines of Business, supported by performance indicators and, in some cases, medium-term objectives;
- **Priority 3 issues:** the Group continues to monitor its performance using appropriate indicators.

In addition, there are specific issues that relate to topics not explicitly included in the ESRS classification, but they have been identified as material in relation to issues specific to the activities and context of the Group. The methodological approach and results of the double materiality analysis have been communicated both internally and externally. An explanatory note has been posted on the Group's website⁽¹⁾.

Issues regarded as non-material according to the CSRD classification

Some of the issues identified as non-material for the Group have nevertheless been addressed in this report, such as biodiversity and ecosystems (ESRS E4). A section is also devoted to pollution (ESRS E2), although only air pollution has been assessed as a material issue for GEODIS. However, non-material issues relating to ESRS E3 (water and marine resources) and ESRS S3 (affected communities) have been excluded from this report, as they are considered too remote from our operations or have a limited impact.

(1) Source: https://geodis.widen.net/s/xsjzghtwks/16506_global_csr_materiality-assessment_brochure_v5_uk

2.4 Interactions with stakeholders

To reduce the environmental and social impact of its value chain, guarantee product availability, control costs and improve delivery times, the Group engages with its ecosystem, integrating upstream and downstream networks of partners. Communication and dialogue are crucial for delivering the best possible quality of service to customers and for engaging teams. By encouraging the sharing of ideas and knowledge, GEODIS fosters a trust-based environment that encourages collaboration, problem-solving and innovation.

89%



of customers state that they are well informed about GEODIS's CSR policy. Of these, 68% believe that the Group outperforms its competitors in terms of sustainability.



83%

of employees who took part in the 2025 employee survey felt that GEODIS's purpose gives their work meaning.

+83

GEODIS recommendation score⁽¹⁾ by its suppliers: 8 suppliers in 10 highly likely to recommend GEODIS to their professional network.

Stakeholders	Sustainability expectations	Form of dialogue	Purpose	Process for considering stakeholder feedback
 <p>Clients</p>	<ul style="list-style-type: none"> Decarbonization of their supply chain and reporting of their GHG emissions Product/service innovation and co-development Operational excellence Service quality and consistency Responsible value chain Transparency, responsible communication 	<ul style="list-style-type: none"> Satisfaction surveys Regular business reviews Local customer meetings/workshops Customer events Website Joint crisis unit in the event of an emergency 	<ul style="list-style-type: none"> Identify customers' sustainability challenges, expectations, obstacles and drivers to offer them better support Promote co-construction and innovation Prioritize Group actions Position the Group as a leader in sustainable logistics Improve customer trust and loyalty Ensure continuity of service, even under adverse conditions 	<ul style="list-style-type: none"> Confirmation that the Group's offerings match customer needs Development of new offerings Incorporation of survey results and customer feedback into continuous improvement plans Sharing of progress and proposals with customers during regular business review meetings
 <p>Employees</p>	<ul style="list-style-type: none"> Health, safety and security in the workplace Human rights Working conditions Value sharing Equity and diversity Encouragement of career development 	<ul style="list-style-type: none"> Annual satisfaction survey Annual interviews Employee/manager dialogue Internal communications Social dialogue Seminars and internal events Whistleblowing procedures 	<ul style="list-style-type: none"> Anticipate and address employees' expectations regarding their working conditions Protect their health, safety, and quality of life at work Build a sense of belonging and engagement Involve teams in CSR initiatives to improve processes and performance Encourage professional growth and the development of skills 	<ul style="list-style-type: none"> Adaptation and updating of policies and programs relating to HR, health and safety, inclusion and diversity, and working conditions Factoring the results of whistleblowing procedures into the Group's continuous improvement processes

Stakeholders	Sustainability expectations	Form of dialogue	Purpose	Process for considering stakeholder feedback
 <p>Suppliers and subcontractors</p>	<ul style="list-style-type: none"> Human rights Fair payment Long-term, fair relationships On-time payment 	<ul style="list-style-type: none"> Business Partner Code of Conduct Satisfaction surveys CSR assessments Buyer/supplier interactions Supplier reviews Whistleblowing procedures 	<ul style="list-style-type: none"> Prevent risks of human rights violations and health and safety and environmental abuses to ensure a responsible and sustainable value chain Ensure lasting and equitable relationships through increased trust, collaboration and innovation Understand supply chain issues and challenges, and how GEODIS can support its suppliers 	<ul style="list-style-type: none"> Taking account of compliance and CSR assessments in supplier selection Introduction of continuous improvement measures with suppliers and subcontractors Early termination of contracts in the event of major breaches
 <p>Partners and industry organizations</p>	<ul style="list-style-type: none"> Collective action on social and environmental issues and on regulatory changes Feedback and sharing of experience Union of partners and sector representatives around common positions 	<ul style="list-style-type: none"> Member of industry associations, employers' federation and working groups Contribution to standard-setting and regulatory processes Involvement in discussions and in publications 	<ul style="list-style-type: none"> Share experiences and best practices in the sector Contribute to the development of industry standards and norms Strengthen collaborative innovation for sustainable logistics solutions Participate collectively in the environmental and regulatory transition 	<ul style="list-style-type: none"> Contribution to industry position statements and updating of the Group's CSR policy Incorporation of recommendations into internal policies and operational guidelines Verification that the Group's positions for key issues such as climate change align with those of organizations to which it belongs

(1) The recommendation score corresponds to the percentage of promoters (suppliers extremely likely to recommend GEODIS, scores of 8-10) minus the percentage of detractors (suppliers unlikely or very unlikely to recommend GEODIS, scores of 0-4).

2.5 → CSR roadmap

Sustainability is one of the six pillars that compose the Ambition 2027 strategic plan. The Group is committed to developing innovative, sustainable and ethical logistics and to providing its customers with sustainable logistics solutions.

Stakeholders	Sustainability expectations	Form of dialogue	Purpose	Process for considering stakeholder feedback
Public authorities 	<ul style="list-style-type: none"> ● Sustainable supply chain ● Economic growth and employment ● Transparency, ethics and compliance 	<ul style="list-style-type: none"> ● Relations with national public authorities ● Relations with the European Union via industry associations ● Regulatory consultations and publications ● Relations with local, national, and international public institutions 	<ul style="list-style-type: none"> ● Ensure regulatory compliance and anticipate legislative changes ● Support economic development and generate local employment ● Promote ethical and responsible practices within the sector ● Making public policy more supportive of sustainable logistics 	<ul style="list-style-type: none"> ● Alignment of operational practices with regulations ● Monitoring and integration of legislative developments in regulatory reporting ● Identification of opportunities for involvement in public programs supporting innovation
Shareholder and non-financial analysts 	<ul style="list-style-type: none"> ● CSR risk reduction ● Financial and non-financial performance ● Responsible governance ● Transparent communications 	<ul style="list-style-type: none"> ● Involvement in CSR programs set up by the shareholder ● Results of surveys conducted by non-financial rating agencies ● Financial communications ● Annual report and website 	<ul style="list-style-type: none"> ● Reduce CSR risks and ensure responsible governance ● Identify areas of improvement ● Foster trust through transparent communication 	<ul style="list-style-type: none"> ● Implementation of CSR risk monitoring measures ● Incorporation of the shareholder's objectives into CSR strategy and governance ● Integration of non-financial assessment criteria into the Group's reporting system and its continuous improvement process
Civil society 	<ul style="list-style-type: none"> ● Reduction of pollution and environmental impact ● Health and safety of users, local residents and end-users ● Transparent and responsible communications 	<ul style="list-style-type: none"> ● Advisory board ● Impact studies ● Collaboration with NGOs ● Partnerships with local non-profit organizations ● Website 	<ul style="list-style-type: none"> ● Broaden and inform the Group's strategic thinking ● Earn acceptability for the Group's logistics operations from local populations ● Protect the health and safety of customers and local residents ● Participate in local philanthropic initiatives 	<ul style="list-style-type: none"> ● Factoring local factors into Group operations ● Addressing impacts on local communities when making decisions on investment projects ● Responsible and transparent communication

CSR roadmap

→ The Group's CSR roadmap is based on the double materiality matrix. It is structured around three aspects (environmental, social and ethical) and has been drawn up in accordance with the main international frameworks, namely:

- the Organization for Economic Cooperation and Development (OECD) guidelines for multinational enterprises;
- the principles and rights set out in the eight fundamental conventions of the International Labour Organization (ILO);
- the principles and rights set out in the International Bill of Human Rights;
- the United Nations Guiding Principles on Business and Human Rights;
- the United Nations Global Compact (GEODIS has been a signatory since 2003).

GEODIS has adopted the Sustainable Development Goals (SDGs) of the United Nations' 2030 Agenda and has integrated seven of these SDGs into its policy, corresponding to its activity and its areas of operation (see the "overview" section at the start of chapters 3, 4 and 5).

Sustainability statement

→ In 2024, the Group published its Sustainability Statement, outlining its approach, commitments and priorities in driving sustainable practices. This policy sets out its material challenges around three priorities:

- **Environment: act for the climate and reduce our environmental impact**
 GEODIS is committed to reducing its greenhouse gas emissions in line with the Paris Agreement. The Group is focused on adapting to the effects of climate change, optimizing resource use and preventing or reducing polluting emissions and nuisances to mitigate the impact on people and ecosystems;
- **Social: be a responsible employer committed to playing its role in society**
 The Group's priorities are to ensure the health and safety of its employees and third parties, as well as the respect of human rights and good working conditions. GEODIS actively listens to its employees to encourage their full commitment;
- **Ethics: choose ethical relations based on trust**
 GEODIS adheres to rigorous business ethics in matters of competition and anti-corruption. Committed to a responsible purchasing policy, the Group expects its suppliers and subcontractors to act in accordance with its Business Partner Code of Conduct.

2.6 Impacts, risks and opportunities (IRO)

→ The table below lists the issues identified as material by stakeholders as part of the double materiality analysis. For each of these issues, the key impacts, risks and opportunities have been listed, in relation to the Group's business model and strategy.

Impacts relate to the Group's actual or **potential positive or adverse effect** on people or on the environment, in the short, medium or long term. Conversely, external environmental, social or governance events may have an **adverse impact (risks)** or a **positive impact (opportunities)** on the Group's development and financial performance.

The methodology used to identify, assess and classify the Company's actual and potential impacts on people and the environment was based on information already available within the Group (in particular the mapping of major risks), and also on an analysis that is specific to the new framework of CSRD reporting. This logic was also used to identify risks and opportunities.

The impacts, risks, and opportunities have been assessed according to the following time frames: short term (ST, less than one year), medium term (MT, between one and five years) and long term (LT, more than five years).

The IROs were presented to the Risk Committee by the Group's executive vice president, Sustainability.

<p>Impact</p> <ul style="list-style-type: none"> ⊖ Negative ⊕ Positive 	<p>Risks and opportunities</p> <ul style="list-style-type: none"> ⚠ Risks ✓ Opportunities 	<p>Timeframe</p> <ul style="list-style-type: none"> 🕒 Short term 🕒 Medium term 🕒 Long term
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Environment

MATERIAL ISSUE AND RELATED ESRS STANDARD	UPSTREAM	OWN OPERATIONS	DOWNSTREAM	NATURE	DESCRIPTION	TIMEFRAME
GHG emissions and energy (E1 Climate change mitigation)	●	●	●	⊖	GEODIS's activities emit greenhouse gases (GHGs) and contribute to the increase in their concentration in the atmosphere, thus contributing to climate change. GHG emissions are generated by transport activities (road, air, sea and rail)—which currently rely primarily on fossil fuels —and on-site operations (offices, warehouses and hubs).	🕒
				⊕	Contribution to decarbonizing supply chains: optimization of fleets and routes, modal shift to lower-emission solutions, improved energy efficiency and development of low-carbon technologies.	🕒
				⚠	Market: risk of losing opportunities and market share if GEODIS's offering is not in line with market expectations (no low-carbon solutions or low-carbon solutions at too high a cost).	🕒
				⚠	Regulatory: loss of business if the means implemented are not compliant. Additional costs due to poor anticipation of GHG regulations (carbon tax, emission trading schemes, etc.).	🕒
				⚠	Technological: insufficient availability of low-carbon vehicles, inadequate development of alternative energy distribution infrastructures, limited supply of low-carbon energies. Investment costs in technological and energy transition, making their development uncompetitive.	🕒
				⚠	Reputational: the Group's inability to achieve its decarbonization targets. Damage to the Group's reputation among customers and employees.	🕒
				✓	Market: growth in business through well-positioned low-carbon services (meeting customer needs, accessing new markets, diversifying the customer base).	🕒

MATERIAL ISSUE AND RELATED ESRS STANDARD	UPSTREAM	OWN OPERATIONS	DOWNSTREAM	NATURE	DESCRIPTION	TIMEFRAME
	●	●	●	✓	Technological: increased modal shift (road to rail or air to sea or rail) and development of alternative technologies (biofuels, electric, etc.).	🕒
				✓	Economic: improved energy efficiency of sites and vehicles. Reduced costs through lower energy consumption.	🕒
				✓	HR: engagement of employees who expect GEODIS to be a committed player: positive impact on attracting and retaining talent.	🕒
Adaptation to climate change (E1 Adaptation to climate change)	●	●	●	⊖	Exposure of the Group's individuals, sites and assets to the physical consequences of climate change (flooding, heat, landslides), with a significant impact on GEODIS's business (deterioration of buildings, breakdown of freight transport and logistics, deterioration of working conditions).	🕒
				⊖	Loss of business and decline in customer service quality (late deliveries, deterioration or loss of transported goods) due to severe weather conditions.	🕒
				⊕	Adaptation plan to ensure safety for all , the integrity of resources and the continued distribution of essential goods to the population.	🕒
				⚠	Operational: interruption of activity, inability to carry out essential logistics assignments (e.g., health sector or products requiring temperature-controlled storage). Damage to goods and equipment. Decline in customer service quality.	🕒
				⚠	Financial: loss of revenues. Cost of remediation and restoration. Insurance risks. Adaptation costs (CapEx and OpEx).	🕒
				⚠	Health & Safety: risk of incident, injury, illness and death. Degraded working conditions that could lead to employee withdrawal. Problems accessing work sites and tough working conditions for remote workers. Risk of illness and dehydration.	🕒
				✓	Operational: with good risk anticipation, the Group will be able to ensure the continuity of logistics operations for essential goods (e.g., the healthcare sector) in the event of extreme climate events.	🕒
				✓	HR & assets: the Group's ability to protect employees and property.	🕒
Air pollution (E2 Air pollution)	●	●	●	⊖	Atmospheric pollutants (NO _x , SO _x , particulate matter) are emitted within the value chain (own fleet and subcontractors' fleets, airlines, shipping carriers), contributing to the deterioration of air quality. These atmospheric pollutants have adverse effects on human health, wildlife and plant life.	🕒
				⊖	Toxic pollutants harmful to both human health and the environment can also be released during major incidents (traffic accidents, fires, explosions).	🕒
				⚠	Regulatory: to restrict emissions in urban areas, regulations are becoming stricter, as seen in Europe and France in major metropolitan areas (Low Emission Zones). These regulations have an impact on transportation and delivery of goods and call for new logistics solutions.	🕒
				⚠	Financial: loss of opportunities and market shares if GEODIS's offering does not align with market expectations. Higher cost of adapting fleets.	🕒
				⚠	Reputational: damage to the Group's image among customers and employees.	🕒
				✓	Market: differentiation through proactive implementation of low-emission solutions that exceed regulatory requirements, leading to growth in business and market share.	🕒

MATERIAL ISSUE AND RELATED ESRS STANDARD	UPSTREAM	OWN OPERATIONS	DOWNSTREAM	NATURE	DESCRIPTION	TIMEFRAME
Consumption of non-renewable resources (E5 Resource use and circular economy)	●	●	●	⊖	The Group's reliance on non-renewable resources (use of fossil fuels, packaging and other consumables).	🕒
				⊕	Less pressure on ecosystems thanks to the Group's commitment to sobriety initiatives and to the circular economy.	🕒
				⊕	Reduction in use of resources , along with more efficient management and optimized processes, leading to a decrease in waste generation as well as lower waste processing costs.	🕒
				⚠️	Financial: higher fuel and energy costs due to growing scarcity of non-renewable resources. Poor anticipation of the investments needed for the energy transition.	🕒
				⚠️	Strategic: high degree of dependence on fossil fuels, with a risk of limited access in the event of geopolitical tensions over energy sources.	🕒
				⚠️	Operational: in the event of supply tensions, supply chain disruptions could have an impact on the Group's business and customer service.	🕒
				⚠️	Regulatory: potential impact on certain costs in the event of more stringent obligations on renewable sourcing (percentage of renewable energy or renewable materials).	🕒
				✅	Market: development of new businesses linked to the circular economy, drawing on the Group's know-how (such as specialized reconditioning services to satisfy customer demand).	🕒
				✅	Financial: efficient resource management resulting in better cost control, which can be a competitive advantage.	🕒

Social

Working conditions and environment (S1 Own workforce)	●	●		⊖	Employee discontent that can affect physical or mental health due to unsuitable or degraded working conditions.	🕒
				⊖	Strikes or social unrest caused by a work organization that does not take sufficient account of employee expectations.	🕒
				⊕	Increased employee well-being , preservation of their physical and mental health, productivity and retention through an inclusive working environment, a healthy work-life balance and secure working conditions.	🕒
				⚠️	Operational: decreased motivation. Increased employee turnover. Rising rates of short- and long-term sick leave.	🕒
				⚠️	Reputational: damage to the Group's reputation, with possible repercussions on employee appeal and customer loyalty.	🕒
				⚠️	Financial: employee-related disputes and convictions.	🕒
				✅	HR: employee retention thanks to a work environment conducive to well-being and career development, making the company more attractive.	🕒
				✅	HR: encouraging career development through career management and training programs.	🕒

MATERIAL ISSUE AND RELATED ESRS STANDARD	UPSTREAM	OWN OPERATIONS	DOWNSTREAM	NATURE	DESCRIPTION	TIMEFRAME
Employee engagement (S1 Own workforce)		●		⊖	Lower productivity , workforce instability, loss of expertise that could compromise service continuity.	🕒
				⊕	Improved customer service , Group reputation and attractiveness, more secure and accelerated business growth.	🕒
				⊕	Building a strong, shared corporate culture and promoting a sense of belonging among employees. Greater collaboration and team cohesion.	🕒
				⊕	Improved motivation and productivity , along with initiative and creativity.	🕒
				⚠️	Operational and financial: as a result of talent drain, recruitment challenges or high employee turnover. Higher costs associated with recruiting and training new employees.	🕒
				✅	Reputational: promotion of the Group's culture and values, making it more attractive to employees. Stronger resilience to change and challenges.	🕒
				✅	Operational: employee motivation and performance translate into improved operational performance for the benefit of customers.	🕒
	Health & Safety (S1 Own workforce)	●	●	●	⊖	Serious incidents involving employees, subcontractors or third parties. Impaired living conditions (death, disability, injury, etc.) and impacts on physical and mental health , as well as on people's working conditions.
				⊖	Industrial incidents (chemical leaks, explosions, fires, natural disasters) likely to affect the health and safety of employees and third parties.	🕒
				⊕	Reducing the frequency and severity of incidents. Reducing psychosocial risks. Contributing to reducing public health costs.	🕒
				⊕	Improving health and safety issues throughout the value chain.	🕒
				⚠️	Operational: disruption caused by staff shortages and reduced quality of service. Risk of losing operating permits in case of serious violations.	🕒
				⚠️	Reputational: loss of confidence among employees and partners, leading to a drop in retention.	🕒
				⚠️	Financial: cost of government levies relating to workplace incidents. Potential cost of adjustments for conformity at short notice.	🕒
				✅	HR: developing a culture of occupational Health & Safety and security that promotes the well-being of employees and partners.	🕒
Human rights in the value chain (S2 Workers in the value chain)	●			⊖	Violation of human rights. Failure to comply with local regulations and international standards may have serious implications for the physical and mental health of employees.	🕒
				⊖	Indirect Group contribution to violating human rights through the purchase of goods or services.	🕒
				✅	Operational: improved Group productivity, quality of service and competitiveness. Lower absenteeism.	🕒
				✅	Reputational: making the Group more attractive and improving employee retention, as the Group is committed to taking care of its employees, temporary staff, and subcontractors.	🕒

MATERIAL ISSUE AND RELATED ESRS STANDARD	UPSTREAM	OWN OPERATIONS	DOWNSTREAM	NATURE	DESCRIPTION	TIMEFRAME
Human rights in the value chain (S2 Workers in the value chain)	●			+	Improving working conditions for suppliers and subcontractors through continuous improvement processes (raising awareness, contractual clauses, sharing best practices, carrying out social audits, etc.).	🕒
				⚠️	Reputational & market: proven/suspected human rights violations can lead to employee disengagement, early termination of contracts or exclusion from tenders by customers and damaged public image.	🕒
				⚠️	Regulatory: non-compliance with legal obligations (duty of vigilance) may result in lawsuits and claims for compensation and damages.	🕒
				✔️	Market: building trust with stakeholders, the foundation for lasting, balanced and sustainable relations.	🕒
				✔️	Reputational: response to the demands of customers and civil society for transparency and control of the value chain.	🕒
Service continuity (S4 Consumers and end users)		●	●	-	Inability to deliver essential goods to direct or indirect customers , with potentially significant consequences, particularly in sectors such as healthcare.	🕒
				+	Ensuring logistics under all circumstances. The Group's ability to maintain its supply chains, even in adverse conditions, meets the expectations of its customers and end-users.	🕒
				⚠️	Market: loss of business due to poor service quality.	🕒
				✔️	Market: by distributing essential goods and services, GEODIS strengthens its reputation as a local, trusted partner. New business opportunities.	🕒

Ethics

Business integrity (G1 Business conduct)	●	●		-	Breach of ethical business practices (corruption, tax fraud, non-compliance with competition laws, etc.) and regulatory requirements.	🕒
				⚠️	Reputational: litigation that could have an adverse impact on the Group's attractiveness and on customer loyalty. Managers and employees under investigation in corruption cases may be found criminally liable, potentially damaging GEODIS's reputation.	🕒
				⚠️	Regulatory: exposure to compliance issues arising from various regulatory and tax changes.	🕒
				⚠️	Financial: sanctions and legal action that may result in fines, financial penalties and the suspension of business.	🕒
				✔️	Market: operating in an environment of trust can be a commercial advantage for the Group.	🕒

MATERIAL ISSUE AND RELATED ESRS STANDARD	UPSTREAM	OWN OPERATIONS	DOWNSTREAM	NATURE	DESCRIPTION	TIMEFRAME
Responsible purchasing (S2 Workers in the value chain; G1 Business conduct)	●	●	●	-	Inadequate assessment and monitoring of the impact of suppliers and subcontractors , which may cover non-compliance with Group ethical practices and key international principles.	🕒
				-	Dependence on suppliers. The Group relies on a vast network of subcontractors, including many small and medium-sized businesses for which it is sometimes the main customer. This dependence can cause them financial difficulties and compromise their growth.	🕒
				+	Greater reliability in the value chain. Support in promoting responsible practices throughout the supply chain to ensure the sustainable transition of the sector.	🕒
				+	Fair sharing of value.	🕒
				⚠️	Legal & Reputational: legal action under duty of vigilance legislation. Very negative media exposure.	🕒
				⚠️	Financial: loss of revenues through reputational damage and loss of potential customers.	🕒
				✔️	Operational: suppliers contribute to GEODIS's sustainable performance through their actions (decarbonization, health and safety, etc.). Long-term relationships of trust, which then drive business development.	🕒
				✔️	Reputational: better traceability of the supplier chain to meet the expectations of customers and investors.	🕒
Data privacy protection (G1 Business Conduct)	●	●	●	-	Non-compliance with regulations on the protection and use of personal data. Violation of privacy and breaches of human rights.	🕒
				-	Cyber-attacks: severe disruption to supply chains. Security of people and property	🕒
				⚠️	Financial: legal action and fines. Crisis management costs.	🕒
				⚠️	Reputational: loss of customer confidence and impact on the Group's reputation and commercial performance.	🕒
Responsible engagement with stakeholders (G1 Business conduct)	●	●	●	+	Responsible lobbying. Through its influence and the insight it provides to relevant stakeholders, the Group is contributing to shaping the framework of standards and regulations that will result in more sustainable supply chains, most particularly the decarbonization of the transport sector.	🕒
				+	Involvement in industry working groups to help change customer practices and behaviors, along with those of the general public.	🕒
				✔️	Regulatory: work with representative bodies to contribute to standards and regulations by participating in working groups and responding to public consultations.	🕒
				✔️	Reputational: raising stakeholders' awareness to accelerate the adoption of best social practices.	🕒

Sustainability in practice

In a context of increasing regulatory pressure, GEODIS made a decision: to strengthen the integration of sustainability into its operations rather than limiting it to reporting alone. Three years on, it's clear that this was the right choice.



Virginie Delcroix,
Executive vice president, Sustainability



Ivan Siew,
Sub-regional managing director, Greater China

When the Corporate Sustainability Reporting Directive began to establish itself as the new European standard, Virginie Delcroix, Group executive vice president, Sustainability could see a potential risk. *"There was a danger that teams would be spending more time doing the reporting rather than working on improving their sustainability,"* she explains. There was a trap: would 'ticking boxes' become more important than actually transforming practices? GEODIS was determined that this wouldn't happen. With the unequivocal support of the Chief Executive Officer, a clear guiding principle emerged: *"If sustainability is considered as a constraint, it won't add any value,"* notes Delcroix. *"On the other hand, if sustainability becomes a driver of growth, it constitutes an opportunity."*

This positioning led to a profound transformation, beginning with the actual organization structure. The CSR team at head office increased from three to ten members, and CSR governance expanded to each Line of Business and each Region, with a specific sustainability department in each of them. Strong signal both within the Group and for external partners, sustainability criteria are factored into every process - purchasing, investments, projects, etc. They now account for 25% of senior executives' variable compensation. The Science Based Targets initiative (SBTi) has validated the Group's decarbonization goals, and its incident reduction targets have been formalized and are continuously monitored. CSR assessments of suppliers are

becoming standard practice. *"Working on sustainability means managing constant change,"* Delcroix points out. *"Obstacles are part of the journey."* Because each achievement only means facing a set of new challenges.

Nothing proves the strength of a strategy more than what happens in the field. In China, where GEODIS manages logistics for a number of luxury brands, Ivan Siew, managing director for the Greater China sub-region, says there has been a clear shift: clients are now including CSR performance as a selection criterion in their specifications. *"When we share the same goals, our partnerships only grow stronger,"* says Siew.

In warehouses, CO₂ emissions are displayed in real time on dashboards visible to everyone. Facilities are gradually being certified LEED Gold and Platinum. Through continuous efforts to instill a safety culture, the China region achieved a record of zero lost-time incidents in 2025. The gradual transition to low-emission delivery vehicles is underway and extends all the way to the road corridor connecting Singapore to China.

External recognition has confirmed what our teams are putting into practice. Inclusion in the CDP Climate Change "A List"—one of the world's highest honors for transparency and climate commitment—has inspired a collective sense of pride at GEODIS that extends far beyond the CSR department, to include sales and field teams. There has also been what Delcroix refers to as *"extremely touching"* customer feedback. *"Once a company has truly embarked on its transformation, it can't easily turn back,"* she adds. At GEODIS, sustainability has become everyone's responsibility. It's about much more than merely reporting. ●





3.0 Environment

ESRS E1 | E2 | E5

→ GEODIS is accelerating its ecological transition with an ambitious strategy: reducing emissions, combating air pollution, and promoting circularity. Through concrete actions to adapt to climate risks, the Group is strengthening the resilience of its operations and protecting its employees, while also engaging clients and partners in a collective approach to climate change.

3.0 → Environment: overview

Recognizing the environmental impact of logistics and transport activities as well as the global trend towards growth in demand, GEODIS remains committed to the ecological transition, reducing its emissions of greenhouse gases and atmospheric pollutants and managing its resources in a responsible manner. The Group is developing solutions with a reduced environmental impact for its customers (low-carbon alternative transport, multimodal solutions, virtuous circular economy loops, etc.) and adapts its operations to the effects of climate change.

Act for the climate and reduce our environmental impact →

Greenhouse gas emissions See section (3.1)



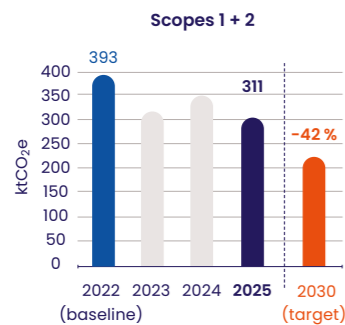
Principal topics

- Reduction of greenhouse gas emissions in line with the Paris Agreement;
- Reduction of energy consumption.

Principal actions

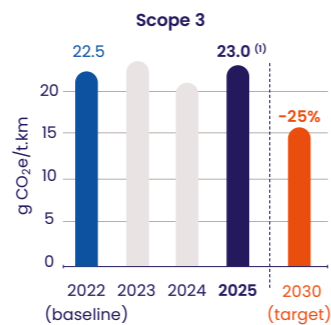
- Transition plan;
- Transition to a low-carbon fleet;
- Electrification of forklifts and other handling equipment;
- Optimization of logistics flows and means of transportation;
- Energy efficiency of operations;
- Use of renewable energy.

Results



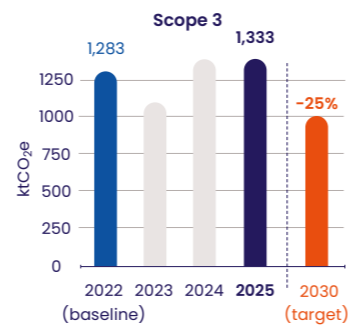
GHG emissions compared to 2022 (ktCO₂e)

2025 results
-21%



GHG emissions intensity of subcontracted sea, road and rail transport compared to 2022 (gCO₂e/t.km)

2025 results
+2%⁽¹⁾



GHG emissions from subcontracted air transport compared to 2022 (ktCO₂e)

2025 results
+4%

* Sustainable Development Goals (SDGs).
(1) A methodological change was applied to the calculation of 2025 emissions. Without this change, the intensity value would be 21.9 gCO₂/t.km, i.e., -2%.

Adaptation to climate change See section (3.1)



Principal topics

- Adapting sites, operations, and working conditions to climate impacts;
- Service continuity.

Principal actions

- Exposure analysis according to IPCC projections;
- Assessment of vulnerability of operations;
- Business continuity plans and implementation of adaptation measures.

Targets

Reducing the vulnerability of our activities to the effects of climate change. Ensuring the protection of employees and continuity of service to the Group's clients.

Results



15 sites submitted to a detailed climate vulnerability assessment
40 employees trained to carry out these vulnerability assessments

Air pollution See section (3.2)



Principal topics

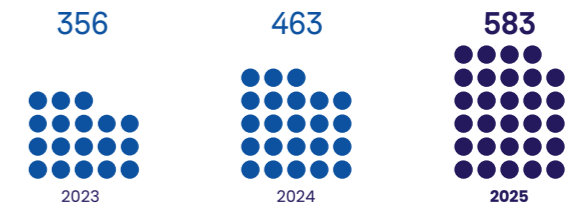
- Reducing polluting emissions from freight transport impacting health and the environment.

Principal actions

- Fleet of alternative energy vehicles;
- Last-mile delivery solutions in major metropolitan areas using low-emission solutions.

Results

Number of alternative energy vehicles in the GEODIS fleet:



Consumption of non-renewable resources See sections (3.1) and (3.3)



Principal topics

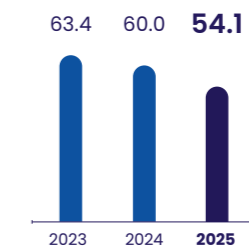
- Reducing reliance on fossil fuels;
- Preserving non-renewable resources.

Principal actions

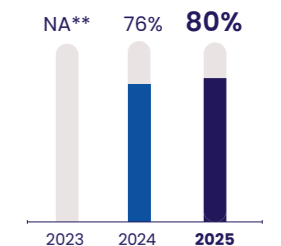
- Gradual transition to non-fossil energies;
- Training in eco-driving;
- Optimizing resource use through the "reduce, reuse, recycle" approach;
- Reverse logistics;
- Reducing waste generation and recovery.

Results

Diesel consumption (million liters)



Percentage of waste recovered



** Not available.

3.1 → Climate change

3.1.1_ Governance

Faced with the urgency of climate change, GEODIS has committed to a decarbonization trajectory based on a science-based approach in line with the Paris Agreement's goal of limiting the rise in global average temperature to well below 2°C and continuing efforts to limit it to 1.5°C. The Group has been working alongside its customers and partners for a long time to measure and reduce impact on the climate. In 2024, its GHG emission reduction targets covering scopes 1, 2 and 3 were approved by the Science Based Targets initiative (SBTi).

In addition to its efforts to reduce greenhouse gas emissions, GEODIS has undertaken work on defining a strategy to adapt to the effects of climate change.

The Group's climate strategy is a part of Ambition 2027 and is monitored at the highest level of the organization:

- **the Supervisory Board** has been consulted on a number of key decisions over the past two years, including the transition plan and the roadmap for reaching medium-term climate objectives;
- **the Management Board** monitors the Group's climate policy and commitments throughout the year;
- **the Climate steering committee** is made up of members of the Management Board including the Chief Executive Officer, the executive vice president, Sustainability, the Chief Financial Officer, the executive vice president, Strategy, and the executive vice presidents of the Lines of Business and Regions. It is responsible for examining and approving progress reports on transition and adaptation risks;
- **the Climate and Environment Programs Department** manages the decarbonization plan and monitors the operational roadmaps developed by the Lines of Business and Regions. Monthly updates are held with correspondents in the Lines of Business and Regions to discuss progress. The correspondents are also responsible for collecting and reporting environmental information and indicators;
- **the Sustainable Fleet Transition Director** supports the Lines of Business and Regions, and coordinates their actions at Group level;
- **each Line of Business and Region** has an in-house environment and climate specialist who determines and oversees the action plan for his or her area of responsibility; and
- **the Risk Department and the Sustainability Department** assess the climate risks that are included in the Group's risk mapping. Issues, progress and results are presented to the Supervisory Board and at Risk Committee meetings.

Compensation

→ Senior executives' long-term incentives (LTI) include a 10% climate component, with a target of reducing greenhouse gas emissions (across all three scopes) in line with the Group's commitments.

Training

→ Since 2023, GEODIS has been organizing climate awareness and training initiatives for all employees. Management Board members, senior executives, sales teams and some customers have participated in Climate Fresk workshops. Sessions were led by in-house facilitators at head office and in the Regions. As of the end of 2025, 34 Group employees had qualified as in-house facilitators and more than 1,500 employees had taken part in sessions.

In 2023, the Group incorporated the Time For Action — Climate School in the GEODIS University programs. Based on the notion of better understanding for better action, this micro e-learning course is available in eight languages and is accessible to all GEODIS employees with an Internet connection. It offers customized courses based on the needs of each Line of Business. The Group also runs sessions specifically for sales teams via the Sales Academy. Topics covered include greenhouse gas emission reduction targets and decarbonization solutions for customers.

3.1.2_ Strategy

The logistics sector is an essential link in the global economy, but it must lessen its reliance on fossil fuels and reduce its environmental impact across its entire value chain. The availability of low-carbon technologies, the presence of refueling infrastructure and players' ability to encourage suppliers to engage in the transition will determine the speed at which the industry can transform. It is therefore an entire ecosystem that needs to embark on an industrial revolution, based on common plans and roadmaps with short-, medium- and long-term timeframes.

This is a considerable challenge, as global flows of freight remain on an upward trend, driven notably by the rapid growth in e-commerce. The decarbonization of its business and its commitment to a GHG emissions reduction trajectory in line with the Paris Agreement, which aims to limit the global temperature rise to 1.5°C, will require GEODIS to continue to transition and to adapt its business model through five decarbonization levers:

- optimized management of transport flows;
- optimal combination of transport modes;
- optimization of resources (transport loading rates and warehouse density);

- improved energy efficiency of vehicles and buildings;
- use of low-carbon technologies and energies.

These challenges also constitute opportunities for the Group through its contribution to the decarbonization of its customers' value chains, access to new markets (the development of the circular economy and renewable energies) and the reduction of energy costs.

Policy

→ The Group has drawn up and published a climate and environment policy. It has been rolled out across all its Regions and Lines of Business, and is based on the following commitments:

- **climate:** reducing the Group's carbon footprint on a science-based trajectory, in accordance with the Paris Agreement. This entails not only reducing greenhouse gas emissions, but also adapting to the effects of climate change;
- **pollution:** preventing and reducing polluting emissions and nuisances to mitigate the impact on populations and ecosystems at risk;
- **circular economy:** optimizing the use of resources through a "reduce, reuse, recycle" approach, both in operations and in services offered to customers.

The Group also applies ISO 14001 and ISO 50001 standards (environmental and energy management) to incorporate climate change into its processes and reduce its industrial, environmental and pollution risks.

3.1.3_ Climate change mitigation

Aligning its business model with a low-carbon trajectory is essential to continue operating in an environment subject to strong regulatory constraints and pressure from customers, consumers and, more generally, civil society. A failure to address this issue as a matter of priority would represent a major financial risk for GEODIS in terms of revenue development, sustainability and reputation.

Transition risks

→ GEODIS has identified regulatory changes, technological developments and the loss of business as significant transition risks that could undermine the resilience of its business model.

Regulatory risks

→ Following the example of the European "Fit for 55" legislative package, many countries and regions are imposing stricter requirements, primarily in the form of technical standards, quotas or taxes. In France, for example, the tertiary sector decree stipulates a reduction in energy consumption in tertiary sector buildings larger than 1,000 sqm, while the BACS Decree (Building

Automation and Control Systems) forms part of efforts to improve the energy efficiency of non-residential buildings by requiring the automation and monitoring of technical systems. In the European Union, the FuelEU regulation for maritime transport and RefuelEU regulation for aviation require companies to reduce greenhouse gas emissions, chiefly by increasing the use of sustainable fuels. It is imperative for the Group to anticipate regulations to continue to operate. Non-compliance with current environmental standards could incur significant costs, with an impact on financial performance and a substantial tax bill. To anticipate these risks, the Group maintains an active regulatory watch in the countries where it operates. The potential impact of new regulations is assessed and factored into the Group's operational and financial roadmap for the coming years.

Technological risk

→ The adaptation of GEODIS's business model is based in part on new technologies. If the suppliers and managers of low-carbon technologies—manufacturers, infrastructure operators, renewable energy providers—did not provide the necessary resources at an affordable cost, GEODIS would not be able to achieve its goals.

To prevent these risks, the Group forms strategic partnerships with key suppliers and partners, takes part in industry initiatives and progressively applies these technologies. GEODIS is an active member of the European Clean Trucking Alliance, for instance, which advocates stricter regulations on CO₂ standards for trucks and the development of electric charging infrastructure. It is vital for the entire transport ecosystem to take concerted action to move away from fossil fuels. The Group is working to achieve this by developing alternative energies (biofuels and electricity) for its fleets and providing support for its subcontractors.

Market risks

→ GEODIS's customers are increasingly expressing clear expectations in terms of reducing greenhouse gas emissions across their entire value chain. The majority of the Group's key accounts have submitted their commitments to the SBT initiative for approval. Should the Group be unable to meet their expectations, it could result in a loss of business and a drop in revenues. GEODIS heavily relies on subcontractors to manage its freight operations. The Group must therefore accelerate the environmental transition not only of its own activities, but also those of its partners. The Group assesses its suppliers and subcontractors according to CSR criteria and partners can also take advantage of the progressive expansion of GEODIS's network of low-carbon refueling infrastructure (HVO stations and electric charging terminals) under favorable conditions.

Transition plan for climate change mitigation

→ The Group has defined a trajectory for reducing its GHG emissions by 2030, with Science Based Targets that were validated in December 2024 by the SBT initiative. This independent body has confirmed that the targets set for 2030 are in line with the Paris Agreement. Some components of the transition plan are still being refined, including the financial impact up to 2030. The growth forecasts in the Ambition 2027 strategic plan, which have been reviewed up to 2030, have been incorporated into the transition plan.

Scopes 1 and 2 accounted for 393 ktCO₂e and 9% of the Group's emissions in 2022: 70% of these emissions were generated by freight transport (air and road), 28% by facilities and offices and 2% by company cars. In 2025, these emissions decreased by 82 ktCO₂e, representing a 21% reduction compared to 2022.

The following key actions are intended to achieve the 2030 objectives for scopes 1 and 2:

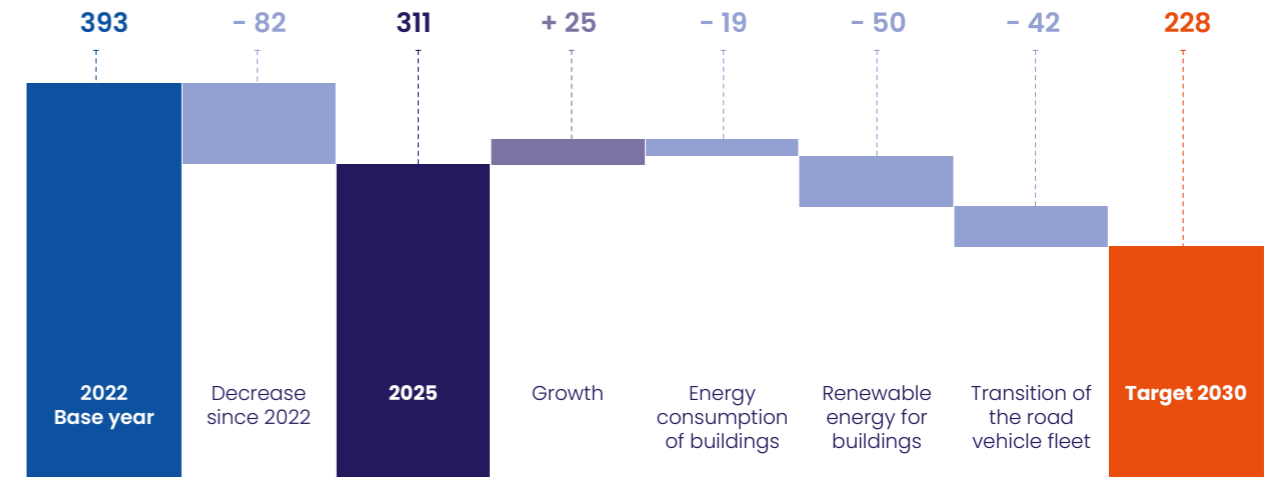
- **energy consumption of buildings:** 40% reduction in emissions worldwide through energy efficiency projects and installation of 100% LED lighting;
- **purchase of electricity:** at least 90% low-carbon electricity (renewable or nuclear);
- **road transport:** optimization of fuel consumption, electrification, and use of biofuels for the vehicle fleet;
- **handling equipment:** discontinuing the use of fossil fuels.

Five objectives for reducing CO₂ emissions by 2030

Objectives	Perimeter	Type	Base year 2022	Target 2030
Scopes 1 and 2⁽¹⁾				
Absolute reduction of 42% in GHG emissions relating to energy consumption ⁽²⁾	Group excl. trans-o-flex	Absolute	393,000 tCO ₂ e	-42%
Scope 3				
Absolute reduction of 25% in GHG emissions from fuel and energy-related activities (not included in scopes 1 and 2)	Group excl. trans-o-flex	Absolute	123,987 tCO ₂ e	-25%
Reduction of 25% per t.km in GHG emissions from subcontracted container shipping, road ⁽³⁾ and rail operations	Global Freight Forwarding, European Road Network, Distribution & Express Lines of Business	Intensity	22.55 gCO ₂ e/t.km	-25%
Absolute reduction of 25% in GHG emissions from air transport	Global Freight Forwarding Line of Business	Absolute	1,282,979 tCO ₂ e	-25%
Absolute reduction of 42% in GHG emissions linked to the use of sold fossil products ⁽⁴⁾	European Road Network Line of Business	Absolute	233,581 tCO ₂ e	-42%

(1) The target boundary includes land-related emissions and removals from bioenergy feedstocks.
 (2) Excludes direct fugitive emissions.
 (3) Heavy and medium trucks.
 (4) GEODIS's scope of application is currently limited to fossil fuels sold.

Breakdown of decarbonization levers scopes 1 and 2 (ktCO₂e)

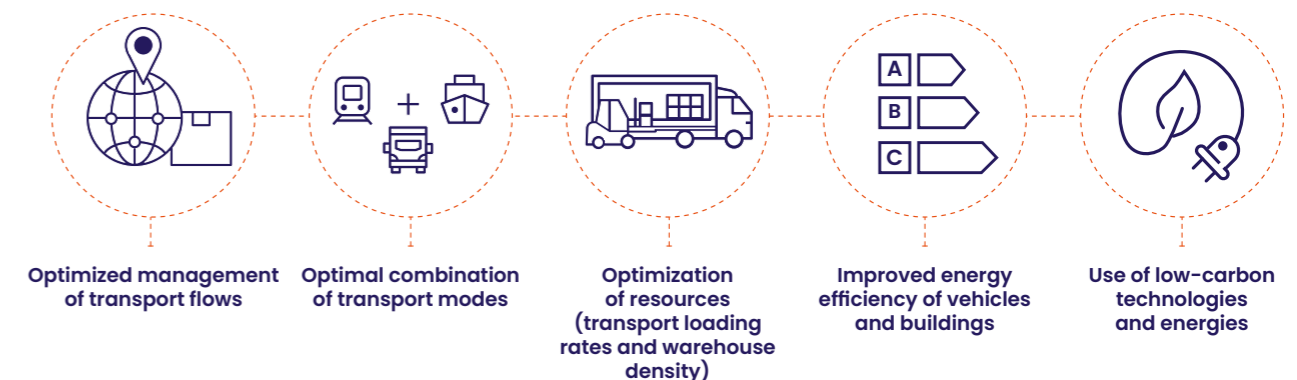


→ Scope 3 accounted for 92% of the Group's emissions in 2022, corresponding to subcontracted transport for the most part. The Group is working to influence and support its subcontractor partners to promote their energy transition. The following key actions are intended to achieve the objectives for scope 3 (subcontracted transport):

- **maritime transport:** 8% reduction in intensity thanks to optimized loads and improved selection of routes and vessels, and 15% thanks to the use of sustainable marine fuels;
- **road transport:** 12% reduction in intensity thanks to optimized loads and routes and energy efficiency measures, and 15% thanks to the selection and commitment of road transport subcontractors in the transition of their fleets;
- **rail transport:** 8% reduction in intensity thanks to optimized loads and routes and energy efficiency measures, and 15% thanks to the electrification of trains;
- **air transport:** 15% reduction by selecting the best routes and planes, and 10% by using Sustainable Aviation Fuels.

Decarbonization levers

To achieve its objectives, GEODIS has identified five levers for decarbonization across its entire value chain, resulting from the work⁽¹⁾ of the Alliance for Logistics Innovation through Collaboration in Europe (ALICE), a European platform, and the Smart Freight Centre.



(1) Source: <https://www.etp-logistics.eu/wp-content/uploads/2019/12/Alice-Zero-Emissions-Logistics-2050-Roadmap-WEB.pdf>

Optimized management of transport flows

→ The expertise of its teams, combined with a geographical coverage of nearly 170 countries and its complementary Lines of Business, enables GEODIS to restructure customers' supply chains and transport flows with solutions that combine energy efficiency and short circuits to reduce the number of kilometers traveled.

Optimal combination of transport modes

→ GEODIS offers multimodal rail-road combinations for long distances as an alternative to road or air freight. Customers are increasingly interested in these solutions, which combine operational excellence and reduced environmental impact. In 2025 alone, the use of multimodal transport facilitated a reduction of 40,447 tCO₂e in Europe.

Rail transport for optimized logistics flows and a reduced carbon footprint

→ GEODIS's rail freight volumes in the United States increased by 50% in 2025 compared to 2024. For a client in the beverage industry with a strong commitment to sustainability, rail transport offered an opportunity to ship large volumes across the country. This client decided to supply the U.S. market from a production facility in Arizona rather than importing from Europe. By manufacturing locally, the company significantly reduced its CO₂ emissions by limiting intercontinental shipments and choosing low-emission land transport.

GEODIS offers an innovative multimodal solution to help a client decarbonize its supply chain

→ GEODIS manages a multimodal logistics operation for a skincare specialist, combining rail and road transport between northern and southern France. Freight is collected in the Hauts-de-France region in northern France, then transported by road to a multimodal platform before continuing by rail to Provence in southern France, where it is delivered by truck to the final warehouse. This new logistics model, which accounts for around 300 full truckloads per year, significantly reduces the client's carbon footprint: it saves nearly 400 tonnes of CO₂ each year, compared to a solution that is exclusively road-based. This also ensures a high level of quality, confidentiality and security through the use of secure crates and dedicated drivers, meeting the specific requirements of the cosmetics sector.

On last mile delivery, the regions and countries in which GEODIS operates are rapidly tightening their environmental regulations. This is the case in Europe, where the introduction of Low Emission Zones (LEZs) in major conurbations has made city centers partially inaccessible to certain vehicles. GEODIS therefore uses multimodal solutions involving river transport and cycle logistics along with a growing number of low-emission vehicles for last-mile activities.

Optimization of resources (transport loading rates and warehouse density)

→ Supply Chain Optimization teams have developed a calculation program for optimizing loading plans, using information on dimensions and weight, while respecting safety restrictions for the transported products. The software also facilitates the grouping of goods according to origin or destination into a minimum number of containers. Double-deck trailer trucks are also one of the solutions used to improve loading capacities.

In 2025, the European Road Network Line of Business purchased 12 new duotrailers (two large semi-trailers hauled by a single tractor unit), following a recent change in Spanish legislation that allows the use of these vehicles on designated routes. This investment brings to 18 the total number operated by the European Road Network Line of Business in Spain. The new tractor units have a power rating of 640HP, powerful enough to haul two trailers measuring a total length of thirty-two meters and carrying a cargo payload of up to 72 tonnes. The net reduction in CO₂ emissions in comparison with the equivalent traditional trailer units is over 30%. GEODIS is using the duotrailers for clients in the paper, steel and automotive industries, as it is primarily in these sectors that a growing demand for high-capacity transport has been identified.

Improved energy efficiency of vehicles and buildings

→ Digital tools are deployed by the Group to improve road safety, lessen fuel consumption and lower maintenance costs. European Road Network teams use Trimble, their on-board IT tool, to encourage improved driving behavior. The solution recovers driving data (acceleration and deceleration profiles, etc.) and shares the results with drivers and operational managers to identify needs for improved driving skills and set up new procedures.

The tool is combined with an eco-driving program that has been available for several years now, run by a team of in-house trainers and instructors at the European Road Network Line of Business. 292 drivers were trained in 2025.

In the United States, GEODIS rolled out an on-board IT solution in 2025, designed to strengthen regulatory compliance, road safety and the protection of goods in transit for its customers. This solution, implemented by Samsara, includes a module for tracking fuel consumption and eco-driving. This innovative solution has also been tested in France by the Distribution & Express Line of Business.

In the first half of 2025, GEODIS launched a European call for tenders to renew its heavy truck fleet. CSR criteria were factored into the selection process to ensure the partners' commitment to sustainability. The evaluation focused on the vehicles' active and passive safety characteristics, their standardized fuel consumption (European VECTO Directive), the location of production and the vehicles' carbon footprint, as well as the traceability and recyclability of materials. Other broader criteria were incorporated into the selection process, including SBTi commitment, EcoVadis rating, incident frequency rate, and circular economy practices.

A European energy management system

→ Following the introduction of an energy management system at GEODIS sites in Germany, the United Kingdom and Hungary, energy is now an even more integral part of the Group's operational culture. With energy performance indicators included in procurement, design and maintenance protocols, energy efficiency is now a mandatory criterion in every relevant process.

To ensure the lasting impact of this progress, the system establishes clear roles and responsibilities at each site. Specific follow-up actions and governance structures have been defined, enabling a shift from reactive to proactive resource management. This structured approach ensures that all employees understand their role in maintaining energy performance standards.

On the back of this experience, GEODIS plans to expand the rollout of an energy management system to other sites and countries in 2026. Meanwhile, the Group prepared 54 trans-o-flex sites in Germany and Austria for ISO 50001 certification in 2025, with the process being completed in January 2026.

Launch of GEODIS AirSmart, a new offering to reduce the carbon footprint of air freight

→ By selecting the most energy-efficient aircraft and optimizing routes, the *GEODIS AirSmart* solution helps reduce GHG emissions. Thanks to data analysis, the solution enables better decision-making with regard to efficiency, performance and emissions reduction. This innovation marks a new milestone in GEODIS's decarbonization journey towards a 25% reduction in absolute air freight emissions by 2030 and actively supports its customers in achieving their climate goals.

GEODIS AirSmart customers can analyze and compare their actual progress in reducing their environmental footprint through GEODIS's digital visibility portal.

Use of low-carbon technologies and energies

→ Technology and alternative energies are key to GEODIS's determination to accelerate the reduction of greenhouse gas emissions. The Group is working with its partners, subcontractors and its entire ecosystem to develop the use and availability of alternative energy sources.

● **Road freight:** GEODIS is electrifying its road transport fleet and uses biofuels such as B100 (in France) and HVO, as well as biogas. In 2025, the Group's biofuel consumption was 57% higher than in 2024, reducing its emissions by 2,430 tCO₂e⁽¹⁾ over the same period. These solutions cost slightly more than diesel. Whether based on biofuels or electricity, they are developed in conjunction with customers and subcontractors. In 2025, GEODIS closely monitored the development of new generations of electric trucks and consolidated its partnerships with manufacturers.

● **Sea freight:** international maritime transport emits around 1,000 MtCO₂ every year, which corresponds to 2 to 3% of global GHG emissions⁽²⁾. Sustainable marine fuel (SMF), derived from recycled oils, is a promising path to decarbonization. GEODIS offers to incorporate alternative fuels for its customers via a book & claim service.

● **Air freight:** the RefuelEU regulation adopted in 2023 is designed to increase the share of sustainable fuels used at airports from 2% in 2025 to 6% in 2030, 20% in 2035 and 70% in 2050. Other countries and regions are gradually implementing similar policies. These regulations are ambitious, but are not enough to achieve a trajectory in line with the Paris Agreement. GEODIS supports its customers in accelerating the transition by offering additional biofuels derived from biomass (Sustainable Aviation Fuel, or SAF) via a book & claim service.

(1) Excludes biogas, which is not recognized by the GHG Protocol.

(2) Source: https://www.ipcc.ch/report/ar6/wg3/downloads/report/IPCC_AR6_WGIII_SOD_Chapter10.pdf

Results

- In 2025, the availability of sustainable fuel for air and sea transport brought emissions down by 16,713 tCO₂ as part of the Group's decarbonization trajectory.
- In 2025, alternative vehicles represented 14% of the GEODIS fleet.
- 635 drivers trained in eco-driving within the Group in 2025.
- 40,447 tCO₂ avoided thanks to rail-road solutions in Europe.

Prologis & GEODIS commission a new solar power plant in Mexico

→ In May 2025, GEODIS and its partner, the site owner Prologis, inaugurated a 619-kilowatt rooftop solar power plant in Tepotzotlán, Mexico, as part of the Solar Smart project. Installed on the Park Grande 3 building, this facility is designed to generate around 892 MWh of low-carbon electricity per year. The project illustrates GEODIS's commitment to reducing the environmental footprint of its operations and to promoting the use of renewable energies in its logistics solutions in all parts of the world. Similar projects have now also been carried out at two sites in the United States, extending this sustainable initiative across multiple sites.

consumption is largely due to Need It Now Delivers in the United States, where the reliability of reporting continues to improve. 2024 consumption data for one European site had been estimated and has now been revised downward.

As regards to fuel use, the European road transport entities (European Road Network and Distribution & Express) intensified their efforts to decarbonize operations in 2025, resulting in a reduction in scope 1 emissions of almost 7.6% on their perimeter, i.e. just over 10,000 tCO₂e lower compared with 2024. Diesel consumption fell by 4.3 million liters. At the same time, consumption of B100 biodiesel and HVO rose by 57% to over 3 million liters in 2025. The fleet of electric trucks grew by 19% and its use has intensified, with overall distances covered rising by 25% compared to 2024. Conversely, total kilometers traveled fell by 2.1%. In the Americas, more accurate accounting has resulted in lower fuel consumption.

The sharp decrease in location-based scope 2 emissions is explained both by reduced warehousing activity and by the reclassification of operated sites and leased-out sites to scope 3. This change in accounting masks a substantial rise in electricity consumption in the Americas, identified thanks to more granular accounting. A further decrease in market-based scope 2 emissions reflects increased purchases of renewable electricity in France and the rest of Europe in 2025 by comparison with 2024.

Scope 3 emissions have risen by 6%, with different growth trends depending on the source. Emissions from subcontracted transport are increasing mainly in road and rail for two different reasons: firstly, road transport is affected by the update of the diesel emission factor (+11%) due to the revaluation of upstream methane leaks. Secondly, due to the inclusion from 2025 of subcontracted transport emissions from Need It Now Delivers. Rail benefits from the relocation of a specific customer's production in the United States, who now favors train over other modes of transport. Emissions from air transport increased slightly and were not offset by sales of sustainable aviation fuel. Maritime GHG emissions per tonne-kilometer improved by 9%. Meanwhile, fossil fuel product sales decreased compared to 2024 but remain 3% higher than the base year, 2022.

3.1.4_ Greenhouse gas emissions

In 2025, GEODIS's reported greenhouse gas emissions (scopes 1, 2 and 3) amounted to 5,047 ktCO₂e. Scopes 1 and 2 emissions represent 6.7% of these emissions, respectively 274 and 62 ktCO₂e. Scope 3 accounts for 93.3% of emissions, a very large proportion of which is due to subcontracted transport.

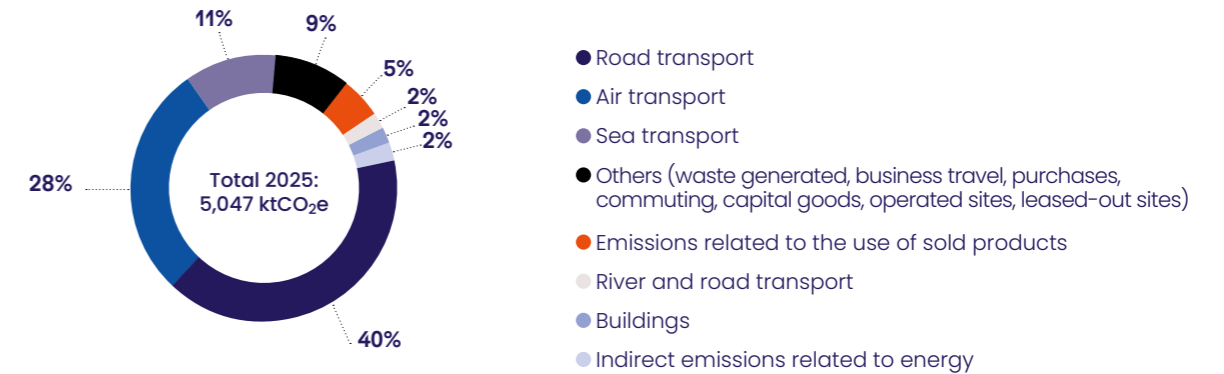
The 6% decline in scope 1 emissions between 2024 and 2025 is mainly due to reduced activity in airfreight (down 10 ktCO₂e) and lower fuel consumption (down by 10%). The increase in heating

2023, 2024 and 2025 emissions by scope (in ktCO₂e)⁽¹⁾

GHG emissions in ktCO ₂ e	Scope 1	Scope 2 (location-based)	Scope 2 (market-based)	Scope 3	Total (location-based)	Total (market-based)
2023	268	85	71	3,997	4,350	4,336
2024	294	84	78 ⁽²⁾	4,446 ⁽³⁾	4,824	4,818
2025	276	73	62	4,708	5,058	5,047
2025 compared to 2024	-6%	-14%	-21%	+6%	+5%	+5%

(1) Most of the scope 1 + 2 energy data for Need It Now Delivers is estimated from the built surface areas of the sites. The 2023 fuel data is estimated, while the 2024 data has been calculated from expenditure in U.S. dollars.
 (2) Adjustment to the market-based emission factor for Singapore.
 (3) Adjustment to subcontracted transport for the Supply Chain Optimization activity.

Breakdown of scopes 1, 2 and 3 emissions in 2025 by activity (%)



Monitoring of GEODIS' reduction commitments⁽¹⁾

Current status of Science Based Targets⁽²⁾

	2022 (base year)	2024	2025 (extent of commitment)	2030 (target)
Scope 1 & 2 (ktCO ₂ e)	393	353	311	228
Scope 3				
3.4. Subcontracted transport (ktCO ₂ e/t.km) excl. air transport	22.5	22.3	23.0 ⁽³⁾	16.9
3.4. Subcontracted air transport (ktCO ₂ e)	1,283	1,349	1,333	962
3.3. Emissions related to fuel and energy (not included in scope 1 or scope 2) (ktCO ₂ e)	124	111	91	93
3.11. Sale of fossil products (ktCO ₂ e)	234	321	240	135

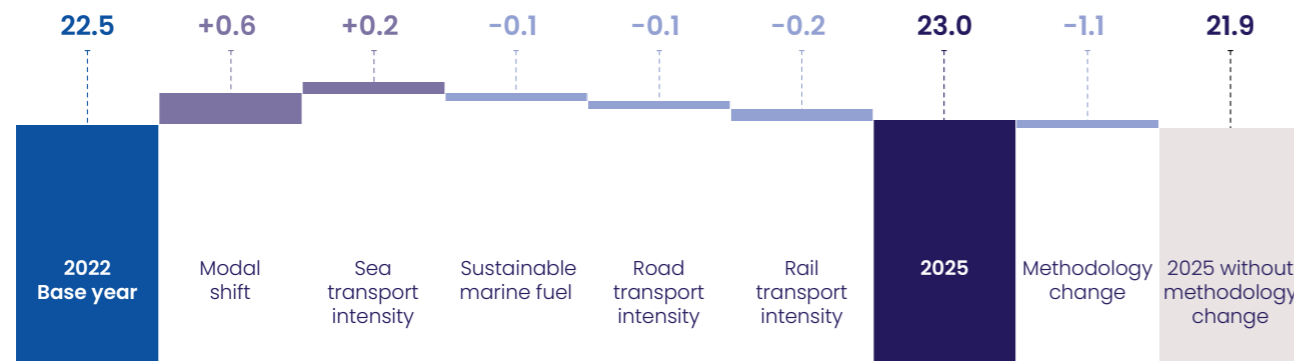
For changes in absolute emissions for scopes 1, 2, and 3, please refer to the explanations provided above.

It should be noted that, in accordance with the reporting standards to which GEODIS adheres, methodological changes and reference values were taken into account in 2025, resulting in an increase in the "Subcontracted transport intensity (gCO₂e/t.km) excluding air" indicator. These changes concern, on the one hand,

the calculation method for maritime and road transport emissions, and on the other hand, the emission factor for road transport mentioned earlier. Without the application of these changes (calculation conditions identical to those in 2024), the intensity would be 21.9 gCO₂/t.km instead of 23.0 gCO₂/t.km. Furthermore, the modal share of maritime transport has not returned to the 2022 level, as a consequence of the geopolitical situation in the Red Sea and international uncertainties regarding global trade.

(1) Within the scope of commitment only. Excludes trans-o-flex, refrigerant gases and scope 3 of Need It Now Delivers.
 (2) Target limit includes land-related emissions and removals from bioenergy feedstocks
 (3) The calculation methodology was updated in 2025. Without this update, the figure would have been 21.9.

Evolution of the emission intensity of subcontracted transport (excluding air) between 2022 and 2025 (gCO₂e/t.km)



The estimated impact of methodological changes on the intensity target for subcontracted transport (excluding air) between 2024 and 2025 is 1.1 gCO₂e/t.km. Without these changes, the 2024 result would be 21.9 gCO₂/t.km.

Carbon intensity by transport mode (gCO₂e/t.km)

	2022	2024	2025
Air transport	704	659	687
Sea transport	8.4	9.4	8.6
Road transport (heavy freight trucks)	93	89	92.3
Road transport (medium freight trucks)	964	964	964
Rail transport	29	17	16

Locked-in GHG emissions through 2030

Locked-in GHG emissions are those from vehicles and buildings owned or operated in 2025 and which will continue to emit direct and indirect energy-related emissions through 2030. The total of locked-in greenhouse gas emissions through 2030, taking into account the energy consumption of vehicles and buildings (electricity and gas), is estimated at 76,483 tCO₂e.

Financial effects

The decarbonization of transport and logistics activities requires improvements in energy efficiency, which can generate cost reductions. However, as GEODIS owns only around 10% of the buildings in which it operates, and since logistics contracts are inherently short- to medium-term, investment in energy efficiency does not always entail financial gains.

As far as the vehicle fleet is concerned, investments in the latest generation of telematics and fuel consumption monitoring tools have helped reduce fuel consumption and focus support and training for drivers more effectively.

In addition, the energy transition of the fleet represents a major financial challenge. By 2030, the Total Cost of Ownership (TCO) of electric trucks should have converged with that of combustion

trucks for many applications. However, the cost of acquisition of an electric truck in 2025 was still 2.5 times higher than that of a combustion equivalent, not counting investments in charging infrastructure. In terms of operating costs, the expected savings on electricity purchases are currently outweighed by insufficient travel distances, given that the vehicle's range is limited to approximately 300 km. Following promising tests under real-world operating conditions using the latest electric tractor models with a range of up to 500 km, the European Road Network Line of Business approved an initial order of two units in late 2025. However, the TCO of electric vehicles remains significantly higher than that of their diesel counterparts and is only comparable thanks to the availability of government subsidies for certain uses. In future years, the TCO of electric trucks could be reduced through technological progress and scale effect, in parallel with an increase in the TCO of combustion trucks, with the introduction of the carbon tax (ETS 2) and the future Euro 7 standard.

GEODIS systematically considers environmental impacts in investment committees, more particularly the decarbonization trajectory for its activities. Some Line of Business have already forecast ahead to 2040, in order to anticipate the investments required for the energy transition of the fleet in France and Europe, whether for vehicles or charging infrastructure.

3.1.5_ Energy and the energy mix

Issues and impacts

GEODIS owns approximately 4,300 trucks and light commercial vehicles, the vast majority of which operate in Europe. This fleet represents the Group's largest item of energy consumption, and remains reliant on fossil fuels, despite the development of electrification and the use of biofuels. Reducing fuel consumption and making the fleet more energy-efficient are major challenges for the road transport sector. The energy transition requires an integrated approach, addressing economic aspects (investment and TCO), operational aspects (adaptation to new operating methods), technological aspects (availability of vehicles and access to charging infrastructure), social aspects (driver buy-in and training) and environmental aspects (GHG emissions and pollutants). GEODIS operates 975 sites in its four Regions and four Lines of Business. These sites amount to 9.7 million square meters of warehouses and operating premises. The Group owns about 10% of these sites. Energy efficiency initiatives are carried out in conjunction with the Group's landlords and customers.

The Group's assets do not have a uniform level of energy performance. Regulatory requirements and energy costs with a view to encouraging reduced consumption vary considerably from one region to another. In the United States, for example, where the Group operates 4.7 million square meters, energy consumption at these sites is on average 50% higher per square meter than in France. Nevertheless, the implementation of both global and local policies and action plans—which improve control over energy consumption at the Group's sites—and increasing the share of renewable energy, is helping to reduce the impact of the Group's activities on global warming. Since 2022, GEODIS has also been operating a cargo plane to transport goods for customers. Its consumption in 2025 amounted to 26.2 million liters of kerosene.

Action plan

Over 60% of the Group's 2030 target for the reduction of CO₂ emissions for scopes 1 and 2 can be achieved through energy efficiency initiatives in warehouses, distribution centers and offices, and by using low-carbon electricity. For its fleet of vehicles, GEODIS is pursuing its actions aimed at reducing fuel consumption and keeping it under control, which is essential for minimizing its environmental impact and costs. An annual decarbonization and fleet transition trajectory has been defined through 2040 for each Line of Business. It will be reviewed annually and will take into account the latest technological developments. This trajectory is translated into budgets and objectives, which are progressively set for each country and GEODIS site. The action plan is a combination of gradual electrification and the use of biodiesel to decarbonize the existing thermal fleets.

Reducing the road vehicle fleet's fuel consumption

Objective: continue to improve fleet consumption performance. For many years now, the Group has been running eco-driving training programs to encourage drivers in the various Lines of Business to keep fuel consumption under control. Operational teams and the Group Purchasing Department work on fleet renewals with manufacturers, selecting the most efficient vehicles suited to each type of operation. Compared with 2022 and on a like-for-like basis, the GEODIS truck fleet's fuel consumption has fallen, even though there are more vehicles on the road. For the European Road Network Line of Business, the average consumption of diesel and biodiesel fuels (B100 and HVO) decreased by more than 6% between 2022 and 2025. The reduction is mainly attributable to the optimization of diesel consumption in Europe.

Energy transition of the road vehicle fleet

Objective: develop alternative energies for road transport to reduce emissions and reliance on fossil fuels. The Group's action plan is based on battery electric vehicles and on HVO and B100, the latest generation of biodiesel. In 2025, GEODIS's fleet consumed more than 3 million liters of HVO and B100, which is 566% higher than in 2022. The electric truck fleet grew in size by 11% in 2025 and its use intensified, with distances traveled increasing by 25% compared with 2024.

Energy saving

Objective: 40% decrease in CO₂ emissions for buildings thanks to energy efficiency projects and 100% LED lighting by 2030. *LED lighting:* warehouses and logistics platforms generally have little natural light and often operate round the clock. GEODIS relies on LED lighting and connected sensors to cut costs and reduce energy consumption. *Energy audits:* energy audits are carried out across various locations, focusing on the 20% of sites that account for 80% of the Group's energy consumption (gas and electricity).

(1) The revision of operational areas in 2024 led to a change in the percentage of building surfaces equipped with LED lighting. The percentage published in 2024 (66%) has been updated in this table.

LED lighting

	2023	2024 ⁽¹⁾	2025
Percentage of surfaces in buildings equipped with LED lighting	62%	68%	70%

Low-carbon electricity

Objective: 90% low-carbon electricity (from renewable or nuclear sources) by 2030.

GEODIS is pressing ahead with its program to decarbonize the power consumed at its sites with the production and purchase of renewable energy. In March 2025, the Group began a 100% renewable electricity purchase agreement for all its sites in France. In Denmark, Norway and the Netherlands, the Group has switched to 100% renewable electricity consumption (green energy certificates). These four countries make up 25% of the Group's electricity consumption.

GEODIS signed a strategic partnership agreement with EDF in December 2025 to boost its efforts in energy efficiency, electrifying its operations and using low-carbon electricity. The agreement, which has a global scope, covers several major areas to be studied and developed jointly:

- low-carbon energy supply for GEODIS sites in France and in other countries;
- optimization of the energy performance of GEODIS's logistics facilities;
- local production of renewable energy at the Group's sites;
- provision of charging infrastructure for GEODIS's and its subcontractors' light vehicles, commercial vehicles and heavy trucks, to accelerate the overall electrification of the logistics ecosystem.

The Group is also relying on the installation of solar panels to reduce its emissions and energy bills. In recent years, the Group's development in France and Europe has accelerated in new regions. The new Distribution & Express logistics platform in Brire-Comte-Robert, in the Paris region, is equipped with a photovoltaic power plant with 3,800 solar panels. In Singapore, GEODIS has signed a Power Purchase Agreement (PPA) to install photovoltaic systems on its sites, three of which are now operational. The solution produced approximately 3,600 MWh in 2025 and is expected to contribute to the reduction of GHG emissions (scope 2) by 2030.

Electrification of warehouse handling equipment

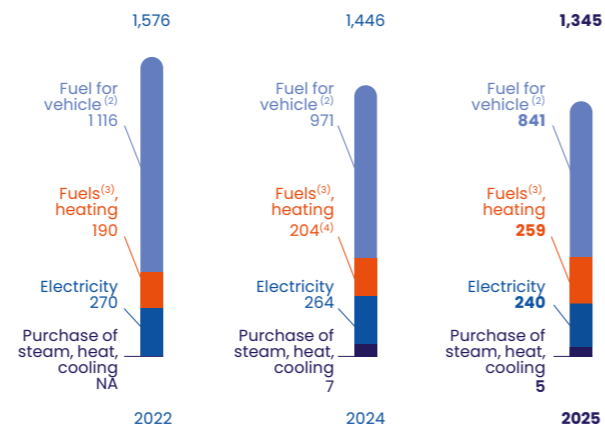
As part of its decarbonization plan, the Group is aiming to convert 100% of its handling equipment fleet to electric power by 2030. A worldwide call for tenders was launched in 2024 to ensure that the best possible conditions are available to all the Regions. This call for tenders will enable the gradual conversion of forklifts and other equipment, with equipment powered by natural gas or diesel engines being phased out.

Results

- 13 sites were ISO 50001 certified.
- 70% of surfaces were equipped with LED lighting.
- 49% of sites used low-carbon electricity (from renewable or nuclear sources).

Total energy consumption fell by 14% between 2022 and 2025, despite the integration of new activities and more comprehensive accounting (notably purchases of steam, heat and cooling). Fuel consumption by GEODIS's truck fleet is down compared to 2022 on a like-for-like basis, despite an increased number of vehicles: this is largely due to lower diesel and biodiesel consumption in Europe, which has decreased by 6%. Kerosene consumption decreased in 2025 compared to 2024 due to the grounding of the aircraft for maintenance operations. Energy audits are being rolled out and have started to bear fruit. These efforts are overshadowed by energy consumption in the United States, which represents a predominant share of the Group's consumption.

Energy consumption in 2023, 2024 and 2025 by consumption item (in GWh)



(1) The revision of operational areas in 2024 led to a change in the percentage of building areas equipped with LED lighting. The percentage published in 2024 (66%) has been updated in this table.
 (2) Transport vehicles, handling equipment, company cars, yard tractors: diesel, gasoline, kerosene, B100, HVO, GNC, LNG.
 (3) Gas, LPG, heating oil.
 (4) Correction of heating gas on a European site.

3.1.6_ Adapting to climate change

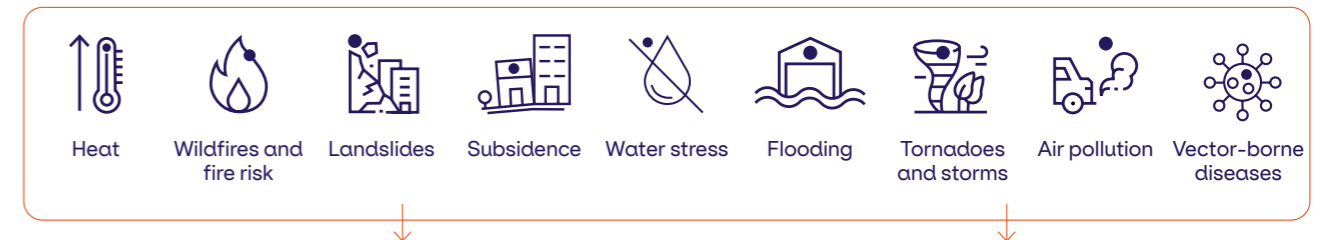
Issues and impacts

According to the European Earth observation program, Copernicus⁽¹⁾, 2025 was the third-hottest year on earth ever recorded, with January 2025 ranking as the hottest January ever recorded worldwide. Such global warming puts supply chains under severe strain. No region is spared by the increasing frequency and intensity of weather and climate phenomena. At the same time, new regulations are being introduced to help countries better anticipate and manage these challenges. For example, an "extreme heat" decree took effect in France in

July 2025, imposing new obligations on employers to strengthen worker protection against risks associated with extreme heat. Throughout 2025, extreme weather events caused significant socio-economic disruption and resulted in many human casualties. GEODIS is also impacted by these hazards, which can affect its personnel and assets in a variety of ways: health and working conditions, interruptions to business, inability to carry out essential logistics missions (including those related to healthcare), damage to goods and equipment. Climate-related hazards can make commuting more difficult for employees and may negatively impact their quality of life, causing sleep disturbances and irritability at work. More intense heat waves can damage transportation infrastructure, and flooding can lead to road closures.

Climate change adaptation affects all the Group's businesses

Climate hazards and related impacts



Potential impact on geodis

	Health & Safety	Real estate	Products	Equipment & infrastructure
DIRECT	<ul style="list-style-type: none"> ● Poor working conditions (risk of illness and accidents) ● Employee discomfort ● Toxic pollution 	<ul style="list-style-type: none"> ● Deterioration or destruction of buildings 	<ul style="list-style-type: none"> ● Damage or loss of goods 	<ul style="list-style-type: none"> ● Damage to equipment ● Industrial incidents
INDIRECT	Lower productivity and business interruption <ul style="list-style-type: none"> ● Employees unable to get to work ● Disruption of incoming and outgoing flows ● Business disorganization ● Employee dissatisfaction and reduced motivation ● Increased absenteeism ● Strikes or industrial action ● Increased employee turnover 		Lower revenues and unforeseen costs <ul style="list-style-type: none"> ● Exclusion from tenders: loss of customers and business ● Fall in service quality: damage to the Group's reputation ● Supply chain disruption: inability to carry out critical missions ● Property costs: restoration and protection work, insurance ● Social costs: government levies, recruitment, training, litigation and convictions 	

(1) Source: <https://climate.copernicus.eu/copernicus-2025-was-third-hottest-year-record>

A selection of significant climate events and hazards impacting GEODIS in 2025

Region	Description	Impact on the Group	Key actions by the Group
North America	In January 2025, Los Angeles was hit by a series of wildfires that resulted in many fatalities and casualties, and thousands of homes destroyed.	Direct impact: No GEODIS sites were directly affected by the fires or evacuations. Indirect impact: Five sites in Greater Los Angeles were indirectly affected by high air quality index (AQI) levels and regional traffic advisories. These sites remained operational throughout the duration of the fires, with business continuity maintained.	<ul style="list-style-type: none"> ● Permanent monitoring of the Air Quality Index (AQI). ● Distribution of masks to employees for protection against smoke particles. ● Monitoring of traffic conditions on major roads to facilitate potential traffic diversions. ● Psychological support for employees.
Europe	Very high temperatures were recorded as early as April. Portugal and Spain broke national records for the highest June temperatures, with temperatures exceeding 46°C ⁽¹⁾ . Regional records were also broken in at least ten other countries.	Direct impact: Risk of heatstroke for employees. Indirect impact: Employee fatigue and irritability, decreased productivity and concentration.	<ul style="list-style-type: none"> ● Regular monitoring of heat wave alerts. ● Installation of fans and/or humidifiers to cool the air. ● Awareness campaign on recognizing the symptoms of heatstroke. ● Changes to the scheduling and frequency of breaks.
Asia	Extremely heavy rains caused flooding across the Hong Kong region, triggering a “black” rainstorm warning.	Direct impact: Temporary closure of warehouses and suspension of operations (ranging from a few hours to a full day). Indirect impact: Employees unable to travel to work.	<ul style="list-style-type: none"> ● Monitoring and sharing the latest information and recommendations from local authorities. ● Establishing a response team to coordinate actions and communications. ● Precautionary positioning of emergency supplies (sandbags). ● Training for security personnel to continuously monitor conditions inside the warehouse. ● Communicating with customers and partners regarding potential impacts and remedial measures.

Exposure analysis

→ The assessment of physical risks is based on two types of risks:

- acute risks arising from extreme events: heat waves or cold snaps, extreme wind-related hazards (storms, tornadoes) or water-related hazards (droughts, floods), landslides;
- chronic risks resulting from gradual changes: altered temperatures (air, freshwater and seawater), altered wind and precipitation conditions (rain, hail, snow), rising sea levels, soil erosion.

In 2025, with the support of independent experts, GEODIS updated its analysis of the exposure of its sites to physical climate hazards, including its most recent acquisitions. 979 sites (warehouses, distribution centers, offices, data centers, etc.) were assessed using two scenarios developed by the IPCC (Intergovernmental Panel on Climate Change), SSP2-4.5 and SSP5-8.5, with a focus on the years 2030 and 2050. Thanks to the use of contrasting scenarios, a plausible range of risks and uncertainties could be covered, making it possible to draw up solid, yet flexible, adaptation plans.

These scenarios compare the baseline situation (average temperatures between 1985 and 2015) with two forecasts:

- scenario SSP2-4.5 (intermediate GHG emissions) corresponds to the targets of the Paris Agreement (1.6° to 2.5°C) in the middle of the century and warming of 2.1° to 3.5°C at the end of the century;
- scenario SSP5-8.5 (very high GHG emissions) proposes a forecast that would lead to warming of 1.9° to 3°C by mid-century and 3.3° to 5.7°C by the end of the century.

The methodological changes introduced in the new study have made it possible to refine the exposure analysis of GEODIS assets, particularly on the following points:

- better consideration of heat-related risks, through improved indicators that incorporate local extreme conditions, and assumptions specific to each type of land use (e.g., temperature-controlled sites and ambient-temperature sites);
- redefining projection models for flood risks and factoring in existing public protection measures.

The analysis identified the locations (regions, countries, sites) and assets most exposed to extreme or high climate risks, which could significantly impact the Group’s portfolio and business continuity. By 2030, 43% of assets (423 assets) will be exposed to a high or very high risk of at least one climate hazard, compared with 30% (297 assets) in the baseline scenario. The most exposed assets in the portfolio are located in the Americas Region. Heat is the main risk facing GEODIS’s most exposed assets: 27% (264 assets) of GEODIS’s assets face a high or very high risk of heat stress⁽¹⁾ or heat waves⁽²⁾ by 2030. Some regions will experience an increase in the risk of landslides and flooding.

Action plan

→ In 2025, GEODIS achieved the following objectives:

- development of a methodology and an internal tool for conducting vulnerability diagnostics at all GEODIS sites;
- more than 40 employees trained in conducting vulnerability diagnostics and developing local adaptation plans;
- approximately 15 vulnerability diagnostics carried out across all the Group’s Lines of Business.

In 2026, the Group intends to continue conducting vulnerability diagnoses at its sites in order to encourage a culture of adaptation to climate change and gradually implement measures to address exposure and vulnerability.

Adapting to climate change also presents an opportunity for GEODIS: it not only allows the company to anticipate business disruptions and limit the operational, human and financial impacts of climate-related events, but also to strengthen collaboration with various external stakeholders, such as landlords, customers and public authorities. Furthermore, adaptation measures do not necessarily entail high costs: actions based on awareness-raising and prevention can be implemented quickly and at low cost. Sometimes called “no regret” solutions, these can be beneficial regardless of future climate developments.

Best practices

→ The following table sets out examples of adaptation measures and solutions currently in place at GEODIS:

Climate-related hazards and examples of measures taken



Heat waves

- Display of posters to raise awareness on the symptoms of heatstroke
- Defining procedures for illness reports and the means of providing rapid assistance
- Changes to the scheduling and frequency of breaks
- Raising awareness about coping with heat waves outside the workplace
- Testing PPE under conditions of extreme heat



Flooding

- Monitoring of online public alert sites
- Supply of removable cofferdams and sandbags
- Elevated storage of sensitive products
- Updating business continuity plans with the inclusion of flood risks
- Increased maintenance frequency for the site’s sewer systems
- Installation of drain grates at rainwater downspouts



Wildfires

- Updating of business continuity plans to factor in the risk of wildfires
- Regular upkeep of vegetation on and around the site

Adaptation measures in the United States

→ When a vulnerability diagnosis was carried out at the Redlands site in California, it highlighted the best practices already in place, identified the site’s vulnerabilities to heat waves, and helped strengthen preventive measures. The site’s operational resilience has been improved by the implementation of daily checks, including monitoring areas at risk of heat-related issues, reporting ventilation problems, and ensuring that doors, dock plates and equipment are functioning properly. Employees have been given training in recognizing symptoms of heatstroke and information on hydration protocols. “Cooling zones” located throughout the site provide employees with water and cooling towels. Thermal films were also installed on windows exposed to the sun to provide protection from the heat for both employees and the products in storage.

(1) <https://climate.copernicus.eu/major-heatwave-southwestern-europe-during-third-warmest-august-record>

(1) The heat stress indicator is used to quantify the impact of heat on operational disruptions due to degraded working conditions that endanger workers’ health.
(2) The heat wave indicator is used to quantify a decrease in efficiency or a shutdown of cooling systems that could lead to disruptions in activity.

3.2 — Air pollution

3.2.1 Tailpipe emissions

Issues and impact

→ The transport sector accounts for around one-fifth of global particulate matter (PM) emissions⁽¹⁾. Transport-related air pollution is a complex mixture of gases and particles resulting from motor vehicle emissions, including both combustion-related and non-combustion-related emissions, such as road dust and wear from brakes and tires. In 2022, European Union figures show that road transport was the primary source of PM2.5, black carbon (BC), and nitrogen oxide (NO_x) emissions, while maritime transport accounted for the largest share of sulfur oxide (SO_x) emissions⁽²⁾.

According to the World Health Organization (WHO), 99% of the world's population is chronically exposed to pollution levels that exceed its reference thresholds, making air pollution one of the most critical environmental health risks⁽³⁾.

For GEODIS, the combustion of fossil fuels is the principal factor in the production of atmospheric pollutants. The actions taken by the Group as part of its commitment to decarbonization (see section 3.1) include reducing the use of fossil fuels, and thus contributing to the reduction of atmospheric pollutants.

The main air pollutants generated by transport activities are:

- nitrogen oxides (NO_x);
- sulfur oxides (SO_x)—mostly caused by air and sea transport;
- particulate matter (PM2.5 and PM10);
- carbon monoxide (CO);
- non-methane hydrocarbons (NMHC).

The process of identifying the impacts, risks and opportunities of air pollution in relation to GEODIS's business model and strategy is presented in section 2.6 of this report.

Low Emission Zones (LEZs): what changed in France in 2025

→ Curbing air pollution caused by nitrogen dioxide and particulate matter is the goal of Low Emission Zones (LEZs, known in France as ZFE-m, for *Zones à Faibles Émissions mobilité*). In France, metropolitan areas that regularly exceed regulatory pollution thresholds are required to implement restrictions in line with a defined timetable. Paris and Lyon are designated as LEZ areas. From January 1, 2025, French legislation called for the extension of LEZs to all metropolitan areas with more than 150,000 inhabitants not meeting World Health Organization guideline values. 43 metropolitan areas were concerned in total, including 12 "early-adopter" LEZs already in place at the end of 2024. However, implementation remains highly uneven between cities, with some applying exemptions, phased timelines or less stringent restrictions. Legislation proposing to abolish Low Emission Mobility Zones was under discussion at the end of 2025.

Governance

→ The strategy, programs and objectives of GEODIS's environmental policy have been validated by the members of the Management Board, who are responsible for them being communicated and applied throughout the Group.

Action plan

→ Its efforts to limit the impact of its activities on air quality and public health have led GEODIS to progressively develop a competitive low-carbon, low-emission delivery fleet, adapted to environmental challenges on the road and in city centers (pollution, noise, traffic congestion, etc.).

In view of its role as a last-mile delivery operator in urban areas, the Group is implementing a number of initiatives to prevent and reduce pollutant emissions (NO_x, SO_x, particulate matter) and nuisances in urban areas:

- GEODIS runs a fleet of trucks that meet the latest standards (EURO 5 or EURO 6 in Europe). Trialing and using alternative vehicles, whether electric, biodiesel or biogas, is helping to gradually reduce pollutant emissions (NO_x, SO_x, particulate matter) and noise levels (in the case of electric and biogas trucks);
- the development of urban logistics bases, i.e., spaces dedicated to local delivery and storage that minimize journey distances;
- the use of alternative modes of transportation, such as river transport and cargo bikes.

Number of alternative energy vehicles in the GEODIS fleet⁽¹⁾

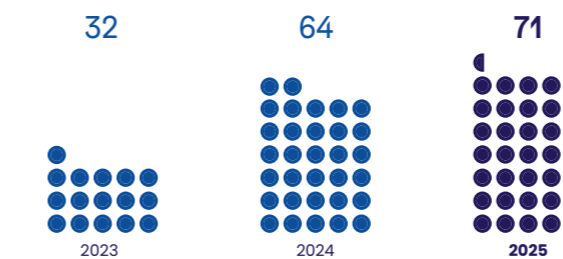
2023	2024	2025
356	463	583

The number of alternative energy vehicles in the GEODIS fleet has increased by a factor of 2.5 since 2022. Both B100 and HVO offer advantages in terms of reducing certain pollutants such as SO_x, PM and NMHC. However, the impact on NO_x emissions differs according to the type of biofuel. According to scientific studies⁽²⁾, the use of B100 could increase NO_x emissions compared with diesel, while conversely the use of HVO could reduce them. This situation shows that the positive correlation between decarbonization and air pollution reduction is not automatic, particularly for B100. This is why it is necessary to develop targets and specific monitoring for air pollution.

Results

- 99.3% of GEODIS vehicles comply with EURO 5 or EURO 6 standards (reduction of nitrogen oxides and fine particles) in Europe, or are electric vehicles, contributing to better air quality.
- the GEODIS fleet now includes 14% alternative energy vehicles.
- the 2025 target of having a low-emission fleet (electric vehicles, cargo bikes) deliver goods to downtown areas of 100 French towns and cities has been met. The next phase now aims to broaden this initiative to France's 200 largest towns and cities by June 2027, representing a significant scale-up at the national level.

Number of electric vehicles in the GEODIS fleet



Estimation of atmospheric pollutant emissions from the company-owned fleets of the Distribution & Express and European Road Network Lines of Business:

Atmospheric pollutants relating to tailpipe emissions (kg)

	HC	CO	NO _x	NMHC	PM2.5	PM10
2024	5,968	37,430	88,705	4,433	1,231	1,230
2025	5,491	31,775	72,321	3,764	1,021	1,020

Technological advances may help reduce pollutant emissions, but measuring atmospheric pollutant emissions remains a complex task. This is due in large part to the lack of standardized and recognized methodologies to calculate these emissions. The previous estimations are based on the method for calculating pollutant emissions published in October 2025 by the Smart Freight Centre⁽³⁾ and on the emission factors set out in the HBEFA 5.1⁽⁴⁾. This is the first time the Group has undertaken such an exercise. The methodology will be refined in 2026.

The estimates reported here for the self-owned fleet of the Distribution & Express and European Road Network Lines of Business account for approximately 79% of the Group's total self-owned fleet.

The decrease in tailpipe emissions in 2025 is due to a reduction in the number of kilometers traveled, the modernization of the fleet with vehicles complying with more recent EURO standards and a greater number of kilometers traveled using alternative fuels.

Optimizing last-mile delivery to reduce the environmental footprint

→ As part of its decarbonization strategy, the Distribution & Express Line of Business is rolling out the THOR project, a tool designed to optimize and plan deliveries. Using powerful algorithms, THOR ranks delivery routes based on specific customer requirements and numerous other constraints, such as opening hours, type of vehicle, work schedules, traffic conditions, and traffic regulations.

In addition to improving operational efficiency, THOR contributes to reducing the number of kilometers driven and therefore pollutant and CO₂ emissions, all while maintaining a high level of customer service, even during periods of high personnel turnover. Supervisors and drivers—particularly those who are less experienced—benefit from a reliable and reassuring decision-support tool.

Of the 104 branch offices included in the scope, 60 are already equipped with THOR, with 39 of them employing the tool 100% of the time. This represents approximately 2,880 optimized delivery rounds out of an estimated total of 6,600, which clearly demonstrates the solution's positive impact on operational and environmental performance.

(1) Source: Hopke P, Dai Q, Li L, Feng Y. Global review of recent source apportionments for airborne particulate matter. *Sci Total Environ.* 2020;740 (<https://www.sciencedirect.com/science/article/pii/S0048969720336111>)

(2) Source: European Environment Agency. Air pollution. <https://www.eea.europa.eu/en/analysis/publications/sustainability-of-europes-mobility-systems-2025/air-pollution> (2024)

(3) Source: World Health Organization.

(1) Vehicles: tractors, trucks, light commercial vehicles and cargo bikes. Alternative energies: electricity, biodiesel, HVO, B100, CNG and LNG.

(2) Sources: <https://ideas.repec.org/a/gam/jsusta/v14y2022i12p7324-d839317.html>; <https://assessments.epa.gov/biofuels/document/&deid%3D363940>

(3) The Smart Freight Centre (SFC) is an international nonprofit organization that focuses on reducing emissions from global freight transport. Source: https://smart-freight-centre-media.s3.amazonaws.com/documents/Report_AP.pdf

(4) The "Handbook of Emission Factors for Road Transport" (HBEFA) is a European data source that provides emission factors for pollutants for all categories of road vehicles in a wide variety of traffic situations.

3.2.2_ Non-tailpipe emissions

Issues and impacts

—> According to ADEME (the French Agency for Ecological Transition), tire use is the second largest source of primary microplastics⁽¹⁾ in the oceans, after synthetic textiles. Tire wear generates microplastics that mainly end up in surface water (as sediment) and in soils.

Brake dust emissions pose a serious health risk, as these particles, which contain copper, zinc, manganese and chromium, settle deep in the lungs.

Atmospheric pollution due to particulate matter caused the deaths of 253,000 people in the European Union in 2021⁽²⁾. Around the world, road traffic generates 3 million tonnes of tire particles and 200,000 tonnes of brake particles each year⁽³⁾.

The European Union intends to reduce the pollution of microplastics released into the environment by 30% between 2016 and 2030 and to improve air quality in order to reduce the number of premature deaths caused by atmospheric pollution by 55%. Accordingly, future EURO standards may include limits on emissions from particles generated by brake pad and rotor wear, as well as from tire abrasion.

Action plan

—> Tire manufacturers are investing heavily in new compounds that reduce abrasion with no loss of grip or longevity. Vehicle manufacturers, for their part, will need to optimize regenerative braking systems, adopt low-emission brake pads (ceramic or carbon) and improve particle capture through brake rotor covers.

GEODIS is closely monitoring developments and expects its tire suppliers and vehicle manufacturers to improve impact assessments, measurement tools and technologies that reduce rolling resistance and tire wear.

At GEODIS, drivers trained in eco-driving techniques adopt responsible driving practices that contribute both to reducing fuel consumption and protecting the environment. One of the basic principles of eco-driving is to avoid repeated hard braking. This not only optimizes fuel efficiency but also reduces tire abrasion and wear of brake pads and rotors.

3.2.3_ Other types of pollution: water and soil pollution

Issues and impacts

—> Surface and groundwater contamination is a major environmental concern, impacting the quality of drinking water, the health of aquatic ecosystems and human activities.

Action plan

—> Even though this issue has not been identified as a material risk for the Group, GEODIS takes account of the risk of soil and water pollution in its day-to-day operations, both in its warehouses and distribution centers and during transport operations.

The risk of water and soil contamination relates mainly to the risk of accidental chemical spills. To minimize this risk, chemicals and fuel tanks are stored in retention facilities, emergency response protocols for accidental contamination are in place at logistics sites and anti-pollution kits are provided for employees. The European Road Network line of business handles the transportation of chemicals and gases in tankers. Each driver is provided with a manual that outlines procedures for dealing with chemicals during transportation, as well as for cleaning, loading, and unloading tankers. The manual also details potential accident risks, particularly in the event of a product leak.

3.3 —> Circular economy and resource management

Issues and impacts

—> The growth of the circular economy, regarded as one of the priorities of the European Green Deal, is creating more sustainable closed-loop flows to enable the recovery, reuse, treatment, repair and recycling of products.

This model also opens new business opportunities for logistics players positioned in the reverse logistics market, as these new closed-loop flows require a different organization and operations.

Collaboration among different stakeholders (logistics providers, businesses, collectors, recyclers, etc.) and the pooling of processes, resources, and data sharing are essential to making the model sustainable and relevant, ensuring the shared use and consolidation of material flows. Reverse logistics is a global business that is expected to grow by more than 13% a year by 2030⁽¹⁾. GEODIS has been involved in the logistics of customer returns for more than ten years, extending the life of products by recovering, repairing or recycling them at the end of their useful life.

The process of identifying the impacts, risks and opportunities of the circular economy in relation to GEODIS's business model and strategy is presented in **section 2.6** of this report.

Governance

—> The strategy, programs and objectives of GEODIS's environmental policy have been validated by the members of the Management Board, who are responsible for them being communicated and applied throughout the Group.

Action plan

—> The Group's climate and environmental policy identifies resource optimization as a key objective:

- optimize the use of resources through a "reduce, reuse, recycle" approach in our operations and services;
- reduce resource use by implementing frugal and circular management practices.

The Group intends to roll out an internal action plan on resource management in 2026, which will set out common goals for optimizing the use of resources and the flow of incoming and outgoing materials.

3.3.1_ Developing circular economy services for the benefit of the Group's customers

GEODIS is developing an offer for its customers to manage the second life or end-of-life of their products, with the aim of physically reinjecting the products into the economic cycle:

- for mid-life products: recovery, inspection, repair, reset and reconditioning for resale;
- for end-of-life products: recovery of valuable parts and components for the reuse of spare parts and the sale of certain materials (gold, aluminum, copper) on specific markets.

The Group has around ten product recovery and refurbishing sites worldwide, in addition to around thirty partner sites, giving it global coverage.

GEODIS's circular economy services are positioned on three strategic markets:

- **the High Tech market:** GEODIS offers innovative logistics and technical solutions that enable sustainable lifecycle management of IT and electronic equipment, such as smartphones, tablets, computers, servers and connected devices;
- **the Automotive & Mobility market:** GEODIS contributes to circularity by handling the recycling of production waste and end-of-life vehicles, particularly through the management of obsolete or defective parts and materials generated during manufacturing;
- **the Industrial market:** GEODIS takes a collaborative approach to co-developing circular solutions designed for recovering and repurposing end-of-life industrial equipment, enabling its customers to reduce both their carbon footprint and their operating costs.

GEODIS took a significant stride forward in 2024 when it extended its circular economy services to the automotive sector. This initiative involves recovering metal production scrap, reprocessing it, and directly reintroducing it into foundry production processes. In 2025, a total of 25,000 tonnes of aluminum and steel were collected, processed and reintroduced into the production cycle. The service is currently being rolled out in France, Germany, Italy and Poland, demonstrating GEODIS's ability to deploy circular solutions on a European scale.

(1) Plastic particles of less than 5 millimeters.

(2) 2021 Report of the European Environment Agency (EEA).

(3) Norwegian Institute for Air Research, <https://www.nature.com/articles/s41467-020-17201-9>

(1) Source: <https://www.vantagemarketresearch.com/fr/industry-report/reverse-logistics-market-2392>

GEODIS contributes to the circularity of its customers' operations

Putting a circular economy supply chain in place can be complex, both operationally and economically. To support its clients in this transition, GEODIS provides them with its expertise in conducting circular value optimization analyses for their products. This approach helps evaluate and identify viable business models that promote product circularity, balancing environmental performance with value creation.

Already used by several customers in the High-Tech and Industrial sectors, this service enables users to:

- identify materials and components that can be reused or recycled;
- factor in all costs related to processing, storage, transportation and resale;
- design efficient, long-lasting, and economically sustainable circular supply chains.

This initiative allows GEODIS to make a tangible contribution to the development of high-performance circular supply chains, supporting its clients' sustainable transition.

The Reverse Visibility tool extends product life

In the United States, GEODIS has developed an online tool called Reverse Visibility, which allows IT assets to be traced. Customers can track the lifecycle of their assets in real time: installation, repair, reconditioning or dismantling. This optimizes the lifecycle of equipment, minimizing downtime, maximizing usage and extending overall product life.

Launched at the GEODIS site in New York, the Reverse Visibility tool is also used at several GEODIS sites around the world, among them Brazil, Canada, Mexico, Colombia and the United Kingdom.

The solution has also been used by GEODIS's partners in Europe since 2025, with a 2026 rollout planned in Asia. This tool is steadily growing in popularity around the world.

3.3.2_ Inbound and outbound flows at GEODIS

3.3.2.1_ Inbound flows and resources

At the level of its own operations, the Group strives to preserve resources by using its assets sparingly and efficiently (on an as-needed basis).

The Group's principal inbound flows consist of IT, electronic and optical products, printers and ink cartridges, maintenance and cleaning products, storage systems (mobile shelving), road freight vehicles, handling equipment and vehicles, consumables for vehicle maintenance and servicing, and personal protective equipment (PPE). For packaging operations, they include wooden pallets and crates, reusable plastic pallets, cardboard, strapping materials, plastic film, adhesives, polystyrene, bubble wrap and paper rolls.

Parcel packaging is a key resource in the logistics sector. GEODIS is working to reduce its impact by reducing the quantities used and by favoring recycled materials. The Global Contract Logistics Line of Business, for example, reuses the cardboard boxes it receives either to cushion goods or to reuse them for shipping packages.

Other measures have also been taken to reduce the consumption of raw materials:

- reducing the size of packaging and plastic film to save resources and optimize truck loading;
- training customers on site to reduce the volume of parcels and maximize space in delivery trucks.

The Group is also endeavoring to raise awareness among its customers about the responsible use of inbound resources:

- reducing the amount of packaging used upstream;
- designing and implementing operations and services, including circular economy initiatives (for packaging and damaged products), limiting the use of new raw materials and promoting the use of recycled materials.

An initiative to reduce plastic used in pallet wrapping

The Global Contract Logistics Line of Business has implemented a new solution in Sweden to reduce the amount of plastic used for packaging. By using a thinner plastic film, the amount of plastic used each year has dropped by 52% (or 4,521 kg), with packaging costs brought down by 27%, resulting in both environmental and economic benefits.

From disposable to reusable: a closed-loop system

In France, the Global Contract Logistics Line of Business is partnering with one of its customers—a major player in the distribution of perfumes and cosmetics—to reduce the use of cardboard boxes. Orders are prepared in GEODIS warehouses using plastic bins, which are shipped to stores and then returned empty to the logistics hub to be used again for order fulfillment. GEODIS designed the bins using internal expertise. They are made from locally sourced plastic, are 100% recyclable and are designed for easy stacking to optimize volume when empty bins are returned. Any damaged bins are recycled by a plastics recovery specialist to make new bins. This solution provides significant environmental benefits (elimination of cardboard and glue, reduction in cardboard waste), financial savings (bins amortized over six years compared to purchasing cardboard consumables), improved product security and better working conditions in the client's stores (easier handling of bins for shelf stocking).

As far as the end-of-life of its IT equipment is concerned, the Group published a policy in 2025 that defines a standardized and structured approach to managing the lifecycle of the Group's IT assets. It aims to ensure consistency and operational reliability by:

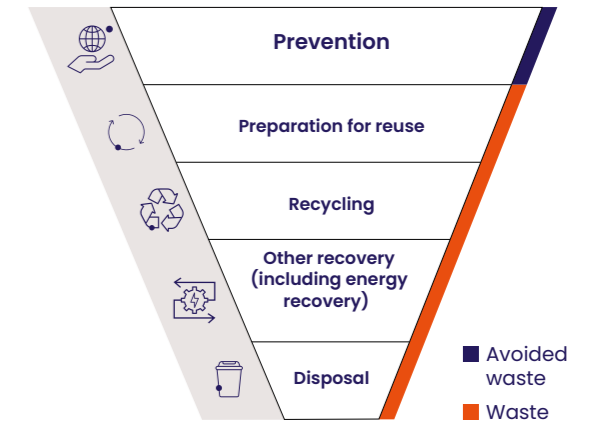
- establishing clear lifecycle durations by asset category;
- aligning asset renewal with business, technical and financial needs;
- reducing total cost of ownership and unplanned obsolescence;
- supporting compliance, security and sustainability objectives;
- facilitating governance, management and reporting at a global level.

At the same time, GEODIS is working on recycling its equipment with recycling partners.

3.3.2.2_ Outbound flows: waste management

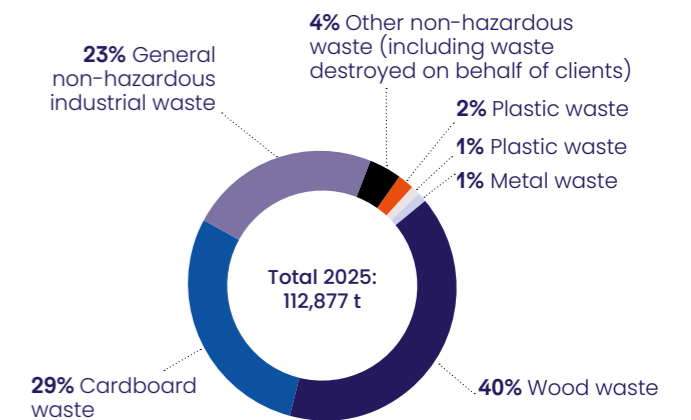
In 2024, GEODIS performed an inventory of its waste generation and the end-of-life disposal methods it employs (such as recycling, incineration, landfilling, etc.) across its four Regions. GEODIS's efforts to optimize resource use, particularly waste management, are based on the "reduce, reuse, recycle" principle defined by the European Union:

Waste management hierarchy



This inventory was widely shared within the Group in 2025 to enable more accurate quantifying of waste volumes, identification of production sources and establishment of common guidelines with targets consistent with the European waste hierarchy⁽¹⁾. The waste generated by GEODIS is directly linked to the packaging of its customers' products. It breaks down as follows:

Breakdown of non-hazardous waste generated by the Group in 2025



(1) Source : Waste Framework Directive.

The hazardous waste includes waste electrical and electronic equipment (WEEE), sludge (oil separators, mud separators) and batteries, which come mainly from maintenance workshops and vehicle washing facilities. Some hazardous waste may also result from the destruction of stocks at the request of customers. In 2025, hazardous waste accounted for only 2.5% of the Group's total waste generation.

The main materials present in the waste generated are:

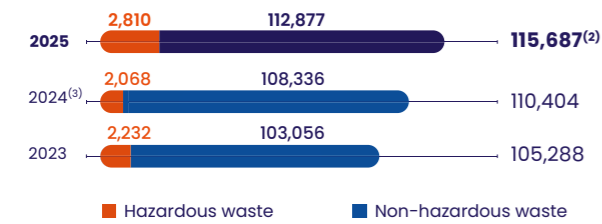
- untreated wood from pallets, crates, and wooden fillers. This waste comes from transport packaging and is largely recoverable through specialized channels, either as material recycling or energy recovery;
- paper and cardboard from secondary packaging in warehouses and offices. This is generally collected separately for recovery;
- plastics, including packaging films (polyethylene), protective covers, and strapping (polypropylene). GEODIS makes a point of sorting these different types of plastic to direct as much volume as possible to appropriate recovery streams;
- hydrocarbons (engine oils and fuels) and chemical components of batteries (lithium, cobalt, nickel), which are sent to specialized facilities for the management of hazardous waste in compliance with regulations.

Results

358

sites were certified ISO 14001 in 2025.

Waste generation in tonnes⁽¹⁾



115,687 tonnes of waste were generated in 2025, up 4.8% on the previous year. This increase is mainly due to the wider scope of waste data collection (it was possible to collect data from Need It Now Delivers in 2025), an increase in customer requests for product disposal, and occasional cleaning operations.

Breakdown of waste generated in 2025 by type of recovery or disposal (tonnes)⁽⁴⁾

	Hazardous waste	Non-hazardous waste	Total
Total weight of waste generated with end-of-life information	2,410	99,041	101,451
Total weight of recovered waste	1,082	79,815	80,897
Rate of recovered waste	NA	NA	80%
Preparation for reuse	11	1,904	1,915
Recycling	772	66,235	67,007
Other recovery	299	11,676	11,975
Total weight of waste disposed of	1,328	19,226	20,554
Incineration	287	2,378	2,665
Landfill	658	13,950	14,608
Other disposal operations	383	2,898	3,281
Total weight of non-recycled waste ⁽⁵⁾	NA	NA	34,444
Rate of non-recycled waste	NA	NA	34%

3.4 Biodiversity

Issues and impacts

Protecting biodiversity is a central issue for international environmental goals, such as the 2030 Agenda for Sustainable Development and the Paris Climate Agreement. For example, about one-third of the net greenhouse gas emission reductions needed to meet the goals of the Paris Agreement could be achieved through "nature-based solutions"⁽¹⁾.

Even though issues relating to terrestrial and marine biodiversity were not identified as material in the double materiality analysis (see section 2.3), GEODIS remains mindful of the potential impact of its operations. The Group is committed to minimizing its impact on the natural environment, taking into account the pressures that logistics and transportation place on ecological balances. In 2024, GEODIS conducted a study of its entire value chain with the help of external experts to assess its impacts, dependencies, and associated risks.

The results of this diagnosis identify a number of biodiversity-related priorities on which the Group can base the development of its strategy:

- pollution (air, water and soil): GEODIS's transport activities emit pollutants into the air, water and soil, principally through tire microparticles and emissions of NO_x, SO_x and particulate matter;
- Invasive Alien Species (IAS): there is a high risk of introducing IAS, particularly via maritime transport (ballast water, containers) and road transport;
- greenhouse gas emissions: through its activities, the Group emits GHGs that contribute to global warming, which has an impact on biodiversity and ecosystems;
- concreting over and fragmenting habitats through the selection and construction of new warehouses;
- risk of collisions with wildlife along roadsides and in shipping lanes;
- destruction of wildlife and plant habitats resulting from the extraction of metals (manufacture of vehicles, storage racks), rare earths (electric batteries) and raw materials for packaging and biofuels.

Since 2018, all the railway companies of the SNCF Group have been involved in the act4nature international initiative. This voluntary framework aims to encourage companies to take action by integrating biodiversity into their strategy in order to halt its loss. The commitments, made in 2018 and then renewed in 2021 and 2024, now include GEODIS.

This study enables GEODIS to address one of the commitments of the act4nature international initiative, which is supported by the SNCF Group.

Action plan

This first step enabled the Group to identify the key areas on which it can base its medium-term action plan.



(1) Excludes Need It Now Delivers in 2023 and 2024.

(2) Data on the reuse of materials (pallets, cardboard) is currently included in the Group's total waste figures. In 2026, work will be carried out to clarify the definitions of reuse and reutilization in order to improve the reliability of this data. Reuse is defined as "any operation by which substances, materials, or products that are not waste are used again for the same purpose for which they were originally designed." (Article L. 541.11 of the French Environmental Code).

(3) The 2024 data has been updated to exclude data related to circular economy services regarding the end of a product's life. These cases are reported under the client's name and excluded from GEODIS's reporting, as GEODIS acts solely as a treatment operator. This waste, mistakenly included in the 2024 reporting, represented 338 tons of hazardous waste and 1,784 tons of non-hazardous waste.

(4) In 2025, only 88% of the overall volume of waste generated by GEODIS had end-of-life data available. Certain Group entities do not have this information yet, due to their internal organizational structure or country-specific waste regulations (trans-o-flex entities, GEODIS Road Network, Greece, Turkey).

(5) Value calculated by subtracting the total amount of recycled waste from the total amount of waste generated, including data on end-of-life disposal.

(1) Source: The fifth edition of Global Biodiversity Outlook (GBO-5) - publication of the Convention on Biological Diversity (CBD) <https://www.cbd.int/gbo>

Reinventing inner-city last-mile logistics

As major cities introduce measures to reduce the impact of air pollution on public health, GEODIS has chosen to take proactive steps rather than simply react to the situation. Lille, a large city in northern France, is a case in point.



Gilles Décher,
Executive Vice President, Distribution & Express



Franck Meurisse,
Regional Director, Northern France & Belgium

The signs have become increasingly clear in recent years. Cities have transformed much more rapidly than the logistics sector. The boom in e-commerce has increased traffic density at a time when major cities have begun to restrict access for vehicles running on fossil fuels. Gilles Décher, CEO of the Distribution & Express Transport Line of Business, identifies this dual trend as the turning point.

"We needed to change our model to maintain access to city centers," he says. Not out of necessity, but out of conviction. *"It meant creating a logistics system that was more efficient, smarter, and better integrated into the city."*

A roadmap was therefore developed, inspired by pioneering cities —Paris, Tours and Strasbourg— where the same challenges had already prompted innovation. Similar issues apply in Lille, a densely populated metropolitan area with a vibrant commercial environment but limited accessibility. A challenging region in terms of logistics, it exemplifies the challenges GEODIS is addressing city by city.

Rather than creating a logistics hub on the outskirts of the city, GEODIS chose to establish a new facility at the Port of Lille. The European Metropolis made this location available through a call for expressions of interest. Franck Meurisse, Regional Director for Northern France & Belgium, explains the impact that this platform has had: *"We wanted to be able to deliver to all residents and businesses within the city limits by using vehicles powered by alternative energy sources."*

To achieve this, we needed the logistics hub to be located as close to the city center as possible."

Every day, seven or eight delivery drivers operate out of this hub, covering the city with a fleet of biogas-powered delivery vans, electric light vehicles and cargo bikes. The proximity of the hub not only reduces pollution and the carbon footprint, it also enhances the quality of service.

Goods move in a continuous flow, and any issues can be resolved within an hour. For the public, this means three delivery slots per day instead of two, which could never be achieved with a remote hub.

The Port of Lille facility has opened up new possibilities with rail-road combined transport to several French cities. GEODIS has seized this opportunity. Every day, a swap body leaves the facility loaded with parcels bound for southeastern France. It links up with the train in the early afternoon, and the parcels arrive in Avignon the next morning, where they are then distributed using alternative-fuel vehicles. *"Our commitment goes beyond the low-emission solutions we implement directly. whenever relevant, we also look at decarbonization opportunities across the entire transport chain,"* points out Meurisse.

The city-by-city rollout of this regional adaptation strategy is paying off. By the end of 2025, GEODIS had met its goal of providing deliveries in 100 French towns and cities using alternative energy, with more than 700 vehicles accounting for 15.6% of total urban deliveries. The new goal is to expand to the 200 largest towns and cities in France by 2027. *"We need to keep building momentum while remaining closely aligned with local realities,"* comments Gilles Décher. Lille is an example of a challenge proving to be an opportunity to reinvent last-mile logistics. ●





4.0 Social

ESRS S1 | S2 | S4

While GEODIS places the health, safety, and well-being of its employees at the core of its responsibilities, their professional development is also given the utmost attention. Quality of life at work, diversity, and inclusion promote team engagement, which is an essential driver of the Group's growth and ambitions.

4.0 → Social : overview

To support its growth and shape the future of logistics, GEODIS offers its employees a stimulating work environment that promotes both individual and collective well-being and development. This commitment is built on several key priorities: ensuring the health, safety and security of all employees at all times, fostering job satisfaction and professional growth, empowering employees to thrive within a multicultural organization, and promoting diversity and equal opportunities.

Be a responsible employer committed to playing its role in society →

Health & Safety See section (4.1)

Principal topics

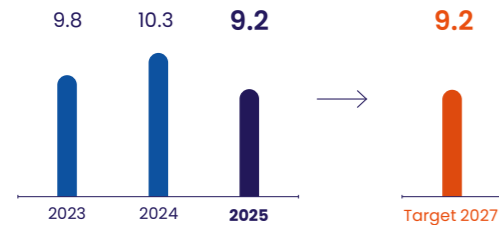
- Protecting employees' and third parties' health and safety.

Principal actions

- Culture of risk prevention;
- Proactive incident monitoring;
- Health & Safety training.

Results

Lost-time accident frequency rate



GEODIS employee well-being index⁽¹⁾



Human rights in the value chain See sections (4.2) and (4.3)

Principal topics

- Preventing human rights violations in the supply chain.

Principal actions

- Code of Conduct and "Know Your Business Partner";
- Whistleblowing system.

Results

Number of serious incidents involving human rights affecting the workforce.

Year	2023	2024	2025
Number of incidents	NA **	0	0

Working conditions and environment See section (4.2)



Principal topics

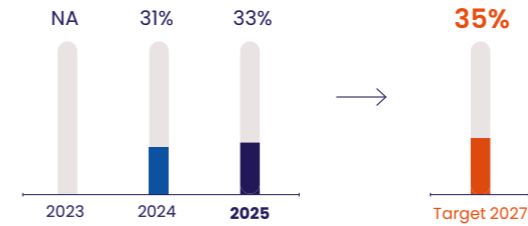
- Decent working conditions;
- Gender equality;
- Social inclusion.

Principal actions

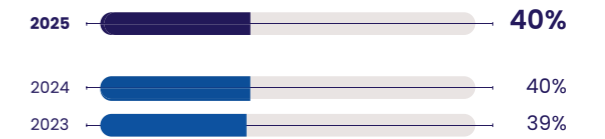
- Collective agreements;
- Diversity and social inclusion programs;
- Workplace well-being initiatives.

Results

Percentage female executives (TopEx⁽¹⁾ and country management teams)



Percentage of female employees at GEODIS



Employee engagement See section (4.2)



Principal topics

- Talent attraction and retention;
- Training;
- Development of skillsets.

Principal actions

- Annual satisfaction survey;
- Compensation and benefits;
- Training/GEODIS University.

Results

GEODIS employee engagement rate



Total hours of training (in thousands of hours)



Service continuity See section (4.4)



Principal topics

- Maintaining supply and distribution of essential goods to the population.

Results

Net Promoter Score (customer satisfaction survey)



Principal actions

- Business continuity planning;
- Customer satisfaction survey.

(1) The index for employee well-being was established in 2024 and is calculated on the basis of seven questions included in the annual employee engagement survey.

* Sustainable Development Goals (SDGs).

** Not available.

(1) An internal body of approximately 170 senior managers from across the Group (top management), whose missions are strategic for the Company.

Issues and impacts

→ The success of the Ambition 2027 strategic plan will rely on a clear and understandable roadmap for all employees. Collective intelligence, collaboration and teamwork are essential to support the Group's projects and ensure optimum quality of service for customers. Now more than ever, GEODIS depends on expertise, commitment and knowledge-sharing to drive progress, innovate and demonstrate its ability to "work together" to achieve its objectives.

Human Resources strategy

→ To support its growth, the Group's Human Resources strategy is built around three key areas:

- skills development, by investing significantly in training to align employees' expertise to market needs;
- diversity and social inclusion, as respect for each other and open-mindedness are essential to fostering diverse points of view, and to learn and move forward together;
- supporting business development, by anticipating future needs in terms of talent, HR organization and tools to meet customer demands worldwide.

These priorities go hand in hand with the Group's long-standing commitments to ensuring the health and safety of employees and third parties in the workplace.

The Group is committed to anticipating and monitoring key social risks related to its business model and that have been identified in its double materiality matrix, i.e., employee health and safety, working conditions and environment, social climate, and respect for human rights throughout its value chain. Thanks to its Human Resources management procedures and tools, GEODIS is able to monitor and control the policies implemented.

To achieve its ambitions and minimize the adverse impact of its activities on employees, temporary workers, suppliers and subcontractors, GEODIS is particularly attentive to employee engagement, reducing strenuous work and encouraging skills development.

Governance

→ The Group's executive vice president, Human Resources is responsible for implementing policies and commitments relating to HR. He is also a member of the Management Board. The Human Resources Department calls on the HR departments in the Lines of Business and Regions to ensure that roadmaps are implemented. Monthly reviews are scheduled to check the progress of projects.



4.1 → Health, safety and security at work

Issues and impacts

→ GEODIS employs roughly 48,000 people worldwide. Several thousand temporary workers and contractors play a part in its growth: drivers, handlers, workers on complex freight operations, managers and support personnel. Ensuring health and safety and the security of people and goods is fundamental. One of the Group's seven Golden Rules is "Ensure people's health, safety and security everywhere at all times."

The Group's activities involve employees working, handling, moving and driving, usually under tight time constraints. These tasks expose employees, as well as suppliers and subcontractors, to risks of incidents: slips, trips and falls, road incidents, carrying heavy loads, pedestrian/forklift interaction, handling hazardous materials. The transport and logistics sector also faces major security challenges in the form of theft of goods, violence, cyber-attacks and verbal aggression.

GEODIS firmly believes that team accountability is fundamental to creating a safe and efficient working environment. Training, listening, dialogue, and both management and employee commitment are some of the levers that help to make the Group more attractive and contribute to customer trust. A description of the process used to identify health and safety impacts, risks and opportunities in relation to GEODIS's business model and strategy is presented in **section 2.6** of the report.

Governance

→ Health, safety and security are monitored at the highest level of the organization. Key indicators and the latest events are reported and shared with the Management Board on a monthly basis, and with the Supervisory Board annually. At operational level, it is overseen by the general management of each of the Group's Lines of Business and Regions.

The health and safety network is led by the Group Health & Safety Department, which reports to the executive vice president, Sustainability, who is a member of the Management Board.

The security network is led by the Group Security Department, which reports to the executive vice president, Human Resources, who is a member of the Management Board.

This organization is supported by experts in health, safety and security, who share experiences and develop practices.

Policies

→ The approach to health and safety implemented at a local level is reflected by a comprehensive set of rules and tools, available in all of the Group's languages. These include regular risk assessments, certification development, equipment and material improvements, and raising awareness through information campaigns and training. To reduce the risk and the severity of incidents and foster a culture of prevention, the Group enforces the following key policies and procedures:

- the Health & Safety with Heart⁽¹⁾ policy based on three pillars;
- continued implementation of an occupational health and safety management system, in line with current regulations and the Group's quality, health, safety and environment (QHSE) policies, and supported by ongoing training;
- a security policy that entails full compliance with regulatory requirements, the integration of security into the incident prevention process, and employee training;
- a recap of basic security rules and principles presented in the Book of Business Principles to protect people (employees, managers, suppliers, visitors, subcontractors, etc.), tangible assets (warehouses, offices, technical premises, data centers, etc.) and intangible assets (data, information, the GEODIS image and brand, etc.);
- due diligence in assessing acquisition targets;
- Group processes for major incident and crisis management, based on a toolbox with guides and emergency procedures;
- Group alert procedure (**see section 4.3.1**)

Target

→ The Group has set a target of 9.2 for the lost-time incident frequency rate in 2027 (employees).

87%

of employees agree that health and safety is a top priority at GEODIS (2025 employee satisfaction survey by IPSOS).

(1) https://geodis.widen.net/s/qbnvqps6qp/17515_healthsafety_policy_corporate_v2

Action plan

Health & Safety WITH HEART —→ In 2025, GEODIS continued with the rollout of its Health & Safety with Heart policy, based on three pillars: connect to risks, care for me, care for us.

Connect to risks: it is key to identify and understand hazards in the workplace, report and analyze incidents, and take account of any changes in the workplace.

The prevention approach linked to this pillar focuses on employees' and stakeholders' vigilance regarding hazards in their environment: with regard to transport operations, for example, the European Road Network Line of Business has implemented a "pre-departure inspection" process, accessible from the on-board computer system. This requires drivers to inspect their vehicles according to specific criteria before going on the road. Lessons learned from incidents are an integral part of the practices used to update the risk assessment process, and the reporting of near misses helps detect hazards and weak signals as early as possible, and anticipate corrective actions needing to be taken.

In 2025, based on this feedback, a global site assessment was developed. It focuses on the ten major risks that could occur and lead to serious incidents. This program has been extended to 2026 with the aim of reducing the severity of incidents. This ongoing commitment to risk awareness and vigilance is reflected in the results of the annual employee survey: 92% of employees state they "know how to report dangerous situations".

Care for me: this means I protect myself from hazards. Listening to my mind and body helps to stay fit and focused. Each person's behavior contributes to promoting a culture of health, safety and security everywhere, for everyone, in all circumstances. Training is essential to embed this culture and work towards the target of zero accidents. In 2025, 57% of training hours were dedicated to health, safety and security. Regular sessions included topics such as road safety, and ergonomics and posture in the warehouse. New hires and temporary staff also receive training as soon as they join the Company, through a safety induction course and a skills assessment questionnaire.

In the European Road Network Line of Business, "ergonomics" is a key criterion in the selection process for new vehicles during trials conducted by instructors as part of manufacturer tenders.

Reducing the arduous nature of work is also a key challenge in the Group's Lines of Business. Employees are often exposed to repetitive tasks and uncomfortable physical postures. Osteopathy sessions and muscle warm-up programs in the warehouses are among the best practices for reducing fatigue and enhancing employee well-being. With a score of 79/100, up two points compared to 2024, the "well-being index" assesses team commitment to the organization's health and safety culture, working conditions (particularly in terms of material, equipment and workload) and work-life balance. Based on an analysis of this index, the Group will be able to take the necessary steps to improve employees' daily working conditions.

Training in ergonomics and AI for safety in American warehouses

—→ In 2025, in the United States, GEODIS partnered with an external provider to offer on-site advanced ergonomics training to all employees at supervisor level and above. Combining theoretical training and on-site practical observation, the program is supported by an AI platform that analyzes employee movements in real time and recommends adjustments to reduce strain and help prevent future injuries.

Across all U.S. warehouses, this coordinated training initiative has seen a 28% drop in injuries (sprains and strains) in 2025 compared to the previous year.

Initiatives to strengthen health and safety culture in France

—→ GEODIS teams implement a range of initiatives throughout the year to promote a safety culture across all sites and locations. In 2025, over 250 managers in the Global Contract Logistics Line of Business in France took an active part in training programs dedicated to safety leadership, ergonomics and root cause analysis, helping to spread best practices throughout the organization. More than 100 improvement initiatives using participative Lean methods were also carried out, primarily focused on safety and ergonomics. This year's Safety Days at logistics sites in France and North Africa were attended by over 5,600 employees, covering 20 topics related to workplace health and safety awareness. This event highlights achievements, shares best practices and further embeds the safety culture within GEODIS in line with its Health & Safety with Heart policy.

Care for us: the Group's success is rooted in team spirit and collective strength. Dialogue and mutual support, attention to one another, exchanges and feedback are essential to maintaining a working environment that is both caring and efficient. GEODIS takes the following measures to achieve this:

- daily safety briefings with teams before they start their shifts, and regular field visits to collect feedback from employees, develop best practices and address gaps;
- promoting a healthy work-life balance through Group-wide agreements on professional equality and quality of life at work;
- prevention of psychosocial risks and addictions, with 24/7 helplines managed by specialized service providers—a free, independent and strictly confidential service;
- listening to employees. On several sites around the world, specific applications and tools anonymously measure employees' stress levels or well-being via flash questionnaires or comments. The data collected enables management to spot any weaknesses in terms of job dissatisfaction or burnout;
- a worldwide initiative has been launched to measure the impact of climate change on the health and well-being of Group employees. Vulnerability assessments were carried out with an evaluation grid and concrete actions (see section 3.1.6).

Results

764 employee lost-time incidents reported during the year

295,292 hours of training were dedicated to health and safety.

Lost-time incident frequency rate per million hours worked (employees)



Severity rate (calendar days)



Preventing road risks and chemical risks

—→ The European Road Network Line of Business has rolled out its comprehensive occupational risk prevention program, Roadcare. The program includes an on-board system to assess and improve driver behavior, with beneficial effects in terms of safety (vehicle control) and the environment (reduced fuel consumption). In 2025, teams from the Chemicals and Gas business unit worked towards setting up a specific Health, Safety and Environment (HSE) onboarding program for new hires to raise awareness of the risks associated with the products they are transporting and the specific characteristics of the equipment used.

A health-focused program for employees in the transport sector

—→ GEODIS is participating in a program in France called *Transportez-Vous Bien* (Travel well), implemented by health-care organizations to improve the physical health and well-being of non-managerial employees in the transport sector. The program covers various health topics and offers preventive measures (nutrition, sleep, heart disease risks and managing musculoskeletal disorders) in different formats (by phone, in person or remotely). In 2025, a total of 993 Group employees received training during 199 sessions; more than 100 events, including videoconferences, booths and workshops, were also provided.

Protection on international travel

—→ On an international level, the Group offers support and training for employees traveling to high-risk countries, with safety, prevention and support initiatives for crisis situations of all kinds, including the management of natural hazards and epidemics.

The following table⁽¹⁾ presents the main indicators for Group employees

	2023	2024	2025
Lost-time work incident frequency rate per million hours worked	9.8	10.3	9.2
Number of lost-time work incidents	862	892	764
Severity rate (calendar days) ⁽²⁾	0.74	0.74	0.70
Number of deaths	1	1	0
Average number of days lost per lost-time incident	57.1	55.1	57.4
Number of hours of health and safety training per FTE	5.45	5.95	6.14
Number of ISO 45001 certified sites	256	255	253

(1) Excludes Need It Now Delivers in 2023.

(2) The Group changed its methodology in 2024 from counting working days lost to counting calendar days lost. To enable comparisons, the severity rate for all three years is presented here in calendar days.

4.2 Workforce

Headcount as of December 31, 2025 and change compared to December 31, 2024

REGIONS	2024			2025		
	Women	Men	Total	Women	Men	Total
Americas	9,616	10,921	20,537	9,468	10,815	20,283
Europe (excl. France)	3,730	5,883	9,613	3,397	5,741	9,138
France	4,566	11,185	15,751	4,454	10,920	15,374
Asia-Pacific	1,832	1,987	3,819	1,669	1,491	3,160
Total	19,744	29,976	49,720	18,988	28,967	47,955

At the end of 2025, GEODIS employed 47,955 people, down 3.5% compared with 2024. This drop is mainly due to lower freight volumes related to the global economic environment.

The Group made adjustments to some of its operations to match the reduced demand from customers, who were themselves faced with higher operating costs.

Prior to 2025, the data relating to the most recent acquisitions (Need It Now Delivers, trans-o-flex) was not included in the scope of consolidation for the indicators presented in the following sections. The 2024 indicators are therefore based on a smaller scope, representing 45,936 employees (92% of the total workforce). Since 2025, these acquisitions have been integrated into the scope of consolidation.

Breakdown of permanent and temporary employees by gender

	2024			2025		
	Women	Men	Total	Women	Men	Total
Permanent employees	17,026	25,348	42,374	16,955	26,685	43,640
Temporary employees	1,624	1,938	3,562	2,033	2,282	4,315
Total	18,650	27,286	45,936	18,988	28,967	47,955

Departures

The number of departures from the Group, all causes combined, stood at 17,780 in 2025, a drop of 3.79%. This drop is mainly due to fewer resignations (8% fewer) and fixed-term contract terminations (1% fewer), amid a tougher labor market across the entire scope of GEODIS's operations.

The completion of fixed-term contracts accounts for 17% of departures: the Group's businesses in the United States require temporary staff during peaks in activity, and these hires are mainly on fixed-term contracts, as the use of temporary employment agencies is not widespread.

Breakdown by cause of departure between 2023 and 2025

	2023	2024	2025
Number of departures	16,096	18,480	17,780
Because of dismissal/ redundancy	3,503	4,652	5,007
Because of resignation	7,183	9,022	8,321
Because of retirement	415	395	462
Because of end of fixed-term contract	3,626	3,137	3,107
Because of death	23	61	65
Other reason	1,346	1,123	818

Absenteeism

The absenteeism rate in 2025 is 5.13%, compared to 5.83% in 2024. This decrease is mainly driven by the Europe Region, where the rate dropped significantly in 2025. The methodology for calculating the absenteeism rate was revised in 2025⁽¹⁾.

Seniority

The average length of service of Group employees is 6.7 years, compared with 6.9 years in 2024. 49% of GEODIS permanent employees have less than four years' seniority.

Recruitment of young talent (age 28 maximum)

Breakdown by type of contract

Geographic area	Fixed-term contract	Permanent contract	Total
France	323	386	709
Group (excl. France)	3,329	3,334	6,663
Total	3,652	3,720	7,372

Breakdown by employment category

Geographic area	Managers & supervisors	Non-managers, non-supervisors	Drivers	Total
France	422	198	89	709
Group (excl. France)	1,109	5,546	8	6,663
Total	1,531	5,744	97	7,372

The recruitment of young talent increased overall by 2% between 2024 and 2025, mainly on fixed-term contracts (up 24%), while recruitment on permanent contracts decreased by 13%. This increase in the recruitment of young talent is also due to a 28% rise in the number of young managers hired compared to 2024.

Issues and impacts

In the majority of regions where the Group operates, the job market is significantly less competitive than in previous years. The number of applications for open positions has greatly increased across all sectors. There is still a shortage of talent in the IT sector (data, cybersecurity and AI), though to a lesser extent than in 2024. GEODIS also continues to actively recruit students on work-study programs and interns, who are regarded as a talent pool with genuine career opportunities.

JumpIN

In 2025, GEODIS took on over 550 work-study students, ranging from vocational high school graduates to those with master's degrees, across both operational and support roles. Work-study programs remain a key focus of the Group's HR strategy. This year, the JumpIN program for young professionals also included a webinar for all work-study students and interns in November 2025. This initiative promotes their integration, fosters their sense of belonging and highlights opportunities offered by GEODIS. This marks the first step in creating a work-study and internship network. Two sessions were held: one in French, which drew more than 421 participants, the other in English, with 125 participants. This initiative is supported by local HR efforts to drive engagement within the community and support early-career professionals within the company.

Action plan

The Group offers future candidates the chance to work in an international and stimulating environment. The Group is taking the following steps to encourage and grow a community of future and young talents:

- **partnerships with schools:** GEODIS works with higher education establishments in France and abroad to promote its businesses and career opportunities in the supply chain. In France, our teams have signed an agreement with the AFT school, which specializes in transport and logistics. In addition, regular exchanges take place with business schools (SKEMA Business School, Kedge Business School, HEC). In the United States, the Group has established several partnerships with the University of Tennessee in Knoxville (in particular for its supply chain program) and Middle Tennessee State University;
- **social media:** job offers and means of communication vary according to the type of profile sought (job boards, LinkedIn), headhunters for senior executives;
- **job fairs and forums,** which are an opportunity to meet young people and work-study students;
- **employee referrals** are also used in several countries.

To help new recruits settle in, onboarding programs are organized in various entities. At head office, the Welcome@GEODIS program presents the Group's organization, activities and culture. Plans are in place to digitize this program to create a better candidate experience. New recruits are invited to complete an eight-hour course with face-to-face and distance learning elements to familiarize themselves with the Group's culture, values and internal processes. In the European Road Network Line of Business, every new hire is assigned a mentor, a more experienced colleague within the organization and in their field, who helps them adapt to their new environment.

(1) The absenteeism indicator was revised in 2025: the United States was excluded from the scope, as working hours were recorded without reporting employee absence hours, which distorted the Group average. For comparison purposes, the absenteeism rate for 2024 was recalculated and is now 5.83%, instead of 3.99%.

Results

→ In 2025, GEODIS recruited more than 17,000 employees worldwide and 550 young people on apprenticeships and work-study contracts, covering all the Group's Lines of Business: buyers, transit agents, IT developers, marketing and communications professionals, charterers, sales personnel, project leaders, warehouse staff, etc.

Breakdown of hires between 2023 and 2025

	2023	2024	2025
Hires during the period (cumulative)	17,360	16,878	17,471
Of which permanent contracts	11,161	10,429	9,628
Of which fixed-term contracts	6,199	6,449	7,843

Breakdown of permanent contract hires by category

	2023	2024	2025
Non-managers, non-supervisors	8,216	7,290	5,953
Managers and supervisors	2,474	2,781	3,306
Drivers	471	358	369

Breakdown of permanent contract hires by gender

	2023	2024	2025
Women	4,404	4,346	3,723
Men	6,757	6,083	5,905

Group recruitment levels rose slightly in 2025 (up 3.5%) compared to 2024, boosted by a 21.6% increase in fixed-term contract hires. In 2025, the proportion of managers and non-managers hired on permanent contracts fell, due to the overall decline in recruitment on permanent contracts, whereas the proportion of drivers hired on permanent contracts rose by 3.1%.

4.2.1_ Working conditions and employee well-being

Issues and impacts

→ Working conditions in the logistics and transport sector can be physically tough, demanding and repetitive. 45% of GEODIS employees work in warehouses or freight transport (drivers). Given the pressure on certain professions, the Group is implementing a targeted recruitment strategy, paying particular attention to employee well-being in the workplace and to career development and management.

Retaining and engaging talent is a key issue for the Group, which needs to find available manpower and qualified resources to support its growth in a sector that lacks attractiveness. To stand out from the competition, GEODIS relies on a strong culture that places teamwork, team spirit and mutual support at the heart of its DNA. The process of identifying the impacts, risks and opportunities of working conditions in relation to GEODIS's business model and strategy is presented in **section 2.6** of this report.

Policies and procedures

→ To achieve its strategic ambitions and boost efficiency, in 2024 the Group rolled out a worldwide human resources blueprint. This new HR organization, structured around skill clusters, is supported by a set of procedures that must be applied across all Lines of Business and activities, in France and internationally. The objective is to harmonize skills throughout the entire employee lifecycle, to ensure equal opportunities for all employees: induction, job descriptions, career paths, training, mobility, succession planning, etc. The increasing digitalization of HR functions will allow teams to save time and focus on high value-added tasks.

This initiative has made it possible to revise the jobs and skills framework, with a streamlined job structure consisting of 300 jobs and a library of key skills. Integrated into career management tools and programs, the global Human Resources blueprint is designed to align resources with the Group's growth objectives. Social policies, guidelines and programs operating worldwide are presented throughout this chapter.

The transformation continues with the selection in 2025 of a new human capital management tool, HCM-PeopleLink, which is set to roll out in 2026. This new digital platform has been designed to modernize and streamline Human Resources management at GEODIS, allowing for process optimization, cost savings, and significant improvements in the quality and analysis of HR data.

Action plan

→ The action plan covers the various components, presented below, of working conditions and employee well-being: training, compensation, social dialogue, employee engagement, and work-life balance.

4.2.1.1_ Talent management

GEODIS is attentive to employee engagement and talent development. A number of tools have been developed to support employee growth.

Career management and appraisal interviews

→ GEODIS is committed to providing all employees with an annual performance review and skills assessment. This also provides an opportunity to set objectives in line with employees' ambitions, and to discuss any training needs to develop teams' professional skill sets. In 2025, 82% of employees⁽¹⁾ took part in the annual appraisal, or broken down by gender, 84% of male and 79% of female employees (the remainder consisting mainly of new hires and departures).

Mobility

→ The Group carries out 69% of its business outside France, and operates in four Lines of Business. This diversity in terms of expertise and geographical spread provides a wealth of employees who wish to enrich their professional experience through a mobility project. The process and principles of internal mobility are set out in the Group's mobility policy, which is designed to meet the following objectives:

- developing the employees' professional skill sets;
- retaining and motivating talent;
- addressing the Company's needs and challenges more effectively;
- promoting talent.

The policy also specifies all the services offered to employees and their families during the assignment. During career reviews and throughout the year, managers and the Human Resources Department identify vacant positions and the profiles needed to implement mobility projects. The InJOB' job exchange, open to all, is part of this process.

People Review and succession planning

→ The People Review process is designed to anticipate the departure of key talent, retain these employees and prepare for the next generation. It meets the following objectives:

- align talent strategy with the Group's ambitions and strategic goals;
- develop the next generation of leaders internally;
- build profiles capable of adapting to a complex and changing environment;
- attract and retain key talent by giving them opportunities for development;
- use this process to contribute to internal diversity and inclusion targets.

The People Review process is an annual exercise that follows a cascade process, starting with the Regions and Lines of Business before being consolidated at Group level.

Targeted programs to anticipate talent shortages

→ GEODIS is also committed to developing a talent pool for positions in short supply or in key regions. The Rising Leader program in Europe, *Trajectoire et Évolution* - Trajectory and Evolution (for managers) in France and the Young Leaders program (for future managers) in the United States are all part of this effort. A fast trackers program at Group level targets high-potential employees. It combines an academic curriculum, interaction with members of senior management and personalized supervision.

Investors in People certification

→ The Group applies the Investors in People (IIP) framework to help its employees achieve their full potential. This is an external assessment that evaluates the corporate culture and the principles of employee management. IIP certification is a worldwide reference tool for assessing the quality of management in organizations.

Results

- In 2025, 15 employees completed the fast trackers program in all the Group's Regions.
- In 2025, GEODIS held IIP accreditation in 16 entities or countries where the Group operates, corresponding to 6.3% of the Group's workforce (3,000 employees).

(1) Excludes United States.

4.2.1.2_ Skills development

Training is essential to support the Group's transformation, provide training in new professions, improve technical skills and remind employees of the basics in terms of health and safety, and business integrity. Team expertise, interpersonal skills and know-how, as well as sharing experiences with colleagues, all contribute to this continuous learning process and enhance the employee experience. GEODIS University is one of the Group's most important training programs. It offers a wide range of training options—face-to-face, e-learning, webinars, master classes, round table discussions—and covers the following needs:

- the basics of GEODIS: its purpose, vision and values;
- strategy;
- management and performance;
- leadership;
- know-how relating to Lines of Business and functions.

In addition to this, leadership and expert programs are in place to ensure that the Group's needs are matched with employees' skills. "Manage" targets future managers and features a 16-week e-learning format available in six languages. Since 2021, the program has brought managers together in an effort to achieve the following objectives: gain insight on their managerial profile, supply tools that encourage a more collaborative approach, establish common leadership language, and align leadership styles across the Group. Over the past five years, Manage has seen significant growth in both scope and impact. In 2025, it recorded a Net Promoter Score of +91, reflecting high participant satisfaction. 677 employees took part in the program, including 441 in the first year and 236 in the second year.

"Accelerate" targets the Group's senior leaders and aims to develop talent, reinforce a shared culture and networks to support the Group's transformation. The program was developed in partnership with IESE Business School and takes place on both its Barcelona and New York campuses. Training is given over a ten-month period on three major themes: strategic management, the basics of business, and leadership. Candidates are required to work on six strategic projects sponsored by members of the Management Board. Over the past few years, 123 employees have taken part in the program. The class of 2025/2026 has 40 participants, including 16 women.

"Sales Academy" is a two-year program specifically targeting the Group's sales professionals. It provides an in-depth understanding of the GEODIS value proposition, the key skills to be developed for key account management, and the standards expected in customer relations. The sessions include a CSR component to raise teams' awareness of the Group's sustainability projects and provide them with a basic understanding when meeting customers. Around 60 experts, including many GEODIS employees from around the world, take part in the team training.

"Performance Academy" was launched in 2022. These sessions train finance staff and non-financial managers to fully master performance management tools.

"Sustainability Academy" is a training program, launched in 2023 with the Climate School as its first initiative, dedicated to hosting all CSR-related training courses (environmental footprint, health and safety, diversity, responsible purchasing, etc.). In 2025, it concentrated particularly on the areas of health and safety and responsible purchasing.

76% of employees say that they benefit from opportunities to develop their skills at GEODIS (employee satisfaction survey 2025 conducted by IPSOS).

In addition to the training courses offered by GEODIS University, the Group's e-learning platform hosts all digital training content. It can be accessed by around 31,600 employees. In 2025, around 23,400 active learners completed 128,728 hours of training online, equivalent to 5.3 hours of training per learner connected to the platform. Twice-monthly webinars also raise employee awareness on key topics, with contributions from experts. Topics covered in 2025 included automation, the Group's AI roadmap, the circular economy, and human rights.

Career paths: a new direction for logistics in Mexico

→ In Mexico's Global Contract Logistics Line of Business, there have been extensive efforts to make career paths clearer and more accessible to all employees. A booklet designed as a guidebook centralizes all available training in Mexico—including digital content, local training, local opportunities and global resources—facilitating access to the right training at the right time. This guide is more than just a catalog; for each type of position, it details potential career paths, the necessary skills, key milestones and recommended training to advance. This operational approach creates a common understanding among employees, managers and HR teams, while enhancing internal mobility, consistency of skills, and effective training investments.

Results

- Number of hours of training: 642,348, including 128,728 hours of e-learning.
- Number of hours of training on CSR topics: 295,292 hours on safety and 22,434 hours on other social and environmental topics (diversity, Climate School, etc.).

4.2.1.3_ Compensation and benefits

To attract, retain and motivate its employees, the Group's compensation policy focuses on three areas:

- external competitiveness;
- rewarding individual and collective performance;
- employee care and protection.

External competitiveness

→ To ensure that compensation is competitive and fair, GEODIS uses an internal job classification system for all its employees, and applies Mercer's International Position Evaluation (IPE) system for all of its managers. This classification, combined with the data provided by specialized firms, makes it possible to verify the positioning of the Group in this field in relation to the external market, and to ensure internal equity. Compensation is reviewed annually.

Performance

→ The vast majority of the Group's managers benefit from a variable compensation plan that rewards collective and individual performance, according to three types of objectives⁽¹⁾:

- financial, based on company performance;
- social and environmental, based on criteria relating to the environment, diversity and employee satisfaction;
- individual, defined with each employee's direct superior(s).

GEODIS offers all its employees an individualized, fair and competitive compensation package that recognizes, among other things, their individual performance and level of responsibility.

Group employee savings policy

→ In France, employees have access to a Group Savings Plan, which offers a wide range of diversified investment options. This plan held total assets of €119.3 million at the end of December 2025. Employees can also build up savings at their own pace to prepare for retirement through a Collective Retirement Savings Plan, a company-sponsored retirement savings scheme. By the end of December 2025, this plan totaled €55.3 million. The investment options in both plans meet Environmental, Social and Governance (ESG) criteria. In 2025, the Group contributed €5.7 million to match employee voluntary contributions and the profit-sharing bonus.

Mandatory & optional profit sharing

→ Because of the coexistence of legally distinct companies, there is no global system of profit-sharing and incentive plans. These schemes continue to be in place in France, with amounts distributed in 2025 of €24.6 million in mandatory profit-sharing (*participation*) in respect of 2024 and €8.2 million in incentive payments (*intéressement*) in respect of 2024, equivalent to 5.5% of the total payroll. In 2025, the Group also paid out supplementary profit-sharing in addition to local initiatives and the customary negotiations. Other profit-sharing schemes exist in other countries within the Group, such as Brazil and Argentina.

A living wage

→ In line with the fundamentals of its HR policy, the Group ensures that the minimum salary levels applicable in the various countries in which it operates are respected, and that every employee is paid on time and in full.

Pay gaps

→ The gender pay gap represents the average pay level of female employees as a percentage of the average pay level of male employees. In France (31% of the Group's workforce), this gap stands at 8.81% in favor of women. This can be explained by the fact that a higher proportion of women (relative to the total number of women employees) hold managerial positions compared to men. The ratio is calculated based on 14,943 employees who were present and/or received compensation in 2025; interns, work-study students and employees on long-term leave are excluded.

Employee health and welfare

→ In the main countries where GEODIS operates (notably France and the United States), supplementary health and life insurance policies are made available to employees, in addition to the mandatory coverage provided by law. In France, employees benefit from a complete range of social benefits: health, unemployment, occupational accident, parental leave and retirement. In other countries, participation in these supplementary plans is either voluntary or mandatory. The following table shows an overview of the level of social protection in the countries where GEODIS operates.

(1) The percentages given below are subject to change according to changes in compensation policy.

Number of employees covered by social protection⁽¹⁾
(by the government or by GEODIS)

Causes	Number	Percentage	Main countries without this type of social protection
Illness	46,569	99%	United Arab Emirates, Cameroon, Chad
Unemployment	43,947	93%	Cameroon, India Philippines, Singapore
Occupational accidents	46,577	99%	Philippines, Cameroon, Chad
Parental leave	45,765	97%	Bangladesh, Cameroon, Chad
Retirement	45,587	97%	Bangladesh, United Arab Emirates

4.2.1.4_ Labor relations

GEODIS attaches great importance to freedom of association and the right to collective bargaining as well as the right for employees to join, or not to join, a union. These principles are enshrined in the Code of Ethics, which applies to all GEODIS employees worldwide.

Social dialogue is promoted in accordance with local practices and laws, to enable employees to be represented, discuss issues that concern them, and be protected by agreements that ensure common rules apply to all.

In the Americas, 89 union representatives are present at certain Group sites in the United States, including 87 in Memphis, Tennessee and 2 in Chicago, Illinois. In 2024, a collective agreement was signed in Memphis covering three sites. This agreement covers working conditions, pay, leave and seniority.

In Brazil, a collective labor agreement is in force only for certain positions covering various issues including working hours and profit-sharing for employees. There are also agreements in force in Argentina.

In Asia-Pacific two collective agreements are in force in Vietnam and Singapore, within the GEODIS Logistics Singapore entity. They contain numerous provisions, relating to employment conditions, working hours and salaries.

More broadly, employee rights have been strengthened internationally through the implementation of common rules by GEODIS, ensuring that all employees benefit from a common set of rights regarding fundamental aspects of the working relationship—particularly in the areas of diversity and occupational health and safety—reinforced by the rollout of Group policies such as Health & Safety with Heart.

In Europe level, the European Works Council (EWC) has been in place for over 20 years, bringing together 27 union representatives each year. It serves as a forum for regular discussions on Group strategy, economic and financial information, Group activities, and social

matters. It facilitates negotiations on certain current issues. Topics of discussion in 2025 included inter-subsiary mobility in Europe (a framework agreement was signed on February 26, 2025), commitments regarding CSR and decarbonization, as well as health, safety, and well-being, with the rollout of the Group's Health & Safety with Heart policy.

Every country in Europe has local employee representatives, either elected or appointed by labor unions. 13 of the 17 countries in Europe also have works councils.

In France, almost all employees are represented by employee representatives and, depending on the size of the company, by Social and Economic Committees (CSEs), trade union representatives, or personnel representatives. In entities with more than 50 employees, CSEs meet monthly to discuss topics such as the



(1) The table includes countries for which data was provided, representing 47,191 employees, or 96% of the workforce as of the end of November 2025.

company's strategy, financial position, social policy, and health and safety matters. Some employee representatives also sit on the GEODIS Supervisory Board.

Collective agreements are primarily concluded through the annual mandatory negotiation process, which encompasses over sixty collective bargaining agreements and covers areas including pay, value-sharing mechanisms, profit-sharing schemes, remote work, working time, quality of working life, disability, employee benefits, healthcare coverage, and the prevention of psychosocial risks.

Results

- **In France:** 165 collective agreements between employee representatives and Group entities were negotiated and signed in 2025.
- **In Europe (excluding France):** 76 collective agreements have been signed, notably 13 in the Netherlands, 12 in Spain, 46 in Germany and Austria, two in Italy, one in Denmark, two in Sweden. A wide range of topics are covered by these agreements, including compensation, working conditions (employee well-being, health and safety), organizational changes, organization, and working hours.
- **At Group level**, 42% of employees are covered by a collective agreement:
 - within the European Economic Area (EEA), France alone accounts for more than 10% of the Group's workforce. 100% of employees in France are covered by a collective bargaining agreement;
 - outside the EEA, only the Americas region represents more than 10% of the Group's global workforce. The percentage of employees in this region covered by a collective bargaining agreement is 2%.

4.2.1.5_ Employee engagement

Since 2001 in France, and since 2013 throughout the world, GEODIS has conducted an annual employee satisfaction survey. The attention paid by executives and managers to employee engagement is one of the three CSR criteria used to calculate the variable portion of their compensation.

Since 2024, this survey has been carried out in 100% digital format. To help make it more accessible (52% of employees do not have their own professional email address), GEODIS offers a range of ways to respond, such as connected computers at logistics hubs, tablets and posters with QR codes.

The survey was conducted in June 2025. Participants had to have been with the Group for at least three months to be eligible; work-study students and interns are now included.

More than 36,500 employees took part in this year's survey, a high participation rate⁽¹⁾ (87% as against 90% in 2024). On a like-for-like basis (with trans-o-flex having been included in the survey for the first time in 2025), this rate stands at 90%. The overall employee satisfaction rate (81%) is very satisfactory, up one point by comparison with 2024.

Following a slight drop recorded in 2024, the results of the 2025 employee satisfaction survey show significant improvement. Key performance indicators rose significantly. The engagement index reached 81, up from 79 in 2024, mainly due to employees' strong commitment to GEODIS and favorable working conditions. The employer Net Promoter Score is +24, up 4 points compared to 2024. The well-being index has also risen to 79 (up from 77 in 2024), and the leadership index stands at 84, standing 3 points higher than the previous year.

The results of the satisfaction survey reveal a high degree of consistency between the company's principles and its operating practices. Indeed, 83% of employees state that they identify with GEODIS's culture and values. This alignment contributes to a strong, positive system that provides meaning and motivation in their daily work. This is based on recognized leadership—further strengthened in 2025—as well as favorable working conditions, both in terms of resources and employee morale. In this regard, 79% of employees perceived GEODIS as a workplace where people "enjoy working".

These results highlight the importance of carrying out assessments that reflect local realities to identify areas for improvement. Cooperation, inclusion and professional development remain key drivers to strengthening employee engagement. Finally, although the survey response rate remains high, a slight decline observed locally underscores the need to maintain team engagement, particularly through enhanced communication regarding the actions implemented following the survey: 218 action plans have been uploaded to the Group's engagement platform, and 760 actions are being monitored.

Changes in the overall satisfaction rate of employees (answers to the question: "I am satisfied with my employment at GEODIS")

	2023	2024	2025
Favorable	81%	80%	81%
Neutral	12%	12%	12%
Unfavorable	7%	8%	7%

(1) Only employees who have been with the Company for more than three months are surveyed. Not included: employees unavailable at the time of the survey (maternity leave, sick leave, etc.) and those who have handed in their notice.

Sharing strategy and communication

→ GEODIS is committed to communicating strategic, economic, financial and CSR information to employees on a regular basis, which includes:

- presentations available on the Group's website and the MyGEODIS intranet;
- internal articles and newsletters (Compliance, Human Resources, CSR, etc.);
- presenting the Ambition 2027 strategic plan to teams through meetings and an in-house video;
- roadshow events organized in 2025 across several of the Group's Regions, involving directors and managers from the relevant countries and Management Board members;
- assessment of the level of understanding and communication of this information among employees, particularly through the employee satisfaction survey.

4.2.1.6_ Work-life balance

What matters to its employees matters just as much to GEODIS, which is committed to creating a welcoming work environment that is supportive of everyone's well-being.

GEODIS has introduced a minimum paid maternity leave program for all female employees, providing them with 100% paid leave for a minimum of eight weeks, irrespective of the legislation of the country in which they are employed. A parenthood guide has also been made available to employees. A Group paternity program is currently under consideration.

To help employees balance their professional and personal lives, the Group offers a range of family leaves: parental, maternity, paternity, adoption and family event leave. 59% of the workforce (France and the United States) benefit from family leave. Additionally, special leave is available to employees under certain specific conditions (young children, employees over 55, caregivers, etc.) in some Regions and Lines of Business.

Employees can also work from home, in accordance with the collective agreements signed by each entity in France. Remote working is also widespread in other Regions, though the practice has not been formalized systematically. In Australia, for example, employees are offered one day a week to work from home.

80% of GEODIS employees report that they have a good work-life balance (employee satisfaction survey 2025 conducted by IPSOS).

The Group also undertakes health prevention initiatives. On a regular basis in France, awareness-raising days are organized on the themes of road safety and cancer prevention for both men and women. In 2025, all employees in France had the opportunity of undergoing prostate or breast cancer screening during working hours. At corporate headquarters, a social worker and a psychologist are available to meet with employees several days a month. In 2025, 28 people benefited from personal consultations, and several workshops were offered (on retirement, parental leave, etc.).

4.2.2_ Diversity and inclusion

Issues and impacts

→ In a rapidly-changing world, embracing diversity and inclusion is not just a moral imperative; it is also a strategic advantage. Creating an inclusive work environment where every voice is heard and every talent recognized helps drive innovation, enhance decision-making and build a more resilient organization. Fostering inclusion—within teams and in an adapted work environment—also encourages the attraction and retention of talent.

Governance

→ This issue is monitored at the highest level of the organization, by the Group's executive vice president, Human Resources, who is responsible for implementing the Group's diversity and inclusion policy.

Policies

→ GEODIS has a long-standing commitment to promoting an inclusive working environment and combating all forms of discrimination.

In 2024, the Group reached a milestone by publishing its Global Diversity and Inclusion policy. This document advocates equal opportunity and prohibits discrimination of any kind based on race, color, ethnicity, religion, gender, sexual orientation, gender identity, national origin, age, disability, or any other protected characteristic as defined by applicable law. All employment decisions, including recruitment, hiring, promotions, transfers and terminations, are based strictly on merit, qualifications and business needs.

The policy was developed collectively, through global consultations with focus groups involving employees from all Regions and Lines of Business. The policy has identified four worldwide areas of focus: gender equality, disability inclusion, age diversity and cultural diversity. This policy is communicated and applied in all Regions and Lines of Business to ensure a unified approach to diversity and inclusion throughout the Group.

In addition, the Group has formalized its commitments to employees with disabilities in an internal handbook, "Disability Inclusion". This document serves as a reference to foster a more inclusive culture and raise employee awareness of people with disabilities.

Action plan

→ The Group provides managers and employees with numerous tools and resources to combat all forms of discrimination, including:

- a practical recruitment guide for managers and HR correspondents to ensure fair hiring practices based on skills and motivation;
- training courses and presentations by specialists to develop behavioral skills;
- a diversity and inclusion training course featuring role-playing exercises, available to all employees;
- communications tools: disability awareness videos, a diversity café and an intranet page to challenge stereotypes and change attitudes.

4.2.2.1_ Professional gender equality

In a traditionally male-dominated sector, GEODIS is committed to ensuring equal career opportunities for all employees.

Training: the Group has introduced a comprehensive program to help shift mindsets (the "I Am Remarkable" workshop), combat stereotypes and help women to develop their careers (coaching, leadership programs with Accelerate).

Women's Network: the GEODIS Women's Network (GWN), created in 2013, is a community operating worldwide to promote gender equality in the company by empowering women to reach their full potential. It is a worldwide network, with local organizations implementing initiatives tailored to each region: GWN Americas, GWN Europe, GWN France, etc. This network is run by an Executive Committee and sub-committees dedicated to communications, events, ambassadors and training, which ensure best practices are shared and implemented, and that actions are coordinated. The French network rolled out a series of initiatives throughout 2025, including webinars, workshops on finance for women, and *Mille pas* workshops (focused on career management). One of the highlights of the year was a series of races across France in which more than 800 employees participated, raising funds for four wellness retreats for female employees in remission from cancer. The Women's Network was revived in Asia, following the creation of an ambassador network.

Mentoring: comprehensive programs exist in several locations. 12 mentor/mentee pairs were set up at Group head office in 2025.

Parity indicator: GEODIS introduced a "parity indicator" in 2022, which affects the variable component of senior executives' compensation. *Recruitment:* GEODIS ensures that both internal and external recruitment processes are applied equally to all candidates, regardless of gender. The same applies for internal promotions.

Equal pay: the Group prohibits any difference in fixed or variable pay between men and women with the same level of skills, experience, qualifications, and seniority.

A label for professional equality

→ The GEEIS (Gender Equality European & International Standard) label certifies the level of resources mobilized by the Company to achieve equality in the workplace, as well as the performance obtained. The goal is to promote gender equality and diversity within the organization. Many countries have adopted this benchmark to promote women's roles within the organization. In 2025, 21 Group countries held the GEEIS label (20,956 employees, representing 44% of the Group's total workforce), including Hong Kong, Singapore, Poland, Sweden, Denmark and Norway. GEODIS has received an award from the GEEIS label for a financial literacy project led by the GEODIS Women's Network, which reflects its commitment to workplace equality. This international recognition turns a spotlight on the Group's dedication to gender equality, which, through concrete actions, is becoming a key driver of transformation and sustainable performance in the areas of diversity and inclusion.

Quantifying gender discrimination in the workplace

→ In keeping with its commitment to a respectful and inclusive work environment, the GEODIS Women's Network assessed gender discrimination within the Group in 2025 using the Men@Work survey. More than 4,000 employees participated in this global survey, 63% of them women. The index measured employees' experiences of inequality, the work atmosphere and differences in perception between genders. GEODIS scored 15.5 out of 20, placing it in the top quartile of companies, and received a recommendation score of 7.97 out of 10, ranking it in the top 20%. The results show that a small proportion of women at GEODIS feel exposed to sexist behavior, but highlight the importance of continuing awareness-raising efforts and improving whistleblowing systems. However, the survey reveals that women still perceive inequalities in career opportunities and pay. While highlighting the progress made in terms of respect and inclusion, the study recommends strengthening initiatives on equal opportunity, pay transparency and the fight against sexism within the Group.

Target

→ To promote an inclusive and equal corporate culture across all its Lines of Business and Regions, the Group has set a target for the proportion of women in management roles extending beyond TopEx.

35%

GEODIS is committed to reaching a target of 35% of women in senior management by 2027. This population includes TopEx members and members of all country management committees, i.e., more than 750 employees. In 2025, this figure was 33%, up from 31% in 2024.

Percentage of female employees at GEODIS from 2023 to 2025

Scope	2023	2024	2025
Group	39%	40%	40%
Managers	35%	36%	36%
Executive Leaders	NA	31%	33%
Management Board ⁽¹⁾	28%	28%	41%

The percentage of women serving on the Management Board has significantly increased, rising from 28% in 2024 to 41% in 2025, following two new women appointments.

Equality index: GEODIS (all GEODIS companies in France) scored 91/100 in 2025, as it did in 2024.

(1) Based on the composition of the Management Board at the end of March 2026.

4.2.2.2_ People with disabilities

Equality in the workplace also involves integrating or reintegrating people with disabilities into the professional world. GEODIS has a longstanding commitment in this area, and is pursuing its efforts and developing initiatives on a global scale, in line with the commitments of its Disability handbook:

- **informing employees:** the Group organizes at least one action or event per region or country per year. GEODIS also used the DuoDay initiative, initially introduced in France, to launch an International Week for the Employment of People with Disabilities. Around the world, 136 duos were formed in the Group's Regions. In France, all new employees now receive a disability guide providing information on their rights and the steps to take. In addition, a series of illustrated awareness materials addressing disability stereotypes, invisible disabilities and mental health were made available in several languages, enabling employees to engage with these topics at any time;
- **acting with employees:** such is the mission of the IN (Inclusive Network) community, which promotes the Group's disability charter in its Lines of Business and Regions and raises awareness through training initiatives. The network currently comprises 55 IN correspondents worldwide;
- **expanding the skill sets of people with disabilities:** recruitment of candidates at the head office in France is now linked to the Agefiph employment site (the French national association for the management of funds for the integration of disabled people). In 2025, Colombia was recognized during "Diversity Month" by winning an award for Best Practice in Diversity and Inclusion thanks to its partnership with Best Buddies Colombia, which promotes the employment of people with disabilities at a logistics site;
- **acting with partners:** alongside the involvement of employees, the Group's Regions and Lines of Business are committed to contracting at least three services per year to companies, organizations or networks working for the integration of people with disabilities in the workplace (garden maintenance, catering, etc.).

In France, an audit of actions for the disabled carried out in 2023 at the head office with Agefiph helped identify key areas for improvement. These included a more visible communication system, the systematic inclusion of job offers on specialized job boards, and setting up a structured process to integrate and retain people with disabilities in the workplace. An agreement on disability was signed in September 2025 for head office companies covered by the UES (Economic and Social Unit) framework.

France: solidarity among employees

→ In 2025, GEODIS continued to reinforce its commitment to social solidarity. In partnership with the SNCF Foundation, GEODIS provided financial support for projects in France and other countries, including:

- the Guy Crescent Award, which recognizes projects promoting the inclusion of people with disabilities at GEODIS. In 2025, the organizations R'Mélodies and ENH41 each received a donation of €2,000;
- the Citizen's Choice Award provided support to the organizations Cœur Étoile and Le Chaînon Manquant, recognized for their community initiatives and each receiving €2,000;
- public interest projects in other countries, particularly those promoting youth, equal opportunity and sustainable development, thanks to the Foundation's international reach. In 2025, a total of €20,000 was allocated to the organization A Better Tomorrow in Morocco, which is working to ensure access to education in the aftermath of the 2023 earthquake, as well as to the organization Mamita Santa Maria in Colombia, which is dedicated to reducing poverty and combating climate change;
- a food bank drive in the Paris region organized by around 50 people at corporate headquarters on November 28. Other teams have joined forces with local organizations to support the most vulnerable and protect the environment.

DuoDays

→ GEODIS puts information and disability awareness among its employees at the heart of its approach, organizing at least one annual initiative or event per region or per country. In 2025, the international rollout of DuoDay helped launch the International Week for the Employment of People with Disabilities. As a result, 136 duos were formed around the world. In France, a series of events also took place during the week: massages provided by visually impaired practitioners, a "prejudice awareness tree" led by KLESIA, a card game showcasing celebrities with invisible disabilities, and introductory workshops on sign language and Braille. In Dubai, DuoDays were held in partnership with the Rashid Center pediatric center, and in Morocco, a conference dedicated to professional integration highlighted the Group's commitments to its partners.

Results

Percentage of employees with disabilities (as a percentage of FTEs)

	2023	2024	2025
Group	3.0%	4.0%	3.4%
France	4.0%	4.4%	4.8%

39% of employees with disabilities are women and 61% men.

4.2.2.3_ Cultural diversity

As a global logistics operator, cultural diversity is inherent to the Group's business. Understanding and respecting cultural differences is key to effective communication, collaboration and decision-making in a multicultural environment. At GEODIS, diversity is promoted through regular events held throughout the year, some of them local, others global. May has been designated Diversity Month, organized around the United Nations World Day for Cultural Diversity for Dialogue and Development. On this occasion, several initiatives—such as multicultural lunches, webinars on intercultural communication and internal contests—are organized for employees. These global initiatives are complemented by local activities tailored to regional contexts, such as Black History Month and Hispanic Heritage Month in the United States, or the Lunar New Year in Asia. These key events serve as milestones to promote diversity and inclusion at all levels of the Group.

In the United States, the GOOD network, composed of employees from diverse communities, ensures that the voices of minority populations are heard. Its mission is to empower and drive its members by identifying and implementing solutions to attract, retain, develop and promote the best talent from under-represented groups of people.

A number of initiatives have been introduced in the Group's warehouses in the United States to encourage the involvement of employees, regardless of their country of origin:

- a real-time translation service, free of charge and accessible to all employees, in their native language (over 100 languages and dialects are available). Live translation is available during meetings and training sessions on their phones by simply downloading the app and selecting their language;
- on the Nashville, Tennessee campus, some logistics operations are carried out by robots which can give and receive instructions in 25 languages. The languages most frequently spoken on this campus, other than English, are Spanish, Arabic, Persian and Burmese;
- the emphasis is placed on multilingual communication at all sites, notably by recruiting managers from various backgrounds to make it easier for employees to integrate, which in turn has a positive impact on attracting and retaining talent. The Group has also launched initiatives to promote cultural diversity (photo competitions, events, etc.).

In France and several French-speaking countries in North Africa, the Distribution & Express and Global Contract Logistics Lines of Businesses have launched the Voltaire Project for their employees and their families—a training program designed to improve written and spoken French. This online training, available during working hours, aims to help everyone feel more comfortable using French, a fundamental skill in both professional and personal life. In 2025, 1,769 user licenses were activated for employees in the Distribution & Express Line of Business. The program is set to continue through 2027.

4.2.2.4_ Age diversity

Age diversity plays a part in social cohesion through the sharing of skills and knowledge. It acts as a valuable lever to attract younger generations, to train future supply chain talent and to establish an intergenerational dialogue to maintain the Group's competitiveness.

GEODIS employees by age bracket in 2025

	Under 30	30-50	Over 50
Men	5,394	14,860	8,713
Women	4,087	10,087	4,814
Total	9,481	24,947	13,527

GEODIS managers by age bracket in 2025

	Under 30	30-50	Over 50
Men	197	2,535	1,360
Women	132	1,556	602
Total	329	4,091	1,962

Among the younger generations (under 30), the proportion of women managers (40%) is the same as the proportion of women among all employees (40%). Employees aged 30 to 50 in management positions make up 64% of the Group's managers, while they represent 52% of the total workforce.

4.2.3_ Human rights and fundamental freedoms

Issues and impacts

→ GEODIS is committed to upholding its employees' fundamental rights and providing them with decent, fair and equitable working conditions. The Group has implemented a set of internal rules and procedures to ensure that everyone within its scope is treated with dignity and respect.

Governance

→ The Human Resources and Sustainable Development Departments ensure compliance with the Group's human rights rules and commitments. The Governance, Risks and Compliance Department reports to the Management Board on the information reported and the decisions taken by the Risk Committee.

Human rights are included in Group risk mapping. As such, they are monitored four times a year and reassessed annually by the Risk Committee.

Policies

→ The Group adheres to a number of voluntary principles and standards in the field of human rights including:

- the United Nations Guiding Principles on Business and Human Rights;
- the principles and rights set out in the eight fundamental conventions of the International Labour Organization (ILO);
- membership of the United Nations Global Compact, of which GEODIS has been a signatory since 2003.

These commitments are embodied in a number of Group policies designed to promote an ethical framework that respects human rights, fundamental freedoms, and worker safety. The Group requires all employees, temporary workers and third parties to comply with the rules set out in the following policies:

- Sustainability Statement, published in 2024 (see section 2.5);
- Human Rights policy, published in 2024 (see section 4.3);
- Diversity & Inclusion policy, published in 2024 (see section 4.2.2);
- Group Code of Ethics (see section 5.1);
- Company agreements.

The Sustainability Statement and the Human Rights and Diversity & Inclusion policies have been made available to GEODIS employees through the Group's intranet and are also accessible to stakeholders on the Group's website.

Action plan

→ GEODIS is committed to protecting the fundamental rights of its employees, temporary workers and third parties, by offering them fair and decent working conditions:

- a safe and secure working environment, to ensure the health, safety and well-being of employees while carrying out their professional activities (see section 4.1);
- decent working conditions, respect for working hours and fair and equitable pay in line with the local or regional conditions in which the Group operates (see section 4.2.1);
- respect for freedom of association, including recognition of employees' right to collective bargaining, and their right to join or not join a trade union organization in France and other countries where the Group operates (see section 4.2.1.4);
- equal opportunities in recruitment and career development, diversity and social inclusion (see section 4.2.2);
- combating violence, sexism and harassment in the workplace (see section 4.2.2);
- respect for privacy with personal data protection measures (see section 5.3).

Results

- Number of employees who triggered the whistleblowing procedure in 2025: 338.
- Number of serious human rights abuses (child labor, forced labor or human trafficking) affecting the workforce: 0.
- Total fines and penalties relating to serious human rights abuses: 0.
- Total amount of financial compensation for serious human rights abuses: 0.



4.3 → Human rights in the value chain

Issues and impacts

→ Employees in the value chain—contractors, suppliers, business partners, customers and users—are central to the GEODIS operating ecosystem. With operations in 166 countries and a portfolio of 100,000 suppliers and 86,000 active customers, GEODIS is at risk from violations of human rights and fundamental freedoms both upstream and downstream of its value chain, whether through forced labor, child labor, illegal or clandestine labor, failure to respect workers' rights, discrimination, violence, harassment, invasion of privacy, and so on.

The risks for the Group are significant in terms of reputation, loss of market share and financial impact (compensation for damages). To limit these risks, the Group relies on risk mapping for its Regions and Lines of Business, internal control procedures, a whistleblowing system, policies, responsible purchasing and the responsibility of all employees as the primary ambassadors of compliance with these principles in their interactions with their stakeholders.

GEODIS also expects its suppliers and subcontractors to fully adhere to the codes of ethics and conduct that apply within their scope, and to commit to respecting these principles and ensuring that they are respected within their own supply chains.

The process of identifying the impacts, risks and opportunities of human rights in the value chain in relation to GEODIS's business model and strategy is presented in **section 2.6** of this report.

Governance

→ The Human Resources and Sustainability Departments are responsible for ensuring compliance with the Group's human rights rules and commitments, and they regularly report to the Group Risk Committee. The Governance, Risks and Compliance Department reports to the Management Board on information received and decisions taken by the Risk Committee. The Group Purchasing Department manages the implementation of the responsible purchasing approach and procedures to check the integrity of third parties (subcontractors, service providers, etc.).

Policies

→ These commitments and policies apply to all operations, regardless of the country in which they are performed. They cover fundamental principles defined by:

- membership of the United Nations Global Compact since 2003. The Group is committed to promoting and respecting human rights, including labor standards, eliminating forced labor and effectively abolishing child labor;

- the Group Code of Ethics;
- the Business Partner Code of Conduct, revised in 2024, with stricter requirements. In addition to providing a high quality level of service, GEODIS also expects its stakeholders throughout the entire value chain to ensure that the products or services they provide comply with all applicable laws and regulations, as well as the strictest standards of business integrity, environmental safety and quality;
- Human rights policy. Published in 2024, this policy applies to all Group employees, entities and Lines of Business, as well as to its external partner network. It presents a reference framework to prevent and identify the risks of human rights violations, as well as the Group's commitment to recognizing the importance and universality of human rights. It is specifically aimed at four types of stakeholders: employees (**see section 4.2.3**), customers, suppliers and subcontractors, and local communities. It is signed by the Group's Chief Executive Officer and the executive vice president, Human Resources.

Action plan

→ In order to minimize the adverse impact of its activities on human rights, GEODIS is committed to engaging with stakeholders who could potentially be affected by its actions. The Group fully recognizes that progress needs to be made to standardize and reinforce its control procedures, to control all levels of subcontracting, and to instill a culture of prevention among employees and managers. The approach is part of an ongoing improvement process.

For suppliers, subcontractors and third parties: the Group is strengthening its supplier and subcontractor monitoring process by integrating human rights into its assessment and selection processes. In addition to its assessment program, in 2024 GEODIS initiated a social audit process in several countries to ensure that its sites across the value chain respect working conditions and equal treatment. By checking employee lists, these social audits can reveal situations of undeclared work or employment of illegal workers.

For customers and employees: the Group is committed to protecting all confidential information and personal data of its customers that it may handle as a subcontractor as well as the personal data of its employees that it handles in its capacity as a data controller (**see section 5.3**).

For local communities: the Group is committed to ensuring that its activities do not harm local communities, to respecting the local cultural and socio-economic framework, and to sharing value, notably by providing jobs and stimulating economic development.

GEODIS is part of the SNCF Group, which is subject to the French "Corporate Duty of Vigilance" law. This requires it to devise, publish and implement measures and action plans to identify risks and prevent serious violations of human rights and fundamental freedoms, the health and safety of individuals and the environment. The 2025 vigilance plan⁽¹⁾ covers the entire SNCF Group, including its subsidiaries, such as GEODIS, which contributed to it by reporting consolidated information within its scope.

4.3.1_ Whistleblowing and protecting whistleblowers

The whistleblowing system, which is described in the Whistleblowing Policy, enables employees, temporary or external workers, suppliers, partners and third parties, to report incidents from France or any other country, with regard to any suspected or proven violation of the law, regulations or the Code of Ethics, or any risk of serious abuses of human rights and fundamental freedoms, the health and safety of individuals or the environment. The system complies with applicable laws and regulations, including in French legislation such as the Transparency, Anti-Corruption and Economic Modernization Act (2016), known as the "Sapin II" law, the Whistleblower Protection Act (2022), and the Corporate Duty of Vigilance Act (2017), which covers parent companies and companies acting as principals. It supplements the other reporting channels available, notably escalation to line managers or Human Resources.

The system can be accessed in ten languages via a dedicated digital platform (the Integrity Line), which guarantees strict confidentiality and data security. The whistleblowing system was the subject of an extensive communications campaign when it was introduced in 2022, including posters displayed at GEODIS sites. Specific communications on this topic are published several times a year, whether to tie in with events organized at sites or in the context of quarterly newsletters on Compliance. All online training modules on Compliance refer to the whistleblowing system, as do all Compliance program policies. Users can submit reports in writing either directly on the platform or by phone and can remain anonymous in countries where this is permitted by local law.

The Whistleblowing Policy guarantees the safety of whistleblowers, in accordance with legal and regulatory provisions, particularly regarding confidentiality and the prevention of any form of retaliation. The Ethics and Compliance Department centralizes the collection of incoming alerts, coordinates their

handling, with the aim of ensuring both the competence of the teams responsible for handling them (according to the nature of the allegations) and their impartiality. It monitors all key data relating to the alerts received and processed, both centrally and locally, and reports them to the Risk Committee.

Results

- In 2025, a total of 338 alerts were received through the Group's whistleblowing system, an additional ethics alert platform available in the Americas Region and the generic email address ethics@geodis.com, as well as through line managers. Of these, 134 alerts were declared admissible. Just over 50% of admissible alerts came from the Americas Region, and roughly 25% concerned behavioral practices.
- 93% of the alerts received in 2025 were closed during the year. The 25 alerts from 2024 that were still being processed at the end of 2024 were also closed.
- Number of alerts received in connection with a serious abuse of human rights in 2025: 0.
- Number of reports received regarding incidents of discrimination: 45, of which 25 were admissible.
- Number of reports received regarding incidents of psychological and sexual harassment: 83, of which 61 were admissible.
- Number of complaints filed by employees (relating to working conditions, fair treatment, equal opportunities or other work-related rights, excluding alerts received relating to discrimination and harassment) via all channels: 155 in progress (of which 118 newly received in 2025).
- Total fines and penalties incurred for work-related incidents and claims: 0.
- Total financial compensation for work-related incidents and claims⁽²⁾: €2.4 million.

(1) Source: https://www.groupe-sncf.com/medias-publics/2026-03/full-year-financial-report-2025-sncf-group.pdf?VersionId=3h_wpxnOAJ4kCv8E_rBWvMFpf2XgjQ
 (2) Excluding Sealogis.

4.4 → Consumers and end-users

Issues and impacts

→ GEODIS is a service company. Its customers are mostly businesses, except for the Distribution & Express Line of Business, which also delivers to end customers (private individuals). The Group's impact on consumers and end-users is limited because the services and products delivered are not manufactured by GEODIS.

Nevertheless, the Group's Purpose states that maintaining the distribution of goods that meet the essential needs of the population, including in situations of social, economic or health crisis, is at the heart of its commitments. In this context, service continuity is one of the priority issues identified in the double materiality matrix.

Additionally, the Group's range of services includes the transport of goods containing products classified as dangerous. The risks of accidents and pollution likely to affect the health and safety of local residents and the population at large are therefore part of its responsibility.

The process of identifying the impacts, risks and opportunities of service continuity in relation to GEODIS's business model and strategy is presented in **section 2.6** of this report.

Governance

→ To ensure customer satisfaction and to guarantee that the solutions and services offered to businesses are reliable and secure, the Group is supported by a customer-focused regional organization. In each region, a sales department oversees offerings and services, supported by a team of 1,200 sales professionals. The sales teams are regularly trained to address the challenges of sustainability, a factor in competitiveness and customer satisfaction. The Sales Academy gives them access to essential knowledge, particularly through its in-depth module dedicated to decarbonization.

Policies

→ The Group applies a business excellence model built on seven Golden Rules and seven Leadership Principles. Underpinned by frequent and regular measurement of key indicators, these fundamentals combine supply chain reliability and customer trust. Some policies for preventing, mitigating and correcting impacts affecting consumers and end-users are covered in other chapters of the Sustainability Report (security and environmental policies in particular).

Action plan

→ The action plan addresses the main aspects of GEODIS's relations with its customers. As a logistics operator, the Group's intention is to ensure service continuity; to maintain a high level of service to achieve customer satisfaction; and to protect the health and safety of customers, consumers and local residents. In 2025, the Group's Sustainability Department ran numerous workshops with key account managers as well as the sales and CSR departments of the Lines of Business and Regions. These workshops, together with the CSR-related responses from the annual customer survey, have helped GEODIS refine its sustainable value proposition.

4.4.1_ Service continuity

Whether it is for internal or external reasons, GEODIS may have to deal with exceptional situations, such as IT system failures, the temporary closure of a sea, air or rail route, or a major incident occurring at a GEODIS or customer site.

In addition to the best practices put in place to prevent these risks, continuity plans have been drawn up with many customers to meet their specific expectations and provide the level of service reliability they expect. In particularly sensitive sectors such as healthcare, for instance, business continuity plans (BCPs) are systematically discussed and developed with customers. These plans include a list of priority products defined by the customer, alternative plans to resume physical flows in different identified scenarios, data backups making it possible to switch to manual management if necessary, and joint decision-making processes to trigger the different stages of a crisis situation should it arise. Exercises at least once a year to test the readiness of teams, processes and technical resources for the scenarios envisaged are also included. All of these measures are discussed periodically with customers, in full transparency.

Ensuring the distribution of medicines in sensitive areas

→ To guarantee the continuous supply of essential medicines to Eastern Europe, in a complex geopolitical and regulatory environment, the Grand-Est teams of the European Road Network Line of Business have managed to maintain weekly shipments from several European countries to Ukraine, Russia, Turkmenistan and other locations. Faced with transit restrictions to Russia, two separate logistics routes were established; part of the flow was redirected via Latvia. Close collaboration between the customs teams and the Latvian authorities made it possible to securely carry out operations and quickly adapt logistics plans in response to evolving sanctions and regulatory requirements. The integrity of the pharmaceutical products was ensured by monitoring the temperature via a computer interface connected to shipment tracking systems, with the support of audited and qualified local partners. The teams' language skills facilitated communication with authorities and partners, ensuring optimal coordination. These measures also rely on a network of qualified local partners and continuous regulatory monitoring.

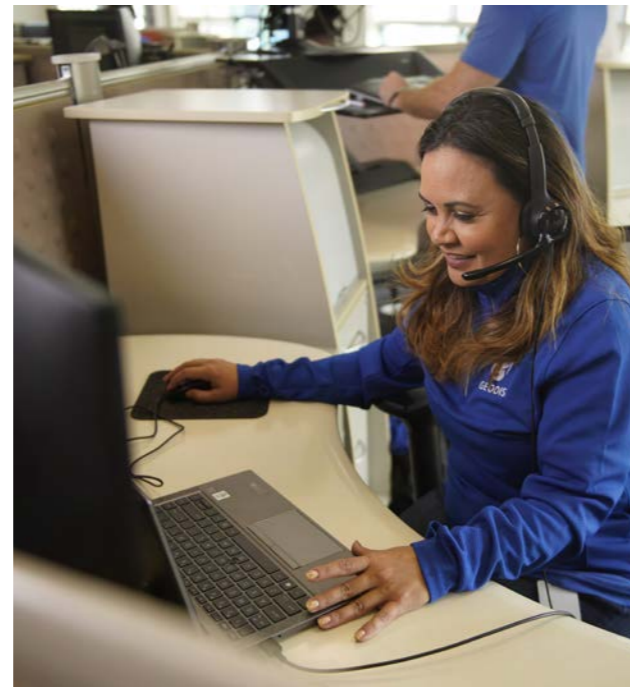


4.4.2_ Customer satisfaction

An extensive survey is carried out each year to measure customer satisfaction. This online questionnaire, which is available in 16 languages, is invaluable for identifying expectations, collecting feedback, and detecting potential sources of dissatisfaction.

The results of the satisfaction indicator showed an improvement in 2025. 92% of customers surveyed worldwide are satisfied with the relationship. The Net Promoter Score (NPS), which measures the customer experience, notably through how likely customers are to recommend the service, reached +39 in 2025, compared with +36 in 2024. The Customer Effort Score, which answers the question "Is it difficult to do business with GEODIS?", has been improving since 2022 (2.3 in 2025, as in 2024)⁽¹⁾.

These results can be attributed to the efficiency and responsiveness of teams in meeting customer expectations throughout the entire lifecycle, thanks to a customer relations management tool that is available in all the Lines of Business and Regions. Additionally, GEODIS's commitments in terms of employee safety and environmental transition align with customer expectations. Also appreciated by customers are the emissions calculator (an online tool that allows customers to compare different transport alternatives between two points) and GEODIS providing CO₂ emissions data to all its customers to help them measure their scope 3 emissions and better manage their performance. However, a number of areas for improvement remain, such as the handling of customer complaints and claims.



A certified mass balance mechanism to accelerate a client's decarbonization

→ In an economic environment requiring rigorous cost control, a client of the European Road Network Line of Business set the ambitious targets of reducing its carbon footprint by 25% in 2025 and achieving carbon neutrality by 2050. To support these objectives, we implemented a comprehensive approach combining several decarbonization levers across all flows managed for this client.

GEODIS developed multimodal solutions for cross-border flows, particularly between France and Italy, and stepped up the use of electric trucks for inter-site shuttle operations, supporting the decarbonization of key routes. A mass balance mechanism on domestic flows was also implemented, achieving an 82% reduction in carbon emissions within this scope.

The mechanism, validated in 2024 by the global certification company, DEKRA, ensures full traceability throughout the production chain.

Combined, these measures have decarbonized the client's flows with GEODIS by 88%.

95,000 business proposals

GEODIS sales teams conducted 370,000 visits, phone calls and other sales activities in 2025. These activities resulted in 95,000 business proposals.

4.4.3_ Health and safety of customers, consumers and local residents

GEODIS stores and transports any type of goods worldwide, some of which are considered dangerous (chemicals, aerosols, lithium batteries, flammable liquids, etc.) and pose a risk to people, property and the environment.

For storage, sites operated by GEODIS that are potentially liable to cause pollution or nuisance, particularly to the health and safety of local residents, are subject to strict regulations designed to prevent and reduce environmental risks. These include the ICPE classification (a regulatory framework for facilities subject to environmental protection requirements in France), or its international equivalents.

ICPE-classified sites operated by GEODIS are subject to strict standards in terms of safety, waste management, pollution prevention and environmental protection. At these sites, the Group implements preventive measures and organizes training operations for employees, who must follow strict procedures to prevent any incident or pollution.

On the road, the Group complies with applicable regulations to ensure the safety of its logistics operations, such as ADR (the European Agreement concerning the International Carriage of Dangerous Goods by Road). This international agreement governs the transport of dangerous goods by road in Europe, and defines the rules for classification, documentation, vehicle equipment and training. GEODIS drivers are trained to identify dangerous goods and to apply safety protocols to ensure secure transport conditions.

A safety manual for drivers working with dangerous goods

→ The European Road Network Line of Business has published a driver health and safety manual for the transport of dangerous goods (such as chemicals, liquefied gas and hydrogen). Updated in 2024 and available in ten languages, this document is intended to remind drivers of best professional practices and to raise awareness of the risks involved in their job. It incorporates the latest regulatory changes and details the procedures to be followed to ensure the driver's safety and that of others, preserve health and protect the environment.

Results

89% of customers say they are well informed about the Group's CSR policy.

90% of customers say they are satisfied with GEODIS's performance in health and safety.

68% of customers who have filed a formal complaint were satisfied with the way it was resolved by GEODIS.



(1) The Customer Effort Score measures the effort made by customers to carry out an action or process with GEODIS. The lower the score, the lower the level of effort for the customer.

Mental Health, out of the shadows, into the spotlight

The Covid pandemic shone a light on something that had been concealed: the psychological fragility of the population. GEODIS has made addressing this issue a structural priority, not just a response to the crisis.



Mario Ceccon,
Group executive vice president, Human Resources



Diana Mancera,
Vice president, Human Resources, LATAM

We'll never forget the lockdowns that came with the Covid-19 pandemic. Interactions between people that went on throughout the working day stopped overnight. As Mario Ceccon, Group executive vice president, Human Resources, recalls, the public health crisis came as a powerful catalyst: "Some people coped well, but others struggled with isolation or with difficult personal situations. Psychological fragility began to surface." GEODIS launched a series of webinars led by experts and a mental health hotline in several countries. But that wasn't enough. As business returned to normal, employees began viewing their priorities and work-life balance in a quite different way. The Group was now facing a new challenge: how should it respond to what was no longer a temporary crisis, but had turned into a lasting change in expectations? The response was structured methodically, with clear boundaries. "There's no question of intruding into the private lives of employees," says Ceccon, "but rather ensuring that everyone can find the support they need if they come across difficulties that start to affect their professional lives." Starting in 2023, mental health became an item on the Management Board's agenda. Psychologists began offering confidential consultations at a number of sites, and social workers were available to help with administrative procedures. Managers were trained to spot the first signs of distress, and so, too, were

colleagues. "We soon realized that it was wrong to make it the sole responsibility of managers," Ceccon notes. "It's often colleagues who are the first to notice that someone is going through a hard time." In Mexico, regulations require companies to identify and prevent psychosocial risks. It is as much a cultural as it is a legal challenge. Diana Mancera, Human Resources vice president, LATAM, puts it bluntly: "From the beginning, we had to dispel any notion that there was anything negative about asking for help." It was the guaranteed confidentiality that enabled warehouse workers—often the most vulnerable, often the quietest—to speak out. In 2025, the Group took the next step, with the launch of a dedicated program and a global mobile app that integrates mental and physical health, set to roll out in 2026. It includes help with self-diagnosis, training in recognizing early warning signs and chat or video consultations with qualified professionals. Available via a QR code, the tool has been designed so that all the company's employees, including those who are always on the move, have access to it. "You can't deal with mental health without taking physical health into account," adds Mario Ceccon. In Mexico, the indicators are clear: there has been less turnover in personnel since 2021, in spite of strong growth in the workforce. Conversations about well-being have become more open, more free. "It's less about responding to a crisis," concludes Diana Mancera, "than applying the simple principle that people are at the heart of GEODIS." ●





5.0 Ethics

ESRS G1

→ GEODIS places ethics at the center of its relationships: this commitment strengthens the reliability of the Group's operations, as well as the quality of its relationships with its clients. With trust as a priority, GEODIS promotes a culture of ethics and integrity among its employees and throughout its entire value chain.

5.0 —> Ethics: overview

GEODIS is dedicated to fostering a culture and strict rules of business integrity. The Group's ethics and compliance program is designed to ensure that ethical principles are implemented at all levels of operations, and to ensure full compliance with international laws and regulations, particularly in terms of anti-corruption measures, respect for human rights and data protection throughout the value chain.

Choose ethical relations based on trust —>

Business integrity See section (5.1)



Principal topics

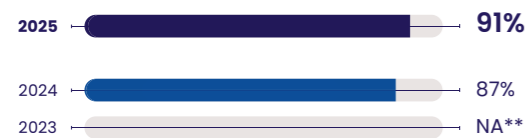
- Ethical culture and compliance;
- Anti-corruption measures.

Principal actions

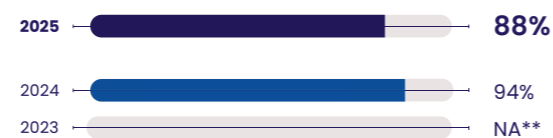
- Code of Ethics;
- Employee training;
- Whistleblowing system.

Results

Percentage of employees trained in the Code of Ethics



Percentage of employees among those at risk who have received anti-corruption training



Responsible purchasing See section (5.2)



Principal topics

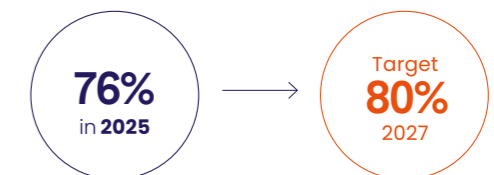
- Responsible value chain.

Principal actions

- CSR assessment of suppliers;
- Business Partner Code of Conduct.

Results

Percentage of major suppliers assessed by EcoVadis



Data privacy protection See section (5.3)

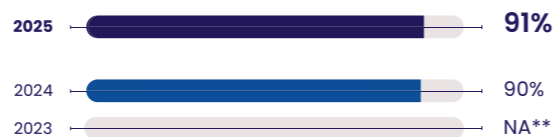


Principal topics

- Compliance with regulations;
- Whistleblowing system.

Results

Percentage of employees targeted trained in personal data protection



Principal actions

- Employee training.

Advocacy for CSR with stakeholders See section (5.4)



Principal topics

- Industry-wide initiatives to decarbonize the activity.

Results

Number of employees trained in Climate Fresk workshops since 2023

+1,500

Principal actions

- Participation in professional bodies and industry organizations;
- Educating customers and employees on climate change issues.

* Sustainable Development Goals (SDGs).
** Not available.

5.1 — Governance, ethics and compliance

Issues and impacts

—> GEODIS operates in a highly complex legislative and regulatory environment, governed by a multitude of local and international laws and regulations. The Group works with suppliers, subcontractors and business partners, who expose it to risks of human rights abuses and unethical business practices. Based on its purpose, its values, its Leadership Principles and its ethics and compliance standards, GEODIS ensures that all those working for it, including temporary workers and subcontractors, act with integrity in all the countries where it operates. Every employee's accountability is essential to maintaining customer trust and ensuring the long-term success of the business.

Commitment of senior executives

—> The Group's senior executives' commitment is the cornerstone of the Group's ethics and compliance system. This dedication is supported by the Group's Chief Executive Officer, by the executive vice presidents of the Lines of Business and Regions, and by each member of the Management Board in their respective areas of expertise.

Governance

—> The Compliance and Ethics Department reports directly to the Chief Executive Officer, and carries out the following tasks:

- developing and implementing the Group's ethics and compliance programs;
- implementing governance ensuring the effective deployment of programs across the entire Group;
- measuring and monitoring the effectiveness of initiatives taken;
- awareness-raising and training in topics relating to ethics and compliance;
- supervising risk mapping exercises and monitoring action plans;
- providing advice and recommendations in-house on all ethical and compliance issues;
- managing the ethics whistleblowing system.

The Compliance and Ethics Department is supported by a network of 12 Compliance correspondents across the Group's Lines of Business and Regions. Each of them is responsible for rolling out the ethics and compliance program within their own organization, and to inform the central department of any difficulties, improvements or adjustments that may be needed.

The GEODIS Risk Committee supervises the implementation of the compliance program throughout the Group. It is kept informed of the progress made in rolling out the program on each topic and decides on issues raised by the Compliance and Ethics Department. This committee meets as often as necessary, at least once per quarter.

Action plan

—> GEODIS's action plan covers ethics and compliance, anti-corruption, free and fair competition, customs and export control.

5.1.1_ Ethics and compliance

The ethics and compliance program aims to prevent, detect and remedy any risks to GEODIS regarding ethics and compliance. It is based on a set of internal policies, supplemented by training and a communication and awareness-raising plan.

Policies

—> The GEODIS Code of Ethics and Whistleblowing Policy are the two core policies of the ethics and compliance program. They have a broad scope and apply throughout the Group, and are supplemented by internal policies addressing certain types of more specific risks, namely: combating corruption and influence peddling, third-party verification, gifts and invitations (*see section 5.1.2*), competition (*see section 5.1.3*), customs and export controls (*see section 5.1.4*), and the protection of personal data (*see section 5.3.1*).

The GEODIS Code of Ethics, published in 2009, is the foundation of the Group's ethics and compliance system. It applies to all employees—including temporary and external workers—and to members of the Management Board.

The Code of Ethics is supplemented by the Whistleblowing Policy (*see section 4.3.1*). The whistleblowing system is available via a secure platform and can be accessed by Group employees and third parties alike.

Communication and awareness-raising

—> Newsletters covering topics of interest relating to compliance are published quarterly. They regularly address the four dominant themes of compliance: anti-corruption, fair competition, export control and personal data protection. Each issue includes articles clearly linked to GEODIS's business activities. On-site events were organized in 2025, allowing employees to discuss these matters directly with experts from the Ethics and Compliance Department.

Training

—> Training is an essential part of ensuring that all at-risk employees are familiar with and understand the rules relating to ethics and compliance, and that risks are handled effectively. GEODIS has developed a comprehensive ethics and compliance training program consisting of five online modules: Code of Ethics, Combating Corruption and Influence Peddling, Data Privacy and Protection, Fair Competition, and Customs Rules.

These courses are available in eight languages, making them accessible to as many Group employees as possible.

The Code of Ethics is compulsory for all employees with a computer workstation and access to the online training platform. It must be completed during the first month of employment by new hires, then renewed every two years. A certificate of completion is awarded at the end of the session.

Results

—> The 2025 Code of Ethics training campaign targeted 10,304 employees. 9,338 of them completed the training, i.e., 91% of the target population. 16,466 employees successfully completed the training (certificate valid for two years) between January 1st, 2024 and December 31, 2025⁽¹⁾.

5.1.2_ Combating corruption and influence peddling

Fighting corruption and influence peddling is an integral part of the Group's compliance program. The compliance program implemented throughout the Group by GEODIS meets the requirements of French legislation passed in 2016 on transparency, the fight against corruption, and the modernization of economic life (known as the Sapin II law). GEODIS has a zero-tolerance policy towards any form of corruption or influence peddling, a policy supported and embodied by the Group's Management Board.

Mapping risks of corruption and influence peddling

—> Given the diversity of the Group's businesses and its international footprint, corruption and influence peddling are among the major risks identified by the Group. This risk is assessed annually as part of the process of mapping the Group's major risks.

Specific mapping of the risk of corruption and influence peddling is carried out at Group level, following consolidation of mappings produced in each Region and Line of Business. The mapping process uses a digital tool developed by the Group that enables updates to be tracked and that automates calculations. The Compliance Department monitors action plans, in coordination with the Internal Control Department. The Group Risk Committee then approves the consolidated mapping of risks of corruption and influence peddling, along with the associated action plans.

Policies

—> GEODIS's Code of Ethics adopts a principle of zero tolerance with respect to all forms of corruption. It is reinforced by a Policy on Anti-Corruption and Influence Peddling, along with more specific internal policies for certain high risk situations: a Gifts and Invitations Policy; a Prevention and Management of Conflicts of Interest Policy; and a "Know Your Business Partner" procedure. These policies are intended to clearly explain the applicable rules, provide concrete examples to clarify them, and indicate acceptable and unacceptable behavior. They can be accessed by all employees on the Group's intranet and contribute to promoting a culture based on integrity and ethics within GEODIS.

Third-party integrity verification

—> The "Know Your Business Partner" procedure allows us to verify the integrity of third parties before entering into contractual relationships. Business partners considered to be most at risk are subject to an in-depth analysis, which includes:

- a questionnaire to be completed on their compliance program, shareholding, ultimate beneficial owner, etc.;
- an integrity check carried out using external databases;
- specific training provided by the Group Compliance Department.

(1) Figures calculated by counting all employees who hold a valid certificate of completion (obtained between January 1st, 2024 and December 31, 2025), with access to a computer workstation and the online training platform (excluding employees on extended leave).

Training

—> An online training course titled “Fighting corruption and influence peddling” targets profiles within the Group who are most exposed to the risks of corruption and influence peddling, identified according to their job category. It must be completed during the first month of employment by new hires considered to be at risk, then renewed every two years.

The module outlines internal rules that are applicable and provides employees with the information they need to identify and prevent risky situations, illustrated by practical case studies and a final quiz. It is available in eight languages, making it accessible to as many Group employees as possible.

Disciplinary system

—> In accordance with applicable laws and regulations, GEODIS has set up a disciplinary system that applies to employees in the event of a violation of the rules set out in the Code of Ethics and internal policies on compliance, particularly with respect to the fight against corruption and influence peddling. It is implemented by the Human Resources Department in all Group entities.

Anti-corruption control plan

—> GEODIS has designed first- and second-level controls for the anti-corruption program, applicable to all Group entities, in order to continuously assess the operational effectiveness of the system, in accordance with the recommendations of the French Anti-Corruption Agency. This process is subject to an independent assessment by the Internal Audit Department.

Results

- The 2025 “Fighting corruption and influence peddling” online training campaign targeted 6,109 employees. 5,389 of them successfully completed the training, i.e., 88% of the target population. 13,554 employees successfully completed the training (certificate valid for two years)⁽¹⁾ between January 1st, 2024 and December 31, 2025.
- Number of convictions for violations of anti-corruption laws: 0.
- Total fines for violations of anti-corruption laws: 0.

5.1.3_ Free and fair competition

Ensuring compliance with competition law, particularly in relation to the prevention of cartels and other anti-competitive practices, is a high priority for GEODIS in all countries in which the Group operates.

Mapping risks for breaching competition law

—> Given the diversity of the Group’s business activities and the numerous markets on which it operates, the risk of violating rules governing competition law is among the major risks identified by the Group. It is assessed annually as part of the process of mapping the Group’s major risks. Specific mapping of the risk concerning competition law is carried out at Group level. The Compliance Department monitors action plans, in coordination with the Internal Control Department.

Policies

—> Compliance with competition law aimed at ensuring free and fair competition in the market is one of the key principles set out in the Code of Ethics.

On this subject, the Code of Ethics is reinforced by the Fair Competition Policy, which sets out the fundamental principles of competition law, the internal rules that are applicable, acceptable and unacceptable behaviors, and mechanisms for reporting incidents.

The Policy explicitly specifies that professional organizations must not be used as platforms for commercially sensitive discussions or information-sharing between members. To mitigate this risk, the Group has set up a formal procedure for checking applications for membership of professional bodies. The employees concerned must complete a dedicated online training course, the content of which depends on the level of risk identified.

In 2024, GEODIS supplemented the Policy with guidelines on processing commercially sensitive information from suppliers operating in markets where GEODIS operates.

Training

—> An online training course entitled “Fair competition” targets profiles within the Group who are most exposed to the risks of violating competition law, identified according to their job category. It must be completed during the first month of employment by new hires considered to be at risk, then renewed every two years. The module outlines the main principles of competition law and the rules designed to help employees identify risky situations and prevent anti-competitive practices. It is based on concrete examples and knowledge assessments, and is available in eight languages.

Disciplinary system

—> GEODIS has set up a disciplinary system that applies to employees in the event of a violation of the rules set out in the Code of Ethics and related policies, particularly with respect to fair competition.

Results

—> In 2025, the second “Fair competition” online training campaign was launched, targeting 3,433 employees. 3,064 of them successfully completed the training, i.e., 89% of the target population. 9,666 employees successfully completed the training (certificate valid for two years) between January 1st, 2024 and December 31, 2025⁽¹⁾.

Awareness

—> Alongside the quarterly newsletters on compliance topics, practical fact sheets on competition law compliance are prepared and made available to Group employees every month. They cover the various types of risks that require increased awareness, such as collusive practices, membership of professional bodies, mergers and acquisitions, and sensitive information.

5.1.4_ Customs and export controls

In response to the increase in international trade, GEODIS has implemented a measure designed to ensure compliance with the regulations applicable to the provision of customs services, as well as with export control regulations.

Policies

—> “Customs rules” are designed to provide a framework for the customs clearance operations handled by GEODIS. They are based on the principles of the World Customs Organization (WCO), regulations issued by customs authorities and other government bodies, and best professional practices. They cover the customs subcontracting procedure and the payment of customs duties, taxes and other charges to the customs authorities and are enforced in all Group entities.

The “export control procedure” is designed to provide a framework for export, import, domestic transport, logistics, customs clearance, and transit operations carried out within all GEODIS entities, to ensure that they do not involve anyone designated on sanctions lists or prohibited goods. Any commercial activity involving countries or goods identified in the procedure is subject to prior approval.

On-site compliance check

—> On-site compliance checks are carried out by the Group’s Customs Compliance and International Sanctions Department to ensure the proper application of the regulations in force in these areas, the Customs Rules and the Export Control Procedure.

Training

—> In 2025, GEODIS launched an online training course on “Customs Rules”⁽²⁾, intended for employees whose roles involve customs matters (customs director and managers, customs declarants), as well as employees in the sales, operational, legal/insurance and finance departments. It must be completed during the first month of employment by new hires considered to be at risk, then renewed every two years. The module presents the Customs Rules in a clear manner, illustrated with concrete case studies. It is available in eight languages, making it accessible to as many Group employees as possible.

(1) Figures calculated by counting all at-risk employees who hold a valid certificate of completion (obtained between January 1st, 2024 and December 31, 2025) with access to the online training platform (excluding employees on extended leave or internal mobility that resulted in a change in job category).

(1) Figures calculated by counting all at-risk employees who hold a valid certificate of completion (obtained between January 1, 2024 and December 31, 2025) with access to the online training platform (excluding employees on extended leave or internal mobility that resulted in a change in job category).

(2) As the training program was launched in late 2025, the Group does not yet have sufficient data available to report on its 12-month completion rate.

5.2 → Supplier relations management

Issues and impacts

→ The GEODIS business model is based on an internal and external ecosystem which allows it to offer its customers a comprehensive end-to-end service. To carry out these operations, the Group relies heavily on a network of suppliers and subcontractors to whom it outsources services.

The Group's purchases fall into five categories:

- subcontracting of transport (air, sea, road and rail), logistics and services relating to maintenance, servicing and work on mobile equipment and installations. These purchases are made from small local players (small and medium-sized enterprises, etc.) as well as from international transport and logistics groups;
- temporary labor purchased from multinational groups, regional franchise networks or family businesses;
- energy purchased locally from national players or subsidiaries of international suppliers;
- road vehicles and industrial equipment that are central to Group businesses and to the challenges of environmental transition. As such, these purchases are evaluated in terms of full lifecycle cost (TCO—total cost of ownership) or usage performance (TCU—total cost of use);
- indirect purchasing, including general procurement, IT and telecommunications (equipment, software and services) and intellectual services.

The risk of a failure by suppliers and partners to respect human rights, the environment or business integrity could affect GEODIS's performance and customers' trust.

The Group limits this risk by strengthening its selection process and the CSR assessment of suppliers and partners. In 2024, responsible purchasing was added to the GEODIS risk map.

Governance

→ In 2024, GEODIS expanded and restructured the Group Purchasing Department, giving it the following responsibilities:

- drawing up a roadmap for responsible purchasing, ensuring consistency with the Ambition 2027 strategic plan;
- structuring sourcing and supplier management to encourage synergies at line of business and regional levels. Approximately 210 suppliers operating across the Group are managed at continental or national level;
- monitoring the purchasing function's economic and CSR performance, using processes, tools, norms and standards specified by the Group. This organization is backed up by a team of 220 purchasing professionals working throughout the organization, who define strategies specific to their Lines of Business and implement the Group's objectives and programs.

Dialogue with suppliers is carried out both nationally and locally, with supplier reviews as well as supplier days, such as the Carrier Affinity Conference, which brings together the Group's partner carriers in the United States each year.

32 countries

GEODIS purchasing teams are present in 32 countries and employ more than 220 people.

Policies

→ The approach revolves around the following policies:

- the Business Partner Code of Conduct, revised in 2024, which states that any breach of this code may result in the suspension or termination of the supplier's contract;
- the Group Code of Ethics;
- the Ten Principles of the Global Compact;
- an update of the CSR contractual clause detailing the fundamental CSR principles, which the Group requests its suppliers to comply with and enforce among their own suppliers. This core set of principles is accompanied by commitments regarding human rights and the environment, which are applied according to the specific nature of the category of purchase;
- "Know Your Business Partner", a procedure for assessing the compliance and commitment of value chain partners. This procedure must be applied, regardless of country, region or line of business, to all existing and potential third parties (customers, suppliers, service providers, subcontractors and partners, including agents and joint venture or consortium partners) working with GEODIS or on behalf of GEODIS.

Action plan

Integration of CSR criteria into procurement processes and calls for tender

→ National and local suppliers and subcontractors and those serving multiple entities are selected by purchasing departments on the basis of a set of economic, quality, health and safety, CSR and business integrity criteria, such as:

- **health and safety:** verification of the presence of a safety management system, an emergency plan detailing actions to be taken in the event of an incident (fire, serious injury, etc.), provision of road safety training;
- **human rights:** respect for fundamental texts safeguarding human rights, in particular the prohibition of forced labor, child labor, human trafficking and discrimination, and respect for freedom of association;

- **environment:** analysis of energy consumption, CO₂ emissions, waste generated, local pollution, reuse and recycling loops;
- **social:** development of partnerships with disability-inclusive companies (which enable people with disabilities access to employment in conditions adapted to their abilities);
- **business integrity and compliance:** apply responsible purchasing risk mapping for each category of products or services for suppliers submitting tenders.

Close collaboration for more inclusive procurement

→ As part of its responsible procurement policy and CSR strategy, GEODIS has developed partnerships with service providers in the supported employment sector, such as ESATs and EAs in France. These partnerships promote professional inclusion for people with disabilities.

In order to facilitate the search for these suppliers, GEODIS has set up a joint platform with the SNCF Group which lists service providers already referenced in various fields. As a company that is proud of its social commitment, GEODIS has built strong relationships with several service providers (packaging, maintenance of green spaces, catering, etc.).

Targets

80 %

of major suppliers across the Group assessed by EcoVadis within the last three years by 2027. Major suppliers are those with recurring expenses of more than €5 million within the Group's scope. The indicator does not include customs, import/export, tax, real estate suppliers and subcontractors.

Evaluation of supplier risks

→ GEODIS employs two methods for assessing supplier risks. The most critical suppliers or those most vulnerable to ethical and compliance risks (country, category of purchase, amount of expenditure) are subjected to an in-depth analysis and a compliance and business integrity questionnaire. They are also required to undertake specific training on the subject. Medium- and high-risk suppliers are asked to complete a shorter questionnaire.

The CSR assessment is managed through the EcoVadis platform. Any service provider scoring below 45/100 is required to implement a corrective action plan. If no relevant actions are taken within a reasonable timeframe to improve the assessment, the supplier will be removed from the supplier database. In 2024, the Group published an initial indicator representing the proportion of strategic suppliers assessed. The target of 75% by 2027 was surpassed as early as 2025 with a rate of 82%. The scope of the indicator was therefore expanded to include, in particular, transport and logistics suppliers and subcontractors. Thus, the rate of major suppliers (greater than €5M) assessed in CSR over the past three years stands at 76% for the 2025 financial year, with a target of 80% in

2027. In total, for this assessment campaign, GEODIS evaluated 511 supplier accounts, and the major suppliers assessed have an average score above 70.

Training

→ During the second quarter of 2025, the Group's Sustainability and Purchasing Departments launched a training program with the support of GEODIS University on responsible purchasing (defining the impact of responsible purchasing, understanding GEODIS's commitments and objectives, processes and tools available to buyers, case studies, and knowledge assessment) for all purchasing teams and CSR managers.

Results

76 %

Percentage of major suppliers assessed by EcoVadis in the last three years (revised indicator in 2025).

Annual supplier survey

→ In 2025, GEODIS conducted the second edition of its supplier survey among 2,828 partners. Available in seven languages, this online questionnaire comprised 20 questions (on the quality of business relations, satisfaction and recommendation, assessment of CSR initiatives, and support for innovation). The response rate was 19% with an overall satisfaction rate of 89%. The quality of supplier relations and timely payment were among the main strengths identified by suppliers. On the other hand, communication and the response to calls for tenders were identified as areas for improvement, as was support for innovation.

5.2.1_ Supplier payment terms

GEODIS's relationships with its suppliers and subcontractors are essential to the quality of its services and its long-term success. They are based on the principles of impartiality, fairness and loyalty, with respect for the independence and individual identities of its partners. GEODIS is committed to refraining from abusing its market position to secure preferential treatment or impose unfair conditions, and ensures that its suppliers and subcontractors are not placed in a situation of undue economic dependence.

Practices regarding payment terms are outlined in the Book of Business Principles. Employees are expected to observe the following rules:

- respect legal payment terms (in France, 30 days for transport services);
- otherwise, limit payment terms to a maximum of 45 days following invoice date;
- refuse to accept credit lines.

If payment is to be made in more than 45 days, prior approval must be sought from the GEODIS Group Investment Committee (for contracts worth more than €5 million).

Results

- Average payment period in DPO (Days Payable Outstanding): 51.6 days as of end December 2025 (compared to 49.1 days as of end December 2024).
- Number of ongoing court proceedings due to late payment: 0.
- Number of legal actions brought against the company for late payment: 0.

89%

of suppliers responding to the 2025 GEODIS supplier survey said they were satisfied overall with their experience as a Group supplier.

5.3 → Data protection and cybersecurity

Issues and impacts

→ The Group's digital transformation and the growing number of digital exchanges with its many partners are increasing the risks of hacking, cyber-attacks and malicious use of information systems.

This dependence on information systems also exposes the Group to risks of non-compliance with regulations on a global scale, which could potentially lead to substantial fines and reputational damage.

As a trusted digital partner, GEODIS is committed to continuously adapting and improving its technical and organizational posture, whether preventive or responsive, in order to guard against any major interruption to its activities or breach of data confidentiality that could impact third parties, or its own operations or reputation.

Governance

→ The Group's Information Systems Security Department works closely with the Management Board. It implements comprehensive, overarching strategy and processes in France and internationally, independently of the Group's Lines of Business.

Policies and procedures

→ The Group relies on a network of acknowledged, committed partners and a significant range of solutions to secure exchanges, maintain employee vigilance and work towards the most widely recognized international security standards (NIST, ISO 27001).

The following have been implemented:

- a general IT security policy, incorporated into the Book of Business Principles;
- specific policies in line with the appropriate benchmark standards;
- a "security by design" approach, which ensures that security requirements are included in the design phases of services and products rolled out by GEODIS as part of its digital transformation;
- internationally acknowledged security certifications in key business areas;
- risk analyses and ad hoc mitigation measures.

Action plan

The Group's roadmap is supported by the following means and resources:

- identification of risks by classifying assets, partners and potential threats that could impact the confidentiality, availability or integrity of data;
- protection of assets and promotion of cyberculture by regularly raising awareness among users, who are the primary players in the company's security, through training and attack simulation campaigns. Over 30,000 users take part every month;
- detection of possible compromises on over 40,000 active devices, and a Vulnerability Operation Center to continuously reduce the attack surface;
- the means of responding to alerts and incidents, represented by its Security Operation Center and intervention teams around the world, providing 24/7 coverage;
- regular crisis procedures and exercises to manage potential major incidents more smoothly.

GEODIS recognizes the increasingly prominent role played by artificial intelligence (AI) in its functions and Lines of Business, and is committed to a global governance of data to guarantee ethical, transparent and compliant use of AI in its various Regions.

5.3.1_ Personal data

Issues and impacts

→ Against a backdrop of increasing global privacy regulations and the rapid growth of technologies that could become particularly intrusive without proper controls, companies face growing obligations and responsibilities. At the same time, controls are becoming tighter and penalties for non-compliance are being imposed more frequently.

Understanding the processing operations that are being put in place and ensuring the confidentiality, availability, and integrity of personal data processed by GEODIS is therefore a key priority for the Group.

The main concern lies in defining and maintaining the appropriate high level of protection for each entity within the Group. This involves ensuring that processing operations and related documentation, such as privacy impact assessments, are rigorously updated; that data transfers are secured; that data subjects are informed about the processing carried out; and that their consent is obtained when necessary. These requirements are accompanied by the management of requests relating to individuals' rights and the rapid detection of security incidents to ensure that they are handled in compliance with the regulations in force.

For this purpose, GEODIS has set up a dedicated governance structure, a set of tools, and training and awareness-raising campaigns to increase employee vigilance with regard to the protection of personal data.

The process of identifying the impacts, risks and opportunities of the protection of personal data in relation to GEODIS's business model and strategy is presented in **section 2.6** of this report.

Governance

→ The Data Protection Officer, who is part of the Governance, Risks and Compliance Department, is responsible for determining and guaranteeing the consistent application of Group standards, with the support of a Data Protection Coordinator at central level and a network of operational correspondents who ensure the effective implementation of the program across the entire Group at several levels:

- Data Protection Regional Correspondents (regional liaisons);
- Data Protection Champions (line of business liaisons);
- Data Protection Correspondents (country liaisons);
- Function Correspondents (function liaisons).

Policies

→ A set of documents and tools are available for employees to ensure compliance with practices and applicable regulations relating to personal data protection:

- the Code of Ethics states: "We respect individuals and protect each person's right to privacy in accordance with the GEODIS Data Protection Principles implemented for this purpose. We undertake to treat personal data as confidential and to protect such data to the utmost in compliance with the applicable laws and the agreements with our commercial partners";
- the User's IT Charter stipulates: "Each user must always comply with local legislation (GDPR, CCPA, DPA 2018, etc.)";
- the Business Partner Code of Conduct requires suppliers and subcontractors to "respect and guarantee each person's right to privacy and comply with the General Data Protection Regulation as well as all other equivalent data protection regulations in each country where we do business";
- the Data Protection Declaration details the process and organization in place to protect the personal data of employees, customers and suppliers;
- the Human Rights Policy states that "the Group is committed to respecting the right to privacy and protecting the confidential information and personal data of all its employees";
- document templates and forms (such as subcontracting agreements and a security incident reporting form) are made available to employees to enable them to apply the Group's standards.

Mapping of risks of breaches of personal data protection

→ The risk of a breach of personal data protection is one of the major risks identified by the Group. It is assessed annually as part of the process of mapping the Group's major risks. Specific mapping of the risk of personal data protection breaches is carried out at Group level. The mapping process uses a digital tool developed by the Group that enables updates to be tracked and that automates calculations. The Data Protection Officer monitors action plans, in coordination with the Internal Control Department.

Awareness

→ Every January, GEODIS organizes a Data Protection Day to raise awareness on this subject among its employees. As part of the day's activities, the teams explore the definition of personal data and the Group's prevention program.

Training

→ Data protection training is intended to improve employees' knowledge. Different content formats are available to cater to different employee profiles and levels of expertise (live presentations, documentation, e-learning modules, etc.). They have been made available in a shared folder.

All Group employees are required to complete online training in Confidentiality and Data Protection. This module presents the key concepts that have to be understood, such as personal data, sensitive personal data, the data subject, the controller and the processor. It also sets out the fundamental principles that apply to data processing: lawfulness, minimization, transparency, purpose, liability, security and respect for the rights of individuals.

Internal rules are referred to throughout the module, and links to the relevant policies and procedures are provided to ensure that every employee can easily access the tools available to them. Practical examples and concrete advice illustrate risky situations such as phishing and explain the best course of action. Participants can then test their newly acquired knowledge in a final quiz. The module is available in eight languages, making it accessible to as many Group employees as possible. New hires are required to complete it during their first month of employment, then renew it every two years. A certificate of completion is awarded at the end of the session.

Disciplinary system

→ GEODIS has set up a disciplinary system that applies to employees in the event of a violation of the policies and procedures set out in the compliance program, including the Code of Ethics and the User's IT Charter. This disciplinary system is implemented in all Group entities.

Control plan

→ The Group regularly implements self-assessment campaigns, which constitute the first level of control.

Results

→ The 2025 Confidentiality and Data Protection training campaign targeted 8,626 employees. 7,832 of them successfully completed the training, i.e., 91% of the target population. 17,492 employees successfully completed the training (certificate valid for two years) between January 1, 2024 and December 31, 2025⁽¹⁾.

5.4 → Responsible stakeholder engagement

GEODIS does not simply respond to requests from current and prospective customers, but is committed to playing a proactive part in developing sustainable logistics solutions for its customers. The Group systematically proposes a low-carbon solution whenever possible, even if it was not specifically requested in the call for tenders. GEODIS promotes its initiatives and solutions to reduce its customers' carbon footprints through alternative fuels, multimodal solutions, supply chain optimization, etc.

At the same time, GEODIS is actively involved in industry bodies and working groups to drive forward environmental and societal transition within its sphere of influence. A transition to more sustainable logistics requires calls for collaboration between companies, governments, technology providers and other stakeholders. Coordination at both sectoral and inter-sectoral levels is critical to implementing systemic change.

Industry associations and organizations

→ As an active member of Union TLF (the French Union of Transport and Logistics Companies), GEODIS endorses the roadmap published by the association for the decarbonization of road freight transport, which has been submitted to the French government. This document sets out the conditions for the successful development of alternative energies, such as electricity and biofuels. TLF has also created a decision-making tool for comparing the costs and emissions of alternative energies when renewing vehicle fleets, and made it available to the public. GEODIS employees provided input to create the content of this tool and to develop the website⁽¹⁾.

The Group also takes part in workshops and working groups on multimodal transport and biofuels within organizations such as the Smart Freight Centre, Clean Cargo (maritime transport) and the Clean Air Transport Program (air transport).

Coalitions

→ In late 2023, GEODIS joined the Road Decarbonization Alliance, which brings together a panel of companies, experts, local authorities, associations, insurers and unions to work alongside public authorities. Its roadmap focuses on four key areas: ensuring a fair and acceptable transition in mobility; decarbonizing logistics; roads at the heart of a mobility system in low-density and rural areas; and roads and their resilience to climate risk. The Alliance published several reports in 2025, inclu-

ding the collaborative report, *Transport routier de marchandises : Activer les leviers de decarbonation* (Road freight transport: Activating decarbonization levers).

The Group has also been a member of the European Clean Trucking Alliance (ECTA) since 2020, a coalition of European companies and organizations advocating zero-emission solutions in road transport.

GEODIS is in contact with public authorities in the countries where it has operations, either on its own behalf or through industry associations. It actively advocates a legislative and regulatory framework in line with its commitments, in order to maintain fair competitiveness while integrating sustainability issues.

5.4.1_ Political involvement and lobbying activities

Public affairs encompass all actions enabling GEODIS to promote its rights and interests and to provide information to public bodies and decision-makers, in France and abroad, whose actions could have an impact on its activities or those of its subsidiaries.

The Group is committed to complying with national laws requiring interest representatives to register where lobbying activities are conducted, in accordance with the applicable transparency and lobbying disclosure regulations (e.g., with the relevant national oversight or transparency authority in each jurisdiction).

The Group does not allow its employees to participate, directly or indirectly, whether solicited or not, in financing political activities. This applies in particular to funding political parties or election campaigns, whatever the reason for the contribution and irrespective of whether or not it is made with the aim of obtaining certain advantages in return. This applies to both financial contributions and offers of services made for the benefit of a political party or election candidate.

(1) Figures calculated by counting all employees who hold a valid certificate of completion (obtained between January 1, 2024 and December 31, 2025) with access to a computer workstation and the online training platform (excluding employees on extended leave).

(1) Tool on the Group website: <https://geodis.com/logistics-carbon-calculator>

Compliance: the key to accessing the markets that matter

With regulations becoming increasingly complex and ever-changing, GEODIS has taken a clear stance, as it turns Compliance—long considered a constraint—into a key driver of performance and trust for customers. A strategic choice that now places compliance at the core of client relationships.



Camille Porgès,
Executive vice president, Governance,
Risk and Compliance



Tae Kyung Bouman,
Global Account Manager Industrial

As tenders grow more demanding, with ever stricter criteria, Compliance has become a pre-selection requirement. For Camille Porgès, executive vice president, Governance, Risk & Compliance, this is a sign of a fundamental shift: *"Customers no longer consider compliance a mere guarantee of adherence to regulations, but rather an integral part of the service offering, which must provide them with tangible added value."*

In an increasingly complex environment—marked by U.S. import tariffs, European reporting obligations and due diligence requirements across the supply chain—compliance can make all the difference. It provides customers with a robust supply chain and secure operations.

Compliance must be implemented at all levels of the organization to be fully effective. It requires a strong commitment from senior management, developing a network of dedicated experts across the Lines of Business and Regions and providing continuous training and awareness initiatives. As a result, several thousand employees complete Compliance and Ethics training each year. Targeted programs for sales teams are being added in 2026.

These measures are essential as compliance is now central to business relationships. Whether they are key accounts, publicly traded companies, or companies operating in a regulated sector, compliance increasingly determines a company's eligibility for tenders. *"Companies that cannot demonstrate that their compliance program is solid and effective simply won't make the shortlist,"* adds Porgès.

Global Account Manager Tae Kyung Bouman shares this view. For several years now, he has been running annual compliance program reviews for one of GEODIS's long-standing clients. *"These reviews are crucial for contract renewals, as well as ensuring the quality and future of the relationship,"* he says. *"Compliance should be part of every employee's DNA, especially our sales professionals."*

This increasingly widespread approach signals a new development: some of the Group's longest-established customers are driving their supply chains to new heights by setting higher standards. GEODIS has taken the lead by making compliance a central focus in its customer relationships. What was once seen as a box to tick on a regulatory checklist is now a key to gaining access to the markets that matter. ●





6.0 Annexes

6 ANNEXES

Annex 1_ Table of indicators

→ The methodological note for a definition of each indicator and any exclusions from the scope is available on geodis.com. The Limited Assurance Report can also be consulted on the Group's website. The indicators in the table below include the full scope of the Group, unless stated otherwise.

The footnotes are located at the end of the table of indicators.

→ Environmental indicators

Indicator	Unit	2023	2024	2025	Verified
Greenhouse gas emissions, scopes 1+2+3	tCO₂e	4,335,760	4,818,288	5,046,889	
Greenhouse gas emissions, scopes 1+2 (market-based)	tCO₂e	338,737	371,848	338,403	☑
Scope 1: Direct greenhouse gas emissions					
Total	tCO₂e	268,082	293,754	276,417	☑
(1.1) Direct emissions from fixed combustion sources (natural gas, heating oil and LPG for heating building)	tCO ₂ e	39,004	34,969	37,847	☑
(1.2) Direct emissions from mobile combustion sources	tCO ₂ e	227,095	249,706	221,361	☑
● Emissions resulting from consumption of natural gas for forklifts	tCO ₂ e	5,326	6,087	4,857	☑
● Emissions resulting from diesel consumption	tCO ₂ e	157,892	150,619	135,241	☑
● Emissions resulting from kerosene consumption	tCO ₂ e	37,201	77,092	66,667	☑
● Emissions resulting from gasoline consumption	tCO ₂ e	18,089	7,380	4,949	☑
● Emissions resulting from consumption of natural gas	tCO ₂ e	8,587	8,529	9,647	☑
(1.4) Fugitive direct emissions	tCO ₂ e	1,983*	9,078*	17,209***	
Indicator	Unit	2023	2024	2025	Verified
Scope 2: Indirect greenhouse gas emissions relating to energy consumption					
Total (market-based)	tCO₂e	70,655	78,094	61,986	☑
Total (location-based)	tCO₂e	84,622	83,847	72,495	☑
(2.1) Indirect emissions from electricity consumption					
Market-based	tCO ₂ e	70,655	76,854	61,163	☑
Location-based	tCO ₂ e	84,622	82,607	71,672	☑
(2.2) Indirect emissions from the consumption of heat, steam or cold	tCO ₂ e	—	1,240	823	

* Excludes Need It Now Delivers and trans-o-flex.
 ** Excludes Need It Now Delivers.
 *** Excludes trans-o-flex.

Indicator	Unit	2023	2024	2025	Verified
Scope 3: Indirect greenhouse gas emissions					
Total	tCO₂e	3,997,023	4,446,440	4,708,486	
(3.1) Purchase of goods and services**	tCO ₂ e	207,842	233,516	233,999	
(3.2) Capital goods**	tCO ₂ e	79,816	95,336	103,316	
(3.3) Indirect emissions relating to energy, not included in scopes 1 & 2	tCO ₂ e	102,647	111,245	93,367	
(3.4) Upstream freight transport (subcontracted)	tCO ₂ e	3,254,381**	3,547,166**	3,901,498	☑
● Air transport	tCO ₂ e	1,054,196	1,354,592	1,346,149	
● Rail transport	tCO ₂ e	51,146	64,747	111,422	
● Barge transport	tCO ₂ e	1,815	2,130	1,335	
● Sea transport	tCO ₂ e	494,127	602,345	564,726	
● Road transport	tCO ₂ e	1,653,097	1,523,352	1,877,865	
(3.5) Waste	tCO ₂ e	68,834**	77,928**	59,836	
(3.6) Business travel**	tCO ₂ e	18,813	14,387	7,242	
(3.7) Employee commuting**	tCO ₂ e	44,261	41,225	40,114	
(3.8) Upstream leased assets	tCO ₂ e	—	—	22,133	
(3.11) Emissions relating to sold products	tCO ₂ e	216,102	320,713	239,874	
(3.13) Downstream leased assets	tCO ₂ e	3,966	4,924	7,107	

Indicator	Unit	2023	2024	2025	Verified
Energy consumption					
Total	GWh	1,369	1,446	1,345	☑
Natural gas consumption of built areas, forklifts and road vehicles	GWh	263	240	260	☑
Electricity consumption of built areas	GWh	263	264	240	☑
● Of which renewable electricity	GWh	63	44	87	☑
Diesel consumption	Millions of liters	63.37	60.01	54.08	☑
	GWh	616	583	530	
Consumption of other types of fuel (B100, HVO)	Millions of liters	1.1	1.8	3.1	
	GWh	10	19	29	
Gasoline consumption	Millions of liters	8.3	3.4	2.3	
	GWh	73	30	20	
Kerosene consumption	Millions of liters	14.7	30.5	26.2	
	GWh	144	299	257	
Heating oil consumption	Millions of liters	—	0.4	0.4	
	GWh	—	4	4	
Consumption of heat, steam, cooling	GWh	—	7	5	
Ratios					
Consumption of electricity and heating gas per sqm of built areas ⁽¹⁾	kWh/m ²	—	46.9	50.0	☑
Percentage of surfaces in buildings equipped with LED lighting	%	62%	68%	70%	

Indicator	Unit	2023	2024	2025	Verified
Energy consumption and mix					
(1) Fuel consumption from coal and coal products	MWh	–	0	0	✓
(2) Fuel consumption from crude oil and petroleum products ⁽²⁾	MWh	–	915,785	734,435	✓
(3) Fuel consumption from natural gas	MWh	–	228,989	238,665	✓
(4) Fuel consumption from other fossil sources	MWh	–	0	0	✓
(5) Consumption of purchased or acquired electricity, heat, steam or cooling from fossil sources	MWh	–	106,764	87,179	✓
(6) Total fossil energy consumption (total lines 1 to 5)	MWh	–	1,251,538	1,060,279	✓
Share of fossil sources in total energy consumption	%	–	87%	79%	✓
(7) Consumption from nuclear sources	MWh	–	66,230	31,514	✓
Share of consumption from nuclear sources in total energy consumption	MWh	–	5%	2%	✓
(8) Fuel consumption from renewable sources, including biomass (also comprising industrial and municipal waste of biological origin, biogas, renewable hydrogen, etc. ⁽²⁾)	MWh	–	29,637	133,691	✓
(9) Consumption of purchased or acquired electricity, heat, steam and cooling from renewable sources	MWh	–	98,022	118,557	✓
(10) Consumption of self-generated non-fuel renewable energy	MWh	–	–	1,218	✓
(11) Total renewable energy consumption (total lines 8 to 10)	MWh	–	127,659	253,466	✓
Share of renewable sources in total energy consumption	%	–	9%	19%	✓
Total energy consumption (total lines 6, 7 and 11)	MWh	–	1,445,427	1,345,259	✓
Generation of non-renewable energy	MWh	–	–	0	✓
Generation of renewable energy	MWh	–	–	2,671	✓

Indicator	Unit	2023	2024	2025	Verified
Changes in the vehicle fleet					
Total	Number of vehicles	4,302	4,659⁽⁹⁾	4,268	✓
Euro 0 to 4	Number of vehicles	91	81	30	
Euro 5	Number of vehicles	165	113	92	
Euro 6 (or USA Final Tier 4)	Number of vehicles	3,690	3,722	4,075	
Alternative vehicles	Number of vehicles	356	463	583	
● Of which electric vehicles	Number of vehicles	32	64	71	
● Of which natural, compressed and liquefied gas vehicles ⁽⁴⁾	Number of vehicles	184	327	393	
● Of which BI00 vehicles	Number of vehicles	28	61	119	
Proportion of alternative vehicles	%	8.3%*	9.9%	13.6%	✓

Indicator	Unit	2023	2024 ⁽⁵⁾	2025	Verified
Waste generated					
Total	Tonnes	105,288**	110,404**	115,687	
● Hazardous	Tonnes	2,232	2,068	2,810	✓
● Non-hazardous	Tonnes	103,056	108,336	112,877	✓
Waste with end-of-life information available⁽⁶⁾	Tonnes	–	97,656	101,451	✓
Recovered waste	Tonnes	–	74,181	80,897	✓
Recovery rate	%	–	76%	80%	✓
● of which preparation for reuse	Tonnes	–	14,902	1,915	✓
● of which recycling	Tonnes	–	54,278	67,007	✓
● of which other recovery	Tonnes	–	5,001	11,975	✓
Disposed waste	Tonnes	–	23,475	20,554	✓
● of which incineration	Tonnes	–	8,843	2,665	✓
● of which landfilling	Tonnes	–	11,536	14,608	✓
● of which other disposal operations	Tonnes	–	3,096	3,281	✓
Non-recycled waste ⁽⁷⁾	Tonnes	–	43,378	34,444	✓
Non-recycled waste rated	%	–	44%	34%	✓

→ Certifications

Indicator	Unit	2023*	2024**	2025	Verified
Total number of sites		1,079	1,080	975	
Certifications					
ISO 9001 ⁽⁸⁾	Number of sites	590	638	602	
ISO 14001 ⁽⁹⁾	Number of sites	308	367	358	
ISO 45001 ⁽¹⁰⁾	Number of sites	256	255	253	
TAPA ⁽¹¹⁾	Number of sites	33	37	61	
AEO ⁽¹²⁾	Number of sites	350	410	367	
ISO 22000 ⁽¹³⁾	Number of sites certified	34	8	10	
ISO 13485 ⁽¹⁴⁾	Number of sites certified	3	5	7	
ISO 50001 ⁽¹⁵⁾	Number of sites certified	2	13	11	
SQAS ⁽¹⁶⁾	Number of sites certified	16	16	15	
HQE, LEED, BREEAM ⁽¹⁷⁾	Number of sites certified	27	34	42	

* Excludes Need It Now Deliverers and trans-o-flex.
 ** Excludes Need It Now Deliverers.

→ Social indicators

Indicator	Unit	2023	2024	2025	Verified
Total headcount		52,819	49,720	47,955	✓
Full-Time Equivalents (FTEs)		52,268	49,221	47,484	✓
Health and Safety in the workplace					
Number of lost-time work incidents		862	892	764	✓
Lost-time work incident frequency rate per million hours worked (employees)		9.8**	10.3	9.2	✓
Severity rate in lost workdays per thousand hours worked		0.74**	0.74	0.70	✓
Number of hours of training in Health and Safety per FTE ⁽¹⁶⁾	Hours	5.45*	5.95*	6.14	✓
Average number of calendar days lost per lost-time incident (employees)		57.1	55.1	57.4	✓
Number of deaths (employees)		1*	1	0	✓
Percentage of employees covered by a health and safety management system	%	—	—	100%	✓
Indicator	Unit	2023*	2024**	2025	Verified
Management of talent					
Total number of hours of training	Hours	542,049*	565,336*	642,348 ⁽¹⁶⁾	
Number of hours of training per FTE ⁽¹⁶⁾	Hours	10*	11*	14	
Indicator	Unit	2023	2024	2025	Verified
Diversity and inclusion					
Percentage of women in the total headcount	%	39%	40%	40%	✓
Percentage of women in senior management	%	—	31%	33%	
Percentage of women in the TopEx	%	22%	25%	29%	✓
Gender equality index score	/100	91	91	91	
Percentage of employees (FTE) with disabilities	%	3%*	4%*	3%	

* Excludes Need It Now Delivers and trans-o-flex.
 ** Excludes Need It Now Delivers.

Indicator	Unit	2023	2024	2025	Verified
Employee engagement					
Absenteeism ⁽²⁰⁾	%	—	5.83%	5.13%	
Number of departures		16,096*	18,480*	17,780	
Average length of service of employees	Years	7.3*	6.9*	6.7	
Employee satisfaction rate (engagement survey)	%	82%*	80%*	81%	
Employee engagement rate (engagement survey)	%	81%	79%	81%	
Indicator	Unit	2023	2024	2025	Verified
Ethics					
Percentage of targeted employees receiving training in the Code of Ethics through e-learning ⁽²¹⁾	%	—	87%	91%	
Percentage of targeted employees receiving training in anti-corruption through e-learning ⁽²¹⁾	%	—	94%	88%	
Percentage of targeted employees receiving training in fair competition through e-learning	%	—	91%	89%	
Percentage of majors' suppliers assessed by EcoVadis	%	—	—	76%	✓
Average score awarded to suppliers assessed by EcoVadis	/100	65**	65*	70	
Percentage of suppliers having signed the GEODIS Code of Conduct	%	75%*	76%*	75%	
Percentage of targeted employees having received training in data protection through e-learning	%	—	90%*	91%	

- (1) Electricity and heating gas consumption is divided by the built area consuming electricity as a minimum excluding sites that were opened or closed during the year.
 - (2) The share of biofuels from B7 and E10 (considered as fossil energy) is not taken into account here.
 - (3) Includes 280 Need It Now Delivers vehicles not broken down by category.
 - (4) Also includes vehicles that were accounted for separately as "biogas vehicles" in 2022 and 2023. The number of natural, compressed or liquefied gas vehicles has therefore been adjusted (189 in 2022 instead of 149, 288 in 2023 instead of 184).
 - (5) The 2024 data has been updated to exclude data related to circular economy services regarding the end of a product's life.
 - (6) Scope representing 88% of the total tonnage of waste generated by GEODIS in 2024.
 - (7) Value calculated by subtracting total recycled waste from total waste generated with end-of-life information.
 - (8) Quality management.
 - (9) Environmental management.
 - (10) Safety management.
 - (11) Transport Asset Protection Association (freight security).
 - (12) Authorized Economic Operator (customs formalities).
 - (13) Food safety.
 - (14) Quality of medical devices.
 - (15) Energy management.
 - (16) Safety & Quality Assessment for Sustainability (chemicals).
 - (17) Environmental performance of buildings: High Environmental Quality, Leadership in Energy and Environmental Design, Building Research Establishment Environmental Assessment.
 - (18) Excludes Need It Now Delivers and trans-o-flex (45,556 FTEs).
 - (19) Since 2025, e-learning training hours have been included. Without this inclusion, the total training hours for 2025 would have been 513,620 hours, i.e., 11 hours of training per FTE.
 - (20) The absenteeism indicator was revised in 2025: it now excludes the United States, where working hours were recorded but employees' absence hours were not reported, which distorted the Group average. For comparison purposes, the 2024 absenteeism rate was recalculated and stands at 5.83% instead of 3.99%.
 - (21) A more robust methodology was applied by the Group in 2024 to calculate the number of employees receiving training in the Code of Ethics and anti-corruption, but it was not possible to recalculate the data for 2022 and 2023 in the same way.
- * Excludes Need It Now Delivers and trans-o-flex.
 ** Excludes Need It Now Delivers.

Annex 2_ ESRS cross-reference table (CSRD)

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BP-2	Disclosures in relation to specific circumstances		
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GOV-2	Sustainability matters addressed by the Company's governance bodies	2.1 Corporate governance	30
GOV-3	Integration of sustainability-related performance in incentive schemes	2.1 Corporate governance	30
GOV-4	Statement on due diligence	Annex 3 Statement on due diligence	136
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SBM-2	Interests and views of stakeholders	2.4 Interactions with stakeholders	38
SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.3 Double materiality analysis	36
		2.5 CSR roadmap	41
		2.6 Impacts, risks and opportunities (IRO)	42
IRO-1	Description of the processes to identify and assess material impacts, risks and opportunities	2.6 Impacts, risks and opportunities (IRO)	42
IRO-2	Disclosure requirements in ESRS covered by the Company's sustainability statement	2.3 Double materiality analysis	36
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Environment

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EI-SBM-3	Material impacts, risks and opportunities and their interaction with strategy and business model	2.6 Impacts, risks and opportunities (IRO)	42
		3.1.3 Climate change mitigation	55
		3.1.6 Adapting to climate change	65

EI-IRO-1	Description of the processes to identify and assess material climate-related impacts, risks and opportunities	2.6 Impacts, risks and opportunities (IRO)	42
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EI-2	Policies related to climate change mitigation and adaptation	3.1.2 Strategy	54
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EI-3	Actions and resources in relation to climate change policies	3.1.1 Governance	54
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EI-4	Targets related to climate change mitigation and adaptation	3.1.3 Climate change mitigation	55
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EI-5	Energy consumption and mix	3.1.5 Energy and energy mix	63
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Disclosure requirement	Disclosure requirement description	Section of the report	Page
ESRS E2	AIR POLLUTION		
E2-IRO-1	Description of the processes to identify and assess material pollution-related impacts, risks and opportunities	2.3 Double materiality analysis	36
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→ Social

Disclosure requirement	Disclosure requirement description	Section of the report	Page
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SI-5	Targets relating to managing material negative impacts, advancing positive impacts, as well as to risks and opportunities	4. Social	82
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Annex 3_ Statement on due diligence

Core elements of due diligence	Paragraphs in the sustainability report	Paragraphs in the SNCF vigilance plan
a) Embedding due diligence in governance, strategy and business model	02. General information	01. Introduction
	4.3 Human rights in the value chain	
b) Engaging with affected stakeholders in all key steps of the due diligence	2.4 Interactions with stakeholders	05. Monitoring of the measures introduced and evaluation of their effectiveness
	4.2.1.4 Labor relations	
c) Identifying and assessing adverse impacts	2.6 Impacts, risks and opportunities (IRO)	02. Risk mapping and actions to mitigate or prevent serious damage
		03. Regular risk assessment procedures – subsidiaries, subcontractors, suppliers about risks
d) Taking action to address those adverse impacts	03. Environment	02. Risk mapping and actions to mitigate or prevent serious damage
	4.1 Health, safety and security at work	
	4.3 Human rights in the value chain	04. Alert and reporting mechanism
	5.2 Supplier relations management	05. Monitoring of the measures introduced and evaluation of their effectiveness
e) Tracking the effectiveness of these efforts and communicating	03. Environment	05. Monitoring of the measures introduced and evaluation of their effectiveness
	4.1 Health, safety and security at work	
	4.3 Human rights in the value chain	
	5.2 Supplier relations management	

METHODOLOGY

The methodological note for a definition of each indicator and any exclusions from the scope is available on geodis.com. The Limited Assurance Report can also be consulted on the Group’s website.

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