

ZIEGLER®

Logistics beyond limits

Why, How and What Sustainability

Our Social responsibility in action

Governing our transition

6 Capital reporting and yearly KPI's

Corporate Sustainability Report 2025





Our mission

We are architects for transport and logistics. We plan, design and construct a competitive and sustainable worldwide network to transport, store and handle goods efficiently and reliably by land, sea and air. We know regional conditions and give individual support to our customers to be globally successful.



Table of contents

CEO & President foreword	04
Why Sustainability?	06
How Sustainability?	10
What Sustainability?	16
Social	29
Governance	33
Conclusion	42

CEO & President foreword

Dear reader,

we stand at a critical juncture in our transport and logistics industry, a landscape rife with opportunities, but also threats arising from altering regulations, a challenging global economy and climate change. The changing climate is an undeniable reality, and its far-reaching impact on our planet and society shapes our long term strategy. The European Union's ambitious carbon neutrality goals, particularly the 2027 implementation of the ETS2 (Emissions Trading System) and CBAM (Carbon Border Adjustment Mechanism), are examples of these regulatory demands, but are also catalysts for sustainable innovation that will bring a brighter future for our industry.

Simultaneously, our customers need to navigate geopolitical shifts, address inflationary trends, and overcome potential trade fragmentation. As architects in logistics and supply chain we are constantly uncovering more resilient paths to support these evolving demands. We view this not as merely «navigating a storm while racing,» but as a challenge that compels us to originate solutions for game-changing, sustainable supply chains.

Ziegler, with its proud 117-year legacy, has consistently demonstrated its ability to not just withstand, but thrive under significant historical shifts, including lessons learned from two world wars, subsequent economic transformations, and now, climate change. We draw our strength from our entrepreneurial individuals who prosper in dynamic conditions. They operate as resourceful architects, always pushing the envelope and singularly driven by customer satisfaction.

In this report, we highlight our concern about the rapidly changing climate and the challenges this brings to our operations, our customers and society at large. We also detail our sustainability efforts and initiatives designed to adapt to the evolving needs of all three. In addition, we showcase our commitment to community enrichment, actively supporting sports, culture, and environmental initiatives, all driven by a bottom-up spirit of contribution. These endeavors are a testament to the unique entrepreneurial energy that pervades our organization, contributing to our customers and society as a whole.

Furthermore, we will transparently address our progress in reducing both our own and our customers' carbon emissions, a crucial area where we are committed to making tangible strides. In these transformative times, we believe this report will offer both encouragement and inspiration, underscoring Ziegler's unwavering dedication to our customers and our determination to emerge better equipped for the future. We remain focused on delivering the bespoke logistics beyond limits that have defined our trusted reputation for over a century.

Sincerely,



Alain Ziegler
President



Diane Govaerts
Chief Executive
Officer

Why Sustainability?

Sustainability is integral to our strategic framework. Our last year's report (2024) detailed five compelling reasons for this commitment, which have only become more evident. Below updated reasons and actualized commitment for 2025.



1. Alignment with Customer Needs:

Our customers face similar challenges in their transition to sustainable practices. This drives their need for suppliers and partners who can support their decarbonization efforts. We have seen a significant increase in customer requests for CO2 emissions data related to their shipments. To address this growing demand, we developed the Eco Carbon application, enabling customers to access their emissions data online. Furthermore, we are responding to customer demand for low emission transport by offering a comprehensive solution encompassing biogas trucks, HVO fuels, and electric trucks (including heavy duty e-trucks, in operation since Apr '25).



2. Lean Operations:

Minimizing carbon emissions, energy consumption, and absenteeism leads to reduced operational costs. This dual economic and environmental benefit reinforces our commitment to sustainability. While this remains an ongoing effort, acquiring reliable operational data presents our most significant challenge.



3. Corporate Compliance:

Despite recent regulatory shifts and the resulting uncertainty surrounding EU Commission guidelines on sustainability reporting and auditing (including the March 2025 EU Omnibus revision), our commitment to long-term sustainability remains unwavering. We believe in continuing to do what is right, regardless of short-term regulatory fluctuations.



4. Investment and Financial Performance:

Banks and investors increasingly consider sustainability factors in credit ratings and investment decisions. Companies with robust transition strategies gain a competitive advantage in accessing more affordable capital. Financial institutions evaluate sustainability data and reports as indicators of sound corporate stewardship. Notably, companies with strong sustainability track records consistently outperform those without a sustainability plan.



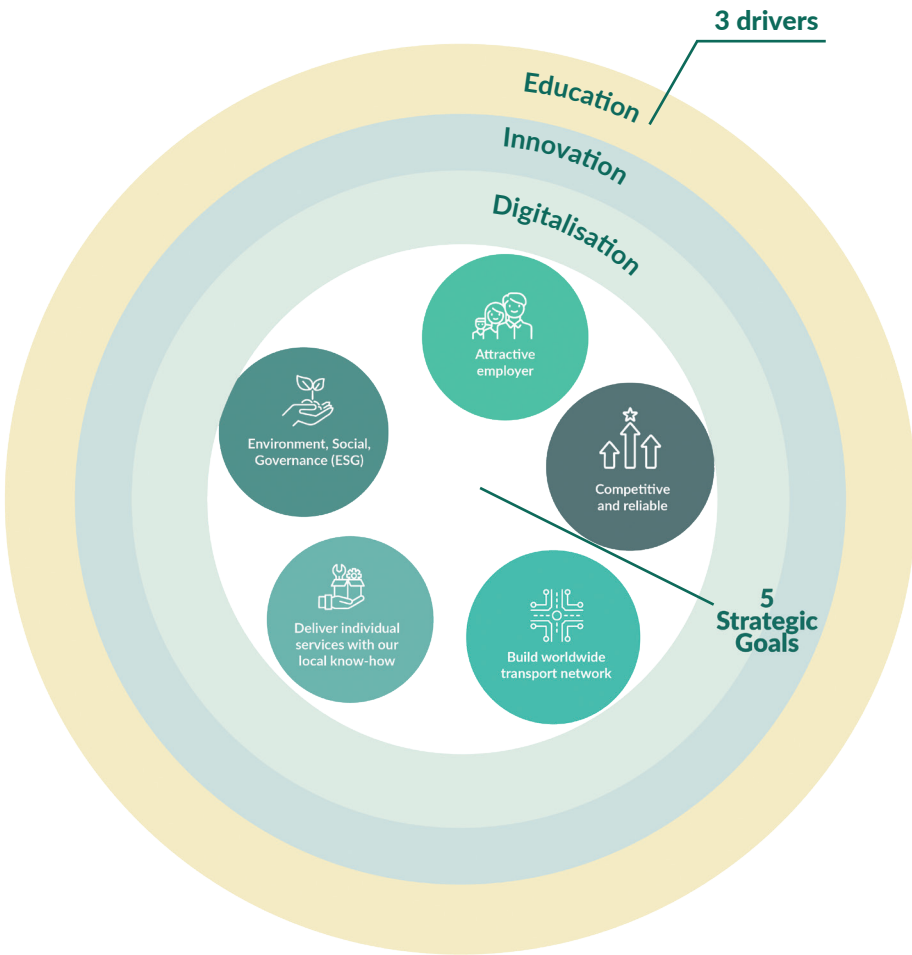
5. Attracting and Retaining Talent:

In the competitive talent acquisition landscape, often referred to as the «war for talent,» employees increasingly prioritize organizations with a clear purpose. Younger generations, in particular, demonstrate a strong preference for companies committed to sustainability. Recent graduates often actively seek out employers who invest in sustainable practices and may even decline opportunities with clients in the fossil fuel industry.

5 Strategic Pillars, 3 Drivers to execute strategy and 6 Capitals to report

The Ziegler Executive Committee determined 5 Strategic Goals as visualized below. We aim to reach those goals by 3 drivers: Education, Innovation and Digitalisation. The 3 drivers are a direct result of our Double Materiality Analysis (DMA). The KPI's below are a subset of all our KPI's presented on page 22-23.

KPI's 2023 (base line)		
	Shipments absolute CO2 emissions (ton)	772.400
	Air relative CO2 emissions (CO2 kg/Tkm)	0,611
	Rail relative CO2 emissions (CO2 kg/Tkm)	0,047
	Ocean relative CO2 emissions (CO2 kg/Tkm)	0,022
	Road relative CO2 emissions (CO2 kg/Tkm)	0,127
	Innovative IT solutions integrated	1
	Dedicated multi-client platforms	53
	Data Center downtime	4
	Employees	3.200
	Training hours	31.656
	Training attendees	5.369
	CO2 training attendees	52
	% Joiners	17
	% Leavers	19
	% Gross Profit Actual versus: Budget	6,61
	Claims > €5k	86
	Incidents local offices	334
	Sites	156
	Warehouses m²	930.000
	% Organic search in acquisition	65
	Number of engaged user	129.458



KPI's 2024 (results)		
	Shipments absolute CO2 emissions (ton)	724.600
	Air relative CO2 emissions (CO2 kg/Tkm)	0,742
	Rail relative CO2 emissions (CO2 kg/Tkm)	0,048
	Ocean relative CO2 emissions (CO2 kg/Tkm)	0,015
	Road relative CO2 emissions (CO2 kg/Tkm)	0,11
	Innovative IT solutions integrated	1
	Dedicated multi-client platforms	53
	Data Center downtime	0
	Employees	3.367
	Training hours	21.229
	Training attendees	2.767
	CO2 training attendees	106
	% Joiners	18
	% Leavers	17
	% Gross Profit Actual versus: Budget	5,07
	Claims > €5k	85
	Incidents local offices	327
	Sites	156
	Warehouses m²	618.627
	% Organic search in acquisition	50
	Number of engaged user	70.830

How Sustainability?

At Ziegler, our sustainability strategy is deeply intertwined with our corporate purpose and informed by the voices of our stakeholders. In this section, we outline the «How» — the critical insights and processes that shape our sustainability agenda, from stakeholder feedback and our Double Materiality Analysis (DMA) to how we prioritize the areas that guide our performance across the 6 Capitals KPIs.

In 2023, before diving into material impacts, we took a reflective step: redefining Ziegler's core purpose. We posed fundamental questions—Who are we? What drives us? What value do we create?

With over 117 years of heritage, Ziegler's mission remains steadfast: as architects we optimize logistics and supply chains through intelligent, tailored, end-to-end solutions for our B2B clients. This purpose, refined through our materiality assessment and stakeholder engagement, provides a cohesive foundation for our long-term strategic direction.

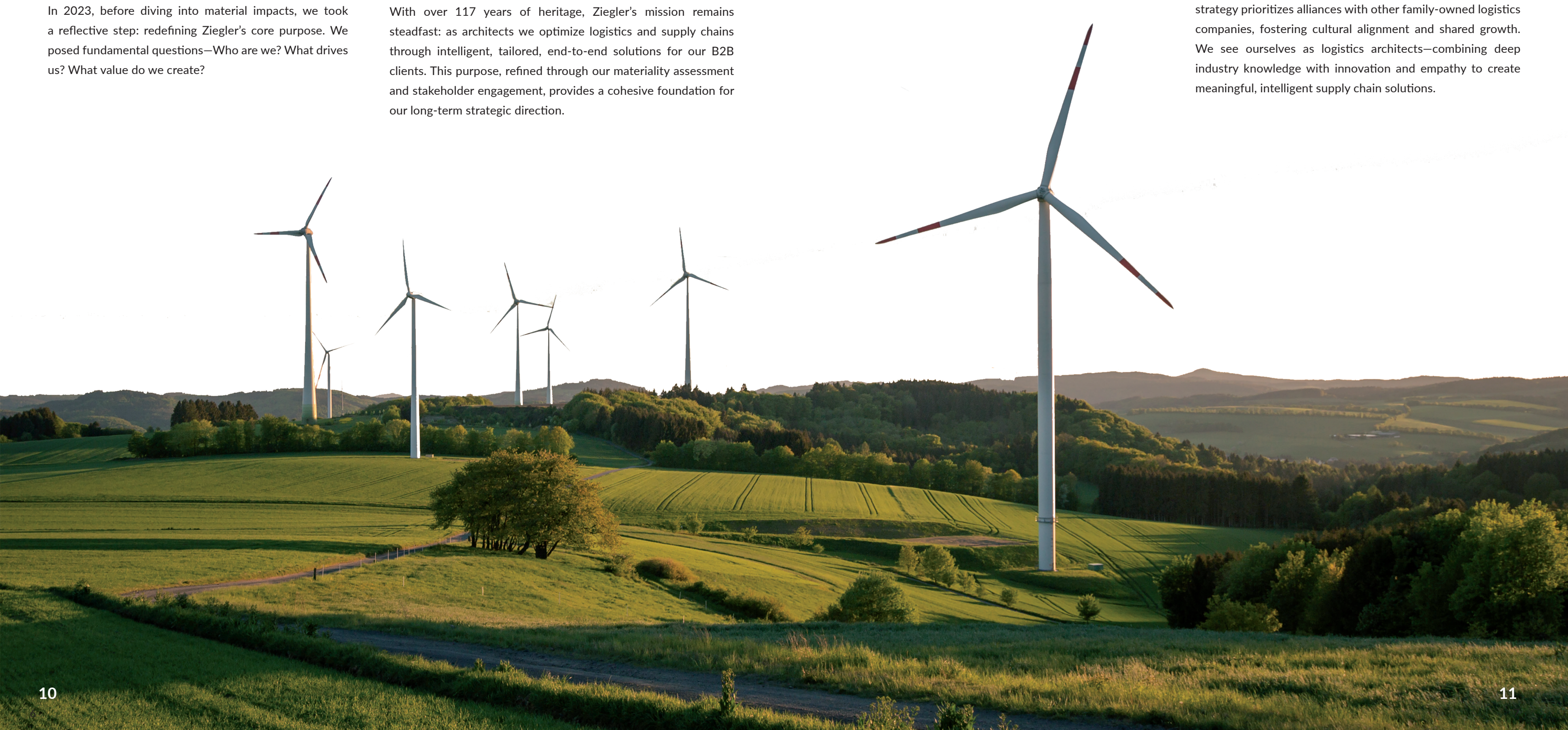
Our Unique value

1. Objective Added Value

Ziegler delivers customized logistics solutions by leveraging data, technology, and innovation. We are evolving into a data-driven organization, constantly enhancing our systems to provide smarter, more efficient, and more sustainable supply chain architectures.

2. Subjective Added Value

As a family-rooted business, we place people at the heart of our operations. We nurture authentic, long-term relationships—with our clients, employees, and global partners. This human touch reinforces a perception of stability, trustworthiness and distinguishing Ziegler as not only a service provider but a reliable, values-driven partner. Our global collaboration strategy prioritizes alliances with other family-owned logistics companies, fostering cultural alignment and shared growth. We see ourselves as logistics architects—combining deep industry knowledge with innovation and empathy to create meaningful, intelligent supply chain solutions.



Our Double Materiality Analysis (DMA)

To understand our materialities, we interacted in 2023 and 2024 with stakeholders and understand what topics they consider important for Ziegler. To do this, we identified five stakeholder groups and collected their feedback in various interaction formats. Our materialities did not shift across 12 months, so we maintain same them for our 2025 report.

To collect stakeholder feedback in 2023 and 2024, we employed various methods and resources:

- One-on-one discussions with multiple internal stakeholders
- Desk research, including trend analysis from press and web sources
- Meetings with partners and suppliers
- Audits and inspection reports
- Utilisation of certification playbooks
- Annual meetings with banks and insurance providers
- Collection of feedback through evaluation forms
- Assessment of training feedback
- Participation in workshops
- Engagements with customers during meetings
- Review of website and social media reviews
- Provision of an external feedback button on our website
- Establishment of a dedicated email address for public inquiries

	 Suppliers	 Owners, Financial Partners, and Shareholders	 Employees & Partners	 Customers & Consumers	 Society
	Provide Ziegler with products and services necessary to ensure the successful operation of our business	Concerned about the safety and security of their investment in long term perspective	Keep our operations running smoothly	Understanding and fulfilling their needs	Listen to their voice, address their concerns and incorporate them into our decision-making process
Business Impact and Strategic Positioning	• Fuel suppliers • Trucks and ships development companies • Software providers • Track & trace • Data safety • AI tool providers • Airlines • Shipping companies	• Banks	• Ziegler sales people	• Top clients	• Conferences • Cities • Frameworks: EcoVadis, ISO, AO • Customs liason • Government • Logistics interest groups: VIL, FEBETRA, Logistics Wallonia • Spatial planning organizations • R&D/Universities
	• Insurance companies • Sub-contractors • Gasstations	• Country subsidiaries • Leasing companies • Family	• HR/IT people • Ziegler operations people • Ziegler planning people • Branch/office managers • Head of departments	• Employees of customers • General clients	• Journalists • Media • Social Media platforms
	• Packaging suppliers • Office supplies • Suppliers of our customers		• Temporal workforces		



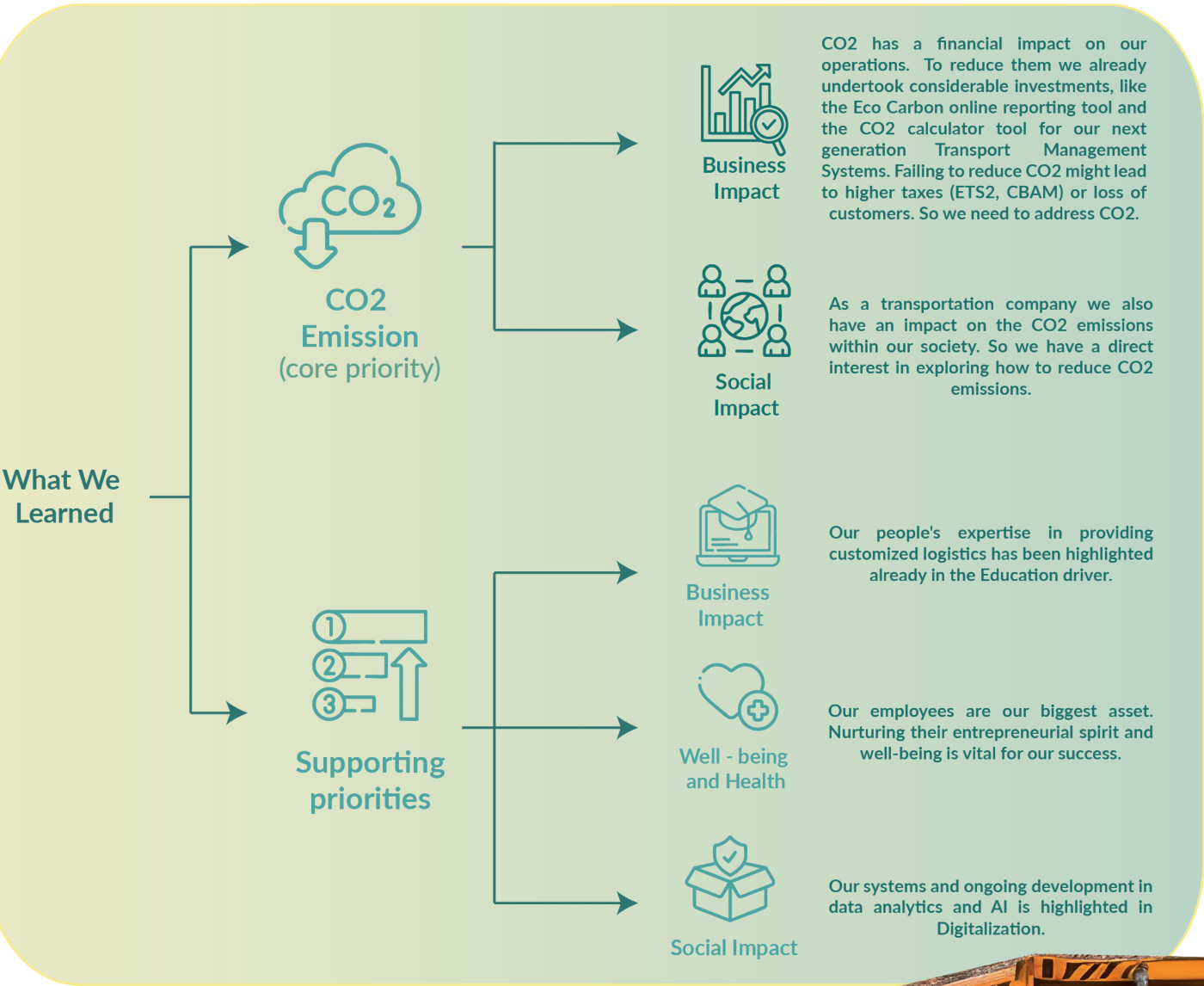
Our Double Materiality Results

While we have opted not to include all stakeholder research in our Corporate Sustainability Report 2025, it remains available for review when necessary.

After engaging with our five distinct stakeholder groups, we gained valuable insights into their needs. From these insights, we distilled topics that are important to both society and Ziegler (Double Materiality Analysis). The resulting materiality matrix is presented below.



What we learned from our Double Materiality Analysis:



What Sustainability?

In this part, we illuminate what the results are of our sustainability and transition strategy. We have a well-structured and effective organization in place, specifically designed to ensure significant strides towards our CO2 reduction goals. To strengthen this framework and systematically measure our progress via KPIs, we are activating key drivers: Education, Digitalization, and Innovation. We invite you to explore our strategic direction, starting with our foundational vision and mission.

Six Capitals reporting

In our first Corporate Sustainability Report, published in 2024 we opted for the 6 Capitals reporting format. We continue this format as it shows our progress crystal clear.

Through integrated reporting, our core focus is to vividly illustrate to our stakeholders the enduring value our organization generates over time. The insightful 6 Capitals format, seamlessly integrating both quantitative and qualitative data, provides the most effective way for us to articulate this value creation.

Natural Capital:
This encompasses the energy and fuel consumed by both Ziegler and our subcontractors in operating our logistics (warehouses) and transportation services.



Shipments absolute CO2 emissions (ton)
Air relative CO2 emissions (CO2 kg/Tkm)
Rail relative CO2 emissions (CO2 kg/Tkm)
Ocean relative CO2 emissions (CO2 kg/Tkm)
Road relative CO2 emissions (CO2 kg/Tkm)
Charging poles operational
Solar panel production (Kwh)
% LED offices
% LED warehouses
Classic Shipments
Low Emission Shipments (modal shift)

Intellectual Capital:
Includes the knowledge, data systems, procedures, and protocols that empower Ziegler to execute its strategy effectively.



Innovative IT solutions integrated
Dedicated multi-client platforms
Data Center downtime
Applications downtime
Google application downtime
TMS application downtime
SLA Resolution time (% tickets resolved within agreed upon time)

Human Capital:
Encompasses the skills, expertise, experience, and motivation of our employees, which drive innovation and performance at Ziegler.



Employees
Training hours
Training attendees
CO2 training attendees
% Joiners
% Leavers
% Male
% Female

Financial Capital:
Represents the funds available to Ziegler for use in providing our logistics and transport services.



% Gross Profit Actual versus Budget

Manufactured Capital:
Comprises our physical sites (warehouses and offices) and our fleet of vehicles.



Claims > €5k
Incidents local offices
Sites
Warehouses m²
Sites absolute CO2 electricity + gas + fuel (ton)
Country presence
Own truck fleet

Social & Relationship Capital:
Focuses on how we engage with and meet the expectations of our stakeholders. It exposes what they deem important and why.



Number of qualified leads
% Organic search in acquisition
Number of engaged users Ziegler website
Number of engaged users social media
Paid search acquisition channel

Black - similar KPI's as 2023
Green - new KPI's 2024

6 Capitals

KPIs

2023

2024

Comments



Shipments absolute CO2 emissions (ton)	772.400	724.600	Due to data quality program
Air relative CO2 emissions (CO2 kg/Tkm)	0,611	0,742	
Rail relative CO2 emissions (CO2 kg/Tkm)	0,047	0,042	
Ocean relative CO2 emissions (CO2 kg/Tkm)	0,022	0,015	
Road relative CO2 emissions (CO2 kg/Tkm)	0,127	0,11	
CO2 Scope 1 (ton)	20.418,06	19.134,58	Sustainability investment
CO2 Scope 2 (ton)	1.800	2.360	
CO2 Scope 3 (ton)	753.434,29	707.090,12	
Charging poles operational	66	118	
Solar panel production (Kwh)	511.596	574.736	
% LED offices	54,3	60	
% LED warehouses	39	66	
Classic shipments	3.785.377	4.112.253	
Low Emission shipments (modal shift)	5.939	9.501	



Innovative IT solutions integrated	1	1	CO2 Calculator tool
Dedicated multi-client platforms	53	53	
Data Center downtime	4	0	
Google applications downtime		32	Split 2023 KPI in 2x 2024 KPI's
TMS applications downtime		2	
SLA resolution time (% tickets resolved within agreed upon time)		90	



Employees	3.200	3.367	Acquisitions
Training hours	31.656	21.229	
Training attendees	5.369	2.767	
CO2 training attendees	52	106	New KPI
% Joiners	17	18	
% Leavers	19	17	
% Male		53,3	
% Female		46,7	



% Gross Profit Actual versus: Budget	6,61	5,07	Better budget planning
--------------------------------------	------	------	------------------------



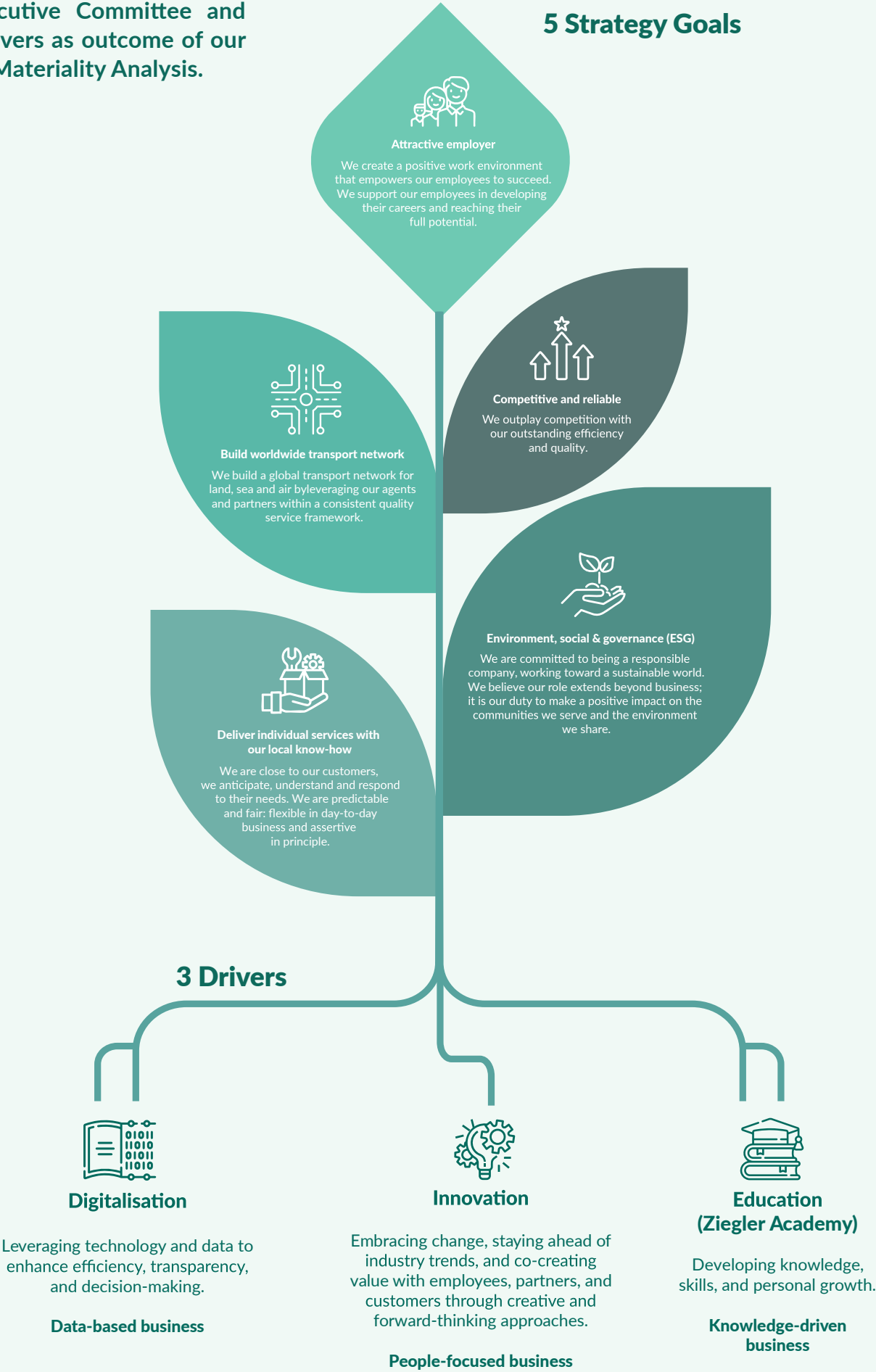
Claims > €5k	86	85	Country branche closed Acquisitions including trucks
Incidents local offices	334	327	
Sites	156	156	
Warehouses m²	930.000	618.627	
Sites absolute CO2 electricity + gas + fuel (ton)	2.620,5	2.897,3	
Country presence	16	15	
Own truck fleet	466	534	



Number of qualified leads	1.037	STOP	Removed KPI, unclear definition Focus on paid search + SEO-plan Focus on paid search + SEO-plan New KPI New KPI
% Organic search in acquisition	65	50	
Number of engaged users Ziegler website	129.458	120.514	
Number of engaged users social media		70.830	
Paid search acquisition channel		17	

Green - improved
Red - decline
Orange - no change
Blue - new
Grey - stopped measuring

In summary these are our 5 strategic goals as defined by the Executive Committee and the 3 drivers as outcome of our Double Materiality Analysis.



5 Strategy Goals and 3 Drivers

	Attractive employer	Build Worldwide Transport Network	Competitive and Reliable	Deliver individual services with our local know-how	Environmental, Social and Governance
Digitalisation	We prioritize our employees' data privacy and foster a culture of respect and decency Our shareholders and management communicate with employees transparently, authentically, and honestly We share factual information to challenge and support employees in reaching their full potential	Establish KPI-driven service levels and standards within the Group and with our agents Increase profitability through group-level consolidation and rate agreements Support cross-country operations with robust IT systems Integrate data seamlessly with our partners and customers	Build and maintain a productivity-driven data system (Transport Management Systems, CRM-system, Workflow-system, etc.) Build and maintain a revenue-driven system of engagement - myZiegler Automate manual and repetitive work to improve efficiency Increase data quality for better decision-making and accuracy	We have a strong understanding and insight into our customers We are authentic, transparent, and fair in all our dealings with customers We provide valuable information and insights to help our customers succeed We actively seek customer feedback and address it to continually improve our services	Creation + distribution CO2 Simulator tool Development CO2 Calculator to support our Transport Management Systems (TMS) TMS settings plan of approach Handling of Incoterms in our TMS Ensuring improved CO2 logic from previous gen TMS is updated in new gen TMS
Innovation	We cultivate a modern work environment, style, and culture where everyone feels comfortable We invest in talent acquisition and retention to build a strong team We listen to our employees, addressing their concerns and removing obstacles We encourage our employees to share innovative ideas and perspectives	Grow our agent networks to generate more business opportunities Share agent networks within the group to maximize synergies Create innovative solutions with our suppliers, partners, and clients Explore business opportunities in new markets such as USA	Explore new technologies to stay ahead in the industry Offer advanced digital solutions to our customers for enhanced service delivery Re-invent transport and logistics solutions to drive business continuous improvement Monetize innovations to generate additional revenue streams	Our local expertise helps us understand our customers and their evolving environment Our agility allows us to swiftly address our customers' needs We anticipate our customers' needs and plan solutions proactively We assist our customers in planning for their long-term success	2 e-trucks ordered + 2 customers agreed to do zero emission transport Alternative fuel trucks (HVO, biogas) Focus on Modal Shift (France, Belgium, Luxembourg and Germany) Developing CO2 reduction blue print
Education	We provide training and coaching to support our employees' development We assist our employees with career planning to help them achieve their goals We create learning and growth opportunities to help our employees excel	Share best practices to leverage collective knowledge and expertise Promote communication among employees and partners to foster collaboration Increase awareness of quality, integrity, and commitment within the organization	Conduct business process training to improve operational efficiency Help our staff become more productive through targeted development programs Promote quality, health, and safety to ensure a safe and high-standard workplace Focus on IT security and critical asset protection to safeguard our valuable resources	For our customers, we are not just contractors; we are partners We assume our responsibilities with self-confidence and assertiveness Our integrity and professionalism make us a trustworthy service provider	CO2 trainings done and possible on request internally and externally CO2 webinars given in Germany

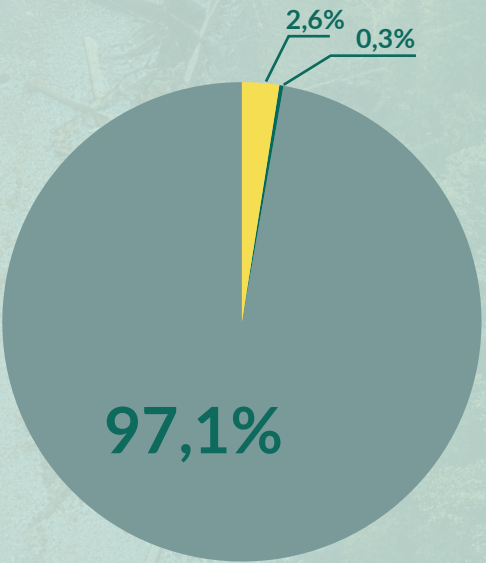
CO2 Deep Dive

Based on stakeholder feedback, we've identified CO2 reduction as our core priority. This remains to date our priority. It's essential to understand the context when measuring CO2 in transport:

- We integrated CO2 measurement into our Transport Management System (TMS) since 1/1/23, following the ADEME framework (Agence de la transition écologique).
- As of 1/1/24, we transitioned to the GLEC framework (Global Logistics Emissions Council) due to its adoption as ISO14083, the global standard for measuring CO2 emissions in the transport and logistics sector.
- Our CO2 measurements adhere to GLEC guidelines, focusing on Well-to-Wheel emissions, which include emissions from pumping up oil, refining it into fuel, transporting, distributing and burning the fuel in vehicle engines. Notably, it excludes the CO2 emissions associated with building extraction assets (such as pumps, pipelines, and refineries).
- Globally the transport industry accounts for 16,2% of all carbon emissions (source: Our world in data).
- 74,5% of global transport carbon emissions are emitted by road transport passenger + freight (source: our world in data).

Our scope 1-2-3 CO2 emissions for 2024:

- Scope 1: 2,6%
- Scope 2: 0,3%
- Scope 3: 97,1%



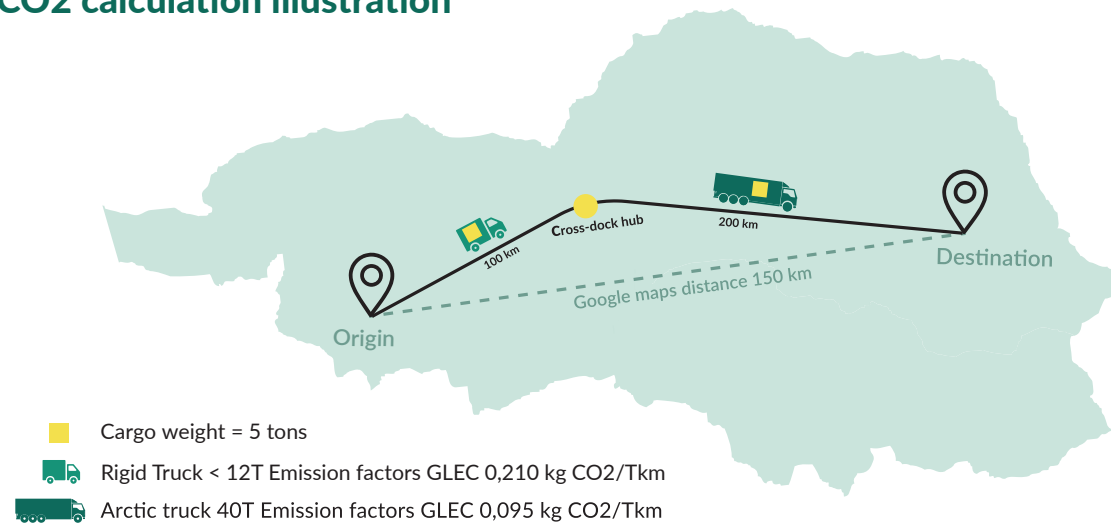
Greenhouse Gas Emissions



Our calculation method:

- **Weight of the shipment:** As provided by the customer, including transport packaging material (pallets, wrapping material, straps).
- **Distance:** Determined by Google Maps and EcoTransit for air and sea shipments, between place of loading and place of delivery, considering stopovers in our network (routing). For direct deliveries, the distance equals the shortest route from loading to delivery.
- **Vehicle type:** Defined by specific types per transport mode (road, sea, air, rail, barge), each with their emission factors based on GLEC default values. When the vehicle type is known, the system calculates with specific vehicle-type related values. If type is unknown the system chooses a default vehicle type based on the type of transport activity within the network (pick-up, line-haul, delivery, etc). The calculation is based on default parameters for that vehicle type.
- **Emission factors:** Derived from the GLEC framework V3.1, chapter 3 and are expressed as kilograms CO2 per tonne-kilometre (Tkm).

CO2 calculation illustration



CO2 calculation illustration (update GLEC Version 3.1)

• Transport leg 1 (Origin to Cross-dock hub):

5 tons x 100 km = 500 Tkm

Emission Factor = 0,223 kg CO2/Tkm (Rigid Truck < 12T)

CO2 emission = 500 X 0,223 = 111,5 kg CO2

• Transport leg 2 (Cross-dock hub to Destination):

5 tons x 200 km = 1000 Tkm

Emission Factor = 0,089 kg CO2/Tkm (Arctic Truck 40T)

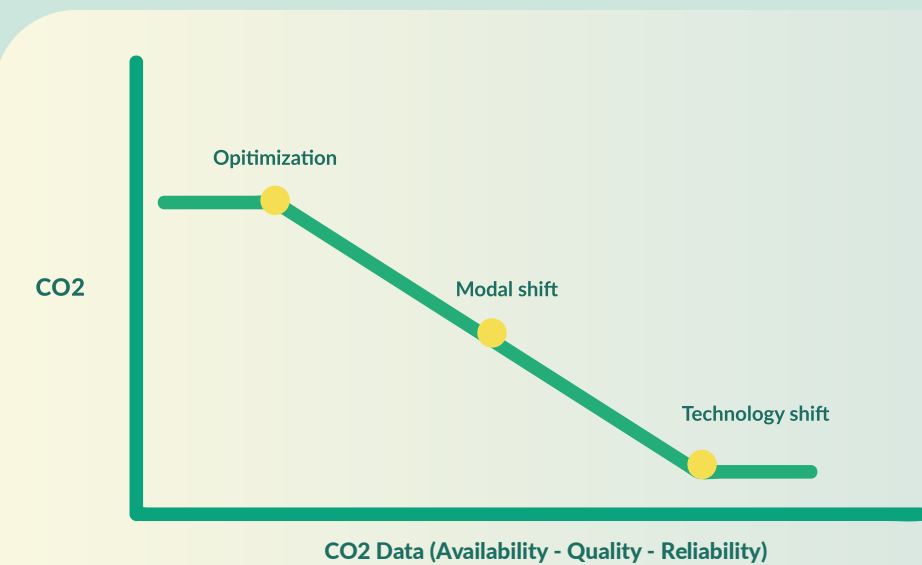
CO2 emission = 1000 X 0,089 = 89 kg CO2

• Total CO2 emission for this shipment is 111,5 + 89 = 200,5 kg CO2

GLEC default emission factors are derived from large datasets from various global companies, representing global averages. However, these factors may not align perfectly with the profiles of individual companies or their specific shipments. It's important for customers to consider this when evaluating the CO2 emissions of their shipments.

- Ziegler provides customers with a self-service portal (Eco Carbon) to easily access the CO2 emissions data of their shipments.
- For measuring the CO2 emissions of our sites, we implemented an approach with effective consumption of energy carriers and electricity as a basis for calculation. Emission factors for electricity are taken from the EU Joint Research Centre (JRC) and consider the production mix differences between the different countries.
- Our sites contribute to only 0,3% of our total CO2 emissions.
- In the realm of road transport all OEMs are actively developing battery-powered e-trucks, albeit at approximately 3,5 times the price of diesel trucks. We ordered 2 e-trucks in 2024, which are delivered in 2025 and will be operated for specific customers in 2025.

CO2 Reduction Road Map



CO2 measurement

You can only improve what you can measure. This is only possible by our systems (Transactional Management System). Once the measurement is in place we can start reducing CO2 emissions in our operations or find innovative solutions to accomplish just that.

Optimization

Optimization is about looking for ways to shorten routes, increasing loading factors and improving overall efficiencies of our transport systems. All of those lead to decreased fuel consumption which then leads to reducing CO2 emissions.

Modal shift

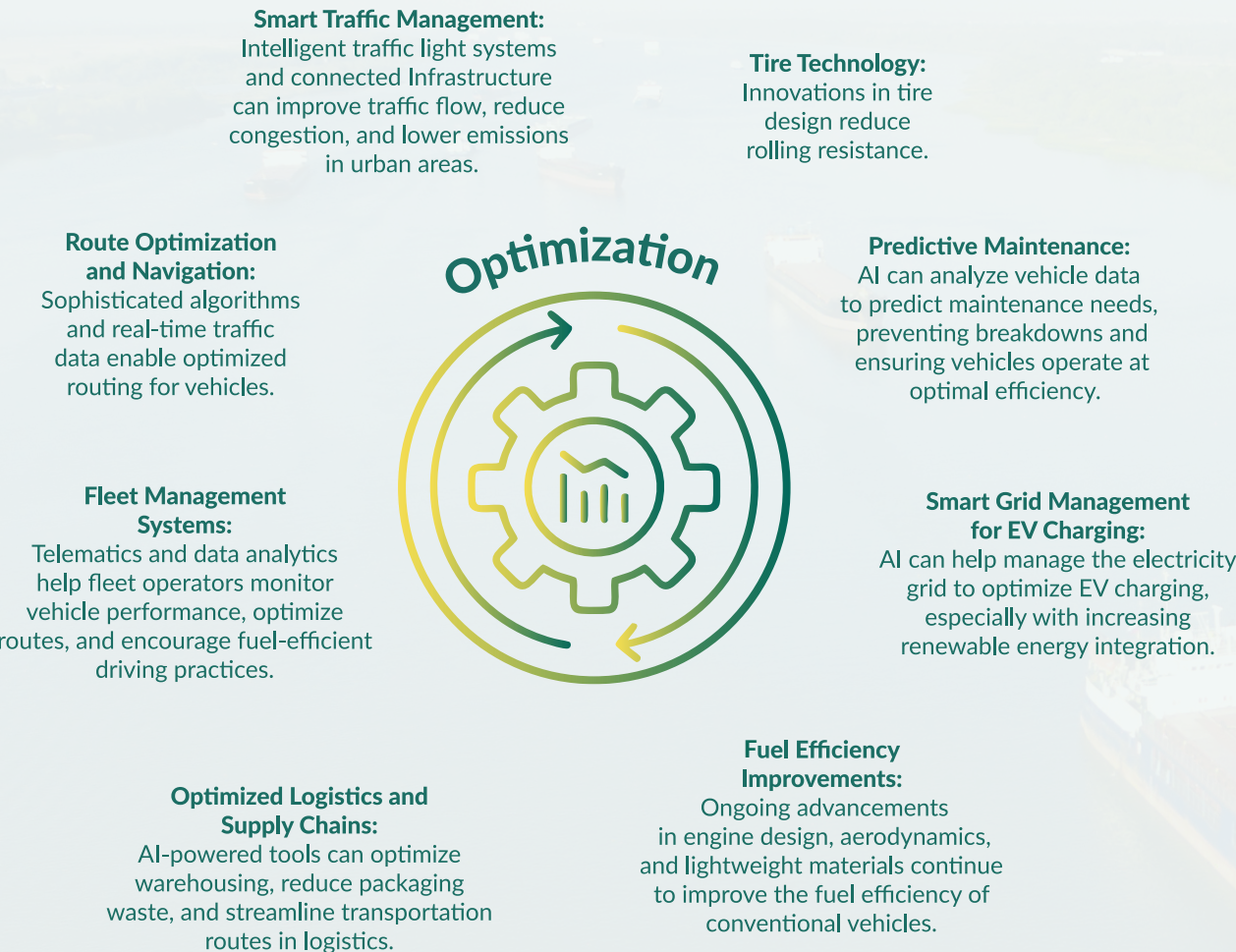
Modal shift refers to moving cargo from one mode of transportation to another, typically shifting from trucks to more environmentally friendly and often more efficient alternatives like rail, inland waterways (barges), or short-sea shipping.

Technology shift

Technology shift is a complex and multifaceted evolution. While electric vehicles are at the forefront of this transformation, ongoing research and development in alternative fuels (HVO) and improvements in existing technologies will play crucial roles in creating a more sustainable and efficient transportation future.

Optimization

Ziegler is investigating these technologies, methodologies and considering which ones could potentially bring benefits to our operations.



Modal shift

A modal shift in transportation refers to a change in the proportion of different modes of transport used for a specific type of travel or freight movement. It typically involves shifting from less sustainable modes, like trucks, to more sustainable options such as waterways and rail instead of road transport.

The goal of a modal shift is to achieve various benefits, including:

- Reduced greenhouse gas emissions and air pollution: Sustainable modes generally have a lower carbon footprint.
- Decreased traffic congestion.
- Improved public health: reduced pollution leads to better respiratory health.
- Enhanced urban liveability: Less traffic and pollution create more pleasant and safer public spaces.
- Reduced noise pollution: Quieter modes of transport contribute to a more peaceful environment.

Modal shift can be influenced by a variety of factors and strategies, such as:

- Investing in rail and waterway infrastructure, providing incentives for intermodal transport, and addressing logistical bottlenecks.
- Implementing policies that disincentivize fossil fuel trucks use: ETS2 (Emissions Trading System V2).
- Integrating land use and transport planning: Ensuring water bound sites actually use barges.
- Raising awareness and promoting the benefits of sustainable transport.

Examples of modal shift initiatives include:

- Introducing congestion charges in city centers (e.g., London, Stockholm). Government programs that subsidize the purchase of electric vehicles (e-truck purchase subsidies in Belgium).
- Logistics companies shifting freight from trucks to trains or barges.

Achieving a significant modal shift requires a coordinated effort from governments, businesses, and individuals, and often involves long-term planning and investment.

Technology shift

Technology shifts are playing a crucial role in reducing carbon emissions within the transport industry through various innovative solutions:

Electric Vehicles (EVs):	Alternative Fuels:	Advanced Materials and Manufacturing:
Electric Vehicles (EVs): Transitioning from internal combustion engine vehicles (ICEV's) to electric vehicles (EV's) eliminates tailpipe emissions, a significant source of greenhouse gases and air pollutants.	Alternative Fuel Vehicles: Transitioning from internal combustion engine vehicles to agricultural waste based fuels (e.g., biodiesel, ethanol, Sustainable Aviation Fuels - SAFs).	Low Emission Manufacturing: Transitioning from internal combustion engine vehicles construction reduces the energy required for production.
Hybrid Electric Vehicles (HEVs) and Plug-in Hybrid Electric Vehicles (PHEVs): These vehicles combine an electric motor with a combustion engine, allowing for reduced fuel consumption and emissions, especially in urban environments.	Fuel Cell Electric Vehicles (FCEVs): Vehicles powered by hydrogen fuel cells produce only water vapor as a byproduct. "Green hydrogen," produced through electrolysis powered by renewable energy, offers a potential zero-emission fuel source.	Low Emission Design: Optimizing the design and production of vehicle parts, potentially reduces material waste and the carbon footprint of manufacturing.
Electric Charging Infrastructure: The development of a widespread and efficient charging infrastructure, powered increasingly by renewable energy sources, is crucial for the widespread adoption and the full decarbonization potential of EVs.		

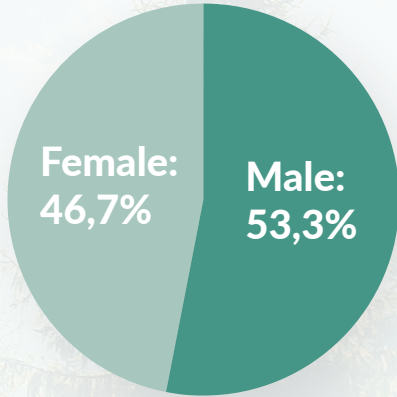


Social

Our commitment to social responsibility is a source of great pride, demonstrated by our exceptional diversity statistics and the numerous instances of employee engagement in social, cultural, and sports initiatives.

Diversity

At Ziegler, we are actively committed to gender equality and balanced representation across our teams. We are proud to maintain an almost equal percentage of women and men within our overall workforce, reflecting our dedication to fostering an inclusive and equitable work environment.



Partnerships



Saint Michel Tourcoing Basket National 2 teams



Lucas Gadeyne (windsurfing)



Food bank: Provision of food logistics management / Organisation of transport



E-trophée Andros: sponsorship of the Sébastien Loeb racing



Vents Nouveaux: Ride in aid of Huntington's disease research



Flemish Symphony Orchestra - partnership



Basel Apprenticeship Fair: sponsor (Student Job Fair)



European Forum for Foreign Trade (EFA)



Clowns de l'espoir: donations of old appliances and telephones



Number of trainees since January 2024 +100 in France



Superbike: payment for equipment- sponsorship



LHBV Les Herbiers Vendée Basket



VfB Stuttgart (Football)



JCTrans (global logistic network)



24plus logistics network (cargo cooperation) - membership



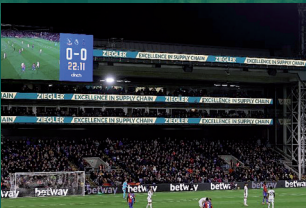
IVG (network for green industry) - membership



Cinéloges: invite customers to a cinema-themed evening



Switzerland GmbH: sponsors the traffic coloring book for children



Crystal Palace Football Club



Essex County cricket club



Plant-my-tree (biodiverse, long protected forests)



Felixstowe & Walton Football club



SW Honey Farms Beehive adoption



Thurrock foodbank

Other partnerships



Narbonne Ukraine



Century Festival



BAC (Bressuire Cycling Activities)



Several athletics clubs: inclusion of people with disabilities



FC Pratteln: club magazine



Blood donations EFS établissement français du sang



FC Dornach: Club magazine



SC MuttENZ (Sport)



SC Langenthal (Sport Ice hockey)



BBSW Koblenz: support school for school newspaper



Venloop: Run promoting health, perseverance and team spirit



Red Cross



Kolum.earth (Software solution)



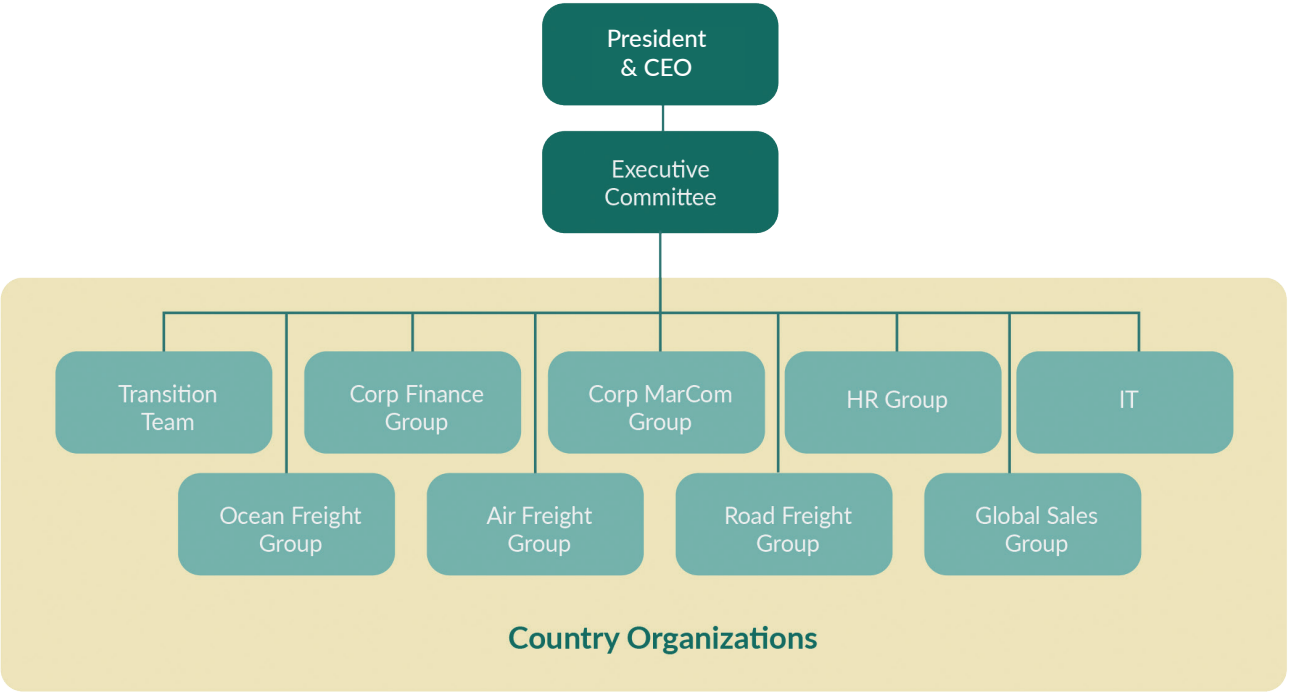
Essex Chambers of Commerce



North East Automotive Alliance

Governance

To guide our transition, we established dedicated roles, processes and groups. In 2023, we formed our Transition Team to lead Sustainability strategy and projects, under the direction of our Corporate Sustainability Manager, who reports to the CEO. The Executive Committee launched the Ziegler strategy and supports its implementation by several cross country groups (Finance, MarCom, HR, Ocean Freight, Air Freight, Road Freight and Global Sales). The 5 strategic goals are detailed on page 25 with goal five entailing our Sustainability pillar (Environment, Social and Governance). The stakeholder mapping and Double Materiality Analysis (DMA) were conducted by the Transition Team. Monitoring progress and yearly KPI's is a joint responsibility of our Executive Committee and the Transition Team, with both groups convening quarterly meetings. While the Transition Team executes projects, the Executive Committee remains informed and makes necessary decisions.





Code of conduct

As part of our commitment to sustainable and responsible growth, we have established a foundation of rigorous ethical principles that guide all our activities. Our Code of Conduct, which applies to all employees, business partners, and suppliers, defines the expected standards of behavior in areas such as integrity, anti-corruption, respect for human rights, prevention of conflicts of interest, protection of personal data, workplace safety, fair competition, and transparency. In addition, our Supplier Code of Conduct reflects these same requirements and ensures that our entire supply

chain adheres to the principles set out by the United Nations Global Compact and the core standards of the International Labour Organization. This includes, in particular, the prohibition of forced and child labor, the promotion of non-discrimination, respect for occupational health and safety, and a commitment to environmental protection. These measures reflect our determination to foster a culture of responsibility, vigilance, and compliance at every level of our organization and among our partners. We ensure training and communication across the organization to ensure compliance with our Code of Conduct.

Security

At Ziegler, sustainability underpins our commitment to responsible business. We integrate health and safety, quality, and corporate social responsibility across all operations to support long-term value creation.



Health & Safety

We maintain a safe and healthy work environment through strong leadership, clear accountability, and ongoing training. Our Behaviour-Based Safety program reinforces a proactive, risk-aware culture across all levels of the organization.



Quality Excellence

We apply Total Quality Management principles to consistently meet customer expectations. Regular performance reviews, stakeholder collaboration, and continuous improvement ensure service excellence and reliability.



Corporate Social Responsibility

We uphold ethical practices, support community engagement, and foster inclusive, fair working conditions. Environmental stewardship and open dialogue with stakeholders are integral to our approach.



Certifications and Accreditations:

As part of our sustainability strategy, we rely on a comprehensive set of recognized certifications and accreditations that ensure the robustness of our management systems, our regulatory compliance, and our ongoing commitment to improving economic, environmental, and social performance.

Our certification policy reflects a commitment to transparency, rigor, and responsibility, with the goal of meeting stakeholder expectations while actively contributing to the transition toward a more sustainable model. Below overview of certifications within certain countries and or certain branches (*).



ISO 9001
Quality management system, ensuring the efficiency of our internal processes and customer satisfaction.



ISO 14001
Environmental management system, guiding our efforts to reduce environmental impact.



ISO 45001
Occupational health and safety management, providing a framework to protect our employees and prevent workplace risks.



AEO (Authorised Economic Operator)
A status recognized by European customs authorities, attesting to the reliability of our logistics operations.



Ecovadis
Independent CSR rating, reflecting our overall performance on ethical, social, and environmental criteria.



Organic Certificate
Certification ensuring that certain activities comply with organic farming standards.



Lean & Green
A voluntary program recognizing our commitment to reducing CO₂ emissions in logistics operations.



Objectif CO2
A national French program promoting carbon footprint reduction among freight transport operators.



GDP (Good Distribution Practices)
Certification ensuring the integrity and quality of products—particularly in the pharmaceutical sector—throughout the supply chain.



SQAS (Safety & Quality Assessment for Sustainability)
A thorough industry-specific evaluation of our safety, quality, and sustainability practices, particularly in the chemical sector.



EVCOM
Recognition of our commitment to green logistics and energy performance.

*Certifications may vary by country and branch.



Progress summary

This page summarizes the progress of our strategy execution. Our five strategic goals are driven by Digitalization, Innovation, and Education. Below, you will find examples of projects supporting our Sustainability strategic goal, organized by driver.

Driver	2024 progress
Data Management: Comply with current regulatory requirements	Integration of CO2 calculation into our Transport Management System for all shipments, achieving to the ADEME framework in 2023, followed by a transition to the GLEC framework (ISO14083) in 2024.
Data Management: Support GLEC framework (ISO14083)	CO2 calculation engine for all our shipments since 1/1/23.
Data Management: Transparency Answer customer needs	Establishment of the Eco Carbon self-service portal, enabling customers to access CO2 emissions data for their shipments.

Driver	2024 progress
Education CO2 trainings	In 2024 we had 106 internal attendees for this training.
Education CO2 Webinar	In 2024 this webinar was created under Ziegler Academy and is available for anyone to view.

Driver	2024 progress
Innovative Solution: Transition toward zero-emission operations	Installation of solar panels on warehouse roofs across 5 countries.
Innovative Solution: Transition toward zero-emission operations Deliver a cleaner supply chain	Operating XTL alternative fuel and Bio-gas trucks.
Innovative Solution: Transition toward zero-emission operations	Deployment of 118 charging poles at sites in 5 countries.
Innovation Solution: Transition toward zero-emission operations Deliver a cleaner supply chain	Ordered heavy duty e-trucks for concrete business cases, operational since Apr '25.

Logistics without limits

To recapitulate, we are architects for transport and logistics. We plan, design and construct worldwide networks to transport, store and handle goods efficiently and reliably by land, sea and air. We integrate expertise across all modes and functions to build the optimal flow for your specific needs.



Road



FTL



LTL



Groupage



Air



Groupage



Direct



Charter



Air/Sea
combo



Logistics



Logistics
Supply



Cross-Docking



Consultancy



Assemblage
Packaging



Distribution



Barge



FCB



FCL



Intermodal
(LCL)



Rail



Single wagon



ITU
Intermodal



Consol box



FPTrain



Sea/Rail
combo



Sea



FPC



LCL



FCL



Groupage



Customs



Day-to-Day



Specific
Operations



Project
Support



Special cargo



Road: Special
Request (HCT)



Air: Special
Request (HCT)



Intermodal
(LCL)



Air: Project
Cargo (OOG)



Maritime: Project
Cargo (OOG)

FTL = Full Truckload
LTL = Less-than-Truckload
ITU = Intermodal Transport Unit
FPC = Full or Partial Charter
LCL = Less-than-Containerload

FCL = Full Containerload
FCB = Full Barge-load
HCT = High Critical Transport
OOG = Out Of Gauge

An aerial photograph of a train traveling through a vast, dense forest. The train, composed of various colored freight cars, curves through the landscape. The scene is bathed in the warm, golden light of a sunset or sunrise, with long shadows and a hazy atmosphere. The forest is a mix of green and autumnal colors.

Conclusion

To wrap up, this report showcases the positive strides we've made in achieving our goals, both in terms of numbers and overall progress.

We've clearly defined Ziegler's path forward with five strategic goals and three driving forces, with Sustainability being one of 5 strategic goals. We'll be leveraging innovation, education, and digitalization to bring all five goals, including Sustainability, to life. By comparing our 2024 KPIs to our 2023 baseline, we can see the progress we've made and where we need to boost our efforts. We're also proud to share many examples of our teams around the world taking initiative in sports, culture, wellbeing, and connecting with their communities, demonstrating our commitment to Social Responsibility.

We've taken our first important steps towards building a more sustainable company, and we'd love for you to join us on this journey! Reach out to your local Ziegler office to explore how we can collaborate. While we might not have all the answers yet, our genuine enthusiasm and professionalism, combined with strong teamwork, will help us achieve great things together.



www.zieglergroup.com

ZIEGLER S.A. Chaussée de Vilvorde 11 1120 Brussels - Belgium
www.zieglergroup.com