



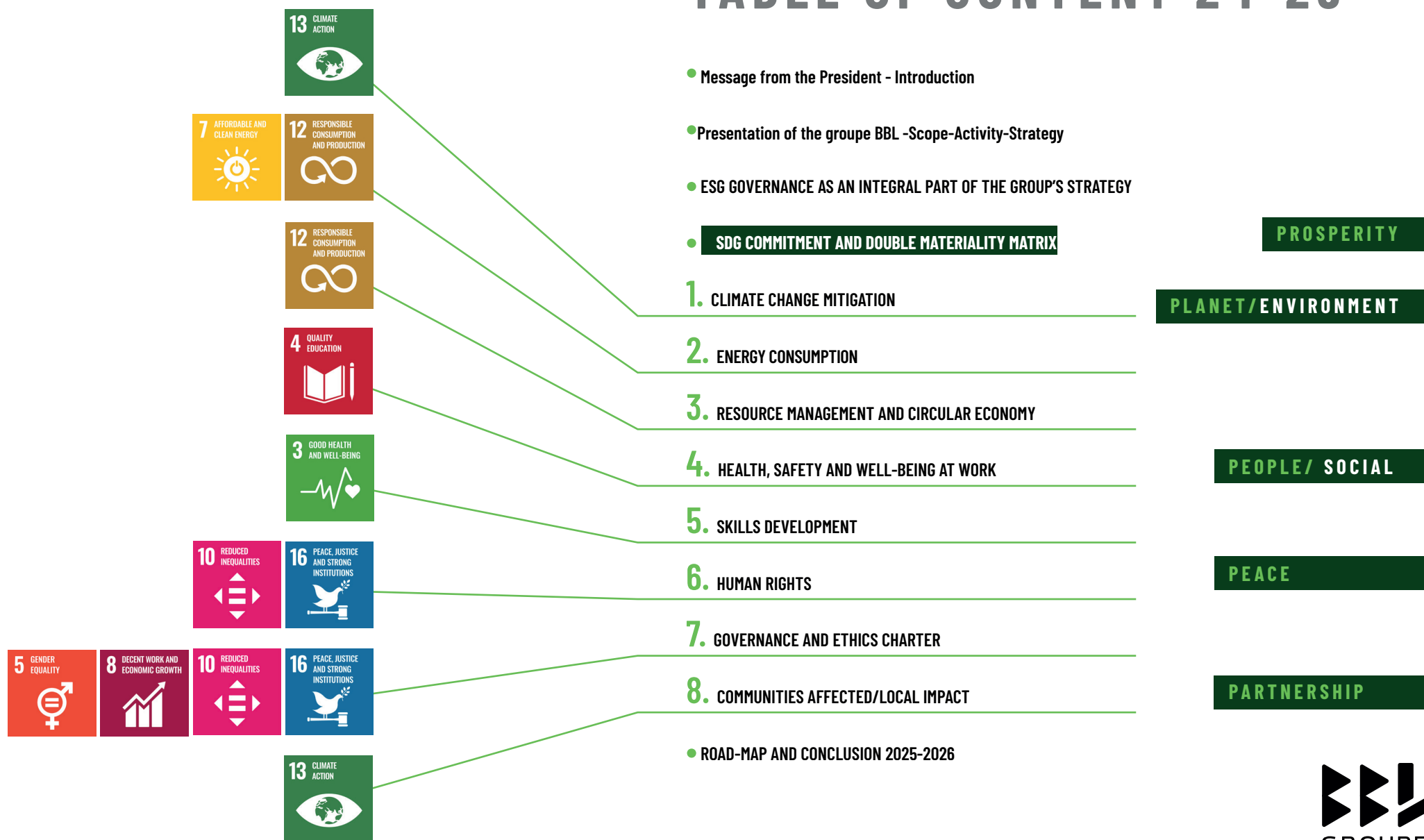
WE SUPPORT

COMMUNICATION ON PROGRESS 2024-25 TAKE ONE STEP FOR A GREENER SUPPLY-CHAIN



GROUPE BBL supports the UN Sustainable Development Goals.

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0. ABOUT THIS CSR REPORT

This 2024-25 CSR report of Groupe BBL is an appendix to its fifth COP since formally joining the United Nations Global Compact. It has been prepared in alignment with the Sustainable Development Goals. Since the Global Compact replaced its reporting model with a questionnaire and the collection of quantifiable, comparable data, this sustainability report is no longer mandatory. However, we have nonetheless chosen to publish it for 2025 and 2026.

Groupe BBL's approach therefore remains entirely voluntary, as non-financial performance reporting obligations do not yet apply to us. This report has not been externally verified but has been prepared in line with the GRI Standards to ensure accurate reporting of the results achieved. Starting in 2028, it will be replaced by a new report covering fiscal year 2027, prepared and audited in accordance with CSRD requirements.

Scope covered.

Groupe BBL's scope continued to expand in fiscal year 2024 with several new acquisitions. The Group's consolidated revenue reached €731 million, compared with €654 million the previous year. The workforce has increased by nearly 10% with 2,277 "full-time equivalent" employees as of 31 December 2024.

The acquisitions were carried out as follows:

*> Acquisition of **LDI Hungary** - April 2024 - Revenue: €3.2 million - Just over ten employees under the leadership of Katarina Jasinska at a road transport and logistics site located in Sziget, on the outskirts of Budapest. Immediate rebranding for integration into the BBL Transport European network.*

*> Acquisition of **EIS - Export Import Services** - June 2024 - Around 10 employees in Hazlet, NJ (USA) - Revenue: €2.9 million. A well-established customs brokerage founded in 1938 and headed by Patricia FARRELL.*

*> Acquisition of **ALLWAYS TRANSPORT** - August 2024 - 28 employees in the Netherlands and 6 in Bonaire (Dutch Caribbean) - Revenue: €9.2 million - Specialist in transport to and from the Caribbean region, mainly Aruba, Bonaire and Curaçao.*

*> Acquisition of **DOOR TRANSPORT** in Tangier, Morocco - November 2024 - Around 10 employees under the leadership of Sara DAHHANE - Revenue: €4.7 million - Freight forwarder in Morocco.*

Given the integration timeline for newly acquired companies, our consolidated reporting of results and KPIs covers only the Group's operations in France. However, initiatives launched in 2024 and all initiatives launched in 2025 across the full scope, are included in this report.

Reporting period

Social reporting as well as all data and KPIs are prepared on a calendar year basis, from January 1, 2024 to December 31, 2024.

Reporting on initiatives, however, covers the period from June 30, 2024 to June 30, 2025.

CSR Committee and Contributors

The drafting of this sustainability report benefited from the active contributions of operational management from each subsidiary concerned, as well as the Group's back-office functions (Human Resources, Legal Affairs, Marcom and Finance). The CSR Committee is led by Marianne POITEVIN, Groupe BBL CSR Manager. It is overseen by Kaci KEBAILI, President and Founder of Groupe BBL and Jean-Marc WILLIATTE, Group Marketing & Communications Director.

TO ALL STAKEHOLDERS – INTRODUCTION COP 2024/2025



Emma KÉBAÏLI
Vice President

Kaci KÉBAÏLI
Founder & President

Since 2020, without any legal obligation to do so, Groupe BBL has been a participant in the United Nations GLOBAL COMPACT. Since then, efforts and projects have multiplied to align the Group and its subsidiaries with the SDGs and to build the operational foundations needed for its international ambitions.

This "Sustainability Report" highlights the Group's CSR activities and initiatives for the period from June 30, 2024 to June 30, 2025, during which fiscal year 2024 was closed, marked by sustained growth despite a deliberate slowdown in acquisitions. As of December 31, 2024, BBL employed 2,277 people (+4.1%) across 24 countries, with total revenue up 11.7% to €731 million. Once again, our "federal" business model demonstrated its resilience in a disrupted global environment. Economic and political tensions led to a major revision of the EU Green Deal ambitions and, in early 2025, to a rollback of the regulatory framework (CSRD, CS3D and CBAM) on which we had

based investments.

None of these setbacks affect our long-term commitment. We are a family business; my daughter, Emma KÉBAÏLI, now serves as Vice President and sustainability remains the cornerstone of my ambition to pass on knowledge.

On the Governance level the statutes of the holding company Groupe BBL INVEST now enshrine a purpose both ambitious and humanist, summed up in our manifesto: "Opening ways!"... "Creating tailored pathways that allow everyone to move forward with confidence." A Group-wide Ethics Charter is now shared with all employees, encapsulating our values as follows:

- Trust and Responsibility,
- Listening and Creativity,
- Profitability and Independence.

> In 2024, our CSR Committee engaged Goodwill Management (a Baker Tilly subsidiary) to conduct our double materiality matrix, analy-

sing the impact of our activities on society and the environment as well as the effects of sustainability challenges on financial performance.

On the Environmental level, our eight key projects remain active under the "Take One Step" program:

> Scope 1: measures to reduce GHG emissions from vehicle fleets owned by the Group's subsidiaries. Gradual renewal of light vehicles, trucks and vans with less polluting alternatives.

> Scope 2: continued modernisation of the Group's logistics warehouses.

> Scope 3: The "Take One Step" programme promotes the marketing of dedicated vehicles for several customers (alternative fuels B100 + HVO + Electric) and numerous modal shift or groupage offers. However, we have chosen not to undertake a new GHG emissions reporting (BEGES) like the one published for 2023.

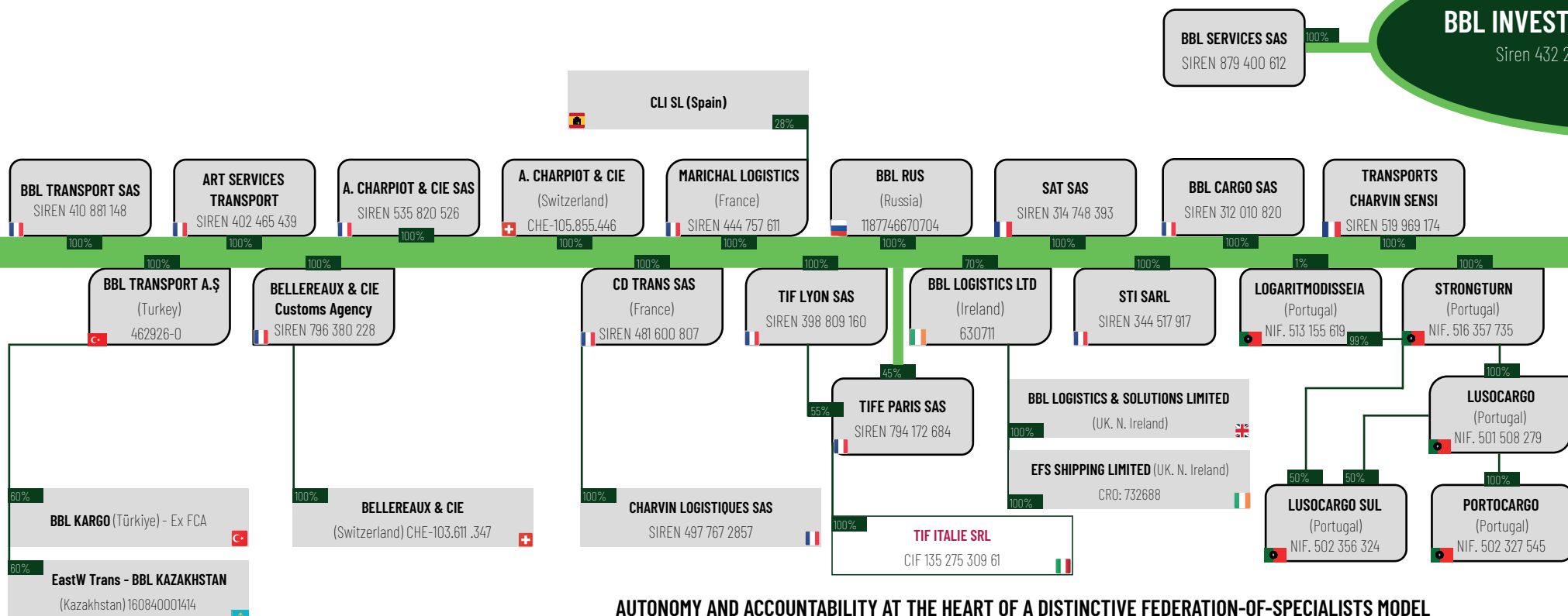
In 2025 and 2026, we prefer to work

on measurement and calculation tools in our TMS that are much closer to the reality of Scope 3 emissions and comply with the new ISO 14083 standard.

We remain committed to preserving the autonomy of each subsidiary in managing CSR projects. Some have excelled in their initiatives, notably CHARPIOT, Transports Charvin, and Charvin SENSI, which have been awarded ECOVADIS Silver medals this year, and BBL COSLOG, which has been awarded Bronze for its first assessment.

On the social and societal level, the same logic of local management prevails, and each leader is free and accountable. Employee training and safety, promoting diversity and supporting local associations and sports clubs are decisions best made close to the ground. Reporting all of these initiatives is the purpose of this COP 2024-2025.

B. ORGANISATION OF GROUPE BBL: ORGANISATION CHART AND DECENTRALISED STRUCTURE



AUTONOMY AND ACCOUNTABILITY AT THE HEART OF A DISTINCTIVE FEDERATION-OF-SPECIALISTS MODEL

Whether it's cumulative expertise or individual commitment to finding solutions, people remain central to success and excellence in transport, logistics and, more broadly, the end-to-end orchestration of a global supply chain. And in recent years, disruptions have only multiplied.

One brand, one promise

This simple observation inspired Groupe BBL's original growth model. Our offices, branches and warehouses are all run with a local-entrepreneurship mindset. At the head of each team, the Group appoints a manager who is granted a high degree

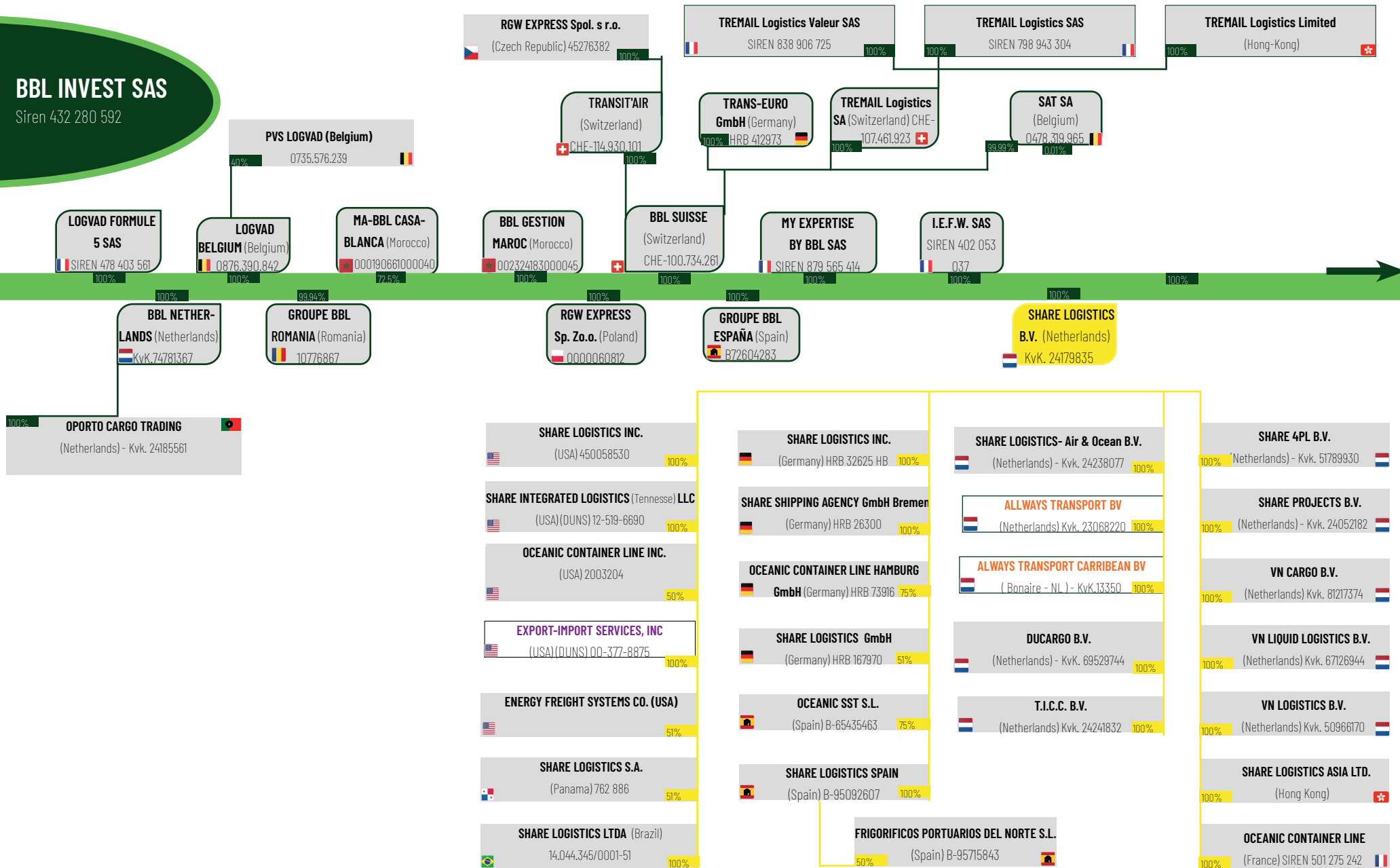
of autonomy. This principle of delegation and responsibility is a key point of difference from large groups and helps attract a growing number of talented people from competitors. Our federation of specialists remains coherent thanks to a set of shared services, particu-

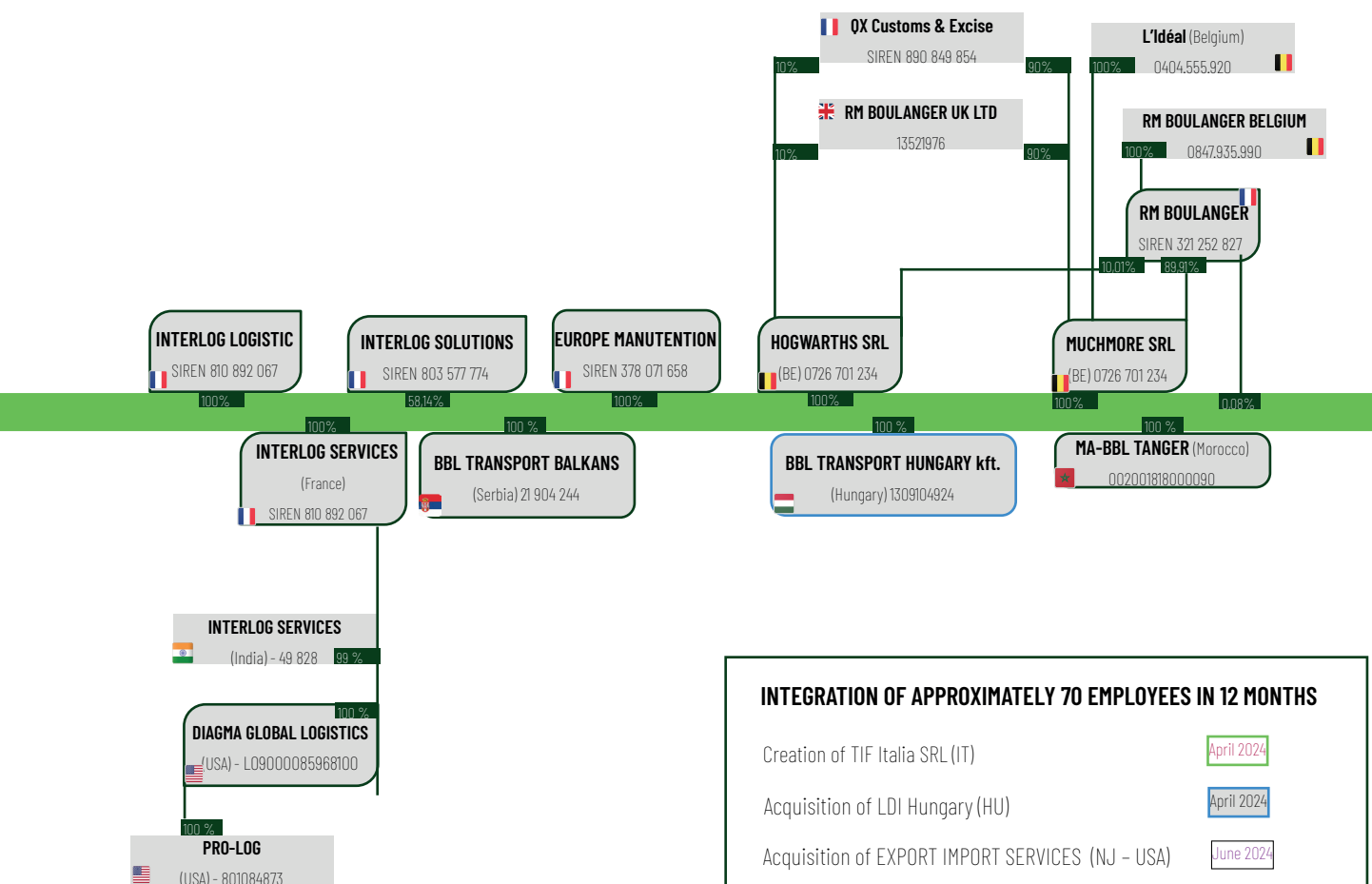
larly for back-office functions. A defining choice of Groupe BBL's federal organisation model is to preserve most acquired brands, especially when they carry a clear client promise, because they serve as a rallying flag for committed teams. People first !

Legal organisation chart as of 01/01/2025
- 3 pages -

BBL INVEST SAS

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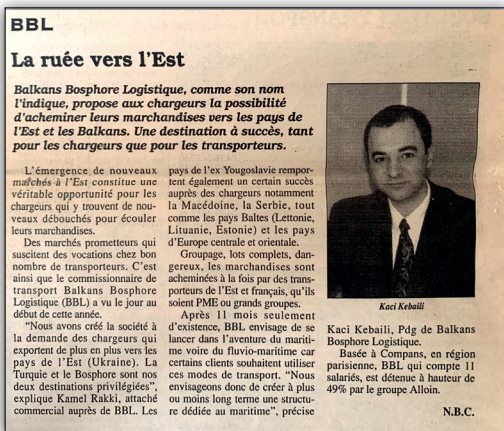


INTEGRATION OF APPROXIMATELY 70 EMPLOYEES IN 12 MONTHS

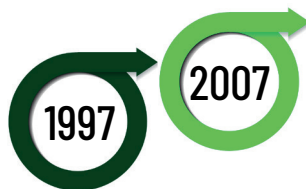
- Creation of TIF Italia SRL (IT) April 2024
- Acquisition of LDI Hungary (HU) April 2024
- Acquisition of EXPORT IMPORT SERVICES (NJ - USA) June 2024
- Acquisition of Allways Transport (NL + Bonaire) Aug. 2024
- Acquisition of Door Transport (Tangier) Nov. 2024
- Renamed MA-BBL TANGER in early 2025



Recruited as Chief Executive Officer in 2018, then as Chairman of the Executive Board between April 2023 and April 2025, Christophe BESSET was the architect of the growth sought by Kaci KÉBAÏLI. Under his leadership, we have grown from €121 million in revenue to €800 million projected for 2025. The workforce has grown from 400 to over 2,200 employees spread across 24 countries, compared to just five when he arrived.

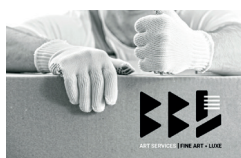


L'Antenne - Special Top Transport - October 1998

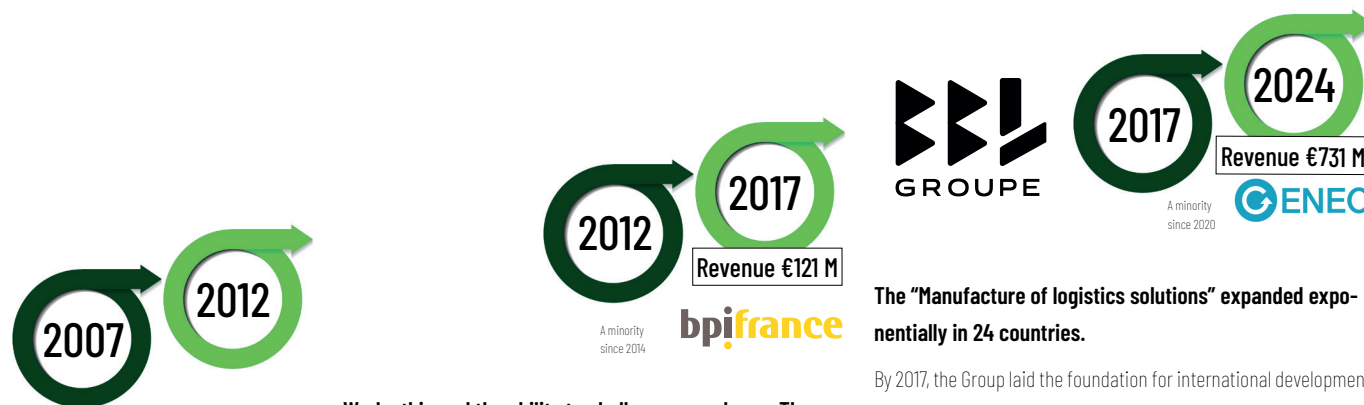


The pioneering spirit... from microbusinesses to SMEs

When BBL Transport (then "Balkans Bosphore Logistique") was founded, Kaci Kebaili set the DNA of a road-transport company that would go where others did not, answering unmet market needs. Prudence and a deep understanding of shippers' volatile needs anchored an asset-light growth model focused on freight forwarding and organising logistics services. The ambition was clear, with the first overseas location established in Istanbul in 2001, followed by the first acquisition in 2005 with All Transport in the Lyon region, then in the Marseille region with DMS-VIAMAR, both specialising in groupage and road freight.



C. 1997-2022. FROM A SMALL FAMILY BUSINESS TO AN INTERNATIONAL MEDIUM-SIZED ENTERPRISE IN 26 YEARS.



The "Manufacture of logistics solutions" expanded exponentially in 24 countries.

Work ethic and the ability to challenge ourselves... The engines of resilience.

The economic crisis of 2008-2009 did nothing to dampen the group's desire for growth, driven by the hard work of its leaders; and as the crisis eased, growth initiatives proliferated.

In 2012, CF Transit was acquired and immediately renamed BBL CARGO, realizing Kaci Kébaili's long-held dream to operate in Overseas Transport. In 2014, the young Group added Belgian SME "L'Idéal" in Antwerp for its customs expertise.

Subsequent acquisitions followed a **"Federation of specialists"** approach, preserving brands and know-how : Marichal Logistics (2015), then CHARVIN Transports & Logistics (2016) and finally TIFE (2017). Integrated into the BPI growth accelerator in 2016, the Groupe BBL is surrounding itself with the right people and embarking on a transformation to become a truly international mid-sized company.

Niche markets, new geographies and complementary lines of business... BBL TRANSPORT's three growth pillars.

Having become a solid SME, BBL TRANSPORT acquired Art Service Transport in 2007, a Paris-based company specialising in the logistics management of works of art. This acquisition reflected Kaci Kébaili's interest in niche markets requiring specific know-how. The constant search for new growth drivers has led the group to further integrate customs clearance services for all road transport flows to and from Eastern European countries.

A new acquisition marked this momentum in 2011, with the takeover of Maison CHARPIOT and its subsidiary Bellereaux, a long-standing specialist in flows between France and Switzerland. The company



grew from 200 to over 350 employees. People began talking about a genuine Group, one that kept its independence with only 20% of capital sold to BNP Paribas Développement.

D. SERVING OUR CLIENTS' SUPPLY CHAIN WITH OUR FOUR CORE BUSINESSES



Consolidated Turnover (k€)	31/12/2024	31/12/2023
Customs & Expertise	44 131	37 565
Road transport	294 211	277 122
Overseas Transport	317 886	262 091
Contract Logistics	74 619	77 020
Others	3	251
Total	730 849	654 049

Although BBL TRANSPORT was initially established as a specialist in Groupage **road transport** between France and countries in Eastern Europe, the BBL Group has systematically expanded its offering to include complementary services in order to develop comprehensive logistics solutions. The "ROUTE" service offering has expanded considerably, with more than 38 countries now served by our groupage and charter solutions. This division accounted for only 40.2% of Group activity in 2024 and, for the first time since the Group's inception, was surpassed

by the **Overseas Transport** division at 43.4% of the 2024 total. A true network present in around twenty countries, this division grew by 21.2% over the year.

The remaining 16.4% comprises **customs brokerage, expertise and audit** (strong growth: +17%) and **Contract Logistics** (under the BBL COSLOG brand for B2B and LOGVAD for B2C). The latter encountered difficulties in 2024 (-3.2%), marked by a decline in storage demand in the second half of the year.



CONTRACT LOGISTICS



INLAND TRANSPORT



CUSTOMS & COMPLIANCES



OVERSEAS TRANSPORT

D.1 BUSINESS LINE: ROAD TRANSPORT & CONTINENTAL TRANSPORT SOLUTIONS



«The road is the Group's traditional business, with eight subsidiaries. Each brand has its speciality, motivated teams and proven know-how.»



SET-UP IN THE NETHERLANDS WITH VN LOGISTICS

Initially acquired in November 2023 by our Dutch subsidiary SHARE LOGISTICS, VN Logistics has been anchoring, since H2-2025, its Europe Road and Logistics activities to our broader INLAND offering: five warehousing sites ideally located in Gelderland's Logistics Valley, at the heart of a unique multimodal hub between the Rhine, Waal and Meuse. Groupage and charter services to and from the Netherlands for all of Europe.



OUR GROUPAGE AND CHARTER SERVICES TO AND FROM 38 COUNTRIES

"International Route" is BBL Transport's original line of business. All our subsidiaries' branches, at origin and destination near major European metros, offer regular, sometimes daily, links with nearly 38 countries across the EU, Eastern Europe, the Maghreb, Turkey and Central Asia. Our groupage and forwarding expertise draws on 20+ years of experience and deep command of local conditions (17 languages spoken within our teams). Groupe BBL and its ROAD subsidiaries (TIF LYON, TIF SAVOIES, BBL TRANSPORT, LUSOCARGO in Portugal,

MARICHAL LOGISTICS and CHARPIOT) rely on a dense historical network of partners to operate regular groupage lines. This network lets Groupe BBL offer transport solutions tailored to client needs, with groupage and de-groupage close to initial pick-up points or final delivery. Mastering these lines is also central to the competitiveness of our full-truckload brokerage. Our European expansion will enable progressive integration of end-to-end controlled lines.

RENTALS WITH DRIVERS AND DEDICATED RESOURCES

Our subsidiaries offer dedicated solutions for shippers who want to secure regular road flows under their conditions and with their branding, notably for urban distribution. These long-term rental offers with drivers, under a white label, serve as a lever for solutions promoting alternative fuels (LNG, B100, electric) with long-term service contracts that offset the additional cost of these new engines.

SENSITIVE FREIGHT / SECURE TRANSPORT SOLUTIONS

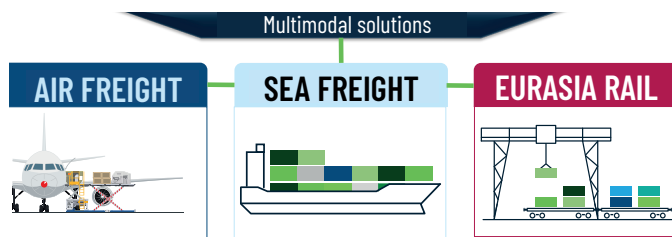
The transport of sensitive and valuable freight is the speciality of subsidiary "TIF SENSi" in Garonor. Responding to rising demand for secure transport of theft-prone goods, TIF SENSi covers "international road," while our new subsidiary Transports CHARVIN SENSi, born from the merger of TMS (acquired in 2020) and NATEX (acquired in 2022)—provides secure solutions across France.

Specially trained staff, remote moni-

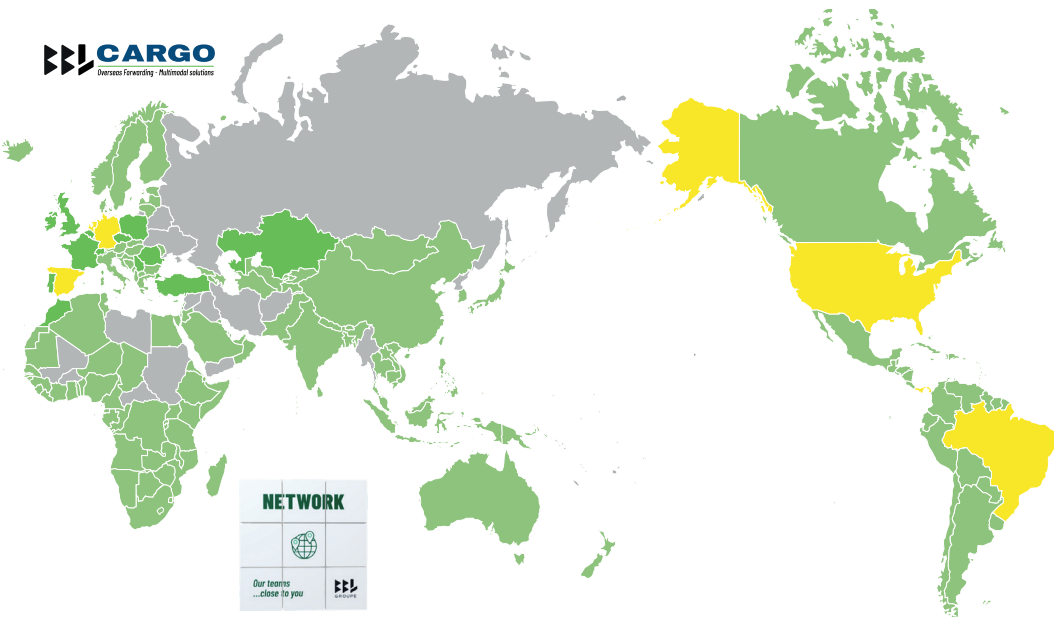
toring, GPS tracking and discreet, highly secure warehouses deliver the right level of protection for each type of goods (Luxury, High Tech, Wines & Spirits, etc.).

Franck Muller (Transports CHARVIN SENSi) and Gilles Aprikian (TIF SENSi) lead BBL's strategy to conquer this sector with the recent addition of TREMAIL SENSi, which is focused on "Overseas" and based in Switzerland, as well as the recruitment of a Safety and Security Director for the Group.





OUR SPECIALISTS WITHIN THE EUROPEAN "BBL CARGO" NETWORK



D.2 BUSINESS LINE: OVERSEAS TRANSPORT

As of 12/31/2024, our European "BBL CARGO" network had over 600 employees across some twenty countries: under the BBL CARGO banner, France (via the namesake French subsidiary) was built on the acquisition of GALAX in 2019 and the integration of teams from the 2021 takeover of EGETRA. Belgium, Ireland, Morocco, Romania, the United Kingdom, Serbia, Turkey and Kazakhstan also have their own BBL offices for managing Overseas flows.

Portugal with Portocargo (2021), more recently Switzerland with the acquisition of TransitAir in Geneva and Poland and Czechia with RGW Express...

The addition of Dutch group SHARE LOGISTICS significantly broadened the footprint to the Netherlands, Spain, Germany, Brazil, the United States and Panama.

135 countries served worldwide

Almost everywhere else, trusted agents and trusted contracts: tightly monitored relationships of trust are established with local agents who handle operations expertly in their national territory. No forced relationships, but rather the search for a balance that is often more effective than that of freight forwarders with their integrated network.

Nine major regional areas are managed by our experts.

These trade-lane managers advise clients for optimised transport: CUSTOMS & COMPLIANCE – IN-REGION FORWARDING – CARRIER SELECTION. At the core, subsidiaries deliberately focus on service quality delivered across the EUROMED zone.

9 sector expertise domains

Industrial AOG/urgent logistics (notably for aerospace clients), Wines & Spirits logistics, transport of logs and sawn timber, ro-ro ocean freight (automotive clients), fine art, perishables, dangerous goods and... "Major events logistics" and "Oil & Gas commodities" since integrating SHARE LOGISTICS. Each domain is covered by expert teams mastering all operational constraints.



ALLWAYS Transport, acquired in August 2024, marks SHARE LOGISTICS' entry into Caribbean logistics. Founded in 1985, the company specialises in flows to and from the Dutch Caribbean (Aruba, Bonaire, Curaçao, Saint Martin, etc.). The Dordrecht and Bonaire sites will soon be integrated into Share Logistics Air & Ocean BV.



Project CARGO
for all
shipments
outside

A team of specialists in exceptional transport and project cargo was formed around Vincent Mullot to meet client demand for oversized transport.

<https://groupe-bbl.com/solutions/trans-ports-exceptionnels/>

- Countries with offices in the BBL CARGO network
- Countries with offices in the Share Logistics network
- 135 Countries served by our agent networks
- Countries under constraint (embargo, armed or civil conflict)

D.3 BUSINESS LINE: CUSTOMS MANAGEMENT & REGULATORY COMPLIANCE



TRANSPORT



AGENCE EN DOUANE
bellereaux & Cie



**"A SUPPLY-CHAIN
SERVICE CENTRE THAT IS
COMPLETELY INDEPENDENT
FROM OUR TRANSPORT
SERVICE ACTIVITIES."**



■ **National Centralized
Customs Clearance**
▼ France, Belgium, Netherlands



■ **OEA-C and OEA-F**
■ **Delta 6 Teleprocedure**
■ **CONEX Customs Software**

S

ecure

The three pillars of customs clearance are ORIGIN, CLASSIFICATION (according to the nomenclature in force) and VALUE. Mistakes or interpretation gaps are costly. Our declarants advise clients and liaise with customs to obtain formal rulings such as BOI (origin) and BTI (tariff classification).

A

utomate

In France, Belgium, the Netherlands, Portugal and Switzerland, BBL declarant teams whether under direct or indirect representation, processed in 2024 over 570,000 import declarations and more than 200,000 export declarations and formalities on behalf of clients.

F

uidify

Customs experts from the groupe BBL in our subsidiaries offer their clients a range of solutions to prevent any form of goods blockage and to monitor duty payments in a timely manner: customs storage and transit, and inward processing procedures

E

ngage

Training, AEO consulting and regulatory watch form the fourth service pillar of BBL teams, who enjoy strong credibility with importers and exporters seeking to upskill through shared expertise.

Within Groupe BBL, the "customs management & compliance" division is organized around four key subsidiaries (see opposite). For INTERLOG, RM BOULANGER, SAT and the newly created BLR BELLEREAUX, independence is built as a true "Chinese wall." Their operational IT systems are isolated from the rest of the Group; client confidential data is protected. Our goal is to guarantee these subsidiaries' clients a fully neutral service to optimize their supply chain, independently of our «transport and logistics» services.

D.3 OUR “NEUTRAL” CUSTOMS-MANAGEMENT & COMPLIANCE SERVICES HUB



Clément ALLOUL, new Managing Director of BLR BELLEREAUX, Christophe BESSET and Grégoire DORMIEUX (CALAIS-DUNKERQUE)

Bellereaux was originally a French-Swiss family business founded in 1963. Originally a specialist in customs services between France and Switzerland, this subsidiary, acquired by the BBL Group in 2011, was thoroughly transformed in late 2023 and early 2024 with the integration of UK<=>EU customs and compliance experts: Clément ALLOUL's BREXIT Team.

BLR BELLEREAUX has European ambitions, with offices in Lyon/SQF, Calais and Dunkirk, in addition to those near the Swiss border. With a new logo and strong support from BBL Group management, this subsidiary aims to operate independently from the Group's «freight-forwarding» services to offer its customers the full range of «single brokerage» expertise on a European scale.



Emilie HOURIEZ in the small illustration with Clément ALLOUL and Michael BOULANGER

RM Boulanger is an independent French firm with 40+ years' experience dedicated to EU VAT, customs and indirect-tax regulations across the 27 EU countries. Its 2023 acquisition by Groupe BBL has only strengthened its growth trajectory led by Michael BOULANGER and his team. Like SAT on the Swiss border, RM BOULANGER provides turnkey solutions for non-EU companies seeking to expand within the EU-27. With the rise of carbon-border taxation on products imported into Europe via the CBAM (Carbon Border Adjustment Mechanism), RM BOULANGER has developed new services to help shippers meet emerging reporting obligations. In 2024, Michael BOULANGER handed over to Emilie HOURIEZ as new Managing Director before taking on new responsibilities within Groupe BBL.



Julia SHARKO, Christophe DUPASQUIER and Jean-Marie MASCARENHAS (President)

Since its acquisition in 2023, **Groupe INTERLOG** has retained its leadership team and continues to grow as a “neutral” logistics-services provider specialising in flow and data processing. With subsidiaries in India, Portugal and Mexico, INTERLOG offers Freight Audit, Vendor Managed Inventory, Business Intelligence and Advisory services to optimise supply-chain performance.

The “Freight Audit and Payment” acts as an intermediary for receiving, processing and settling invoices between shippers and carriers. In this context, a service offering has been launched to improve CO2e calculations for shipper clients. This solution, which is based on the new ISO14083 standard, provides a more accurate emissions calculation that reflects optimisation efforts focusing on groupage and alternative fuels.

D.4 BUSINESS LINE: CONTRACT LOGISTICS & DISTRIBUTION

Direct management
or delegation

Client IS
integration

Copacking
services

E-commerce
routing

Regional
distribution

Reverse
logistics

Groupe BBL took its first step into contract logistics in 2016 with the acquisition of TRANSPORTS CHARVIN. Its subsidiary CHARVIN LOGISTIQUES was established in 2007 to meet customer demand for the distribution of large electrical appliances. The combined development of regional distribution services by TRANSPORTS CHARVIN and its warehousing sites has continued to this day, with more than 100 daily deliveries departing from our historic site located on Rue de Barcelone in Saint-Quentin Fallavier.

This region south of Lyon remains the main hub for logistics activity, with 70,000 m² spread across four sites.

21 logistics sites in France amid a tough market

Recent acquisitions have strengthened

the Group's logistics offering with specialized sites: Wines & Spirits warehousing in Bruges (Bordeaux area) and Aerospace near Toulouse.

In January 2024, SQF-MALACOMBE was inaugurated, an exceptional site both for its scale (high-bay, 45,000 m², five cells) and its sustainability credentials (BREEAM EXCELLENT; zero net land take through brownfield reconstruction).

The Group's "contract logistics" division, under the **BBL COSLOG** brand (Connected Optimized Sustainable Warehousing), nevertheless faced a difficult 2024, like the broader French market, leading to some site closures to adjust capacity. Developing this business line remains a Group priority for the years ahead.

LOGVAD (E-COMMERCE) CELEBRATES 20 YEARS AND DOUBLES DOWN ON THE FUTURE

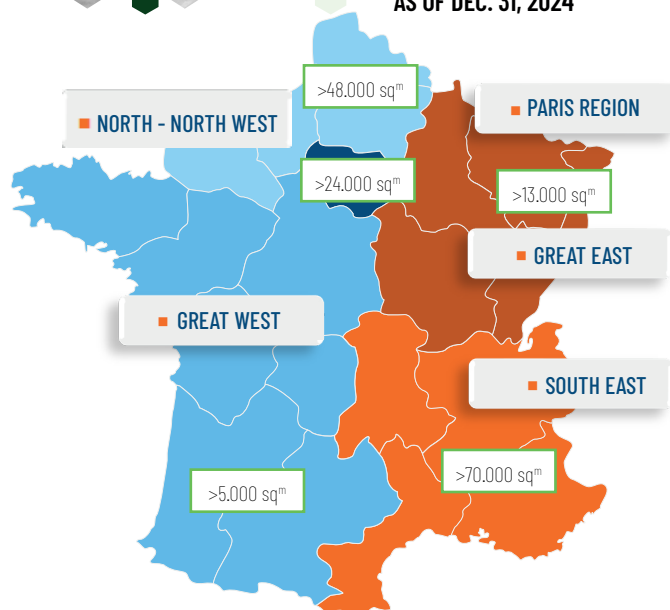


In 2021, Groupe BBL added e-commerce fulfilment specialist **LOGVAD** to its logistics offering. Its five warehouses, located in northern France and Belgium, provide nearly fifty thousand square meters dedicated to stock management and order fulfilment for e-commerce clients. Founder Olivier CORYN remained at the helm for three years to prepare his succession. A smooth transition took place in

early 2025 with the appointment of Thomas DESMIDT as Managing Director. Backed by Group leadership, this forward-looking move was coupled with a major investment to automate parcel preparation at the historic Neuville-en-Ferrain site. The company celebrated its 20th anniversary in June 2025, with both leaders hosting a memorable event for LOGVAD employees and clients.



**NEARLY 160,000 SQM
ALL OVER FRANCE
AS OF DEC. 31, 2024**



WELL-KNOWN AND TRUSTED BRANDS



Groupe BBL is supported by around twenty commercial brands (2024). Each of them carries a story, the story of its founder and of those who have worked there for many years. Each of these brands also carries a promise: the promise of a service recognized by their customers for years, even for more than a century, such as the CHARPIOT company, which has established itself as a specialist in flows between France and Switzerland.

Groupe BBL's external growth model and its organization as a "federation of specialists" is designed to respect the value embodied by each of these brands as well as the practices that go with them. This is a major difference from the steamroller approach of large groups, which impose rapid standardisation. At BBL, brands have their whole future ahead of them... on the sole condition that they retain their customers' trust.

OUR BRANDS: A PROMISE OF OPERATIONAL EXCELLENCE

Groupe BBL Sites	ISO 9001	Certif. Cat.3	SQAS	Ecocert	ISO 45001	ISO 22000	ISO 14001	ECOVADIS
ART SERVICES by BBL	NO	NO	NO	NO	NO	NO	NO	NO
BBL CARGO	NO	NO	NO	NO	NO	NO	NO	BRONZE
BBL TRANSPORT	YES (SQF et BSG)	YES	YES (SQF)	NO	NO	NO	Expected Sep.2025 (SQF)	BRONZE
BELLEREAUX	NO	NO	NO	NO	NO	NO	NO	NO
CHARPIOT	YES	NO	NO	NO	YES	NO	YES	SILVER
BBL COSLOG	YES	NO	NO	YES	NO	NO	NO	BRONZE
CHARVIN TRANSPORTS	NO	NO	NO	NO	NO	NO	NO	SILVER
MARICHAL LOGISTICS	YES	NO	NO	NO	NO	NO	NO	NO
SAT	YES	NO	NO	NO	YES	YES	YES	NO
TIF LYON et SAVOIES	YES	NO	NO	NO	NO	NO	YES	SILVER
TIF Sensible	NO	NO	NO	NO	NO	NO	YES	SILVER
LUSOCARGO	YES	NO	NO	NO	NO	NO	NO	NO
PORTOCARGO	YES	NO	NO	NO	NO	NO	NO	NO
TRANSIT'AIR	NO	NO	NO	NO	NO	NO	NO	GOLD
T.CHARVIN SENSI	YES	NO	NO	NO	NO	NO	NO	SILVER
RGW EXPRESS (PL)	NO	NO	NO	NO	NO	NO	NO	NO
SHARE LOGISTICS B.V.	NO	NO	NO	NO	NO	NO	NO	NO
IEFW	NO	NO	NO	NO	NO	NO	NO	NO
TREMAIL SENSI	NO	NO	NO	NO	NO	NO	NO	NO
INTERLOG	NO	NO	NO	NO	NO	NO	NO	NO
RM BOULANGER	NO	NO	NO	NO	NO	NO	NO	NO
LOGVAD FORMULE 5	NO	NO	NO	NO	NO	NO	NO	NO

Table opposite established on the basis of the Group's European scope as of January 1, 2025. The acquisitions made in 2025 will be integrated into our COP 2025-2026.

QHSE POLICY COORDINATION AND AUTONOMY

Attentive to their customers, each subsidiary of Groupe BBL makes its own choices regarding QHSE processes and appoints independent local managers.

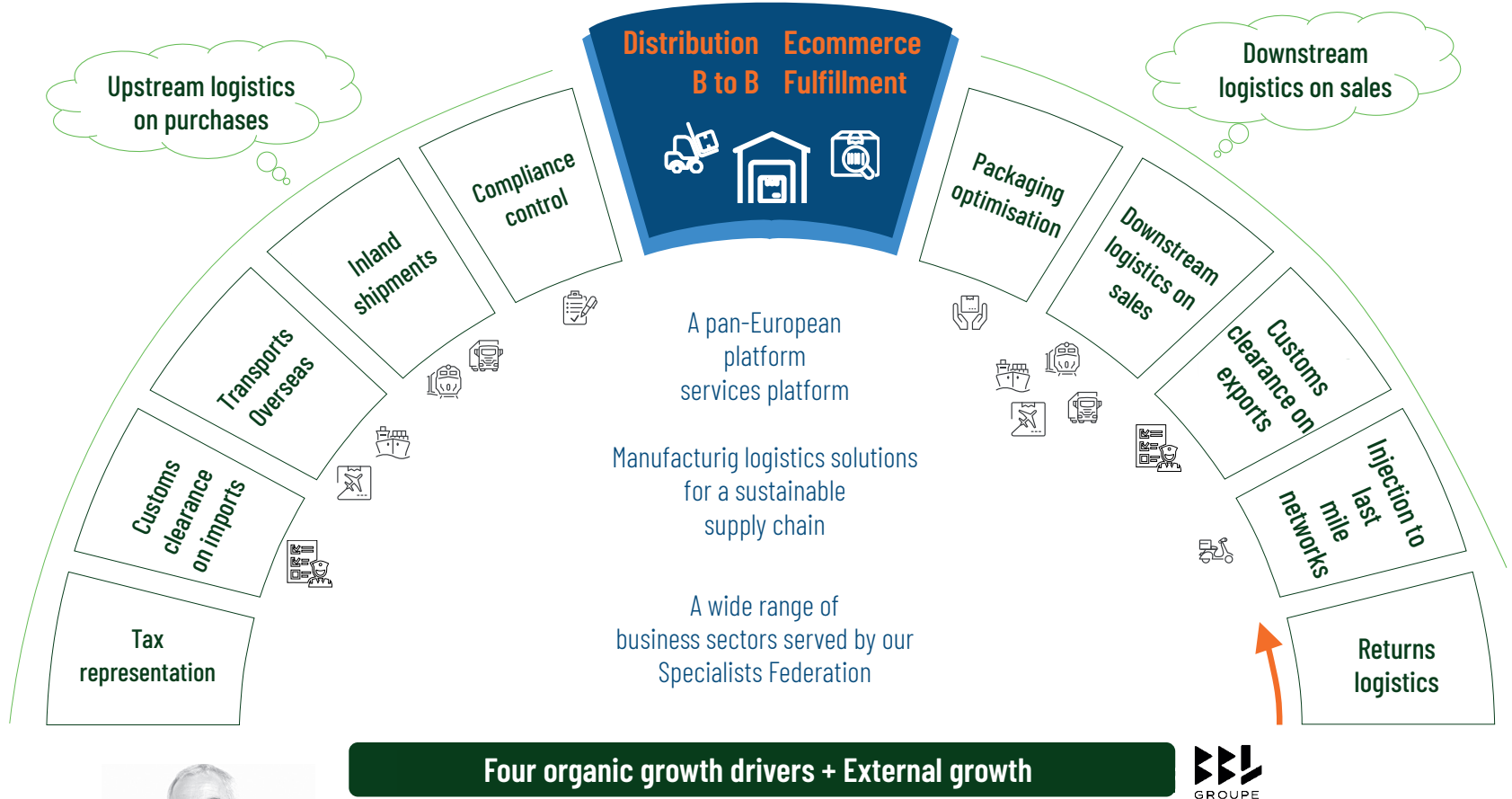
The certification development strategy is therefore established locally, primarily according to our customers' requirements. However, a role of facilitation, support and coordination among the subsidiaries is currently being created within BBL SERVICES, the subsidiary that concentrates most of the back-office services provided to the members of our "Federation of Specialists."

F GROUPE BBL STRATEGY: DELIVERING INTEGRATED CONTRACT LOGISTICS SOLUTIONS

DIVERSIFIED SERVICES AVAILABLE EITHER INDEPENDENTLY OR AS PART OF COORDINATED SOLUTIONS.

In recent years, supply chain efficiency has become a decisive factor in the success of companies that manufacture and distribute physical goods. Paradoxically, for nearly three years now, the smooth workings of global supply chains have been severely disrupted by a host of destabilizing forces. Uncertainty has multiplied, both upstream in procurement and downstream in sales. Consumer demand has also been subject to sharp swings, requiring greater and greater flexibility.

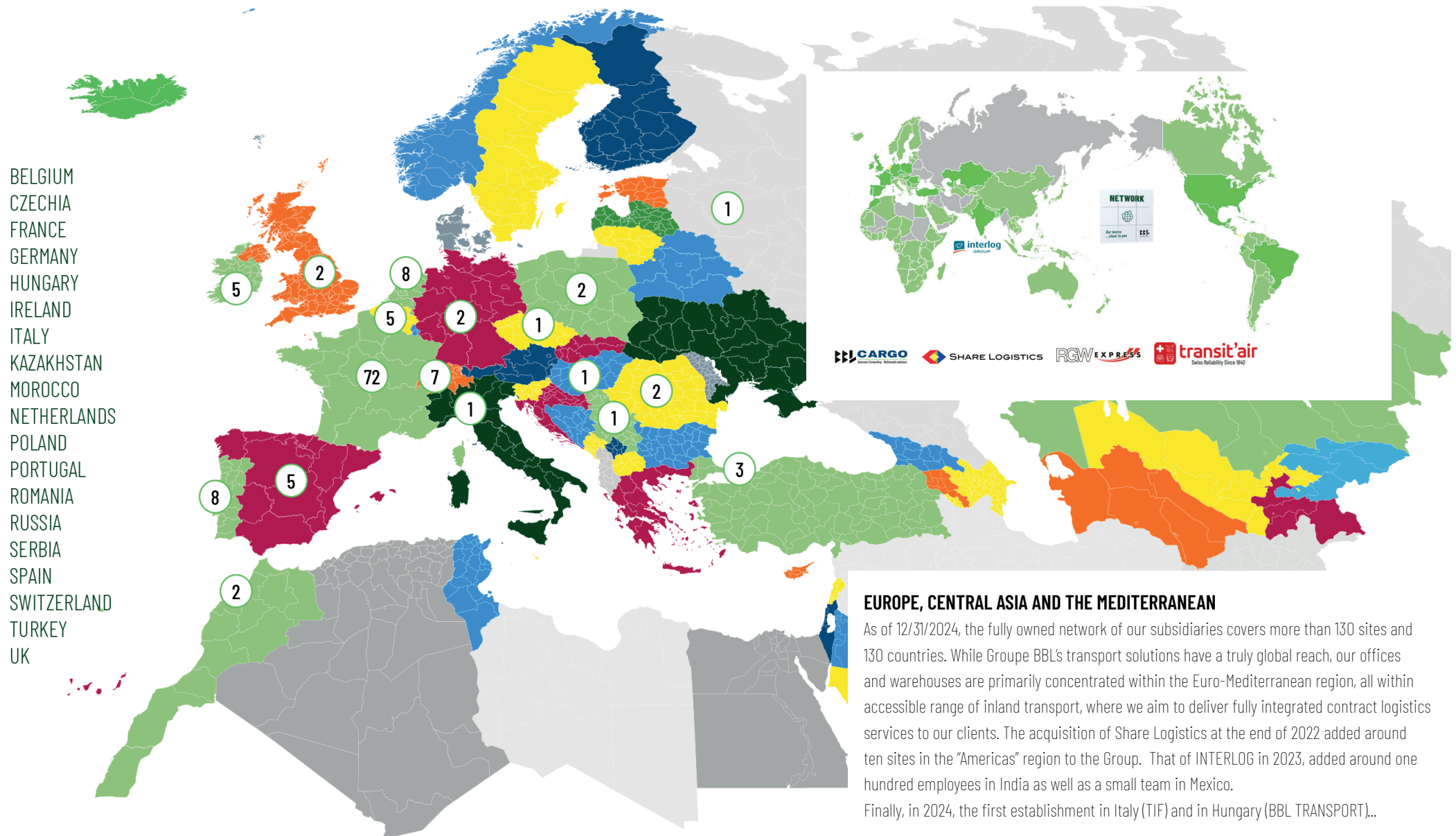
In response, Groupe BBL's management has doubled down on its long-standing strategy as a **Manufacturer of Logistics Solutions** designed to provide shippers with a broad range of coordinated services that can be contracted according to their operational priorities.



"Groupe BBL's strategy is consistent: an agile approach, resolutely asset-light and with a focus on the contractualization of our services. A range of services that we are expanding in terms of expertise as well as geographically, in order to progressively cover all supply chain specializations and to present an ever-broader portfolio of vertical solutions"

Kaci Kébaïli – Founder & Chairman – Groupe BBL

F GROUPE BBL STRATEGY: A CONSOLIDATED GEOGRAPHICAL FOUNDATION IN THE EUROMED AREA



EUROPE, CENTRAL ASIA AND THE MEDITERRANEAN

G SOCIETAL COMMITMENT:

OUR SOCIETAL COMMITMENT IS FIRST AND FOREMOST A POLITICAL CHOICE, ROOTED IN THE GROUP'S CORE VALUES

Back in 2020, our priority was to remain pragmatic and avoid the kind of grandiose rhetoric that often accompanies "sustainable development" projects. At the same time, we needed to anchor our future actions in a clear framework. Following an initial round of collective reflection, we defined five fundamental pillars, the first of which remains PROSPERITY — because we are firmly convinced of the need for growth that is both more sustainable and more respectful of nature. A mindset of "growth for the better" rather than "endless growth." Among the five chosen pillars (PEOPLE / PLANET / PROSPERITY / PEACE / PARTNERSHIP), we attach particular importance to PEOPLE, with a strong focus on equal opportunity and the transmission of knowledge. Two years later, this reflection served as the foundation for defining Groupe BBL's official purpose (see opposite).



PARTNERSHIP

With agents and partners we have worked with for over 25 years, Groupe BBL knows how essential strong partnerships are to achieving together what cannot be achieved alone.

PROSPERITY

Employee shareholding, investments and external growth. Groupe BBL believes in its own prosperity. Growth built on "better" rather than simply "more."

PEACE

Groupe BBL does not provide any of its services in conflict zones, nor in areas under embargo imposed by the United Nations Security Council.

PEOPLE

For Groupe BBL, equal opportunity is inseparable from the transmission of knowledge. Both within the Groupe and beyond, BBL and its subsidiaries are committed to supporting education, training and mentorship.

PLANET

Transport activities are by nature energy-intensive and polluting. Fully aware of these challenges, Groupe BBL supports its clients in reducing harmful emissions. Consolidation, minimizing empty runs, adopting new propulsion systems, cutting waste and packaging. Groupe BBL is committed to action.

THE "PURPOSE" OF GROUPE BBL



"Opening tailor-made pathways to enable everyone to move forward with confidence."

"Opening ways !"
This is Groupe BBL's purpose.

The legal concept of "purpose" was introduced by the French "PACTE" law (Plan d'Action pour la Croissance et la Transformation des Entreprises) of May 2019. Four years after its enactment, 80% of CAC 40 companies and 60% of those in the SBF 120 have adopted a corporate purpose, with widely varying levels of commitment.

By choice, Groupe BBL took its time, embedding the process of defining its purpose in a broad consultation with its stakeholders. At the top of the list: its employees. The consultancy WEMEAN was selected to support us in this process. Over several months, between late 2021 and 2022, eight in-depth interviews were conducted with the Group's senior executives. This was followed by the creation of a reflection

council made up of 26 participants from across BBL's subsidiaries. The process concluded with an external consultation with selected clients and a quantitative survey (1,121 people invited, 469 full responses).

The definition of our purpose, along with its translation into principles and action plans for the Group's various stakeholders, were formalised at our major convention in Ireland in September 2022. See pages 20-21 for details.

G OPENING WAYS ! PRINCIPLES AND ACTION PLAN...

FOR SOCIETY: Our civic commitment to local communities

Bringing our values to life in every local community is the purpose of the initiatives that flourished throughout 2022. Planting an apple orchard in Ireland near Tipperary (BBL Logistics UK & Ireland), transporting equipment to Ukraine collected locally through citizen initiatives (BBL TRANSPORT), sponsoring Malagasy children on a long-term basis (TIF PARIS), supporting youth orchestras in Roissy

Pays de France (BBL CARGO), backing local sports clubs (TRANSPORTS CHARVIN, BBL COSLOG)... Wherever the Group operates, actions have been launched and will continue to expand. These initiatives are driven by local teams. In every subsidiary, in every branch, the commitment of our employees comes before financial support.

FOR OUR SUBSIDIARIES: The rules and principles that shape our “federation of specialists” !

For decades, Groupe BBL has expanded by integrating companies while preserving their know-how and their brands. For the founders of these companies, the challenge is to pass on their legacy to a Group without losing their soul. For employees, our federation of specialists respects their deep attachment to their emblem and to the human community that shaped their history. Our federal model is

built on a principle of “**trust and responsibility**” for local leaders who enjoy full autonomy: they own their annual budgets, oversee investments and take charge of both financial and human commitments. They are the ones ultimately responsible for ensuring the strength and resilience of their organisations. “Opening ways!” for their initiative and ambition, in a true spirit of entrepreneurship.

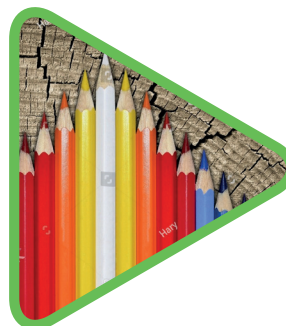
FOR OUR EMPLOYEES: Together and united, responsible and autonomous

“Coming together is a beginning, staying together is progress, working together is success”. This quote from Henry Ford perfectly captures Groupe BBL’s vision for its employees. At the outset, the key is to bring talents together and inspire them to commit to the BBL project over the long term. In this spirit, we are building our policies to attract and integrate young people — and more broadly, anyone willing to commit, without prejudice based

on race, religion, disability, or sexual orientation. The services we provide to our clients, like all our projects, are rooted in the local level. Success depends on strong dedication, grounded in responsibility and solidarity. There is no place in the company for those who avoid accountability, shifting the consequences of their own shortcomings onto others or onto “the system.” Our standards are demanding, but they go hand in hand with the autonomy we grant.



For our communities



For our subsidiaries

For our employees



*In short,
like a manifesto...*

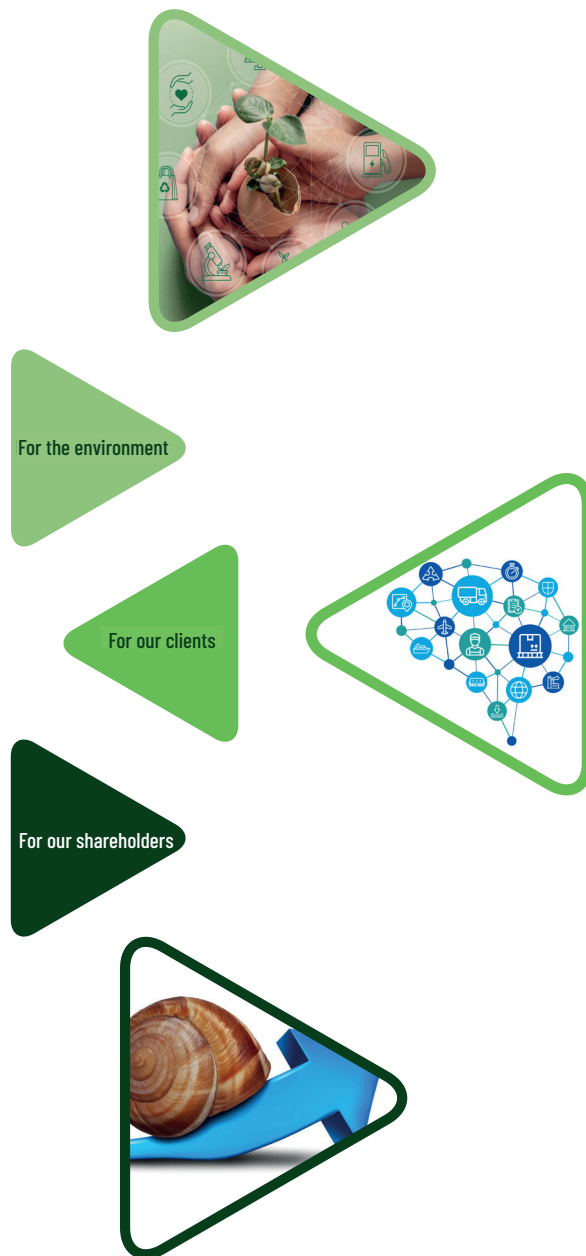
“Opening ways !”

This is Groupe BBL’s purpose.

In its extended version...

**“Opening
tailor-made
pathways
to enable
everyone
to move forward
with confidence.”**

This is Groupe BBL's purpose.



... TRANSLATED INTO ACTION FOR OUR STAKEHOLDERS.

FOR THE ENVIRONMENT: the “Take One Step” program (see next page)

Taking action for the environment requires us to meet three challenges. By its very nature, transport — the core of our business — is energy-intensive and a source of emissions. That is a reality we must accept. Secondly, our federal organization, with its network of autonomous subsidiaries and sites, demands both time and persuasive strength. We must convince, because we do not impose

decisions centrally. Finally, we are transport organizers. Nothing can be achieved without the commitment of both our clients and our suppliers. The “Take One Step” program was designed to move forward despite these constraints — by leading by example (voluntary sobriety, reducing consumption) and by supporting our clients (partnerships and sustainable solutions).

FOR OUR CLIENTS: The “Manufacturer of Logistics Solutions”

BBL built itself upon YESES! Resolutely asset-light, the Group's offering is not about rigid processes or stockpiling capacity. Proactively listening to our clients' needs allows us to build solutions that are both tailored and creative, with great agility in response to market conditions. Our “Manufacturer of Logistics Solutions” continues to strengthen and evolve, offering our clients sustainable, affordable services for their supply chains, partnering with

them in transformation and in the circular revolution — making our warehouses the cornerstone of reverse logistics. Our model encourages positive-impact innovations in the transport chain, with an expected increase in contractual agreements with our clients to deliver more sustainable logistics.

FOR OUR SHAREHOLDERS: Yes to qualitative, long-term growth

For years, Groupe BBL has consistently reinvested its profits to finance the Group's development and growth. “Profitability and Independence” are the core values that have guided both management and shareholder practices within Groupe BBL. Majority ownership has therefore remained in the hands of the founding family, with Kaci Kébaïli and his family. The ambition is both patrimonial and forward-looking, to build a strong Group over the long term

(10+ years). The addition of further capital, in a spirit of value-sharing, was essential to accelerate growth. A gradual opening of capital to the Group's executives and employees was initiated, while financial investors BPI and Geneo Capital Entrepreneur were selected for their long-term partnership approach and joined the capital with the same philosophy.

G TAKE ONE STEP! TOGETHER FOR A GREENER SUPPLY-CHAIN

A humble yet determined statement of intent to guide the initiatives of every Groupe BBL subsidiary. One single promise: not a year, not even a month will pass without taking a step forward towards the objectives we have set and the projects we have committed to. While the objectives of **REDUCE** and **RESPECT** are to be pursued autonomously, the goals of **REUSE** and **REIMAGINE** deeply engage our commercial offering, our relationships with clients and suppliers and our investment priorities for the years ahead.



REDUCE

Reduce all our consumptions

- > CO2 emissions per ton/km
- > Empty space in vehicles
- > KWh per m² occupied
- > Vacant floor space
- > Consumables
- > Fuel consumption per ton/km transported



REUSE

Engage with our clients to drive the circular revolution

- > Make our warehouses the cornerstone of reverse logistics
- > Systematic recycling of packaging



REIMAGINE

Promote positive-impact innovations across the transport chain

- > Detect and promote innovative solutions
- > Enter into contractual agreements with our clients for more sustainable logistics Objectives for positive impact
- > Generalize impact measurement for the environmental performance of our services



RESPECT

Respect all stakeholders

- > Ethics, human rights and governance
- > Civic and territorial engagement for training and employment
- > Health and safety at work



G POSITIVE IMPACT / CSR AT THE HEART OF GROUPE BBL'S STRATEGY

CSRD - TIMELINE POSTPONED TO 2028... BBL MOVES FORWARD!

In 2021, after establishing the pillars of our CSR philosophy – later reinforced by the definition of our corporate purpose in 2022 – we joined the **United Nations Global Compact**. A three-year program with eight practical improvement initiatives was carried out through the end of 2024. Because our business as a transport organizer inherently generates emissions that we can influence only to a limited extent, we chose to focus on the areas we directly control (Scope 1 and Scope 2).

The European Green Deal and the legislation stemming from it were set to impose binding requirements from 2025 on more than 50,000 companies in Europe (CSRD, CS3D, CBAM + reforms to quotas and carbon markets).

Economic and geopolitical instability, however, led to a sudden reconsideration of this framework,

with deadlines pushed back by at least two years and the final rules once again open to debate and revision.

BBL, fully aware of climate and societal challenges, nonetheless decided to maintain its momentum by adopting the CSRD framework now scheduled for 2028.

A double materiality assessment was carried out and completed. This assessment forms the basis of our action plans for the two years leading up to our first CSRD-compliant report.

The definition of these plans has been adjusted to align with the various ESRS (European Sustainability Reporting Standards) categories provided under the CSRD.

We have also chosen to use the two-year delay to significantly improve the calculation of our indirect GHG emissions (Scope 3 suppliers), in line with the new ISO 14064 standard.



OUR COMMITMENT TO THE UNITED NATIONS GLOBAL COMPACT

A COMMITMENT FOUNDED ON SHARED PRINCIPLES

Since 2021, Groupe BBL has been a signatory of the United Nations Global Compact, the world's largest voluntary initiative on sustainable development. This initiative brings together countless companies around universal principles concerning human rights, labour, the environment and anti-corruption. Since joining, we have integrated these 10 fundamental principles into our operations, strategic decisions and internal policies. They provide a reference framework to ensure responsible growth, aligned with the expectations of our stakeholders.

We strive to implement them concretely through our daily actions and our CSR strategy:

- **Human Rights:** Respect and promote fundamental freedoms; prevent any complicity in human rights violations.
- **Labour Standards:** Guarantee freedom of association and recognition of collective bargaining rights; work toward eliminating forced labour, child labour and discrimination in employment.
- **Environment:** Embed environmental concerns in our practices; support ecological initiatives; develop low-carbon solutions; and encourage responsible innovation.
- **Fight Against Corruption:** Reject all forms of corruption, including extortion and bribery; foster a culture of transparency and ethics in all our activities.

Each year, we reaffirm this commitment through a Communication on Progress, published on the Global Compact website, in a spirit of transparency and continuous improvement.



SUSTAINABLE DEVELOPMENT GOALS



OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Building on our Global Compact commitment, Groupe BBL anchors its sustainability efforts within the framework of the United Nations Sustainable Development Goals (SDGs). For several years, our projects and operational initiatives have actively contributed to 9 priority SDGs. Following the double materiality assessment conducted in 2024, this foundation was expanded to include 3 additional SDGs, bringing our contribution to 12. This evolution

reflects a more comprehensive approach to ESG issues and further aligns our strategy with major international sustainability priorities. The following two pages detail the SDGs to which we contribute, linked to Groupe BBL's material issues.

BBL CONTRIBUTES TO THE SUSTAINABLE DEVELOPMENT GOALS

3GOOD HEALTH AND WELL-BEING GOALS Ensure healthy lives and promote well-being for all at all ages by protecting and safeguarding all Group employees, as well as external stakeholders. HIGHLIGHT OF THE YEAR 2024 ■ Reduction in accident severity rate: 1.04 in 2024 (vs. 1.1 in 2023), well below the sector average (2.4). ■ Increase in accident frequency rate : 23.34 in 2024 vs. 17.19 in 2023.	4QUALITY EDUCATION GOALS Ensure inclusive and equitable access to quality education for all and promote lifelong learning opportunities through education, training and mentorship. HIGHLIGHT OF THE YEAR 2024 ■ 54% of the workforce trained in 2024, +35% compared to 2023. ■ 5,802 hours of training in 2024 vs. 4,563 in 2023. ■ Decline in the proportion of apprentices in France: 6% in 2024 vs. 9% in 2023.	5GENDER EQUALITY GOALS Achieve gender equality and empower all women and girls. HIGHLIGHT OF THE YEAR 2024 ■ 44% women in 2024 (BBL Group scope), i.e. +25 points compared to the sector average (19%). ■ 36% of women in managerial positions in France in 2024. ■ Gender Equality Index (Index Egapro) 69/100 in France in 2024 vs. 85/100 in 2023	7AFFORDABLE AND CLEAN ENERGY GOALS Take urgent action to combat climate change and its impacts by increasing the share of renewable energy in the global energy mix. HIGHLIGHT OF THE YEAR 2024 ■ Deployment of more energy-efficient logistics buildings: Charpiot -49% consumption/m², Marichal -28% consumption/m². ■ 71 MWh of green energy produced in 2024 by our solar panels.	8DECENT WORK AND ECONOMIC GROWTH GOALS Promote sustained and inclusive economic growth, full employment, and decent work for all. HIGHLIGHT OF THE YEAR 2024 ■ +4% employees compared to 2023. ■ +17% employees outside France compared to 2023. ■ 93% permanent contracts (Groupe BBL scope). ■ Average seniority: 7.28 years (Groupe BBL scope).	9INDUSTRY, INNOVATION AND INFRASTRUCTURE GOALS Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. HIGHLIGHT OF THE YEAR 2024 ■ 97% of the truck fleet compliant with EURO 6 standard in 2024, vs. 91% in 2023. ■ Integration of the first electric truck in 2024.
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BBL CONTRIBUTES TO THE SUSTAINABLE DEVELOPMENT GOALS



GOALS

Reduce inequalities within and among countries by promoting diversity, fighting corruption and eliminating all forms of discrimination.

HIGHLIGHT OF THE YEAR 2024

- +18.5% employees with disabilities in 2024 compared to 2023 in France
- 27% employees under 25 in 2024 compared to 2023 in France



GOALS

Ensure that cities and human settlements are inclusive, safe, resilient and sustainable.

HIGHLIGHT OF THE YEAR 2024

- Our subsidiary Charpiot **certified ISO 14001** in 2024.
- 38% of sites tracked their waste** in 2024, vs. 34% in 2023.



GOALS

Establish sustainable consumption and production patterns by reducing waste, cutting consumption, improving recycling rates and contributing to the circular revolution.

HIGHLIGHT OF THE YEAR 2024

- 7% **total waste volume** in 2024 compared to 2023
- 87% recycling rate** in 2024, compared to 33% in 2023.



GOALS

Take action to combat climate change and its impacts by reducing our greenhouse gas emissions and supporting biodiversity.

HIGHLIGHT OF THE YEAR 2024

- Introduction of **HVO** and the **first electric truck** into the HGV fleet
- 575,000 liters of B100** consumed in 2024, **avoiding 1,085 tCO2e**
- +32% of vehicles** (HGVs & LCVs) using **alternative fuels** in 2024 vs. 2023
- 5% of diesel vehicles** (HGVs & LCVs) in 2024 vs. 2023



GOALS

Promote peaceful and inclusive societies, ensure access to justice for all and build effective, accountable and inclusive institutions by fostering diversity and fighting corruption and all other forms of discrimination.

HIGHLIGHT OF THE YEAR 2024

- A structured and comprehensive **global ethics policy** for the entire Groupe BBL



GOALS

Strengthen the means of implementing sustainable development and revitalize the global partnership.

HIGHLIGHT OF THE YEAR 2024

- Charpiot** became the first Groupe BBL subsidiary to integrate **CSR criteria into supplier assessments**, marking a key milestone toward a Group-wide **Sustainable purchasing policy**.

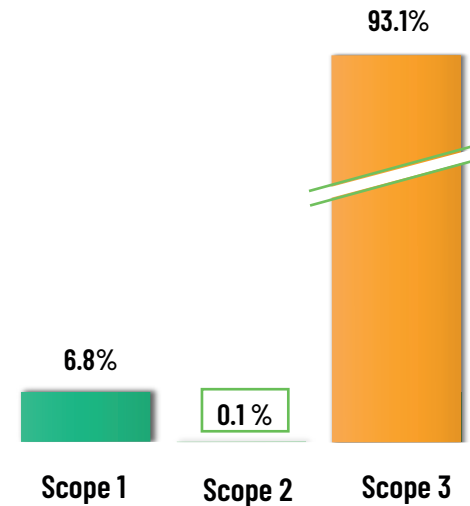
G GHG ASSESSMENT: MEASURING TO REDUCE MORE EFFECTIVELY

LOOKING BACK AT OUR FIRST GHG ASSESSMENT (2023)

In 2024, Groupe BBL conducted its first carbon footprint assessment, based on 2023 activity data. The goal was clear: to better understand the origin of our greenhouse gas emissions in order to design a credible, business-appropriate reduction pathway. The scope covered France and Portugal, accounting for roughly 80% of the Group's 2023 revenue. In total, greenhouse gas emissions identified amounted to 225,942 tons of CO₂e. These emissions came largely from transport activities performed by third parties (Scope 3), but also from building energy consumption

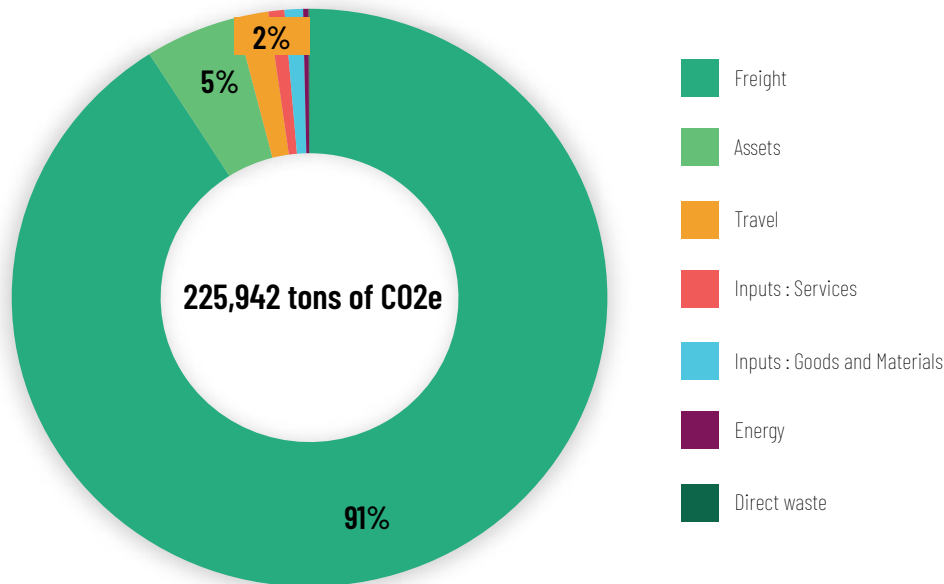
(Scope 2) and the Group's direct emissions (Scope 1). While the results remain open to improvement, this first carbon footprint assessment represented a structuring milestone in BBL's environmental journey. It made it possible to objectify emission magnitudes, identify priority areas for action and highlight limits in the management tools available at this stage. The reliance on sometimes incomplete or imprecise data - particularly regarding subcontracted transport flows - underlined the need to strengthen the reliability of reporting in the future.

BREAKDOWN OF GREENHOUSE GAS EMISSIONS BY SCOPE - 2023 DATA

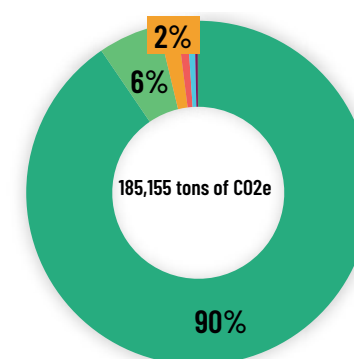


In addition to the breakdown by emission source, Groupe BBL's carbon footprint highlights a strong concentration of emissions in Scope 3, with more than 93% of emissions stemming from indirect activities (notably freight forwarding). Direct emissions (Scope 1), mainly linked to the owned vehicle fleet and fossil-fuel-powered equipment, account for about 7%. Indirect emissions linked to energy consumption (Scope 2) are minimal (0.1%), given their limited weight in our operations. This distribution confirms the need to focus our efforts on improving the management of outsourced transport flows, while continuing to reduce our energy consumption and direct emissions.

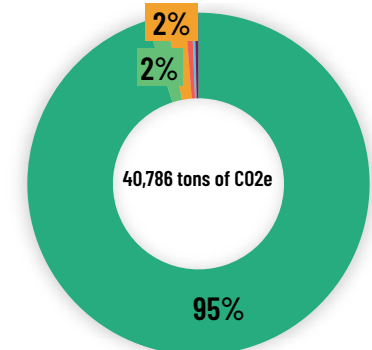
GLOBAL SCOPE - 2023 DATA



FRANCE SCOPE - 2023 DATA



PORTUGAL SCOPE - 2023 DATA



G CARBON FOOTPRINT: MEASURING TO REDUCE MORE EFFECTIVELY

TOWARDS A MORE ROBUST SECOND GHG ASSESSMENT

After completing its first carbon footprint assessment in 2024, based on 2023 data, Groupe BBL is continuing on its path of monitoring and continuous improvement. This exercise marked a foundational step in our climate strategy: it enabled us to better understand the nature of our emissions, identify the main sources of impact and lay the groundwork for more robust environmental management. While the results provided valuable insights they also highlighted areas of uncertainty, showing the need to strengthen the reliability of our tools and methods.

A first structuring exercise... but one open to improvements

This initial carbon footprint revealed significant disparities in data quality across entities, particularly for outsourced transport flows which account for a considerable share of our activity. The limits of current information systems, the diversity of data collection practices

and the absence of precise figures on subcontractors' actual consumption all contributed to a degree of uncertainty in the results. Despite these challenges the process mobilized teams, raised internal awareness and, for the first time, provided a consolidated view of emissions across a scope covering about 80% of the Group's 2023 revenue.

Integrating carbon data into business systems

To progress, BBL has chosen to invest in a new approach: integrating CO2 emission calculations directly into the Transport Management Systems (TMS) used by its subsidiaries. The project aims to move from theoretical calculations based on sector averages to advanced calculations powered by actual operational data: vehicle type, energy used, exact distance travelled, load factor... From now on this work will be based on the international ISO 14083

standard, which defines a harmonized methodology for measuring transport-related GHG emissions. By adopting this common standard, Groupe BBL ensures the comparability of its results and strengthens the credibility of its carbon reporting both internally and with clients and partners.

Equipping ourselves for a strong climate trajectory

A second carbon footprint assessment is planned for 2027. It will be based on enriched data and a broader scope, integrating progress in tools, reporting and governance. It will reinforce our long-term commitment to the ecological transition and provide a more reliable basis for setting quantified reduction targets. Through this continuous improvement approach, Groupe BBL confirms its determination to better manage its carbon footprint and to act methodically to reduce its environmental impacts.

2023

 **INITIAL CARBON FOOTPRINT**
France + Portugal, ≈80 % of revenue

2025-2026

 **DEPLOYMENT OF CO2 CALCULATIONS**
Integrated into our TMS

2027

 **SECOND CARBON FOOTPRINT**
With enhanced data

G OUR DOUBLE MATERIALITY ANALYSIS: LAYING THE FOUNDATIONS FOR A CSR REPORT

ESG



UNDERSTANDING OUR DOUBLE MATERIALITY ANALYSIS

With the entry into force of the European CSRD (Corporate Sustainability Reporting Directive), companies must now report not only on their non-financial performance but also on their exposure to sustainability issues. This requirement is embodied in the European Sustainability Reporting Standards (ESRS), which introduce a new, structuring approach: double materiality. The concept rests on two complementary perspectives. First, impact materiality, which assesses the effects of the company's activities on the environment, society, or human rights. Second, financial materiality, which measures how ESG issues affect the company's strategy, performance, or long-term viability. For Groupe BBL, this analysis represents a strategic lever in our transition towards a CSRD-compliant CSR report by 2028.

A rigorous approach adapted to our organisation

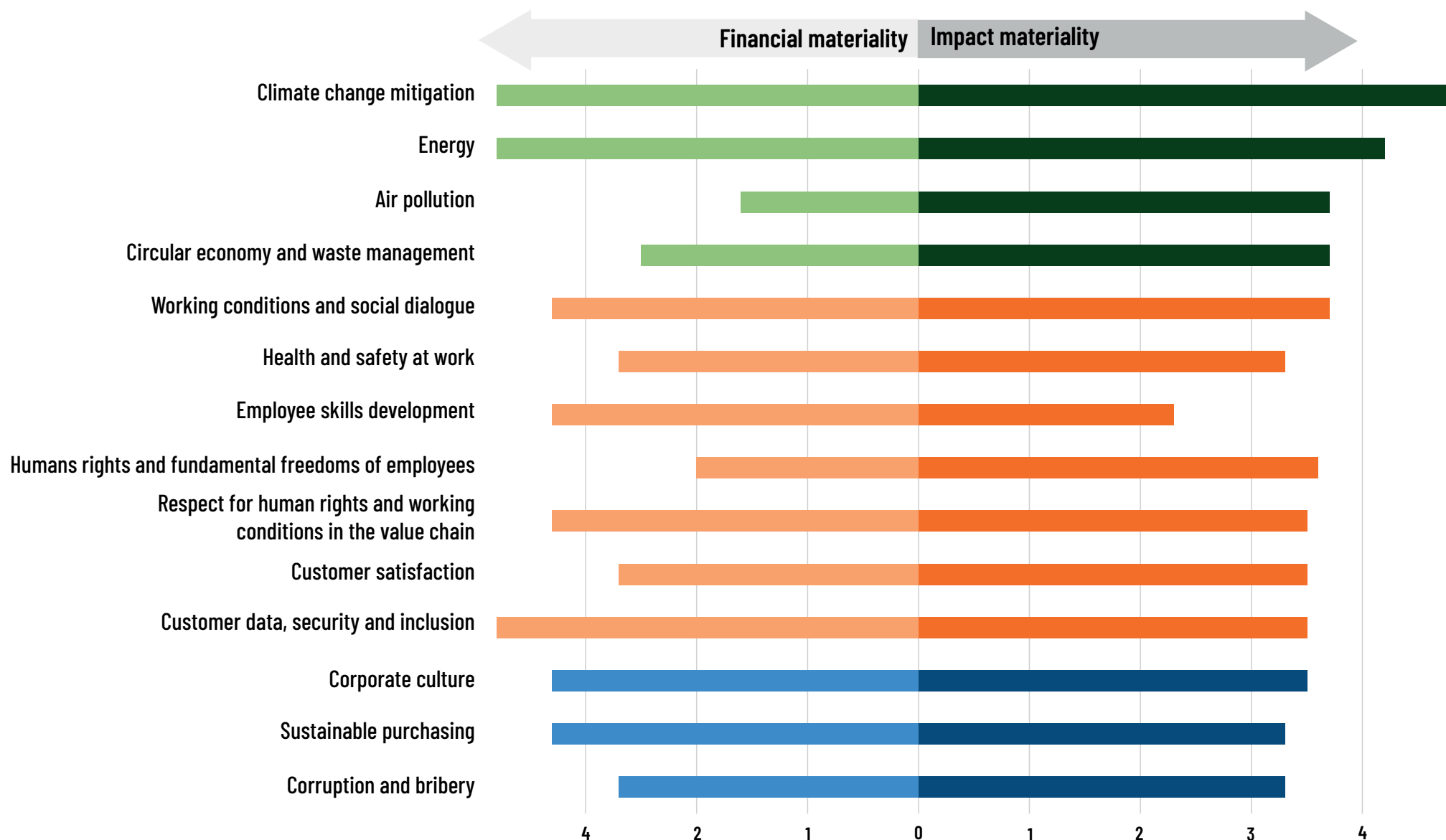
Conducted at the end of 2024 at holding level, the analysis covered all majority-owned active subsidiaries of the Group. Non-operational entities and those with ownership below 50% were excluded. Our methodology was carried out in several stages. We first mapped potential issues using the main reference frameworks (ESRS, GRI, SDGs, Global Compact, etc.), then compared these issues with internal realities through discussions with business line directors and subsidiary managers. Interviews were then conducted with several key stakeholders — shareholders, partner banks, investors and strategic clients. This process enabled us to identify significant impacts and major risks linked to our activities before final validation by Group management. This in-depth work brought together our internal priorities with

the expectations expressed by stakeholders, resulting in a clear, shared vision of the ESG issues that matter most to BBL.

Concrete results to guide our transformation

At the end of the process, 14 material issues were retained. Some naturally extended the CSR initiatives we had already launched in 2021: reducing emissions from our fleet, training, diversity and anti-corruption. Others call on us to go further, by embedding themes such as data security, the value chain and the circular economy in a structured way. These issues are now integrated into our CSR road-map. Each one is linked to the corresponding ESR standards and associated with the relevant UN Sustainable Development Goals (SDGs). This mapping becomes a management tool to reinforce our strategy, anticipate regulatory change, and mobilise our teams around shared objectives.

G OUR DOUBLE MATERIALITY ANALYSIS: LAYING THE FOUNDATIONS FOR A CSR REPORT



Environment

E1 - Climate change

1. Climate change mitigation
2. Energy

E5 - Circular economy

4. Waste and circular economy



E1. CLIMATE CHANGE MITIGATION

ADDRESSING THE CLIMATE EMERGENCY: A STRATEGIC PRIORITY

Climate change mitigation is a major material issue for Groupe BBL, confirmed during our double materiality analysis carried out at the end of 2024. This issue covers our entire carbon footprint – Scopes 1, 2 and 3 – and reflects both the growing expectations of stakeholders and new regulatory obligations (CSRD, Paris Agreement, CBAM). The transport sector accounts for around 25% of global CO2 emissions from energy, nearly half of which come from freight transport. This reality places our industry under direct responsibility, but also presents an opportunity for transformation.

As early as 2021, Groupe BBL launched a structuring initiative to reduce emissions from its own vehicle fleet. The double materiality analysis confirmed that this direction was relevant: it represents a first concrete response to the climate challenge.

This foundation now enables the deployment of a broader strategy: consolidating the carbon footprint across all three scopes with an expanded perimeter of analysis, using measurement tools compliant with ISO 14083 and progressively defining reduction targets aligned with sector trajectories.



Good to know!

A STEP FORWARD TO BETTER COMPARE, MANAGE AND REDUCE.

ISO 14083 provides a common methodology for measuring GHG emissions across all modes of transport.



KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL's performance, allowing us to track progress and guide our actions.

Indicator	Unit
Share of fleet using alternative powertrains	%
Alternative fuels consumption	litres
Total GHG emissions – scope 1	tCO2e
Total GHG emissions – scope 2	tCO2e
Total GHG emissions – scope 3	tCO2e
CO2 emissions per tonne-km (HGV)	tCO2e/t,km
Total distance travelled	km
% of revenue covered by a full GHG inventory	%

NEW OBJECTIVES

EXTEND THE COMPLETION OF CARBON FOOTPRINT ASSESSMENT (SCOPE 1, 2 AND 3) TO ALL GROUP ENTITIES

PROVIDE CLIENTS WITH EMISSIONS REPORTING LINKED TO OUR SERVICES

DEVELOP A TRANSITION PLAN WITH TARGETS ALIGNED WITH THE PARIS AGREEMENT

IMPLEMENT AN INTERNAL CARBON PRICING MECHANISM

INVEST IN CARBON ABSORPTION AND MITIGATION PROJECTS TO REDUCE GHG EMISSIONS

202520262027202820292030

LAUNCH

PROJECT STARTED

LAUNCH

LAUNCH

PROJECT STARTED

E1. CLIMATE CHANGE MITIGATION



BBL AND ITS FLEET: A KEY LEVER TO REDUCE OUR EMISSIONS

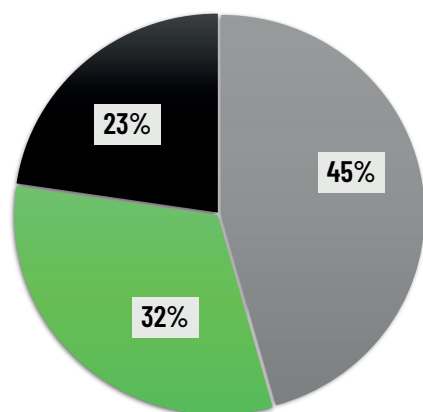
Groupe BBL operates a fleet of vehicles ranging from heavy trucks and light vehicles to trailers and logistics equipment, used both for its own operations and on behalf of clients. In 2024 this fleet comprised 865 units, including 388 light vehicles, 123 trucks and tractors, 158 trailers and semi-trailers and 196 pieces of logistics equipment. This represents an increase of more than 60% since 2021, reflecting the strong growth of the Group's activities.

The owned fleet is a direct lever for reducing greenhouse gas emissions.

Although a significant share of our flows is subcontracted and therefore falls under Scope 3, emissions generated by our own vehicles fall under Scope 1.

They can be directly managed through our investment choices, types of motorisation, maintenance practices and the optimisation of route planning.

■ GROUPE BBL FLEET 2024



2021 2022 2023 2024

228 VEHICLES
81% diesel

359 VEHICLES
65% diesel

487 VEHICLES
54% diesel

511 VEHICLES
48% diesel

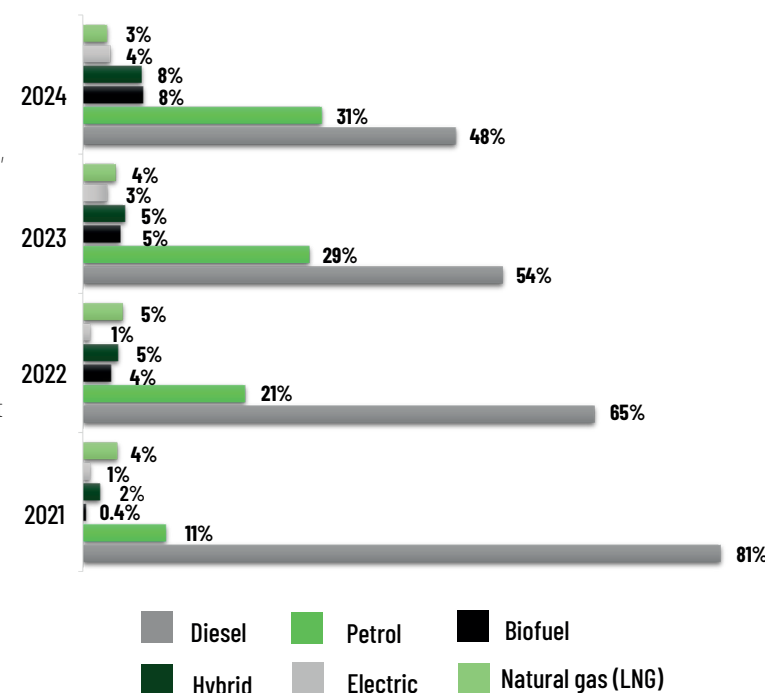
■ A GROWING FLEET, SHIFTING MOTORISATION

Between 2021 and 2024, the fleet grew from 531 to 865 units, an increase of more than 60% in just three years. Growth was particularly strong for light vehicles, which more than doubled in number, while heavy trucks rose from 70 to 123 over the same period. Trailers and semi-trailers remained stable, while logistics equipment varied slightly from year to year.

Beyond the growth in fleet size, the energy transition sends the strongest signal. Diesel, which still accounted for over 80% of motorisation in 2021, has dropped

to only half in 2024. Alternative motorisations are clearly on the rise: petrol and hybrid engines are gaining ground among light vehicles, while biofuels – notably B100 – are expanding rapidly in heavy trucks. Electric vehicles, though still marginal, have begun to enter the fleet. These changes illustrate a dual dynamic: a fast-expanding fleet and a progressive diversification of motorisations, paving the way for a sustainable reduction in our direct emissions.

■ EVOLUTION OF THE FLEET'S ENERGY MIX 2021-2024



E1. CLIMATE CHANGE MITIGATION



BBL: A GRADUAL REDUCTION IN CARBON INTENSITY

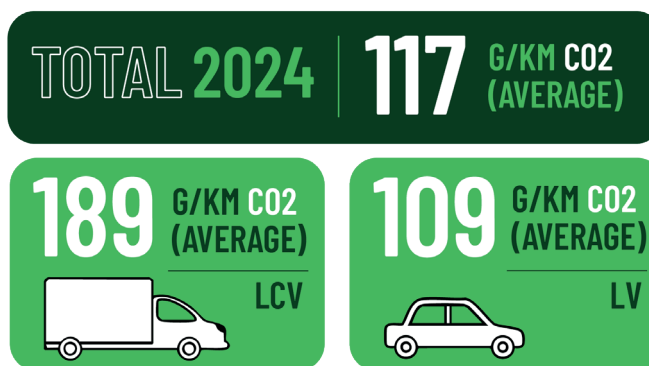
Reducing greenhouse gas emissions from light and utility vehicles is a major issue for Groupe BBL, as they make up the majority of the fleet and a significant share of direct Scope 1 emissions. Since 2021, a special effort has been made to diversify motorisations and cut the carbon footprint of this segment. Tracking carbon intensity, expressed as average CO2 emissions per vehicle, provides a concrete measure of the impact of these changes. In 2024, average emissions reached 3.2 tCO2 per vehicle (LV + LCV), compared with 4.9 tCO2 in 2023 (coverage: around 73% of the fleet in 2024 and 75% in 2023). The breakdown by category highlights clear improvements: light vehicles dropped from 4.3 to 2.6 tCO2 per vehicle, while light commercial

vehicles fell from 10.1 to 7.3 tCO2. This trend reflects both the diversification of energy sources and a decrease in average mileage, calculated using real driving data. The methodology is based on emissions per kilometre provided by manufacturers (field V7 on vehicle registration documents), multiplied by the actual distances travelled by the vehicles. These results show a sharp reduction in carbon intensity in a single year, despite the larger fleet size. They confirm that Groupe BBL's investment and operational choices are already delivering tangible results. The continued shift to alternative motorisations, combined with optimised vehicle use, should make this trend sustainable in the coming years.

BBL LIGHT VEHICLE CO2 EMISSIONS 2023/24

	Average CO2 emitted per light vehicle 2023 (t)	Average CO2 emitted per light vehicle 2024 (t)
LV	4,3	2,6
LCV	10,1	7,3
TOTAL	4,9	3,2

BBL AVERAGE NOMINAL CO2 2024



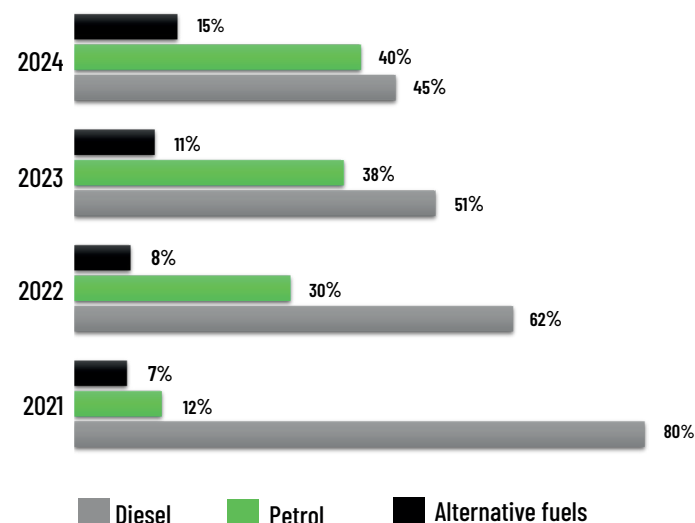
BBL AVERAGE KILOMETRES FOR LIGHT VEHICLES 2023/24

	Average km travelled 2023	Average km travelled 2024
LV	40053	23524
LCV	46390	30537
TOTAL	40870	24401

GROUPE BBL MOVING TOWARDS AN ENERGY TRANSITION FOR LIGHT VEHICLES

Since 2021, Groupe BBL has profoundly transformed the energy mix of its light vehicles. The share of diesel has fallen from 80% to 45% in 2024, while petrol has risen to 40% from just 12% in 2021. Alternative motorisation are also advancing, reaching 15% of the fleet in 2024 (68% hybrids and 30% electric). The year 2024 also marked the arrival of the first LCV running on B100, a symbolic step in expanding the use of biofuels. This diversification confirms that the energy transition of light vehicles is already a reality at BBL, even though the still significant share of diesel shows that there is more work to do.

EVOLUTION OF THE LIGHT VEHICLE FLEET ENERGY MIX 2021-2024



E1. CLIMATE CHANGE MITIGATION



PLA-
NET

HEAVY GOODS VEHICLES: A CENTRAL LEVER FOR EMISSION REDUCTION

Heavy goods vehicles are the most strategic segment of Groupe BBL's fleet, both because of their intensive use and their contribution to direct Scope 1 emissions. Monitoring their carbon performance is therefore essential to track progress.

Emissions still high but better controlled

In 2024, total emissions reached 3,514 tCO₂, representing an average intensity of 37 tCO₂ per vehicle, compared with 2,635 tCO₂ and 33 tCO₂ per vehicle in 2023 (coverage: 78% of the fleet in 2024 and 66% in 2023). Differences between energy sources remain significant: diesel averages 40 tCO₂ per vehicle, compared with 22 tCO₂ for B100 and 24 tCO₂ for natural gas. HVO100 and electric vehicles appeared for the first time in 2024, reflecting effective diversification.

A sharp increase in usage intensity

This trend must also be read in light of mileage. The average distance travelled per heavy truck rose sharply, from 73,795 km in 2023 to 101,768 km in 2024 (coverage: 90% in 2024 and 93% in 2023). Despite this growth in activity, the uptake of alternative motorisations has helped contain the increase in emissions and initiate a longer-term reduction trajectory.

A trajectory already underway

These results confirm that the energy transition of heavy goods vehicles is in progress, though it still needs to accelerate. In 2024, HVO100 and electric vehicles entered the fleet alongside B100 and natural gas. Their deployment, already underway in several subsidiaries, will play a key role in significantly reducing Groupe BBL's carbon footprint in the years ahead.

TCO₂ TOTAL **3514**

KM /VEHICLE **101768**

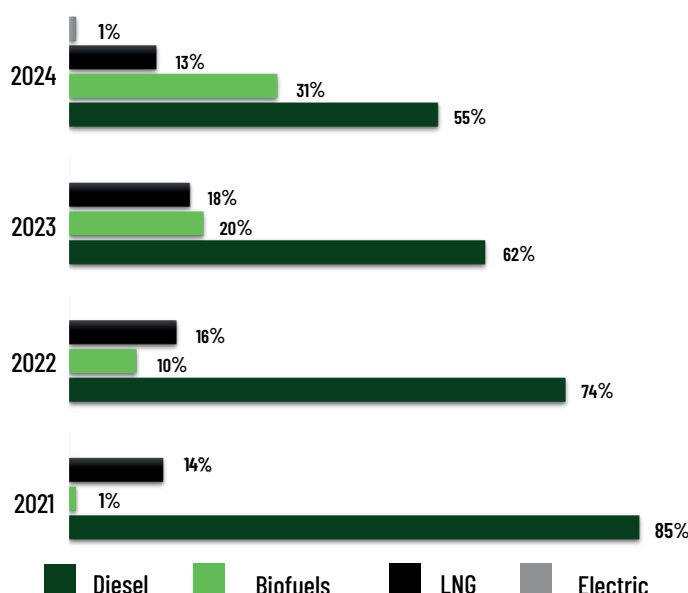
% EURO 6 **97**

TCO₂ /VEHICLE **37**

% DIESEL **55**
-35 % SINCE 2021

ALTERNATIVE FUELS **45**
+200 % SINCE 2021

EVOLUTION OF THE HGV FLEET ENERGY MIX 2021-2024



A HEAVY GOODS VEHICLES FLEET IN FULL TRANSITION AT BBL

The profile of Groupe BBL's heavy goods vehicles fleet is changing rapidly. In 2024, 97% of vehicles complied with the Euro 6 standard, compared with 91% in 2023. The year also marked a milestone with the arrival of the first electric and HVO100 trucks in the fleet.

Diesel, which still dominated in 2021 with 85% of motorisations, accounted for only 55% of the fleet in 2024. Conversely, alternative fuels now power 45% of heavy trucks, compared with 38% in 2023 and just 15% in 2021. Among them, natural gas equips 13% of trucks, while biofuels (B100 and HVO100) grew sharply to reach 31%.

This transformation shows a clear trajectory: diesel dependency is falling while alternatives are gaining ground. Groupe BBL therefore has a solid foundation to further roll out biofuels and test new low-carbon solutions.

E1. CLIMATE CHANGE MITIGATION



S.A.T. SWITCHES TO HVO: A CLEANER FLEET, A STRONGER COMMITMENT

In line with the evolution of our fleet's energy mix, where diesel still dominates but alternative motorisations are steadily advancing, the subsidiary S.A.T. stands out by adopting a solution still rare within the Group: HVO100. Since early 2024, its entire fleet — made up of light commercial vehicles and heavy trucks — has been running on this new-generation biofuel, produced from used oils and residues. The initiative is all the more remarkable as it was entirely driven by the local teams, who installed a dedicated storage tank on site, with no technical modifications required for the vehicles. The results speak for themselves: up to 90% reduction in CO2 emissions, positive feedback from drivers on autonomy, no odour and improved driving comfort. This solution complements Groupe BBL's low-carbon portfolio, which already includes LNG, electric vehicles and, above all, B100, used by four other subsidiaries.

Although S.A.T. accounts for only a modest share of the Group's total fleet, its experience illustrates a pragmatic and replicable approach that helps shift our practices towards a more sustainable model.

Drivers' feedback has been positive: better autonomy, reduced odours and no change in handling.



BIOFUELS: AN ESSENTIAL COMPLEMENT TO OUR LOW-CARBON OFFERING

B100 and HVO100 are two biofuels that fully align with our Group's energy transition strategy, which already includes trucks powered by LNG, electric and B100. The integration of a fleet running on HVO100 therefore enhances our low-emission transport offering and meets the environmental requirements of our clients.

Produced from rapeseed, B100 cuts CO2 emissions by 60% and qualifies for France's Crit'Air 1 sticker, making access to Low Emission Zones (ZFE)

easier. However, it requires compatible vehicles and dedicated storage logistics.

HVO100, made from used oils and residues, can cut CO2 emissions by up to 90%. Fully interchangeable with diesel, it requires no engine modifications but does not qualify for France's Crit'Air 1 sticker.

With this diversity of alternative energies, our Group reaffirms its commitment to sustainable transport, offering clients logistics solutions with reduced impact.



E1. CLIMATE CHANGE MITIGATION



PLANET

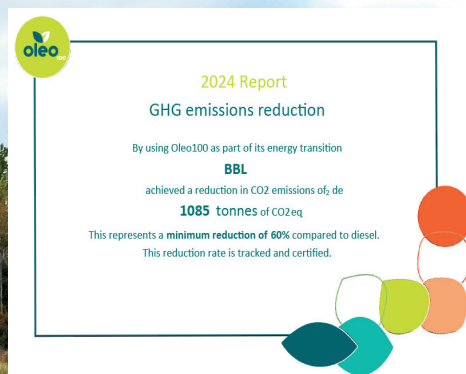
TANGIBLE RESULTS THANKS TO B100

De-carbonising road transport requires solutions that are available and effective today. Groupe BBL has chosen to integrate B100, a rapeseed-based biofuel produced in France and supplied by Oleo100, which reduces CO₂ emissions by at least 60% compared with diesel. Deployed since 2021 in several subsidiaries, this fuel is a concrete lever to accelerate the energy transition of our fleet.

Three Group subsidiaries are currently using it: BBL Transport and Transports Charvin Sensi in Île-de-France and Transports Charvin in Auvergne-Rhône-Alpes. In 2024, more than 575,000 litres of B100 were consumed, avoiding nearly 1,085 tCO₂e. These results come directly from the two B100 tanks installed in Île-de-France and Auvergne-Rhône-Alpes, ensuring the regular supply of vehicles.

In detail, savings reached 471 tCO₂e in Île-de-France and 614 tCO₂e in Auvergne-Rhône-Alpes, confirming the key role of these two logistics hubs in rolling out B100.

These results clearly illustrate Groupe BBL's contribution to the energy transition and confirm the potential of biofuels as an immediate lever for de-carbonising road transport.



THE CO₂ PROJECT: TOWARDS INTEGRATED MONITORING

Alongside the deployment of alternative fuels, Groupe BBL is investing in a structuring project: integrating CO₂ emission calculations directly into its Transport Management Systems (TMS).

For road transport, the Group selected the solution developed by Searoutes, a specialist in carbon measurement for transport and logistics. This platform calculates emissions based on the actual

characteristics of journeys, using a recognised methodology compliant with ISO 14083.

This choice enables Groupe BBL to strengthen the reliability and comparability of its data. Over time, the tool will provide both internal teams and clients with more comprehensive, accurate and transparent carbon reporting, thereby enhancing collective capacity to manage the decarbonisation of transport.

ACTING ON THE ENERGY CONSUMPTION OF OUR BUILDINGS



Improving the energy efficiency of our buildings is a key lever to manage consumption, meet increasingly strict regulatory requirements (Tertiary Decree, energy audits, LEZ, etc.) and reduce operating costs over the long term.

The double materiality assessment conducted by Groupe BBL at the end of 2024 confirmed the significance of this issue, driven both by the need to control expenses and the necessity to comply with upcoming obligations.

As a transport and logistics player, our building-related energy emissions fall within scope 2, mainly covering electricity and natural gas, with a very small share from heating oil. A consolidated analysis has been carried out to better manage this consumption, rationalise space use and target priority areas for improvement.

Note: the Energy perimeter here only covers building consumption. Fuel consumption linked to transport services (own fleet or subcontracted) is addressed under Climate Change Mitigation, in connection with scopes 1 and 3 emissions.

Good to know!

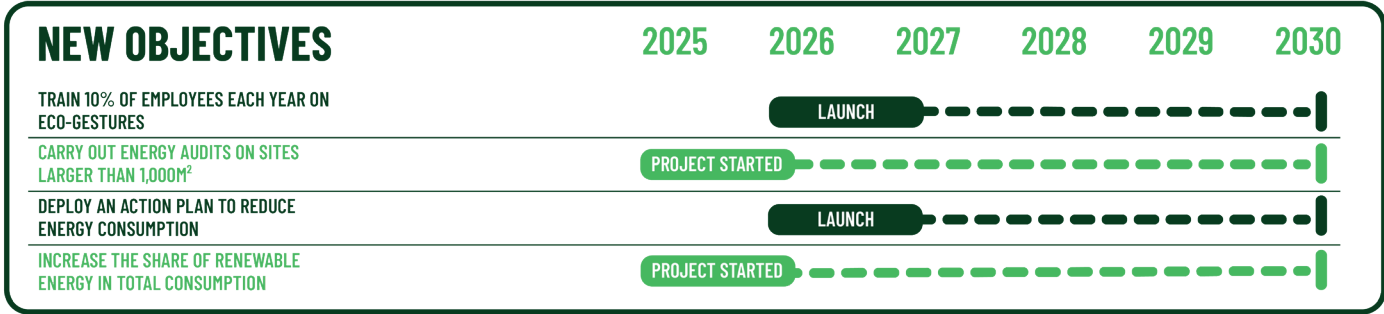
BETTER DESIGN MEANS LASTING REDUCTIONS IN ENERGY CONSUMPTION.

A newer, well-designed building can use up to twice less energy per usable m² compared with an older one.



KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL's performance, allowing us to track progress and guide our actions.



Indicator	Unit
Total energy consumption	MWh
Green energy production	MWh
Total GHG emissions – scope 2	tCO2e
Energy consumption per m ² - offices	kWh/m ²
Energy consumption per m ² - warehouses	kWh/m ²
Share of renewable energy consumed	%

E1. ENERGY



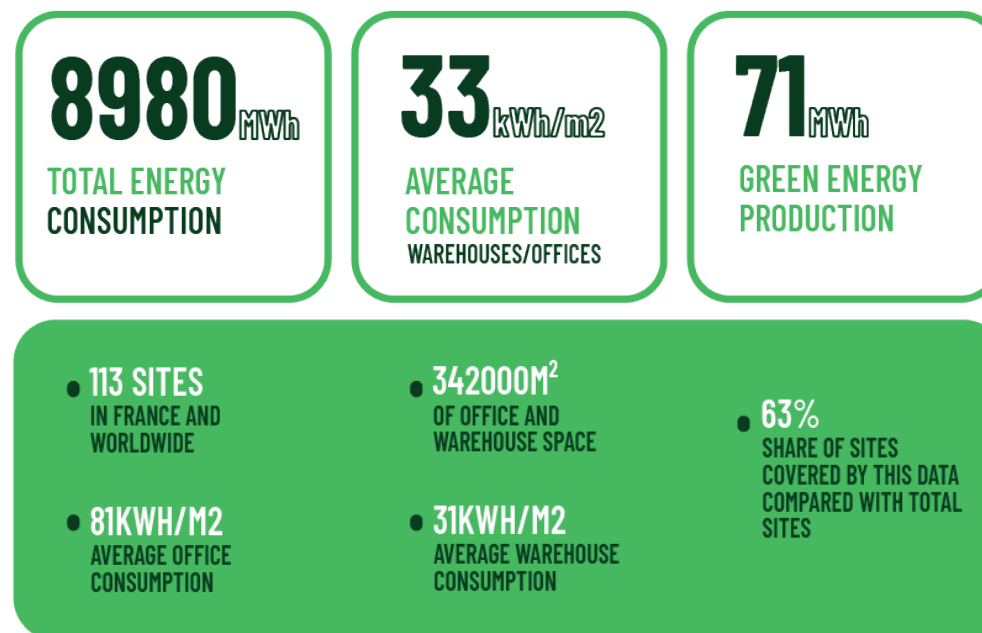
BBL STRENGTHENS ITS ENERGY MANAGEMENT

In 2024, Groupe BBL continued its efforts to consolidate and analyse its energy consumption. The property portfolio comprised 113 sites, representing a total surface area of 342,160 m². Of these, 71 sites were subject to consolidated energy monitoring, a coverage rate of 63%, representing 276,031 m². Total energy consumption recorded across these sites reached 8,980 MWh, corresponding to an average of 33 kWh/m². Although slightly higher than in 2023 (29 kWh/m²), this increase is mainly due to the integration of larger or more energy-intensive buildings and the expansion of the monitoring perimeter. This data therefore provides a more accurate and representative picture of the Group's energy reality.

In detail, offices recorded an average consumption of 84 kWh/m², a sharp improvement compared with 2023 (112 kWh/m²), reflecting greater efficiency or optimisation efforts. Conversely, warehouse consumption averaged 31 kWh/m², up from 23 kWh/m² in 2023. This increase can partly be explained by the gradual electrification of logistics equipment (such as forklifts and pallet trucks), which requires higher energy use but is more environmentally sustainable.

It should be noted that the vast majority of the Group's sites are now powered exclusively by electricity. Only a minority still rely on natural gas or heating oil, both more carbon-intensive energies, whose gradual phase-out remains a key lever for reducing our energy footprint.

Groupe BBL remains committed to further improving monitoring, controlling its consumption and reinforcing its positive impact in terms of sustainable energy resource management.



WHAT SHARE OF RENEWABLE ENERGY IN OUR CONSUMPTION?

In 2024, based on the energy mix of the countries where we operate, around 20% of our electricity consumption came from renewable sources. A promising first estimate.

GREEN ENERGY PRODUCTION: A FIRST ACHIEVEMENT

The commissioning of our first photovoltaic installation at the Delle site, operated by subsidiary Charpiot, marked a major milestone in our environmental commitment. In 2023, six and a half months of operation produced 37.86 MWh of green electricity. In 2024, its first full year of operation, the plant generated 71 MWh. Although below the theoretical production initially estimated at 104 MWh per year, this remains a solid first benchmark for tracking and managing our future renewable energy production. This project demonstrates our determination to act concretely in the energy transition by

developing renewable energy production capacity directly on our sites. Other projects are underway, notably at the new Malacombe site, equipped with solar panels for a potential capacity of 2,300 MWh per year. The connection of this plant was completed during 2024, paving the way for a significant scale-up in the coming years. The first consolidated results will be closely monitored: they will help increase the share of renewable electricity associated with our activities and strengthen cost control across our sites while supporting our CSR commitments.

REDUCING OUR ENERGY CONSUMPTION: FIRST TANGIBLE RESULTS

In 2023, two of our subsidiaries, Charpiot and Marichal Logistics, moved into new, more energy-efficient buildings. By 2024, consumption data confirmed the relevance of these choices, with very encouraging results both in terms of environmental impact control and operating cost management. A concrete demonstration of the environmental and economic benefits that can result from integrating CSR into property development projects.

At Delle, a clear break with the old model

Charpiot's Delle site left its historic, energy-intensive, gas-heated building to move into new, more

compact premises powered entirely by electricity. Comparing 2022 data (historic building) with 2024 figures (new building) shows a significant reduction: energy consumption per square metre was halved, from around 47 kWh/m² to 24 kWh/m². This represents a 49% decrease in energy consumption per square metre, as well as a shift in model with the complete elimination of gas.

Marichal: greater efficiency despite doubled surface area

Marichal Logistics moved into a new building with more than double the surface area. Despite this increase, average electricity consumption fell from 31 kWh/m² in 2022 to 22 kWh/

m² in 2024. This 28% reduction shows that rising operating volumes were accompanied by a clear improvement in energy performance.

A dynamic aligned with our CSR strategy

In a context of high energy price volatility, these projects demonstrate that investing in efficient buildings helps reduce environmental impact while keeping operating costs under long-term control. They also reflect the Group's commitment to making energy performance an operational priority, consistent with the ambitions set out in our CSR strategy.



E5. RESOURCE MANAGEMENT AND CIRCULAR ECONOMY

TOWARDS BETTER WASTE MANAGEMENT

Waste management is an increasingly important issue for Groupe BBL, reinforced by the findings of our double materiality analysis carried out in 2024. This analysis confirmed the need to better regulate our practices across the entire logistics and office network. Whether it is operational waste (packaging, pallets, plastics) or waste from buildings, their sorting, monitoring and recycling are essential to limit the environmental impact of our activities. The diversity of local situations makes this a complex challenge, but also highlights the value of a progressive and structured approach.

Launched in 2022, the internal Take One Step program illustrates our determination to advance practical improvements on the ground. Several projects led by local teams have already optimized sorting, promoted reuse, or reduced certain sources of waste. These initiatives will multiply in the years ahead. The objective is clear: gain better knowledge of the volumes and types of waste generated, strengthen their traceability and deploy a selective sorting and recycling system across all our warehouses by 2030. This momentum is part of a broader strategy to manage our environmental externalities.



Good to know!
RECYCLING IS GOOD.
KNOWING WHAT HAPPENS TO OUR WASTE IS EVEN BETTER.

Today's real challenge is not sorting, but ensuring reliable data collection and traceability on waste recovery.



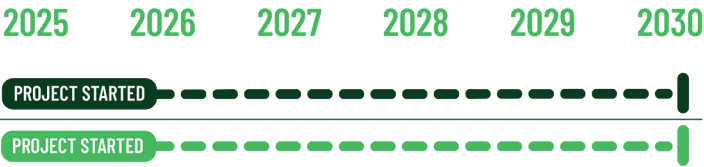
KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL's performance, allowing us to track progress and guide our actions.

Indicator	Unit
Total waste volume	Tonnes
Non-hazardous waste volume	Tonnes
Hazardous waste volume	Tonnes
Waste recovery rate	%

NEW OBJECTIVES

- ESTABLISH DETAILED TRACKING OF WASTE VOLUMES AND TYPES FOR EACH ENTITY
- IMPLEMENT SELECTIVE SORTING AND WASTE RECOVERY SYSTEMS IN 100% OF WAREHOUSES



E5. RESOURCE MANAGEMENT AND CIRCULAR ECONOMY



PLANET

BBL ENHANCES WASTE MONITORING AND RECYCLING

With a clear commitment to improving the traceability of its waste streams, Groupe BBL continues to roll out monitoring tools to strengthen its waste management practices. In 2024, 3,125 metric tons of waste were reported across the warehouses within the analysed scope, showing a slight 7% decrease compared with the previous year. This decline reflects both better data qualification and a more rigorous consolidation perimeter. No hazardous waste (ADR) was reported for the second consecutive year, confirming the Group's very limited exposure to this type of waste stream.

The most significant improvement is seen in the recycling rate, which rose to 87% in 2024 from 33% in 2023. This notable progress stems from the gradual adoption of best practices by local teams and the growing use of on-site monitoring registers. Although still improvable, this rate demonstrates a clear shift toward more responsible waste management. Another important milestone: the number of warehouses equipped with a waste register increased to 22 sites in 2024, compared with 18 in 2023. This now represents 38% of monitored warehouses, up from just 28% in 2021. While coverage is still partial, this trend toward more reliable data is essential to sharpen our actions, improve reporting and define effective levers at Group level.

A DYNAMIC APPROACH IN THE FIELD DRIVEN BY OUR SUBSIDIARIES



Groupe BBL's commitment to better waste management also relies on practical initiatives led locally by its subsidiaries. As early as 2020, SAT was the first to introduce systematic on-site waste sorting, marking the start of a collective momentum.

In 2022, TIF Sensi followed suit, implementing strict selective sorting adapted to its waste streams. In 2023, BBL COSLOG and TIF Lyon structured their processes to fully integrate waste sorting into their daily practices. More recently, in 2024, Charpiot joined this momentum by deploying its own sorting and monitoring system at its new site in Delle.

This growing adoption, driven by committed local teams, reflects the gradual spread of best practices across the Group. It also supports the achievement of environmental certifications such as ISO 14001, obtained by several entities, further consolidating these efforts.

These local initiatives show that the shift toward more responsible waste management is well underway, supported both by on-the-ground commitment and by a broader strategic framework defined at Group level.

Social

S1 - Company staff

- 6. Health and safety at work
- 7. Skills development
- 8. Human rights and fundamental freedoms of employees



S1. HEALTH AND SAFETY AT WORK

HEALTH AND SAFETY: A HUMAN CHALLENGE AT THE HEART OF OUR PRIORITIES



In a constantly evolving environment where operational constraints can expose employees to physical risks — particularly in logistics and transport — our goal is clear: prevent accidents, minimize risks and continuously improve working conditions.

The double materiality analysis confirmed the strategic importance of this issue, at the crossroads of human, social and regulatory concerns. It reinforced our commitment to place health and safety at the core of our sustainable development model, in line with our long-term commitments. The Group continues to strengthen its approach: structuring processes, reinforcing prevention measures, improving training and awareness and spreading a shared safety culture at every level.

But safety goes hand in hand with well-being. That is why we also pay close attention to working conditions, quality of life on-site and balancing operational requirements with respect for people. Providing everyone with a healthy, safe and motivating work environment is a priority deeply embedded in both our human and organizational concerns.

Good to know!

A SAFE WORKPLACE MEANS FEWER RISKS, MORE EFFICIENCY.

A secure and well-organised work environment not only reduces accidents, but also improves employee satisfaction and productivity.



KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL's performance, allowing us to track progress and guide our actions.

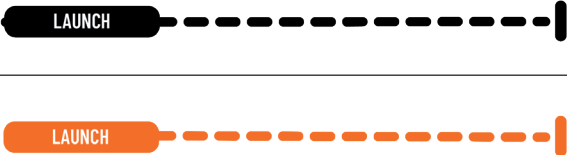
Indicator	Unit
Number of workplace accidents with time off	Absolute number
Frequency rate	No. of accidents / 1000000h
Severity rate	Lost days / 1000h
Absenteeism rate	%
Average employee seniority	Years

NEW OBJECTIVES

BUILD AND IMPLEMENT AN ANNUAL SOCIAL BAROMETER TO MEASURE EMPLOYEE SATISFACTION ACROSS ALL TOPICS RELATED TO WORKING CONDITIONS AND SOCIAL PRACTICES WITHIN THE GROUP

RAISE AWARENESS AMONG SUBSIDIARY MANAGERS ABOUT BURNOUT AND STRESS RISKS, AND ROLL OUT PREVENTION PROGRAMS ACROSS ALL SUBSIDIARIES BY 2028, IN PARTNERSHIP WITH MENTAL HEALTH AND ERGONOMICS EXPERTS

202520262027202820292030



S1. HEALTH AND SAFETY AT WORK

HEALTH AND SAFETY: A HUMAN CHALLENGE AT THE HEART OF OUR PRIORITIES

Employee health and safety remain a strategic priority for Groupe BBL. In a sector where transport, handling and logistics activities involve real risks, we continue our efforts to prevent accidents and improve working conditions.

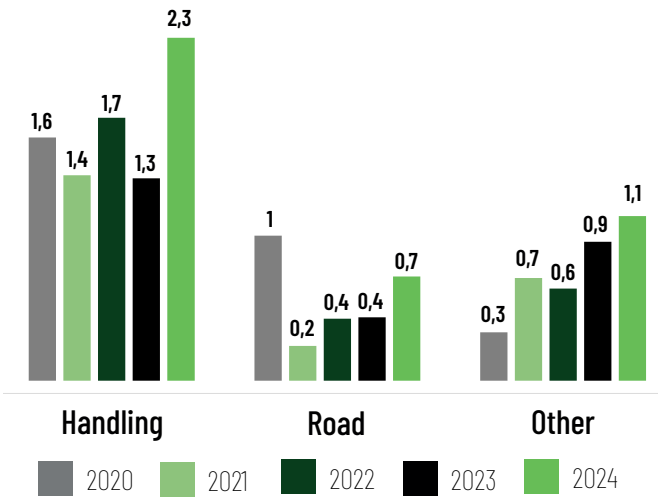
In 2024, the overall workplace accident rate in France reached 4.06% of the total French workforce, up from 2.67% in 2023. This increase was mainly driven by accidents related to handling (2.27% vs. 1.34%) and road travel (0.69% vs. 0.42%). Incidents linked to other causes also rose slightly (1.09% vs. 0.92%).

Beyond raw rates, frequency and

severity indicators provide a clearer picture. In 2024, the frequency rate reached 23.34, compared with 17.19 in 2023. It is now close to the industry average (22.3). By contrast, the severity rate remained low, at 1.04 (vs. 1.10), well below the industry national average of 2.4.

These results highlight the need for constant vigilance. Strengthening prevention, structuring incident reporting and sharing best practices are essential to firmly embed a safety culture across all Group sites.

WORK ACCIDENTS % OF THE LABOUR FORCE IN FRANCE FOR 2020/2024



PROMOTING A SUSTAINABLE AND BALANCED WORK CLIMATE

A healthy work environment also depends on social climate and employee well-being. Retention, engagement and presence are among the indicators that Groupe BBL monitors closely to support its teams.

In 2024, average seniority within the Group in France reached 7.28 years, compared with 7.03 years in 2023, approaching the industry average of 7.9 years. This growth reflects increasing stability and a stronger attachment to the company.

The absenteeism rate rose to 5.02%, slightly higher than in 2023 (4.63%) and above the industry benchmark (4.50%). This evolution highlights persistent challenges around work-life balance, health and personal constraints. These indicators are integrated into HR management to better understand internal expectations and respond more effectively. Quality of life at work, social dialogue and fulfilling working conditions remain central to our strategy to strengthen employee motivation and long-term engagement.



BBL FRANCE

FREQUENCY RATE*	17.19 2023	23.34 2024
SEVERITY RATE*	1.1 2023	1.04 2024
ABSENTEEISM RATE**	4.63 2023	5.02 2024
AVERAGE SENIORITY*	7.03 2023	7.28 2024

INDUSTRY AVERAGE

FREQUENCY RATE*	33.2 2023	22.3 2024
SEVERITY RATE*	2.8 2023	2.4 2024
ABSENTEEISM RATE**	5.75 2023	4.50 2024
AVERAGE SENIORITY*	7.9 2023	7.9 2024

* 2025 Report of the Prospective Observatory of Transport and Logistics Professions and Qualifications (OPTL), 2024 data

** Transport sector, Absenteeism Barometer: Ayming Absenteeism Barometer 2024, 2023 data (2024 data not disclosed)

S1. SKILLS DEVELOPMENT



TRAINING, SUPPORTING AND DEVELOPING TALENT

In a constantly evolving logistics environment, acquiring and updating skills is essential to keep pace with sector transformations and secure long-term business performance.

The double materiality analysis highlighted the strategic importance of skills development, both for the Group's resilience and for employee retention. This is a high-impact social challenge that strengthens engagement, attractiveness and employability at all levels of the organization.

Groupe BBL is therefore progressively structuring its training policy, ensuring broader access to upskilling opportunities. Special attention is given to apprentices, roles most affected by changing industry practices and front-line managers, whose responsibilities are critical in the organization. This commitment is part of a continuous improvement approach, with the ambition of offering everyone concrete opportunities for professional growth.

Good to know!

TRAINING GROWS THE COMPANY...
AND THE PEOPLE WITHIN IT.

Employees who receive regular training are twice as engaged as those who don't.



KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL's performance, allowing us to track progress and guide our actions.

Indicator	Unit
Total number of employees trained	Headcount
Total training hours	Hours
Number of apprentices on assignment	Headcount
Conversion rate of apprenticeships into permanent contracts	%
Share of employees who took part in regular performance and career development reviews	%

NEW OBJECTIVES

BUILD PARTNERSHIPS WITH SCHOOLS AND TRAINING ORGANISATIONS TO ATTRACT NEW QUALIFIED TALENT

202520262027202820292030

LAUNCH

S1. SKILLS DEVELOPMENT



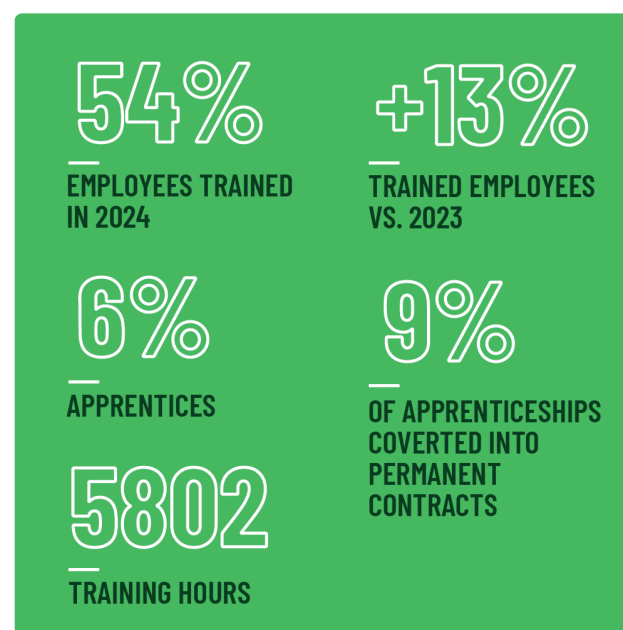
PEOPLE

UPSKILLING, A COLLECTIVE COMMITMENT

Skills development is a cornerstone of Groupe BBL's social commitment. Since 2020, we have stepped up our efforts each year to offer employees training opportunities tailored to their needs and to the evolution of our professions. In 2024, 545 employees benefited from at least one training session, representing 54% of the total workforce in France. This figure is up 13% compared with 2023 and has increased fivefold since 2020. This growth shows a broader and broader access to training, especially in recently integrated subsidiaries.

The total volume of training hours reached 5,802 hours, down 17% compared with 2023, a particularly active year. This temporary decline does not call into question the long-term trend: since 2020, training hours have increased by 165%.

Training remains a central lever for supporting career paths, developing internal expertise and fostering employee engagement. The Group will continue its efforts to structure and further expand this dynamic in the years ahead.



TRAINING & APPRENTICESHIPS: KEY FIGURES FOR FRANCE

	2020	2021	2022	2023	2024
Total Group headcount	622	885	979	1198	1011
Share of employees trained	15%	27%	32%	40%	54%
Training hours	2193	2442	3430	6954	5802
Share of apprentices	9%	11%	7%	9%	6%
Apprenticeship-to-permanent	NC	NC	7%	10%	9%

APPRENTICESHIPS: A SPRINGBOARD TO LONG TERM SUPPORT

As a genuine lever for training and integration, apprenticeships are a core component of Groupe BBL's HR policy. They support young people in their entry into the workforce while meeting our operational skill needs. By welcoming apprentices into diverse roles — logistics, transport and support functions — we help introduce our professions and build tomorrow's skills.

In 2024, 56 apprentices joined the Group's French entities, representing 6% of the total workforce. This is a 46% decrease compared with 2023, when a peak of 103 apprentices was reached. The change reflects variations in activity across subsidiaries and slower recruitment in some regions. It does not, however, under-

mine our determination to continue and structure this policy.

Beyond volume, one of the main challenges remains converting these contracts into long-term jobs. The conversion rate to permanent contracts rose overall, reaching 9.09% in 2024 compared with 10% in 2023 and 7% in 2022. This encouraging trend reflects our determination to integrate trained young people into our teams on a lasting basis whenever opportunities arise. Apprenticeships therefore remain a strong commitment for the Group, one we aim to sustain and expand in collaboration with schools, training centers (CFA) and training organisations.

S1. HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

10 REDUCED INEQUALITIES

PEOPLE

RESPECT FOR FUNDAMENTAL RIGHTS: A DAILY COMMITMENT

In a multicultural and constantly changing environment, respect for human rights and fundamental freedoms is a cornerstone in ensuring fair, inclusive and ethical working conditions. This priority is fully embedded in Groupe BBL’s responsible growth strategy, as confirmed by its double materiality analysis. Since our activities rely first and foremost on the people who bring them to life, we make sure every employee works in a setting that respects their rights and is free from all forms of discrimination. Accordingly, Groupe BBL has been committed for several years to promoting diversity in all its dimensions: cultural, generational, social, gender-based, or related to disability. As a signatory of the Diversity Charter since 2018, the Group has implemented concrete actions to ensure equal opportunities and foster an open management style attentive to individual differences. By valuing a wide variety of backgrounds and experiences, BBL aims to create a workplace where everyone can thrive and contribute fully to collective success.



Good to know!

CULTURAL DIVERSITY IS A STRENGTH FOR THE GROUP.

BBL operates in 24 countries and brings together employees from multiple nationalities and professional backgrounds.



KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL’s performance, allowing us to track progress and guide our actions.

Indicator	Unit
Gender distribution of employees	%
Gender distribution in top management	%
Age distribution of employees	%
Share of employees with disabilities	%

NEW OBJECTIVES

ESTABLISH A CONFIDENTIAL AND ANONYMOUS MECHANISM TO REPORT ANY HUMAN RIGHTS VIOLATIONS



S1. HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

BALANCING CONTINUITY AND RENEWAL: GROUPE BBL NURTURES GENERATIONAL DIVERSITY

Groupe BBL places strong emphasis on generational diversity, which it sees as a driver of complementary, innovation and long-term sustainability. In France and abroad, age management lies at the core of HR policies, designed both to integrate young recruits and retain experienced profiles.

In France: stability among senior staff, boom in youth recruitment

In 2024, employees under 25 accounted for 8% of the French workforce, stable compared with 2023 but down from 13% in 2022. This decline stems from a 24% year-on-year drop in the number of employees in this age group. Conversely, hiring surged: 12% of new contracts in France went to employees under 25, a 106% increase on the previous year. Meanwhile, employees aged over 55

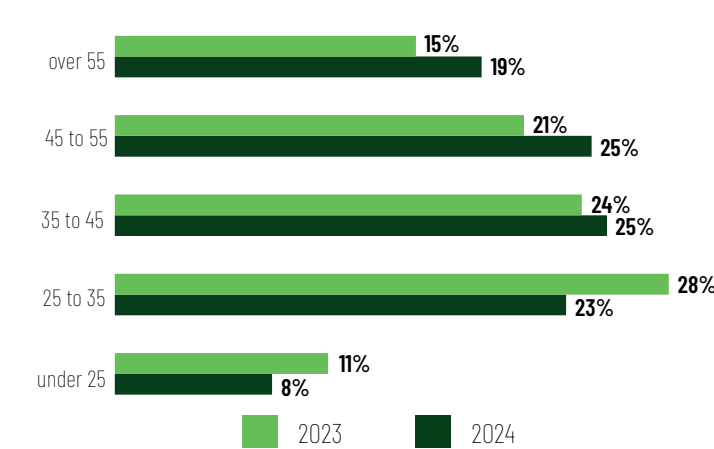
have held steady at 18% for three years, reflecting a deliberate effort to retain know-how and experience within teams. Balance is maintained thanks to a strong presence of intermediate age groups: 35-45 and 45-55 together account for half of the workforce.

At Groupe level: a trend towards younger profiles

The shift is even clearer at the global level. In 2024, employees under 25 made up 11% of the worldwide workforce, a 3-point increase from 2023 (+36%). The 25-35 age bracket also rose sharply (28%, +23%), confirming a younger workforce structure across the Group. Older cohorts saw a slight decline: 35-45 fell from 25% to 24%, 45-55 from 25% to 21% and over 55 from 19% to 15%. For the first time, consolidated

data show that employees under 25 accounted for 9% of new hires worldwide, representing 173 recruitments. This sends a strong signal of BBL's commitment to integrating young talent.

BBL, GENERATIONAL COMPARISON OF STAFF 2023/2024



HANDI by Andy

BBL STRENGTHENS ITS COMMITMENT TO INCLUSION OF INDIVIDUALS WITH DISABILITIES

Inclusion of individuals with disabilities is a key priority for Groupe BBL. In France, their share of the workforce rose from 1% in 2021 to 2.37% in 2024, an increase of 137% in three years. This reflects a proactive inclusion drive supported by awareness campaigns, more open recruitment policies and tailored individual support.

To build on this progress, Groupe BBL has partnered with Handi by Andy, a company specialising in supporting people who are directly or indirectly affected by disability (employees, caregivers, etc.). This program offers confidential, personalised and experienced support, led by an advisor who is themselves affected by disability. It is based on a strict stance of neutrality between the employee and the company, along with a strong duty of confidentiality. The service is designed to be both accessible and supportive. It provides valuable assistance to employees in their administrative processes, professional life and workplace adjustments.

At BBL, diversity and equal opportunity also mean recognising individual circumstances. The partnership with Handi by Andy, together with the steady rise in the employment rate of people with disabilities, are positive examples of this collective commitment.

S1. HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS

GENDER BALANCE AT GROUPE BBL: WHERE DO WE STAND?

Gender balance within the workforce remains a central issue for Groupe BBL. In a historically male-dominated sector, the 2024 figures show contrasting dynamics between France and international operations, alongside a degree of stability at global level.

In 2024, women accounted for 44% of the Group's global workforce, compared with 56% men. This distribution is similar to 2021 and 2022 (45%), though slightly down from 2023 (42%). In France, the proportion is slightly higher, with women making up 46% of the workforce — well above the transport sector average of 19% in 2023 according to national data. The share of women in management positions in France fell slightly from 41% in 2023 to 36% in 2024. However, this proportionate decline should be qualified: in absolute terms, the number of women managers increased by 11 over the period. This illustrates positive momentum, although further progress is needed to improve representation.

The EgaPro index, the French legal indicator of gender equality in the workplace, stood at 69 in 2024 compared with 85 in 2023. This decline highlights the importance of continuing efforts to promote gender equality at all levels of the company.



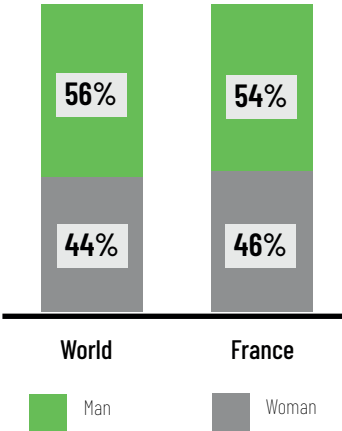
Sarah BELKACEMI
Branch Manager BBL CARGO CDG
(Charles-de-Gaulle)

AN INSPIRING STORY WITHIN GROUPE BBL

Sarah Belkacemi joined groupe BBL over 10 years ago and has climbed the ranks with determination, professionalism and commitment. From her early days in operations and sales to her role as Director of Methods and Projects, she has become a trusted colleague, capable of leading projects and managing teams with a positive attitude and a strong sense of responsibility. In May 2024, she took over as head of the BBL CARGO branch at Roissy-Charles-de-Gaulle, a key site at the heart of a major logistics hub. There,

she oversaw operational performance, led teams and strengthened the Group's position in the Overseas market. In 2025, she was appointed Deputy CEO of BBL CARGO France, a role that not only recognised her skills but also reflected the growing presence of women in leadership roles within the Group. Sarah's career path reflects BBL's ambition: to provide real opportunities for advancement, promote internal talent and encourage a more equitable representation of women in leadership roles.

BBL STAFF BY GENDER 2024



Governance

G1 - Business conduct

12. Corruption and bribery



STRENGTHENING A CULTURE OF ETHICS AND INTEGRITY AT BBL



Responsible business conduct is an integral part of Groupe BBL’s identity. Through our ethics and compliance policy, we demonstrate our commitment to preventing all forms of corruption, fraud, conflicts of interest, or money laundering across our activities, in France and internationally.

Confirmed as a material issue in our double materiality analysis, this subject forms a cornerstone of our governance. It underpins our social responsibility, our compliance with local regulations (such as France’s Sapin II law) and the trust we inspire in clients, partners and employees.

To strengthen this culture of ethics, we have implemented concrete measures: circulation of our ethics policy throughout the organization, progressive designation of local compliance officers, targeted training for the most exposed roles and an internal whistle-blowing system. This system will soon be reinforced with the launch of a secure, anonymous external reporting channel accessible to all.

Beyond compliance, the goal is to create a working environment based on transparency, fairness and respect, where everyone contributes to responsible business conduct.

Good to know!

A WHISTLEBLOWING SYSTEM TO STRENGTHEN TRANSPARENCY.

BBL provides its employees with a confidential reporting channel for any situation that does not comply its ethical principles



KEY INDICATORS

The key indicators provide a quantified and transparent view of Groupe BBL’s performance, allowing us to track progress and guide our actions.

Indicator	Unit
Number of employees trained on ethical risks	%
Training Coverage rates for Ethics (executives, exposed roles)	%
Number of reports received via the whistleblowing system	number
Numbuer of internal audits conducted	number

NEW OBJECTIVES

DEPLOY A WHISTLEBLOWING SYSTEM TO ANONYMOUSLY REPORT UNETHICAL BEHAVIOR INSIDE OR OUTSIDE THE COMPANY

TRAIN ALL BBL GROUP EMPLOYEES ON THE ETHICS POLICY AND ANTI-CORRUPTION MEASURES THROUGH AN ANNUAL AWARENESS CAMPAIGN

2025 2026 2027 2028 2029 2030

PROJECT COMPLETED

PROJECT STARTED

G1. BUSINESS CONDUCT



PEACE

BBL UPGRADES ITS ETHICS FRAMEWORK ACROSS THE GROUP

Because our business depends on the trust of clients, partners and employees, Groupe BBL places ethics at the heart of its practices. This is especially important in an international environment, where regulatory frameworks and expectations may vary. To address this coherently, we have gradually structured our approach and rolled out a unified ethics policy across the Group.

A structured and comprehensive policy

Initially focused on anti-corruption, our approach has rapidly expanded to cover broader issues. In just a few years, we have moved from a simple code of conduct to a comprehensive ethics policy that integrates societal, regulatory and operational expectations.

This policy, applicable to all employees, clearly defines expected

behaviours in areas such as transparency, conflict of interest management, gifts and hospitality, fair treatment of suppliers, respect for human rights and prevention of anti-competitive practices. It also extends to our business partners, ensuring consistency and leading by example.

An approach that is embodied and sustained over time

Promoting a culture of integrity cannot rely solely on a document. It is supported by regular training, targeted communications and the appointment of a compliance officer to assist teams and respond to practical questions in the field. In 2025, this policy was updated to align fully with the requirements of the CSRD directive. In addition, a confidential and secure internal ethics reporting mechanism is being

finalized, with deployment scheduled by the end of 2025.

A long-term commitment

Ethics is both a performance driver and an essential foundation for sustainable growth. By reinforcing its practices, Groupe BBL demonstrates its determination to act responsibly wherever it operates, building a business model based on integrity, fairness and respect for rights.



S3. IMPACT ON TERRITORIES AND AFFECTED COMMUNITIES

EACH SUBSIDIARY IS FREE TO SUPPORT LOCAL INITIATIVES THROUGH SPONSORSHIP AND PHILANTHROPY

Groupe BBL encourages all forms of support for the local communities in which it operates. Each subsidiary manager is free to choose whether to support local initiatives through sponsorship or philanthropy. (Example: opposite, BBL-COSLOG and the local football team Olympique Nord Dauphiné (OND))

This overview is not exhaustive and many initiatives remain small and local. The selected stories highlight the diversity of initiatives our federation of specialists can undertake...

INTERLOG PROMOTES TRAINING YOUNG TALENT AND PARTICIPATORY OPERA

For the past 10 years, Interlog has supported La Fabrique Opéra du Val de Loire, a participatory opera project in partnership with educational institutions. This innovative local project brings students from technical, vocational and higher education into the artistic process, fostering cultural education and introducing them to careers in the performing arts. By

providing a platform for experimentation and collaboration, Interlog helps train young talent while enriching the region's cultural life. This valuable support contributes to building the future of opera in the Loire Valley, ensuring the continuity and renewal of this art form.



BBL, A PILLAR FOR CSBJ DESPITE A CHALLENGING 2024-2025 SEASON

CSBJ, the iconic rugby club of Bourgoin-Jallieu, continues to pursue its dream of reclaiming a place among France's most prestigious rugby teams with the active support of Groupe BBL, whose subsidiaries are located between Lyon and Grenoble. Since 2021, the club has proudly worn Groupe BBL's colors in away games and those of Transport Charvin at home. This commitment has been renewed for the 2025-2026 season, despite a very difficult 2024-2025 season marked by a bottom-table struggle and

the departure of several players and key staff.

As sponsor, Groupe BBL continues to believe in CSBJ's ability to climb the ranks and regain its place in PRO D2. Their investment is not only about supporting local rugby but also about strengthening ties with the local community.

The 2024-2025 season ultimately ended with a 9th place finish out of 14. Our subsidiaries and employees remain hopeful for the season now underway. Go CSBJ!



S3. IMPACT ON TERRITORIES AND AFFECTED COMMUNITIES



PARTNER
SHIP



ART SERVICES Fine Art & Luxe



■ PHOTOClimat BIENNALE: WHEN ART AND LOGISTICS UNITE FOR ENVI- RONMENTAL CAUSES

In 2023, ART SERVICES was a partner of the PHOTOClimat Biennale, an artistic and cultural event that highlighted around fifty NGOs and Foundations through photography. ART SERVICES managed the transport and installation of works by renowned photographers such as Yann Arthus-Bertrand, Nick Brandt, Richard Mosse, Stephan Gladieu and Newsha Tavakolian.

This partnership illustrates our commitment to Corporate Social Responsibility (CSR). By participating in PHOTOClimat, we demonstrate our ability to combine logistics performance with support for social and environmental causes. Art and transport come together to raise public awareness of ecological and social challenges. Through this collaboration, Groupe BBL reaffirms its conviction that businesses have a role to play in promoting responsible and sustainable values.

■ CLEAN ADVANTAGE: TRANSIT'Air OFFSETS ITS CARBON EMISSIONS

Since 2024, Transit'Air, one of Groupe BBL's Swiss subsidiaries, has actively participated in the [Clean Advantage](#) program to offset its carbon emissions. Clean Advantage is an initiative that helps companies reduce their carbon footprint by funding certified environmental projects.

The program operates through a special fuel card, allowing Transit'Air to precisely calculate its fleet's CO₂ emissions based on fuel volume and type. In 2024, Transit'Air offset 2,590 kg of CO₂ through this method.

The funds are invested in reforestation, renewable energy and energy efficiency projects, ensuring a real reduction in greenhouse gases. We are proud of this commitment, which strengthens our environmental responsibility and contribution to a more sustainable future.

transit'air SA
transports internationaux



Fleetcor certifies with this certificate that by participating in the Clean Advantage pr

TRANSIT AIR SA

attenuated the carbon footprint of its fleet by compensating up to

2 590.49 kg of CO₂ in 2024

Thanks to the Clean Advantage program, you have invested in CO₂ compensation projects
the industry is selected according to the criteria of the World Resources Institute (WRI)

2028 IN SIGHT: BROADENING OUR CSR APPROACH

KEY ISSUES TO STRUCTURE: NEW AREAS OF PROGRESS FOR GROUPE BBL

The double materiality analysis conducted in 2024 enabled Groupe BBL to identify all the most significant environmental, social and governance issues for its activities. Certain topics, until now less structured at Group level, have been deemed priorities for the coming years. These themes, which were not part of the historical focus of our CSR policy, will be addressed in depth by 2028. The goal is twofold: to better meet stakeholder expectations and to ensure compliance with CSRD requirements.

Issue ESRS		Why is this issue important to BBL?
Air pollution	E2-3	Transport activities generate atmospheric emissions (NOx, particulates, etc.) that impact air quality. Regulatory requirements are becoming stricter (low emissions zones, European standards) and require increased vigilance, particularly in our choice of subcontractors and fleet.
Working conditions and social dialogue	S1-5	Ensuring respectful working conditions and high-quality social dialogue is essential for promoting employee engagement and retention. In a multi-site group such as BBL, this issue contributes to internal cohesion and the maintenance of a constructive social climate, which in turn supports collective performance.
Human rights in the value chain	S2-9	As a principal, particularly in chartered transport, BBL has a role to play in ensuring that its service providers respect fundamental rights. This issue will become increasingly important with the future directive on the duty of care.
Customer data & security	S4-10	Our digital solutions host sensitive data relating to our customers. Securing this data is a matter of trust, but also of compliance with regulatory obligations (e.g. GDPR).
Customer satisfaction	S4-11	BBL Groupe has been built on a foundation of «yes» responses, in a service culture based on commitment and proximity. Better structuring customer satisfaction measurement would strengthen our ability to manage perceived quality.
Corporate culture	G1-13	In a Group historically composed of autonomous, fast-growing subsidiaries, sharing a common corporate culture is essential to give meaning, promote commitment and strengthen cohesion.
Responsible purchasing	G1-14	Framing our purchasing practices with environmental, social and ethical criteria will enable us to structure our supplier relationships, particularly in outsourced transport services.

A PROGRESSIVE ROAD-MAP

From 2025 onwards, these issues will be addressed through diagnostics and initial framing actions. Our ambition: to build clear frameworks — with policies, indicators and commitments tailored to each theme by 2028. This approach marks a new step in structuring our non-financial performance and in our ability to anticipate tomorrow's expectations.

Conclusion: We stay on track, 2026 plan and 2030 ambition

“Stop the clock!” this rallying cry spread through companies and European capitals at the end of 2024 and the beginning of 2025. And suddenly, everything was put on hold. The planned standardization of non-financial reporting for all companies, as well as the entire legislative framework foreseen under the Green Deal (CSRD, CS3D, CBAM, etc.), has been paused pending review. The goal had been to shift from voluntary corporate commitments to regulatory obligations... Yet our voluntary commitment, along with our convictions, remains intact. Groupe BBL will continue to move forward.

Priority: improving GHG emissions accounting!

We have chosen to use this extra time granted to European companies to radically improve the calculation of carbon emissions especially those that are most significant: Scope 3, driven by our purchasing. In 2025, our subsidiary CHARPIOT

engaged its transport suppliers in a **Sustainable purchasing charter**, requiring much better identification of vehicles and fuels used, as well as load factors for both outbound and return transport.

Each of our subsidiaries retains autonomy within Groupe BBL, but we strongly encourage them to generalize these partnerships and Sustainable purchasing charters with suppliers to increase transparency and build collective capacity to highlight energy efficiency efforts to our shipper clients.

The new global standard for calculating transport-related carbon emissions (ISO 14083) came into effect in early 2024 and its application is not delayed. In 2025, we entered into a global agreement with our partner Searoutes to **roll out more precise CO2e calculations, factoring in multiple parameters**.

Over the long term, we are convinced of the emergence of significant taxation applicable to all carbon

emissions (CO2e). The gradual reduction and scheduled end of free carbon quota allocations will affect transport industries: maritime and air first, road transport next. We see this as an opportunity and we will support shippers — many of whom share this conviction — regardless of political or regulatory fluctuations. Our portfolio of supply chain-related services has also been strengthened in anticipation of these changes:

Freight Audit and Freight Spend Management, with the 2023 acquisition of INTERLOG, serving control, analysis and transformation of supply chain execution. They are now at the forefront of de-carbonisation strategies.

Fiscal representation through RM BOULANGER and SAT, with their European tax experts.

Independent customs commission and expertise, separated from transport services, with the emergence of BLR BELLEREAUX bringing

together customs and border compliance experts for Europe, the UK and Switzerland.

Sustainability and transmission

At Groupe BBL, “sustainability” is not lived in an ivory tower or at headquarters, but locally, as close to the field as possible — in each of our subsidiaries.

The example of our e-commerce logistics subsidiary LOGVAD in spring 2025 perfectly illustrates this philosophy.

Its founder, Olivier CORYN, oversaw a smooth managerial transition. His successor, Thomas DESMIDT, brings new ideas and ambitions. Groupe BBL is supporting them in investing in a new automation line for packaging millions of parcels, which will significantly reduce raw material use, waste and empty transport.

This is the very model we will continue to promote across our federation of specialists in the coming months. Take One Step! Step by step,

we move forward while waiting for the legislative framework to become clear again. And when it does, we will be ready to comply.



On the left, Olivier CORYN, founder of LOGVAD; on the right, Thomas DESMIDT, new Managing Director, alongside Groupe BBL's founder and Chairman, Kaci KÉBAÏLI, at the company's 20th anniversary celebration in June 2025.

Focus on 2030





Marianne POITEVIN
Groupe BBL CSR Manager

Jean-Marc WILLIATTE
Group Marketing & Communications Director, Groupe BBL

For any questions regarding this report
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