



31

SUSTAINABILITY REPORT

2025

 H.ESSERS

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This sustainability report provides an objective, transparent insight into the actions and business data of H.Essers. It explains what we stand for, how we want to shape our future, what our ambitions and challenges are, and which progress we are making. The report is published annually and describes the business data and initiatives of H.Essers BV for the previous calendar year, aligned with our financial reporting. This edition for the reporting year 2025 was published in June 2026.

The content is based on the standards of the Global Reporting Initiative (GRI), the international reference for generally accepted guidelines for sustainability reporting. It enables organisations to communicate about economic, environmental and social performance in all transparency and uniformity. The GRI platform was originally established under the auspices of the United Nations Environment Programme and remains to this day a reliable reference for policymakers and financial institutions. Changes in this report, compared to reporting year 2024, are already included in line with the requirements of the Corporate Sustainability Reporting Directive (CSRD).

Furthermore, as an external standard, a limited assurance validation of this report is performed on behalf of H.Essers by Vinçotte – an independent party and a reference in the field of certification and compliance evaluation. This validation takes place for each annual report.

You can also consult this report [via our website](#).

If you have any questions about the content of this report, we will be glad to help you at the following email address: communication@essers.com.



INTRODUCTION ²

Dear reader,

2025 was not an easy year. Not for the logistics sector, not for industry, and not for Europe as a whole. Ongoing conflicts in Ukraine and the Middle East continued to put pressure on supply chains. Energy prices fluctuated. Trade dynamics shifted. And meanwhile, the European economy was forced to reinvent itself in a world that was losing stability at a rapid pace.

The European Commission responded with ambitious simplification plans that revise a wide range of regulations, including those related to sustainability - with the aim of reducing the burden on companies. Although this simplification was initiated at the request of industry, it also introduced new uncertainty. Climate objectives remain firmly in place, but the path toward achieving them is being rewritten.

In 2025, many companies and governments shifted their focus toward stability and cost control. This is understandable, and hopefully only temporary. At the same time, a narrative gained traction suggesting that sustainability and economic reality do not always go hand in hand. And yet: climate risks and geopolitical risks are no less real because of it.

What gives us confidence? Our conviction that sustainability is not a choice but a necessity - and for our stakeholders, even a prerequisite. Customers in the strategic markets in which we operate no longer ask whether we are working on sustainability; they consider it a given. Their expectations go further and deeper: they want to understand how strongly sustainability is embedded throughout our entire business. That expectation may have been voiced less loudly in 2025, but it certainly did not disappear. Sustainability remained high on the agenda.

For H.Essers, 2025 was above all the year in which we translated our 2024–2028 strategy from vision into action - in a sector that itself was in full motion. The transport market remained challenging due to persistently low volumes in our core segments of Chemicals and Healthcare, pressure on rates, and rising operational costs. Warehousing activities were generally more stable, though pressure was felt there as well.

Against that backdrop, we strengthened our focus on the strategic activities that will shape our future: further electrification of our transport and sites, smarter energy management through our Synchro-grid concept, continued modal shift via rail and inland waterways, and a workplace where people can fully develop their potential. We believe that logistics can be a driver of transition, not merely a sector that must cope with its consequences.

This report offers a clear overview of what we achieved in 2025, but it is also more than that. It is an invitation to look ahead together at what lies before us. At H.Essers, sustainability is not a project or an end point. It is the way we work and think - even in turbulent times.

Wishing you an inspiring read.

Hilde Essers, Chair of the Board of Directors, H.Essers



ABOUT H.ESSERS ³

H.Essers was founded in 1928 by Henri Essers and has since become one of the leading logistics services companies in Europe for sectors such as Chemicals and Healthcare. Today, Hilde Essers is the third generation to lead the family business. Entrepreneurship is in the blood of the Essers family, just like their passion for logistics. The corporate philosophy is supported by a large and motivated team at numerous sites and countries in Europe. The company's headquarters are located in Genk, a major international logistics hub.

Thanks to its agile management, H.Essers is able to respond quickly and proactively to the changing demands and needs of the customer and the shifts in the international market. In recent years, the company has experienced solid expansion thanks to its autonomous and organic growth and a number of strategic acquisitions. The proactive attitude and family character of H.Essers ensure that we maintain a close relationship with our customers. Our aim is to constantly enter into durable and strong partnerships.



OUR CORPORATE VALUES ⁴



RELIABILITY

We are a reliable long-term partner, who communicates openly and acts honestly with respect for laws and regulations.



CARING

We create a safe environment where everyone feels respected and gets the opportunity to develop.



ENTREPRENEURSHIP

We invest in the growth of our company. Our employees help us think and are not afraid to innovate.



POSITIVISM

We are a passionate, dedicated partner. We think in terms of solutions and work constructively together.



SIMPLICITY

We stay true to ourselves in everything we do, we are always to-the-point and simplify matters whenever we can.



OUR SITES ⁵

H.ESSERS HAS 66 SITES IN 14 COUNTRIES AND 10 ON-PREMISE OPERATIONS. THE HEADQUARTERS ARE LOCATED IN GENK (BELGIUM).



Belgium - Denmark - France - Germany - Italy - Luxembourg - Moldova - Norway - Poland - Romania - Spain - The Netherlands - Turkey - United Kingdom



A SELECTION OF OUR SITES

We pursue a sustained growth strategy that responds to the needs of our customers in our strategic segments, by means of strategic organic growth and strategic acquisitions. This strategy not only focuses on international growth, but also emphasises the character of our existing H.Essers sites, which we are redesigning or renovating, as well as the development of completely new sites.



GENK, BE



CONTAINER TERMINAL, BERGEN-OP-ZOOM, NL



BUCHAREST, RO



BARCELONA, ES



RINGSTED, DK



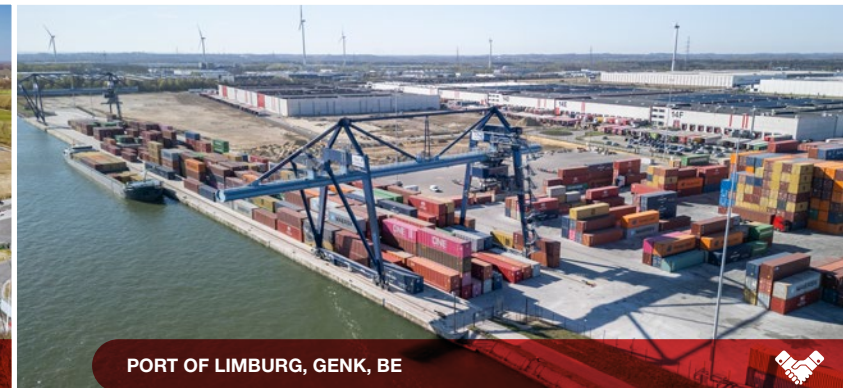
FIDENZA, IT



ZEEBRUGGE, BE



BRUSSELS, BE



PORT OF LIMBURG, GENK, BE



CHEMICALS



HEALTHCARE



JOINT VENTURE



LINK TO ONLINE CONTENT



OUR VISION AND MISSION

VISION

H.Essers aims to be the global logistics reference in serving our strategic market segments.

H.Essers aims to be the global logistics reference in serving our strategic market segments. This means that we are constantly working on the future of these segments and anticipating changes and new challenges. One of our goals is to build a fully synchromodal transport network. By being a leader in this field, we want to inspire other companies to take action towards a more sustainable world as well. In addition, we continuously invest in new technologies that will enable us to optimise the safety, punctuality and efficiency of our supply chain activities.

MISSION

We are your global partner offering sustainable, best in class solutions in a complex and challenging supply chain environment to create mutual profitable growth.













We are a partner in offering sustainable, best-in-class solutions in a complex and challenging supply chain environment. In doing so, we create mutual sustainable growth and enable our customers to think out of the box and move forward. Despite our enormous national and international growth in recent years, we always stay close to home when it comes to our operating methods and philosophy. Every action or decision is always based on our identity, which is formed by our five corporate values. Each of these values is a crucial building block in our DNA as a logistics service provider. Through the years we have experienced how important it is that we project what we stand for as a company. In this way, customers, partners and employees know what to expect, while we have a guide for the course we are taking without compromising our identity as a reliable family business.



THE SUSTAINABLE STRATEGY OF H.ESSERS

Our ambition is very simple: we want to be the primary logistic reference for our customers within our strategic segments, with customer intimacy as an operating model. Not only in economic terms, but also when it comes to sustainable solutions and solid long-term relationships with partners, customers and employees. In a world that is changing rapidly, we keep our finger on the pulse by means of a five-year growth strategy, which is the guiding principle of our policy.

Our 2024–2028 strategy builds on the course that has driven our growth in recent years and is structured around four core questions which form the backbone of our decision-making, enabling us to make consistent and future-oriented choices at any moment: Who to serve, where to serve, what to serve, and how to win? Based on these core questions, we have refined our direction and translated it into five clear strategic priorities towards 2028, supported by 31 strategic projects and programmes that will bring our transformation into practice. A selection of these strategic projects and programmes is further explained in the progress sections of this report.

| | WHO TO SERVE  | | WHERE TO SERVE  | | WHAT TO SERVE  | | HOW TO WIN  | |
|---------------------------|--|---|--|---|--|--|---|--|
| CORE STRATEGIC CHOICES |  CHEMICALS |  HEALTHCARE |  EU |  USA |  WAREHOUSING |  TRANSPORT |  SUSTAINABILITY |  CULTURE |
| STRATEGIC PRIORITIES 2028 | | 1. Differentiated segment focus | 2. Continue organic and inorganic EU growth | 3. Enter US market for warehousing chemicals | 4. Expanding service portfolio with new & market-ready solutions | | 5. Strengthen our sustainable foundation | |



STRATEGIC SEGMENTS ⁶

Excelling in service and solutions requires focus and deliberate choices. In our continued growth strategy for 2024–2028, our strategic customer segments Chemicals and Healthcare remain central, while we evolve towards a more differentiated segment focus. This means further tailoring our services and rolling out new solutions for specific subsegments. In doing so, we can not only make even more targeted efforts, but also create shared growth opportunities and added value.

In addition to our focus on further growth within these strategic segments, we continue to serve the transport needs of our industrial and infrastructure customers with the same level of attention and care.



CHEMICALS



HEALTHCARE



GEOGRAFISCHE SCOPE ⁷

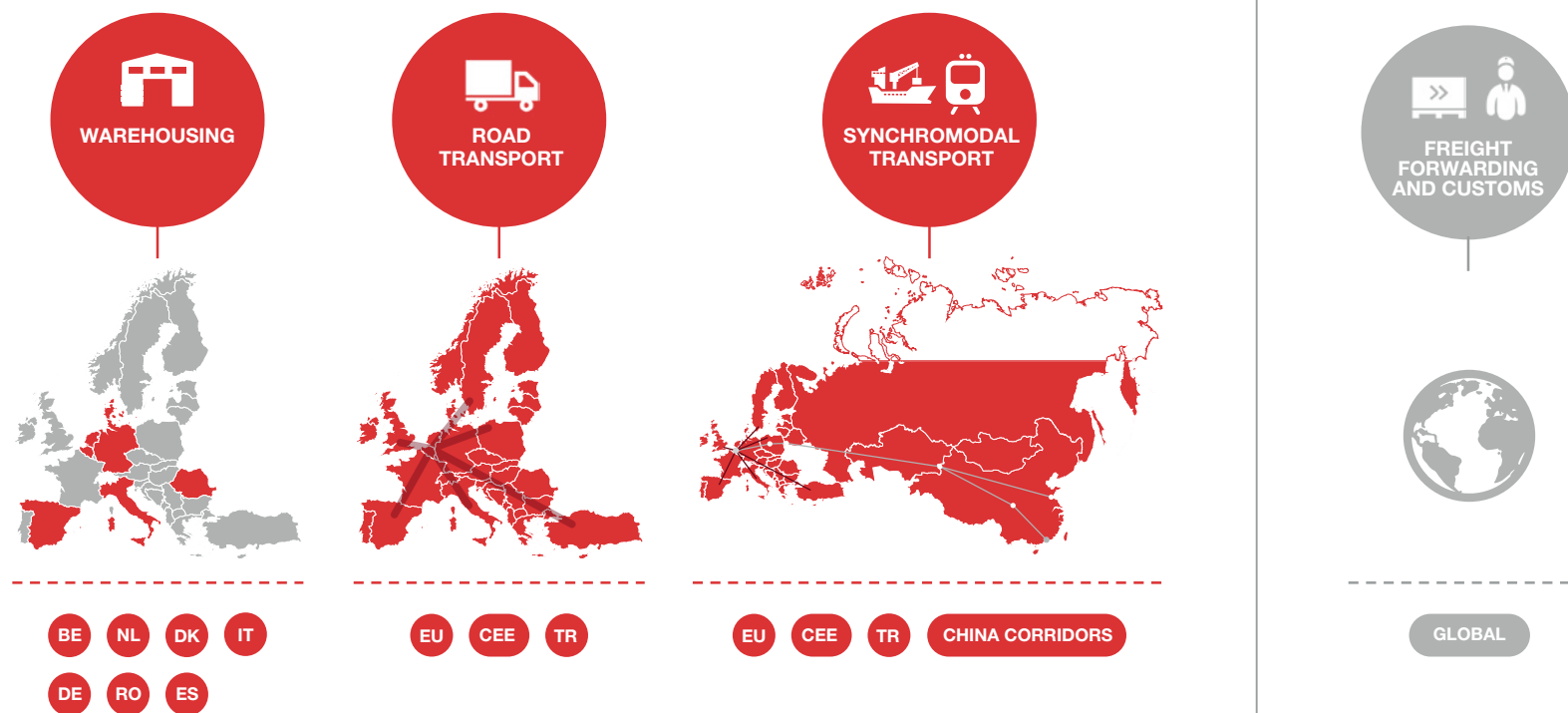
We maintain a broad view of the world, with a specific focus on Europe. Within our 2024–2028 strategy, we strengthen our position in existing European markets through continuous organic and inorganic growth, while also expanding our network beyond Europe's borders.

Close to the European clusters of our strategic segments, we will develop multi-client mega warehouses which act as hubs, enabling maximal consolidation and cross-docking opportunities. These trimodal sites will be closely linked to our widespread synchromodal transport network. We will strengthen that network by further developing multi-modal corridors across Europe, through the realisation of our own intermodal terminals and new intermodal connections.

In addition, we are increasingly directing our focus towards the United States as a promising growth region. Building on our expertise in chemical warehousing, we are exploring new opportunities there that align with our long-term strategy.

The rail corridors offered in our international train solutions from Europe to China and Vietnam are stable and sustainable alternatives at present. We will expand our network in Asia to the entire Asia Pacific region, and we will strengthen our intermodal services for secured and cold-chain transports for Healthcare, high-value and dangerous goods.

Our Forwarding & Customs services guarantee quick and reliable solutions worldwide.



ONE-STOP SHOP ⁸

For customers in our strategic segments, we want to be the partner that excels in both advanced warehousing and synchromodal logistics. We translate complex logistics issues into clear, efficient and sustainable solutions that meet the strictest standards. Our company and human capital are constructed in a way that allows us to have all the solutions in-house to assist our customers throughout their entire supply chain. Moreover, within our 2024–2028 strategy, we are developing new and value-adding solutions to strengthen our role as a specialised end-to-end logistics partner.

We offer advanced logistics services with storage according to the strictest regulations, extensive picking and packing activities, value-added services such as filling lines and ISO tank terminals with heating installation.

We have a complete multimodal transport network throughout Europe and beyond, by water, rail or road, in function of our customers' needs. Our Forwarding & Customs services guarantee quick and reliable solutions worldwide.

All these complex operations require complete and integrated IT solutions. Our in-house developed Warehouse Management System (WMS) and Transport Management System (TMS) enable us to realise in-depth system and process integration with our customers. In short, we are a one-stop partner for every logistical need.



WAREHOUSING



Reception



Picking: pallet - box - unit



Packing



Shipping



VAS & LATE PRODUCT DIFFERENTIATION



(Re-)labeling



Thermobox packing



Kitting / Assembling



CLP labelling



GMP processing



Filling



ISO tank storage & heating



Testing & Sampling



Mixing



TRANSPORT



Express



Groupage / LTL



FTL



Exceptional



Multimodal



Secured



Temperature controlled



Liquid bulk



Dry bulk



FORWARDING & CUSTOMS



Global partner network presence



Door-to-Door service



Air & Sea



Customs declarance with simplified procedures



Different entrepot licenses



Control Tower (LLP)



OUR SUSTAINABLE FOUNDATIONS

One of our strategic priorities is to strengthen our sustainable foundations as an integral part of our operations. This includes, on the one hand, our company culture, operating model and way of working, all of which are rooted in our identity shaped by our five corporate values. On the other hand, it encompasses sustainability in the broadest sense of the word.

CUSTOMER FOCUS

We want to be a valuable partner for our customers and truly connect with them. By creating a close long-term relationship with our customers, we can understand their products, company and supply chain through and through, thereby also understanding their needs.

This enables us to collaborate intensely and to actively think along with our customers. As a result we can continuously and in co-creation develop solutions to further optimise the supply chain. On a daily basis, we are a partner who handles their products with the greatest care, as well as all employees, the environment and society.

Customer intimacy comes natural to our company, because we understand that by supporting the growth of our customers in close co-creation and with excellent service and solutions, we also create our own growth opportunities. A win-win situation indeed.

ASSET-BASED STRATEGIE

H.Essers is an asset-based company. This means that we have our own fleet, warehouses and IT-systems. Aside from our transport fleet of trucks, trailers, safeboxes and ISO tanks, we have our own workshops where we carry out maintenance, and we invest in our own intermodal terminals. With our own engineering and solution design departments, we also invest in product and process knowledge. In this way we can offer our customers the most reliable services and tailor-made solutions, while also being able to respond quickly.

SUSTAINABLE DEVELOPMENT GOALS

The United Nations has drawn up 17 Sustainable Development Goals (SDGs) in view of a sustainable future. We selected 5 SDGs that are perfectly in line with our corporate values, as well as our sustainability strategy and material topics.



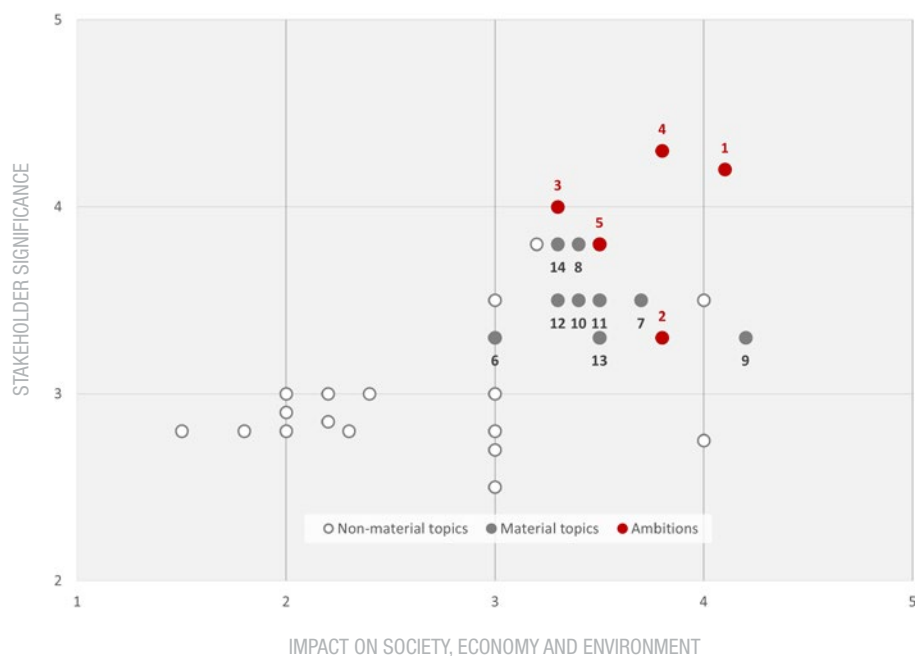
The United Nations' 17 SDGs



SUSTAINABLE ENTREPRENEURSHIP: MATERIAL TOPICS ⁹

Shared value is an important concept for our company. It means that with our sustainable strategy, we aim to create added value for our stakeholders from an economical, social and ecological perspective. In everything we do, we apply the precautionary principle by paying attention to the possible effects of our activities, and by always striving for maximum positive impact.

The compass towards our sustainable future and the priorities in our sustainable strategy have been determined based on an accurate materiality analysis. As a first step, we compiled a list of all the topics of interest to our stakeholders. We then determined on the one hand the impact of each topic on an economic, social and ecological level (X-axis) and on the other hand the importance of each topic to our stakeholders (Y-axis). Based on the resulting score, we selected the material topics that we aim to achieve in our strategy in the short and long term. Our framework consists of 5 sustainability ambitions with 14 underlying material topics. We evaluate our approach, priorities and progress on our material topics annually, as part of the annual evaluation of our corporate strategy by the Management Board. In 2025, the material topics and priorities remained unchanged.



| NR. | MATERIAL TOPICS | IMPACT | SIGNIFICANCE |
|-----|--|--------|--------------|
| 1 | Reducing our CO ₂ emissions | 4,1 | 4,2 |
| 2 | Providing a great place to work | 3,8 | 3,3 |
| 3 | Working on safety as a top priority | 3,3 | 4,0 |
| 4 | Thinking and working with customer focus | 3,8 | 4,3 |
| 5 | Maintaining integrity | 3,5 | 3,8 |
| 6 | Reducing other emissions | 3,0 | 3,3 |
| 7 | Managing all our sites sustainably | 3,7 | 3,5 |
| 8 | Ensuring a healthy and ergonomic workplace | 3,4 | 3,8 |
| 9 | Sharing knowledge with schools | 4,2 | 3,3 |
| 10 | Training staff and stimulating their development | 3,4 | 3,5 |
| 11 | Managing our knowledge | 3,5 | 3,5 |
| 12 | Collaborating with suppliers | 3,3 | 3,5 |
| 13 | Innovating and developing sustainable solutions | 3,5 | 3,3 |
| 14 | Ensuring quality | 3,3 | 3,8 |
| 15 | Increasing our operational efficiency | 4,0 | 3,5 |
| 16 | Increasing our energy efficiency | 3,2 | 3,8 |
| 17 | Reducing and recycling waste | 3,0 | 3,5 |
| 18 | Handling water sustainably | 2,0 | 2,8 |
| 19 | Compensating for ecological impact | 2,3 | 2,8 |
| 20 | Minimising local emissions | 3,0 | 3,0 |
| 21 | Creating equal opportunities | 3,0 | 2,8 |
| 22 | Facilitating a good work-life balance | 3,0 | 2,7 |
| 23 | Guaranteeing transparent communication | 2,2 | 2,9 |
| 24 | Monitoring and improving labour conditions | 2,4 | 3,0 |
| 25 | Anchoring and creating jobs locally | 4,0 | 3,5 |
| 26 | Supporting the social economy | 4,0 | 2,8 |
| 27 | Supporting society | 2,2 | 3,0 |
| 28 | Contributing to self-reliance in society | 1,5 | 2,8 |
| 29 | Contributing to safety in society | 2,0 | 2,9 |
| 30 | Investing in asset based solutions | 3,0 | 2,5 |
| 31 | Strengthening the collaboration with partners | 2,0 | 3,0 |
| 32 | Leading by example | 1,8 | 2,8 |



SUSTAINABILITY AMBITIONS



REDUCING OUR CO₂ EMISSIONS

TARGET 2025

REDUCE CO₂ EMISSION INTENSITY ANNUALLY BY 5%

TARGET FROM 2026 ONWARDS

-42% WTW OWN OPERATIONS AND -25% WTW UPSTREAM TRANSPORT IN 2030 COMPARED TO 2020

ESTABLISH TARGETS FOR OTHER SIGNIFICANT SCOPE 3

- Reducing our CO₂ emissions
- Reducing other emissions
- Managing all our sites sustainably



PROVIDING A GREAT PLACE TO WORK

TARGET UNTIL 2025

BECOME A 'GREAT PLACE TO WORK'

TARGET FROM 2025 ONWARDS

≥70% ENGAGEMENT SCORE

- Providing a great place to work
- Ensuring a healthy and ergonomic workplace
- Training staff and stimulating their development
- Sharing knowledge with schools



WORKING ON SAFETY AS A TOP PRIORITY

TARGET 2025

IMPROVE FREQUENCY RATE OF WORK ACCIDENTS ANNUALLY BY 10%

TARGET FROM 2026 ONWARDS

10% ANNUAL IMPROVEMENT OF FREQUENCY RATE

- Working on safety as a top priority



THINKING AND WORKING WITH CUSTOMER FOCUS

TARGET 2025

IMPROVE THE NPS SCORE BY 20% BY 2025

TARGET FROM 2026 ONWARDS

UNDER EVALUATION IN 2026

- Managing our knowledge
- Thinking and Working with Customer focus
- Innovating and developing sustainable solutions



MAINTAINING INTEGRITY

TARGET 2025

OBTAIN A SILVER ECOVADIS SUSTAINABILITY RATING

TARGET FROM 2026 ONWARDS

ECOVADIS SILVER

- Maintaining integrity
- Ensuring quality
- Collaborating with suppliers



ORGANISATIONAL STRUCTURE ¹⁰

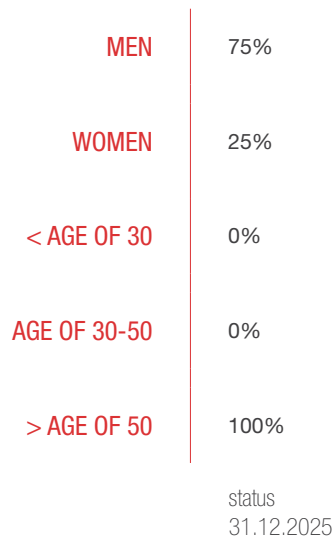
100% FAMILY BUSINESS

The company is fully owned by the Essers family. Financing consists of equity and financed capital.

As a family business, we strongly believe in sustainable governance and a good corporate governance model consisting of the Board of Directors, the Management Board, the remuneration committee, the audit committee and the evaluation committee.

BOARD OF DIRECTORS ¹¹

The Board of Directors is central to our corporate governance model and ensures a good balance between the governance of the company and the governance of the family. With Hilde Essers as Chair and Noël Essers as Honorary Chair of the Board of Directors, the family character of the company is recognized and guaranteed. In addition, we deliberately opt for independent, external directors who are non-executive members. The members assume their mandate in person or through a management company, as published in the annexes to the Belgian Official Gazette. They guarantee a wealth of professional experience relevant to our sector, our strategic segments and the geographical regions in which we operate. This experience ensures that the strategic choices within the long-term vision of the company are always well substantiated and broadly supported.



Members of our Board of Directors in 2025, from left to right: Filip De Keersmaecker, Gert Bervoets, Hilde Essers, Lode Essers, Noël Essers, Leen Geirnaerd, Stijn Bijmens and Paul Depuydt.



COMPOSITION OF THE BOARD OF DIRECTORS ¹²

| | | | |
|--|--|--|---|
| <p>Tess BV Represented by Hilde Essers</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director (Chair) • Member of the Audit Committee • Chair of the Remuneration Committee • Member of the Evaluation Committee <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Director VKW Limburg VZW • Director LRM NV • Director Polymer Team NV | <p>Essers Noël Represented by Noël Essers</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director (Honorary Chair) • Member of the Evaluation Committee <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Director Polymer Team NV • Director Berkmans • Director Eco-Beton | <p>Alro BV Represented by Gert Bervoets</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director • CEO • Member of the Executive Board • Member of the Audit Committee • Member of the Remuneration Committee <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Member of the Executive Committee Voka National VZW • Director Voka Limburg VZW • Director Voka Nationaal VZW • Director Hospital Logistics NV • Director (Chair) Extrapower Holding BV • Director (Chair) Nadaco BV | <p>Boplicity BV Represented by Paul Depuydt</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director • Member of the Remuneration Committee <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Director (Chair) Sibelco NV • Chair of the Remuneration Committee Sibelco NV • Director (Chair) Alides NV • Member of the Remuneration Committee Alides NV • Member of the Audit Committee Alides NV • Director (Chair) Televic NV • Director WAOW NV • Chair of the Audit Committee WAOW NV • Director De Eik NV • Chair of the Investeringscomité De Eik NV • Member of the Audit Committee De Eik NV |
| <p>ID en D NV Represented by Stijn Bijmens</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director • Member of the Remuneration Committee <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Director Kolmont Holding BV • Director (Chair) Proximus Global NV • Director Proximus NV | <p>LEAN² BV Represented by Leen Geirnaerd</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director • Chair of the Audit Committee <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Director DEME NV • Member of the Audit Committee DEME NV | <p>Lecon BV Represented by Lode Essers</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <ul style="list-style-type: none"> • Member of the Strategic Committee VBO VZW • Member of the Executive Committee VKW Limburg VZW • Director VKW Limburg VZW • Director Industrial group Pelt VZW • Director (Chair) Pami Holding BV | <p>De Keersmaecker Filip Represented by Filip De Keersmaecker</p> <p>MANDATE AT H.ESSERS</p> <ul style="list-style-type: none"> • Director <p>INDEPENDENT</p> <p>NON-EXECUTIVE</p> <p>FUNCTION(S) IN PUBLIC ADMINISTRATION*</p> <p>-</p> <p>OTHER MANDATES</p> <p>-</p> |



THE ROLE OF THE BOARD OF DIRECTORS ¹³

The Board of Directors is the highest management body within our organisation. It exercises control over the day-to-day activities of the authorised bodies of the group entities and defends the interests of our shareholders. The Board is also involved in important strategic and operational decisions of our company, while remaining in compliance with the conflict of interest procedures described in articles 7:96 and 7:97 of the Belgian Companies and Associations Code.

ASSUMING RESPONSIBILITY

Final responsibility for all actions and decisions is taken by the Board of Directors, acting as a collegial body in accordance with the statutes of our organisation

STEERING THE ORGANISATION

The Board of Directors determines the purpose and vision of our organisation, sets our ambitions and objectives, and approves the strategy.

DETERMINING NORMS AND STANDARDS

The Board of Directors consolidates the policy and objectives of our company with regard to economic, environmental and social topics. They define our company's corporate values and code of ethics.

SUPERVISION AND CONTROL

The Board of Directors monitors the company's economic, environmental and social results and assesses any risks we may face. They decide on investments and the resources we use to achieve our objectives. They also supervise that all our activities are carried out in full compliance with the legislation. This role is performed by the audit committee, as a specialised committee of the Board of Directors. The Board of Directors also monitors the relevance and progress of our sustainability ambitions. To this end, it is supported by the internal Sustainability Committee which reports annually to the Board of Directors.

” It's not about a sustainability strategy,
but rather about a sustainable strategy.

Gert Bervoets, CEO H.Essers



EVALUATION COMMITTEE ¹⁴

Our internal evaluation committee consists of three members: the Chair of the Board of Directors, the Honorary Chair of the Board of Directors and the CEO. This committee ensures the functioning of our Board of Directors in accordance with our policy, including composition, remuneration and annual evaluation.

In the composition of our Board of Directors, we strive for a balanced distribution of the number of directors, age and gender. We also consider the cumulation and possible conflicts of activities, the duration and rotation of mandates. When nominating new members, the ideal profile is drawn up based on the needs of both our organisation and our customers. Together with external experts, we look for the right match, in which expertise, experience and added value in economic, environmental and social areas are central. The remuneration of the members is determined taking into account the competences, expertise and market conformity.

The committee annually evaluates the functioning and contribution of the Board of Directors at three levels: the members of the Board, the internal functioning and the external functioning. Based on this evaluation, the committee decides whether or not to extend the directors' mandates.

AUDIT COMMITTEE

The audit committee consists of three members: the Chair of the Audit Committee who is a non-executive member of the Board of Directors, the Chair of the Board of Directors and the CEO, with the CFO and the Director Internal Audit as permanent guests. The committee supports the Board of Directors in fulfilling its supervisory task in view of a supervision in the broadest sense, from financial reporting, to the concrete application of the ethical and integrity policy and up to monitoring the human capital of the organisation.

REMUNERATION COMMITTEE AND POLICY ¹⁵

The Remuneration Committee consist of four members: the Chair of the Board of Directors as well as 2 other members of the Board of Directors and the CEO, with the CHRO as permanent guest. Our organisation has set up a Remuneration Committee which meets twice a year with the aim of determining an overarching remuneration policy and payroll strategy for all countries in which we operate.

The Remuneration Committee decides on the salary package of the Management Board of subsidiaries and is assisted by external experts for market compliance. They also monitor the corporate objectives and set the annual objectives for the Management Board, including any sustainability-related objectives. The members are all self-employed.

The salary of all our employees is managed by a payroll organisation set up with external experts in accordance with the market and on the basis of the sector's pay scales. The salary package we offer is quite extensive and consists of several elements: fixed salary, variable salary, bonuses, reimbursement of expenses, meal vouchers, group insurance, healthcare insurance, company car, structural and occasional working from home, etc.

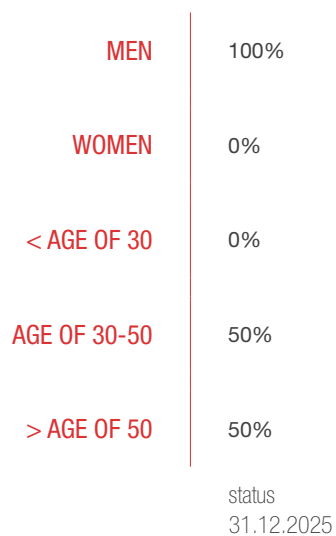
The total remuneration is assigned based on the generic job profile and the assigned job level, as defined by the internal evaluation committee which is specifically trained and certified to evaluate jobs. In our payroll policy we make no distinction between genders or other discriminating factors. Our employee benefits apply to both full-time and part-time employees in all countries. They are calculated pro rata to the number of days worked with the exception of healthcare insurance, which is the same for everyone where applicable. We also apply a notice period for all our employees in accordance with legislation.



MANAGEMENT BOARD ¹⁶

The day-to-day management of H.Essers & Zonen Internationaal Transport NV is entrusted to CEO Gert Bervoets and a multidisciplinary team of Directors. They each assume their mandate through a management company, as published in the appendices to the Belgian Official Gazette. The role of the Management Board is defined by the Belgian Companies and Associations Code, and additional clarification on their mandate is provided in our organisation's articles of association. To guarantee proper and efficient management, our Management Board's internal code formalises the processes regarding decision-making and conflicts of interest and expectations regarding integer, ethical and responsible behaviour, as well as the power of representation to third parties.

The members of our management board are responsible for economic, ecological and social topics as part of the day-to-day management, and thus also for determining and realising our sustainability ambitions. For each ambition, one of our directors is responsible, and the status and next steps are discussed individually and on a quarterly basis with our Senior Expert Sustainability. The overall status and progress of our ambitions is reported on a regular basis during a meeting of the Management Board, which also provides a final review and approval for publication of our annual sustainability report.



Hilde Essers together with the members of our Management Board in 2025, from left to right: Lieven Leenders (CFO), Pascal Vranken (CCO), Christopher Van den Daele (COO Transport), Salvatore Napolitano (CPO), Gert Bervoets (CEO), Erik Lamoral (CIO), Carlo Theunissen (COO Warehousing) and Mike Dautzenberg (CHRO).

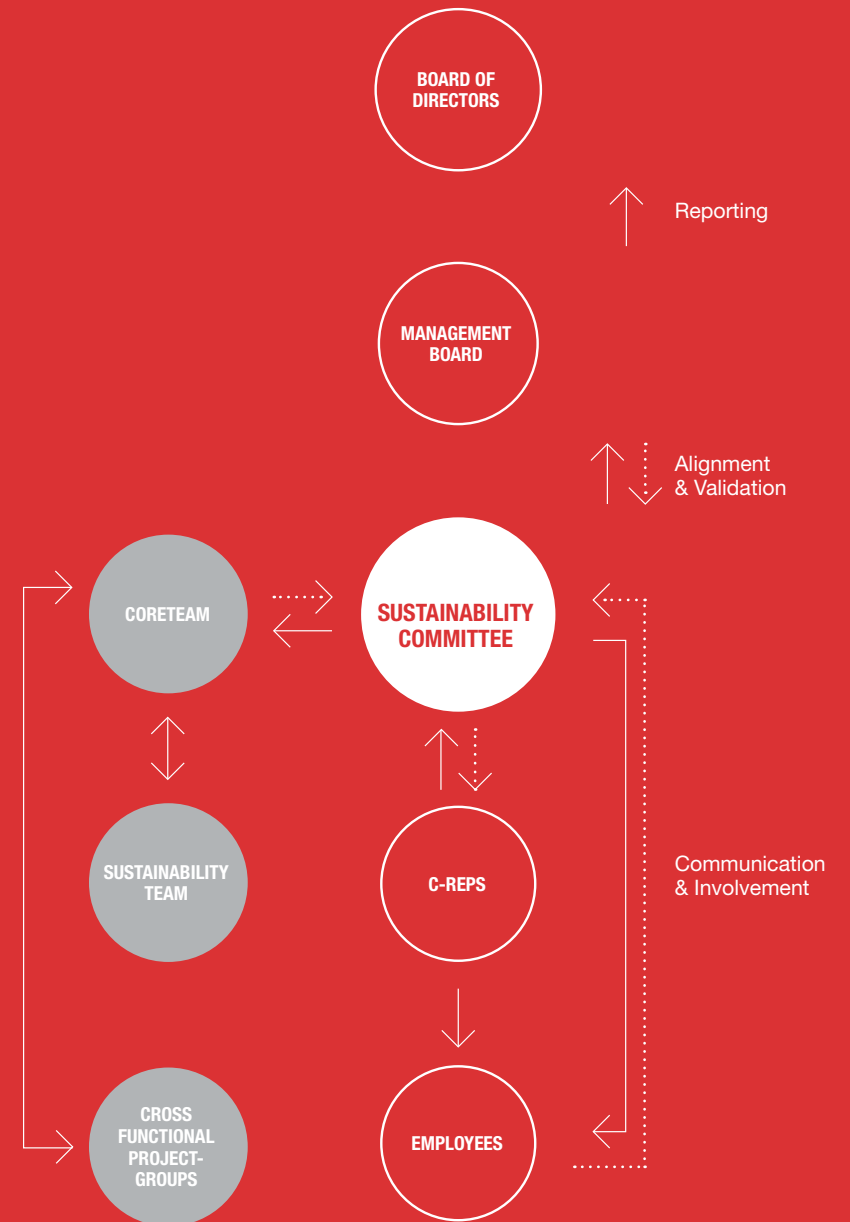
SUSTAINABILITY COMMITTEE AND GOVERNANCE ¹⁷

In order to increase the support for and commitment to sustainability in our company, we made it an integral part of our organisational structure. H.Essers is fully committed to a sustainable strategy, and our entire organisation carries the responsibility for achieving it. As described above, our Management Board plays an essential role in this, assisted by our Sustainability Committee. Our CEO Gert Bervoets is the sponsor and driving force of this sustainability committee, not in the least because of his personal commitment and conviction.

Throughout the entire organisation we analyse potential risks and opportunities and enter into dialogue with our stakeholders. Based on the information obtained, the Sustainability Committee guides the responsible executives in the definition of the company's sustainability ambitions and action plans. The Sustainability Committee monitors our progress and the level of ambition and provides guidance to the Sustainability Core Team to create the necessary support and commitment throughout our company and to translate our ambitions into practice. It also reports the status and progress regularly during a meeting of the Management Board, and annually to the Board of Directors, which bears final responsibility in its role.

Our dedicated sustainability team supports our organisation on a daily basis. It monitors the overview and progress of each of our sustainability ambitions and action plans, in which it assumes either a supporting role - providing expertise on sustainability developments, regulations, standards and methodology – or a steering role as part of the Core Team Sustainability. It reports to the Sustainability Committee on a quarterly basis, following individual discussion with each responsible member of the Management Board. It also ensures that our ambitions and achievements are communicated, both internally and externally.

Our C-REPS are 140 members of our management staff in our organisation who are a crucial link with all our employees, customers, suppliers and other stakeholders. Not by chance, the name is an abbreviation that stands for company representatives in full, and was formed with the first letters of our company values. Our C-REPS are not only crucial in creating involvement and support throughout the organisation, but also in achieving our ambitions and action plans as these are translated into practice throughout the organisation through cross-functional working groups and projects.

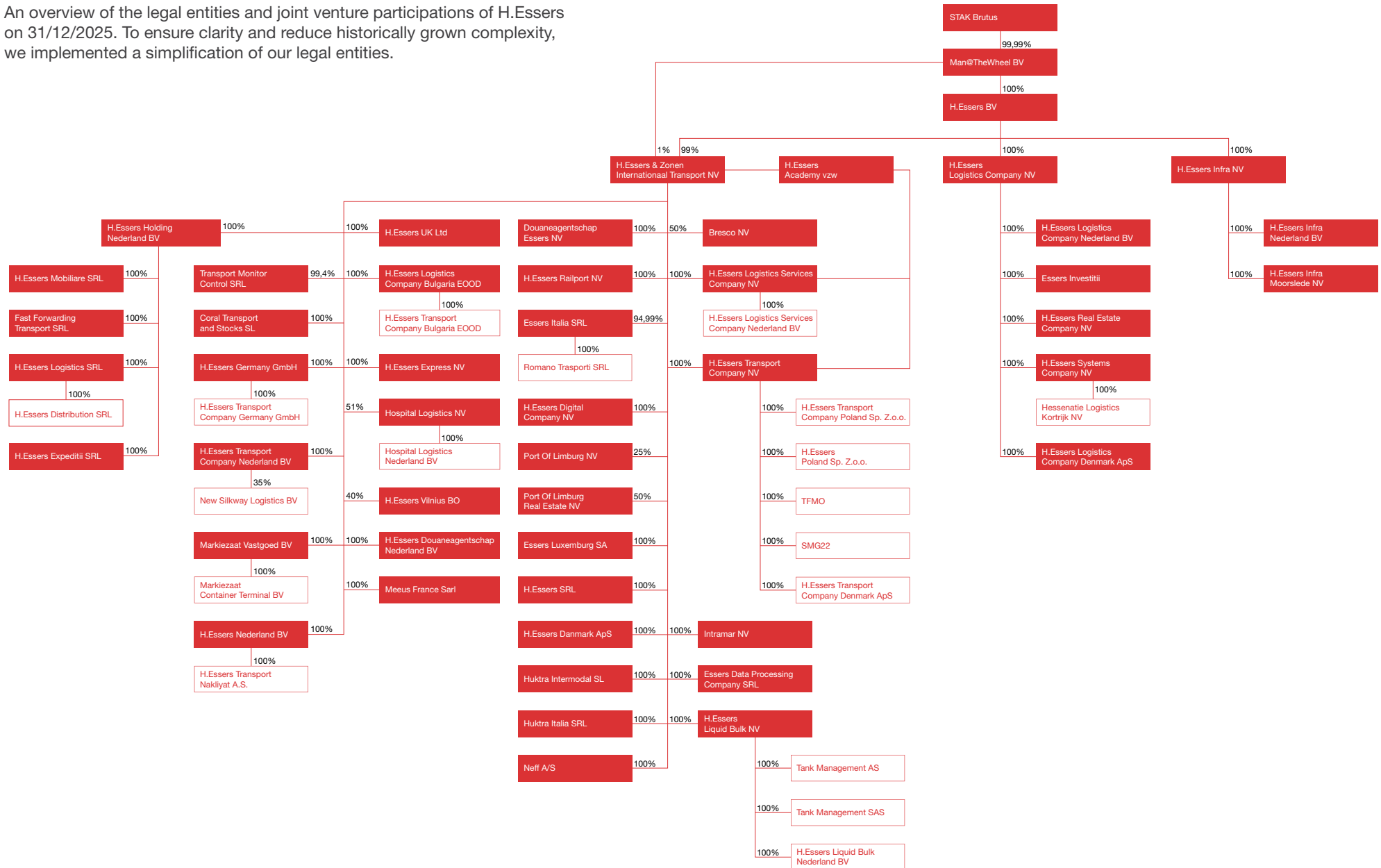


Visual representation of our sustainability governance.



NATURE OF OWNERSHIP AND LEGAL FORM ¹⁸

An overview of the legal entities and joint venture participations of H.Essers on 31/12/2025. To ensure clarity and reduce historically grown complexity, we implemented a simplification of our legal entities.



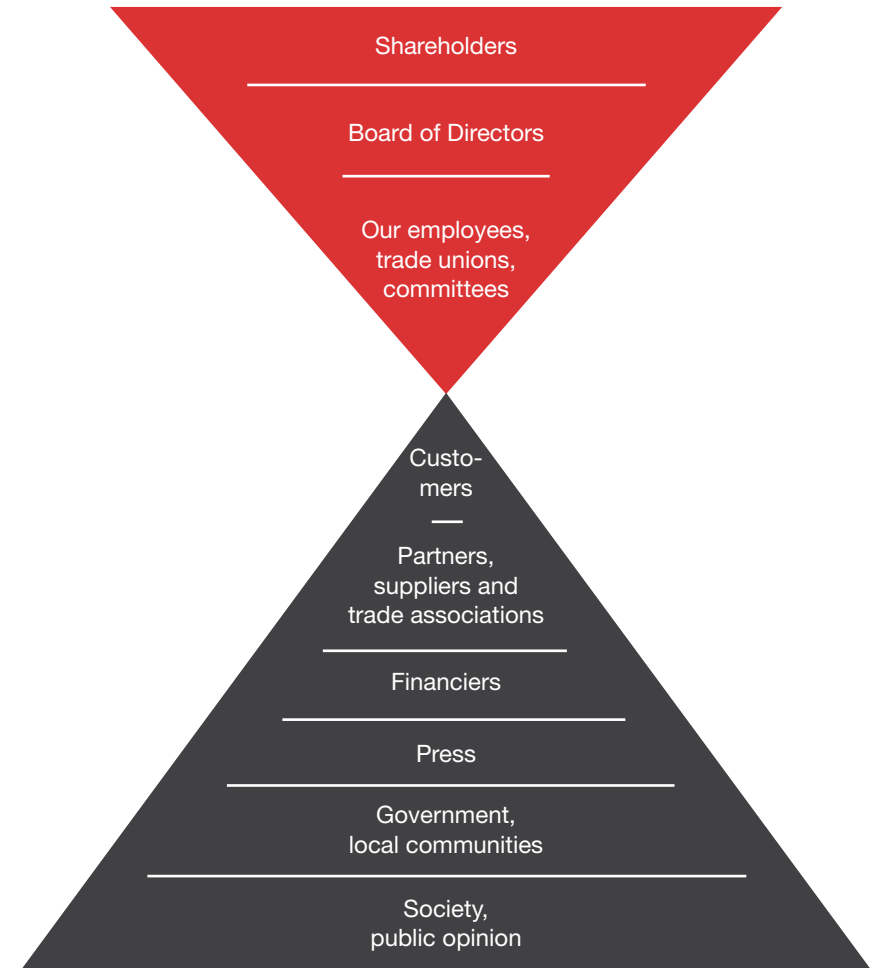
KEY PARTNERS IN OUR SUSTAINABLE STRATEGY

STAKEHOLDER INCLUSIVENESS ¹⁹

H.Essers' policy and future perspective are based both on our own input and on the needs, expectations and competences of all our stakeholders. They are an active and integral part of the company, and their identity, engagement and vision of our services determine the curve of change along which our business operations continue to grow. We call this stakeholder inclusiveness.

We have both external and internal stakeholders. Our external stakeholders are individuals, groups and organisations that are not involved in our operations on a daily basis. The internal stakeholders are our own employees, board members, etc.

The overview below provides insight into the stakeholders that are involved and have an impact on H.Essers' sustainability policy: their interests, how we enter into dialogue with them, and which topics are covered. The collection of information is a continuous process and was not set up specifically for the preparation of this report.



An overview of our stakeholders.





SHAREHOLDERS

INVOLVEMENT & INTEREST

- Optimal use of resources made available
- Reporting about the company's performance
- Vision and long-term strategy

TOPICS

- Investments
- Acquisitions
- Strategy
- Financial reporting

CHANNEL AND FREQUENCY OF DIALOGUE

Annual council meeting with all shareholders



BOARD OF DIRECTORS

INVOLVEMENT & INTEREST

- Defining and propagating a sustainable strategy
- Reporting and consultation about the company's performance

TOPICS

- Company performance
- Investments
- Strategic acquisitions
- Sustainability policy
- Budgets

CHANNEL AND FREQUENCY OF DIALOGUE

Five meetings a year



EMPLOYEES

PERMANENT AND TEMPORARY EMPLOYEES

INVOLVEMENT & INTEREST

- A safe, healthy and pleasant workplace
- Involvement and engagement
- An attractive employer
- Investing in training and development

TOPICS

- Implementing and propagating the corporate values
- Actions and reporting on safety, health and well-being in the workplace
- Development of talent and career perspectives
- Raising awareness and applying a sustainability policy
- Transparent and up-to-date internal communication
- Sharing and expanding knowledge
- Adopting an expert role to strengthen strategic segments

CHANNEL AND FREQUENCY OF DIALOGUE

- Annual satisfaction survey: survey, action plan and reporting
- Bilateral consultation, team meetings, toolbox meetings, internal knowledge sharing platforms
- Monthly steerco's
- Tutorship and mentorship for new drivers and operators
- Internal communication channels and platforms



NEW EMPLOYEES

INVOLVEMENT & INTEREST

- Provision of fair (local) employment
- A strong employer brand

TOPICS

- Employer value proposition: the employee comes first – working for a large family and a reliable employer – with good entrepreneurship there are plenty of opportunities to grow
- Vacancies for permanent and temporary employee

CHANNEL AND FREQUENCY OF DIALOGUE

- Propagating the employer brand in everything we do
- Publication of campaigns and vacancies through external communication channels



STRATEGIC CUSTOMERS

INVOLVEMENT & INTEREST

- Investing in knowledge, research and technological development
- An efficient and sustainable service
- Quality assurance in H.Essers processes
- Making the customer's supply chain more sustainable

TOPICS

- Safety and quality, corporate and customer-specific
- Strategic, tactical and operational challenges and solutions
- Operational updates: KPIs, initiation and reporting of improvements, progress of actions and projects
- Innovation and technological development
- Sustainability
- Degree of satisfaction with the collaboration, services provided and the image of H.Essers

CHANNEL AND FREQUENCY OF DIALOGUE

- Strategic, Quarterly and/or Monthly Business Review meetings, depending on the customer
- Customer satisfaction survey
- Platforms and knowledge sharing channels
- Formal and informal meetings



PARTNERS FOR SUSTAINABILITY ASSESSMENT

SAFETY & QUALITY ASSESSMENT FOR SUSTAINABILITY

INVOLVEMENT & INTEREST

- Carrying out a safety and quality assessment for sustainability
- Making assessment reports available to companies in the chemical sector so that they can evaluate their logistics service provider according to their requirements and standards

TOPICS

- Reporting on quality, safety, security, the environment and corporate social responsibility
- Optimisations in the current report: more focus on better integration of and reporting on sustainability, both within the company and in the communication with stakeholders

CHANNEL AND FREQUENCY OF DIALOGUE

- Every three years an assessment report on the basis of a questionnaire to be completed
- Publication of the report for companies in the chemical sector



ECOVADIS (REFERENCE IN BUSINESS SUSTAINABILITY RATING)

INVOLVEMENT & INTEREST

- Carrying out a sustainability assessment
- Granting a sustainability rate with regard to environmental, social and ethical performance

TOPICS

- Reporting a sustainability score
- Optimisations to increase the score

CHANNEL AND FREQUENCY OF DIALOGUE

- Yearly scorecard based on a questionnaire
- The report is available at the request of our customers

CDP

INVOLVEMENT & INTEREST

- Carrying out a sustainability assessment
- Granting a sustainability rating with regard to climate change

TOPICS

- Reporting a sustainability score
- Transparently reporting a detailed questionnaire

CHANNEL AND FREQUENCY OF DIALOGUE

- Yearly scorecard about our actions and impact with regard to climate change, based on a questionnaire
- The score and the report are available at the request of our customers

SUPPLIERS

INVOLVEMENT & INTEREST

- Providing services and goods with sustainable cooperation
- Assess, discuss and improve delivered products and processes
- Economical and efficient use of scarce resources and energy sources

TOPICS

- Quality
- Fair price
- Innovation
- Sustainability
- Service

CHANNEL AND FREQUENCY OF DIALOGUE

- Tendering process for the selection of a supplier, depending on the nature of the service provided
- Supplier assessment on an annual or quarterly basis depending on the size of the supplier and the importance of the services





MEMBERSHIPS OF TRADE ASSOCIATIONS

INVOLVEMENT & INTEREST

- Exchange of knowledge and expertise to invest in the development of the economy and logistics sector
- Providing opportunities to actively contribute to the formation of future standards and policies that will steer the sector towards a more sustainable future.

TOPICS

Challenges and sustainable solutions throughout the logistics chain

CHANNEL AND FREQUENCY OF DIALOGUE

- Frequent performance as a guest speaker
- Consultation moments with trade associations
- Memberships of Boards of Directors and committees



FINANCIERS & FINANCIAL INSTITUTIONS

INVOLVEMENT & INTEREST

- Financial health
- Profitable growth
- Sustainability policy

TOPICS

- **Quarterly:** financial figures, short-term future, investments, financial institutions' vision of the economy
- **Annual:** H.Essers' strategy, long-term future and sustainability policy

CHANNEL AND FREQUENCY OF DIALOGUE

- Quarterly bilateral meetings
- Annual strategic meetings



PRESS

INVOLVEMENT & INTEREST

- Correct and transparent information
- A good reputation

TOPICS

- Investments and strategic acquisitions
- Innovation and new developments
- Corporate affairs
- H.Essers services

CHANNEL AND FREQUENCY OF DIALOGUE

- Follow-up of publications in the media through media monitoring
- Giving interviews and organising press conferences
- Publication of press releases
- Platforms and knowledge sharing channels





GOVERNMENT AND LOCAL COMMUNITIES

INTERNATIONAL, NATIONAL AND LOCAL AUTHORITIES

INVOLVEMENT & INTEREST

- Being compliant with standards and regulations
- Providing licences and certificates

TOPICS

- Food safety
- Security of goods
- Transport and storage of hazardous goods
- Transport and storage of medicines (GDP and GPM standards)
- Environment
- Environmental permits for new construction, regularisation and refurbishment of existing H.Essers buildings or renovation of other existing sites
- Several cooperations, e.g. preventive fire drills with fire department
- During inspection visits

CHANNEL AND FREQUENCY OF DIALOGUE

- With each licence application
- For the organisation of public information events
- In the event of amended legislation
- In the event of significant changes made by H.Essers
- When an incident occurs

EDUCATIONAL INSTITUTIONS

INVOLVEMENT & INTEREST

Sharing knowledge and offering opportunities to the workforce of the future

TOPICS

- Development of logistics studies
- Research for technological development

- Inspiring and training students and pupils on logistics topics
- Providing a platform for trainees in our company
- Providing cooperation on final papers and theses

CHANNEL AND FREQUENCY OF DIALOGUE

- Frequent consultation moments with universities and schools
- Giving guest lectures



SOCIETY AND PUBLIC OPINION

SOCIETY

INVOLVEMENT & INTEREST

- Realising added value for the economy and society
- Ensuring fair employment
- Creating a safe, sustainable and harmonious environment
- Reducing our ecological footprint

TOPICS

- Offering and expanding our necessary services to society, always in compliance with legislation and with a focus on sustainability.
- Commitment to sustainable entrepreneurship: efficient use of energy, CO₂ and waste reduction, alternative energy sources, etc.
- Offering and creating (local) jobs

CHANNEL AND FREQUENCY OF DIALOGUE

- Setting up public information events for local residents
- Transparent and correct communication in the press
- Sharing information via external communication channels

We attach great importance to the interaction with our stakeholders. In the future, we will focus even more strongly on this. In this way we will achieve valuable dynamics that will help steer our sustainable course, not only in the short term, but also in the long term.



SUPPLY CHAIN ²⁰

H.Essers is an asset-based company. This means that we have our own fleet, warehouses, terminals and IT-systems. Within the selection of activities to be outsourced, we work with suppliers for various products and services. These can be small, local companies, or large multinationals. We maintain a list of preferred suppliers, but always keep a critical eye on the partnership. This means that we re-evaluate our major suppliers every year according to a review process. And since our needs change and evolve, our choice of suppliers is partly dependent on this. In 2025, there were no significant changes in our value chain.



OVERVIEW OF EXTERNAL COSTS

COST CENTERS

- Charters, subcontractors, correspondents
- Clothing
- Consultancy & fees
- Energy costs
- Finance
- Forklift trucks
- Fuel
- Treatment costs
- Personnel management
- Insurance
- Legal and judicial expenses
- Machines
- Marketing & Communication
- Office materials
- Packaging
- Passenger cars
- Personnel costs
- Maintenance and repair of buildings
- Maintenance and repair of the fleet
- Maintenance and repairs of IT infrastructure
- Road, railway and shipping costs
- Taxes
- Travel and accommodation costs



ENVIRONMENTAL INFORMATION



As a major player in the logistics sector, we are capable of making a huge contribution to the economy. With our activities we ensure the necessary flow of goods and provide society with vital products, even in times of crisis. As our company grows, we want to shrink our environmental footprint. By growing, we create added value for the economy, we provide extra employment opportunities, and we work on the services of our customers. At the same time, this growth increases our consumption of materials and energy sources, which is an additional challenge in our ambition to reduce our environmental footprint. We are constantly working on improving the sustainability of all our activities, as set out in our [corporate environmental policy](#) which applies uniformly to both existing and new sites, as well as our fleet.

REDUCING OUR CO₂ EMISSIONS

As an asset based transport and logistics company active within our customer segments, our core activities rely on energy intensive assets such as trucks, warehouses, cooling installations and similar equipment. Historically, our sector has been dependent on fossil fuels to meet its energy needs, resulting in significant greenhouse gas and particulate emissions and therefore an undeniable impact on society and the environment. In addition, this impact and energy dependency increasingly affect our own operations through evolving regulations, customer requirements, rising operational costs and price volatility.

Our company therefore takes a leading role as a pioneer in the energy transition and the decarbonisation of our sector and the wider industry. For years, we have taken matters into our own hands, with clear and demonstrable achievements. Within the 2024–2028 strategy, we go beyond actively offering sustainable solutions and evolve towards a coherent, detailed and commercially viable roadmap to achieve our strengthened, science based targets. Alongside the rollout of established technologies and practices, we continuously explore new opportunities to systematically reduce greenhouse gas emissions from our transport and warehousing activities across the four domains of our programme framework: improve, avoid, shift and inset.

We also actively involve our customers. In doing so, we contribute both to achieving their substantial supply chain climate objectives and to achieving our own. First, we provide CO₂e reporting in line with the GLEC framework, generated using the EcoTransIT World software tool and data from our operational systems. Once their existing impact is made clear, we work together in co creation to identify the most suitable reduction opportunities within our programme framework.

[Watch the introductory video of our CO₂ report:](#)



” One of our aims is to further expand our synchromodal transport network. This involves the intelligent and dynamic combination of road, rail and water transport. In this way, we not only limit the impact on the environment, but also optimise the cost price and transit times for our customers. The ideal basis for a sustainable future.

Christopher Van den Daele, COO Transport



ROADMAP TO DECARBONISATION: A MULTIDISCIPLINARY PROGRAMME

IMPROVE



AVOID



SHIFT



INSET



This programme framework is in line with 'The roadmap towards zero emissions', edited by [ALICE](#) (The Alliance for Innovation & Collaboration in Europe).



INVESTMENTS IN RENEWABLE ENERGY SOURCES

The energy we require is maximally obtained through our own renewable sources. Across all our sites we have now installed 21,8 MWp solar capacity, as well as 8 MW thanks to 4 wind turbines. Together, they produced over 42 GWh of green electricity in 2025, a significant share of our electricity need. Additional opportunities are continuously being investigated, in consultation with the environment and stakeholders when expanding, or through acquisitions.

ELECTRIFICATION OF HEATING AND COOLING

H.Essers is fully committed to the electrification of heating and cooling, by installing heat pumps that provide fossil-free heating and cooling while making use of our green electricity. This has been the standard technique for our new build temperature-controlled warehouses and offices in Belgium for several years, and was afterwards extended to new build non-temperature-controlled warehouses. We also apply this standard for new build sites which we develop ourselves in other countries, opting for full electric or hybrid installations according to the local climate and type of warehouse, among other things. All existing temperature-controlled warehouses were already retrofitted with heat pumps, so that these require only limited additional heating capacity with fossil fuels in exceptional conditions.

ENERGY EFFICIENCY

We reduce our energy consumption as much as possible. For years, we have built our new warehouses with a higher level of insulation than the EPB requirements and with energy-efficient LED lighting, ventilation systems with heat recovery and energy monitoring. We continue to prioritise energy efficiency, even for existing sites. We have carried out additional insulation, switched indoor and outdoor lighting in Belgium and Romania to LED, and installed destratification fans where necessary to prevent heat accumulation under the roof, thereby saving energy. Electrification is a key component of our sustainable future, but it also brings challenges. As a pioneer in the energy transition and as both a major consumer and producer, we aim to optimise our own energy management, while actively contributing to a stable and sustainable ecosystem through smart energy management. That is why we are investing in batteries as a flexibility solution. Across all our sites, we now have an installed capacity of 5,5 MW and a total storage capacity of 11 MWh.

ROLLING STOCK POWERED BY GREEN ELECTRICITY

From forklifts to cleaning machines. Virtually our entire fleet of rolling stock in our warehouses at home and abroad is electrically powered. This concerns a total of about 993 machines. A great result of electrification that we successfully initiated a few years ago. The use of our own green electricity completes the picture.

LOW GWP REFRIGERANT GASES

Refrigerant gases play a crucial role in the electrification of our heating and cooling, including in the heat pumps and the industrial refrigeration systems in our buildings. Because traditional refrigerant gases have a very high Global Warming Potential (GWP), H.Essers decided as early as 2019 to transition to low-GWP refrigerant gases. Our industrial refrigeration units were maximally converted from Freon to CO₂ (GWP of 1) as refrigerant gas. For other plants, fewer alternatives are available, but we are already taking a significant step in the right direction thanks to refrigerant gases with a maximum GWP of 675. This puts us one step ahead of future regulations.

BREEAM 'GOOD' FOR ALL NEW SITES

BREEAM is an international certificate for sustainable buildings that have a minimal environmental impact, offer an optimum environment for its users and help protect or increase biodiversity. This broad definition of sustainability aligns nicely with our sustainable strategy. We strive to achieve a score of 'Good' for all new buildings. We already achieved this as the first logistics service provider in Belgium, and since 2022 for all new build warehouses.



STRATEGIC AND OPERATIONAL EFFICIENCY

Thanks to the powerful mathematical heuristics of our strategic routing tool, we can make our logistics network, and that of our customers, even more efficient and reduce the need for transport. The tool enables simulations on our own real network or the customer's network, even over a long timespan. Through various types of operational reporting, we continuously monitor our efficiency and make targeted adjustments to our operations and our network.

EFFICIENT FLEET AND DRIVING

Our fleet is regularly renewed, always using the latest technologies that are more efficient and environmentally friendly. In addition, all our drivers are trained on Behavior Based Safety (BBS) and efficient driving. This primarily results in safer driving and more comfortable driving for the driver, with the added benefit of lower energy consumption!



SYNCHROMODALITY

Synchromodality is our main asset. We want to combine the various alternative modes of transport (road, water, rail) in an even smarter and more dynamic way. We therefore invest heavily in our systems, our multimodal fleet, our own intermodal infrastructure such as a rail terminal, inland water terminals and trimodal sites, as well as the development of new multimodal networks.

ALTERNATIVE FUELS

Not all transport can take place via rail or water, making road transport unavoidable. To reduce its impact, we are investing in alternative energy sources. In the short term, electric trucks offer a crucial solution due to their higher maturity, strong technological advancements, and availability. In the long term, we see a combination of electric and hydrogen trucks as the most sustainable road transport solution. Equally important are biofuels such as bio-LNG and HVO renewable diesel, which play a key role in achieving significant and scalable emissions reductions, both now and in the future.

HVO INSETTING

Since 2021, we offer our customers the possibility to decarbonise their transport using our unique HVO insetting concept. We apply an externally validated book & claim principle, due to the limited public availability of HVO in several European countries, and due to operational constraints such as return trips for other customers. The CO₂e emissions of the participating customer's shipments are compensated internally by using HVO in another part of our own fleet. In 2025, we achieved just under 10.000 ton CO₂e WTW reduction, once again a strong increase compared to the previous year. We expect this upward trend to continue in 2026.

ELECTRIC PASSENGER CARS

Our exemplary and leading role in sustainable transport also extends to personal mobility. In 2022 we therefore started the transition of our fleet of company cars in Belgium and the Netherlands. All new vehicles will be fully electric from now on. This will lead to a fully electric fleet in a few years, while already amounting to 43% of all company vehicles at present, with quite some vehicles still on order.



OTHER EMISSIONS

In addition to greenhouse gases, we continue to pay attention to the reduction of noise, odor, particulate matter, nitrogen and other emissions that we have as a transportation and logistics service provider, with environmental and health impacts on our immediate surroundings. As previously reported, there are insufficient models, standards, or norms available to determine such impact, unlike the impact of greenhouse gases. A number of drivers are known, and partly within our control. Indeed, the actions explained above to reduce our CO₂ emissions also have an impact on other emissions. Other aspects are however beyond our control, including technological developments, regulation, and emission standards.

REDUCING AND RECYCLING WASTE

We aim to maximise the retention of value in materials and products and avoid increasing the volume of waste. At the same time, as a logistics service provider, we are not a waste-intensive company, and many of the waste streams we generate are similar to household waste. We therefore focus on the separate collection of waste streams as much as possible, enabling optimal recycling and high-quality processing. Due to the activities in our strategic segments, we do however come into daily contact with materials and products that require specific attention. The same applies to the chemical and pharmaceutical waste that can be generated in the process. The management of our waste streams is carried out in line with applicable legislation, and relies on external partners who are responsible for collection and processing, typically in well-developed circuits present in the European countries where we are located.

OPERATION CLEAN SWEEP (OCS)

Operation Clean Sweep is an international, industry-led programme established by the American Chemistry Council's Plastics Division and the Plastics Industry Association (PLASTICS), and was implemented in Europe starting in 2015. It aims to support companies in eliminating plastic granule losses in their operations, thereby protecting water quality, the environment and employee health and safety. H.Essers committed in 2019 by signing the OCS pledge. Since then, we performed risk analyses for the relevant processes and sites and a number of targeted solutions were implemented. We also implemented training for our own drivers and operators, and we encourage our subcontractors to commit through the OCS Pledge.

EXPANSION VS. DEFORESTATION

The space available to us is limited and the development of a site can have an impact on the environment, e.g. if deforestation and asphaltting are required. We are very aware of this impact and are working hard to find the right solutions, always in line with the relevant legislation. We make optimal use of the available space by guaranteeing a minimal amount of surface area for our activities. We also prefer renovating and repurposing existing sites.

We are committed to a moratorium on new deforestation that would cause serious damage to the Flemish forest area. In concrete terms, this means

- No deforestation of forests with a protected status such as VEN, Natura 2000 or old forests.
- Limited deforestation in zone-foreign forests with a paved destination (such as industrial zones), possible only up to 10% of the site surface area, with an upper limit of 2 hectares.
- Any other legal deforestation in industrial areas will be more than compensated for by planting and setting up new natural areas or forests.
- Improving and further developing the biodiversity on every new site we develop as of 2020, by managing at least 15% of the new site surface area as biodiverse green space.



PROGRESS AND PROJECTS ²¹

STRATEGIC PROJECT I CO₂ NEUTRAL TRANSPORT

Reducing GHG emissions is a social priority, and influences H.Essers' license to operate more than ever. Our approach within the 2020-2025 strategy has been well structured, with clear targets and actions taken. Within the 2024-2028 strategy H.Essers Transport will move beyond actively offering sustainable solutions, towards a coherent, detailed and commercially viable roadmap towards achieving science-based targets for scope 1, 2 and 3, which includes our own asset-based fleet as well as our third capacity. Our successful and well-known decarbonization levers "avoid, shift, improve and inset" will form the fundamentals of our roadmap.

2025 ACHIEVEMENTS

- **Port of Limburg** – Official start of operations in 2025 - [H.Essers Recorded](#).
- **H.Essers Container Terminal** – Continued construction progress in 2025, with the installation of the gantry cranes as a significant milestone.
- **Electric trucks** – With the commissioning of six electric trucks in 2025 and early 2026 as part of our pilot project, 2025 will be remembered at H.Essers as the year of the electric truck.
- **Sideskirts test** – Ten trailers were equipped with flexible sideskirts to validate the impact on aerodynamics and fuel consumption through real life testing.
- **HVO insetting** – With a reduction of nearly 10.000 ton CO₂e WTW, the largest contributor to achieving our 2025 scope 1 & 2 targets.
- **Electric passenger vehicles** – Further increase in the share of electric company cars to 43%.

STRATEGIC PROJECT I CO₂ NEUTRAL WAREHOUSING

Reducing GHG emissions is a social priority, and influences H.Essers' license to operate more than ever. Our approach within the 2020-2025 strategy has been well structured, with clear targets, actions taken and strong reductions realized. Within the 2024-2028 strategy H.Essers Warehousing will build an accurate framework to gain granular insights into energy and emissions within our complex and international multi-customer environment. This enables the setup of a coherent, detailed and commercially viable site plan towards achieving science-based targets for scope 1, 2 and 3, including an approach towards embodied emissions of buildings.

2025 ACHIEVEMENTS

- **Energy monitoring system** – In house development to measure and allocate energy consumption more accurately, enabling benchmarking and targeted optimisation.
- **Electrification of heating and cooling** – Installation of heat pumps at our new sites in Ringsted (DK) and Fidenza (IT).
- **Green electricity production and procurement** – Installation of additional in house capacity and targeted procurement of green electricity in Romania and Denmark.



STRATEGIC PROJECT | SYNCHRO-GRID

A global electrification revolution has sparked. The decentralized generation of renewable electricity and electrification of assets and processes in many sectors, poses challenges throughout the ecosystem and will also fundamentally impact transport and logistics. Building on our asset-based strategy, European footprint and expertise in electrification and renewables, H.Essers will define and implement a multi-year plan within its 2024–2028 strategy to realize e-hubs which will provide control over our energy availability, demand and supply on the one hand, and to pivot towards a business model for electrified transports on the other hand.

2025 ACHIEVEMENTS

- **Battery Energy Storage Systems (BESS)** – Additional installations at our main site in Genk and in Bergen op Zoom bring our total capacity to 5,5 MW / 11 MWh.
- **Dynamic energy management Pilot Winterslag** – Pilot project with research institutions on flexible charging of passenger vehicles; insights will form the basis for scaling to electric trucks.
- **Dynamic energy management Pilot WH16** – Through various pilots, we make as many assets as possible controllable, from heating and cooling to charging, curtailment and battery storage; insights will again form the basis for scaling to electric trucks.

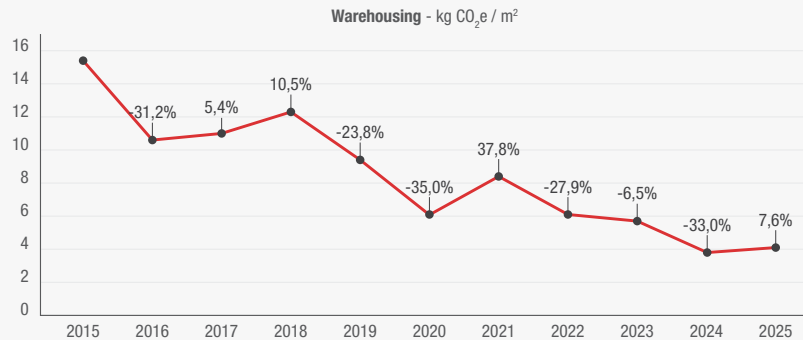


TARGET 2025 | OBJECTIVE WITHIN THE 2020-2025 STRATEGY

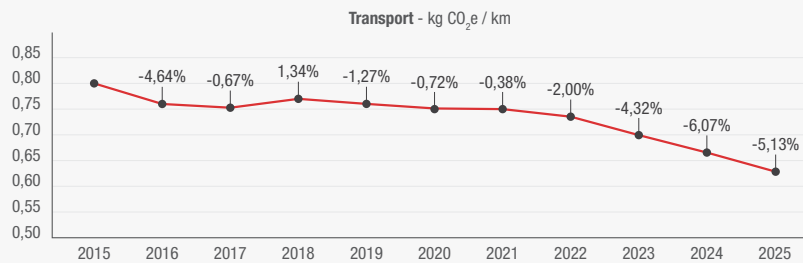
- The CO₂e emissions generated by H.Essers warehousing decrease annually by 5% per m² of warehouse space.
- The CO₂e emissions generated by H.Essers transport from road freight decrease annually by 5% per km of total distance covered.

TARGET AS OF 2026 | OBJECTIVES WITHIN THE 2024–2028 STRATEGY

- The absolute well to wheel (WTW) emissions from own operations are reduced by 42% in 2030 compared to 2020.
- The absolute WTW emissions from upstream transport and distribution are reduced by 25% in 2030 compared to 2020.
- Establish targets for the other significant scope 3 categories.



The evolution of our scope 1 and scope 2 market-based CO₂e emissions from warehousing, in relation to the area of our warehouses in Belgium, Denmark, Germany, Italy, the Netherlands, Romania and Spain.



The evolution of our scope 1 and scope 2 market-based CO₂e emissions from our fleet, relative to the distance travelled in kilometres.

The greenhouse gas emissions from our transport and warehousing activities are calculated using the operational control approach, with 2015 as reference year following the establishment of the Sustainable Development Goals by the United Nations, and with 2023 as reference year for scope 3 emissions. We apply the **GHG Protocol** and the **Global Logistics Emissions Council (GLEC) framework**, and emission factors from both the International Energy Agency (IEA) and the GLEC framework. Impacts include greenhouse gases CO₂, NF₃, CH₄, N₂O, SF₆, PFCs and HFCs, depending on their availability in the sources referenced below.

Scope 1 direct emissions are determined by energy consumption in both transportation and warehousing, consisting of natural gas, fuel oil, diesel, LNG, HVO renewable diesel and bio-LNG. In addition, it includes fugitive emissions from refrigerant losses from our refrigeration plants and mobile refrigeration units.

Scope 2 indirect emissions are determined by consumption of purchased grey electricity and self-generated or purchased green electricity. We apply emission factors from the Association of Issuing Bodies (AIB) for both location-based (AIB production mix) and market-based (AIB residual mix) scope 2 emissions. This dataset includes CO₂ factors only.

The scope 3 indirect emissions are determined by the activities in our value chain. The GHG Protocol distinguishes 15 different categories in the upstream and downstream value chain. Screening our activities allowed us to determine the relevant categories in which H.Essers has any emissions, namely scope 3 Categories 1 to 7 (inclusive), and Category 15. This allowed us to determine the most significant categories, namely Category 2 Capital Goods, Category 3 Fuel - and Energy-Related Activities, and Category 4 Upstream Transportation and Distribution, as included in this report. The emissions are calculated using a combination of the spend-based, average-data, fuel-based and distance-based methods described by the GHG Protocol, and using the different tools and databases, namely EcoTransIT, Exiobase, UK Emission Factors and the EU Joint Research Centre (JRC).

Finally, we report the biogenic emissions relating to our use of biofuels, such as HVO, bio-LNG. In line with the GHG Protocol, these are reported outside of scopes.



| | | SCOPE | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2024 | 2025 | | |
|---|--|-----------------------|---------------------------------------|--------------|----------------|----------|---------|---------|---|---|
| Energy consumption by source ²² | Fuel consumption from crude oil and petroleum products | | MWh | | 2015 | 596.071 | 427.153 | 380.291 | | |
| | Fuel consumption from natural gas | | MWh | | 2015 | 8.725 | 12.712 | 10.420 | | |
| | Purchased or acquired grey electricity | | MWh | | 2015 | 19.669 | 4.481 | 4.278 | | |
| | Total energy consumption from fossil sources | | MWh | | 2015 | 624.465 | 444.347 | 394.989 | | |
| | Fuel consumption from renewable sources including HVO, bio-LNG | | MWh | | 2015 | 37.307 | 61.665 | 63.027 | | |
| | Purchased or acquired electricity from renewable sources | | MWh | | 2015 | 4.173 | 26.404 | 27.387 | | |
| | Consumption of self-generated electricity | | MWh | | 2015 | 5.519 | 14.498 | 15.970 | | |
| | Total energy consumption from renewable sources | | MWh | | 2015 | 47.000 | 102.567 | 106.384 | | |
| | Total energy consumption | | MWh | | 2015 | 671.465 | 546.914 | 501.373 | | |
| Energy consumption by end use ²² | Total electricity consumption | | MWh | | 2015 | 29.362 | 44.396 | 46.217 | | |
| | Total heating consumption | | MWh | | 2015 | 12.323 | 14.453 | 14.889 | | |
| | Total transportation consumption | | MWh | | 2015 | 629.781 | 488.065 | 440.267 | | |
| | Total energy consumption | | MWh | | 2015 | 671.465 | 546.914 | 501.373 | | |
| Energy production ²² | Renewable electricity production | | MWh | | 2015 | 9.692 | 39.640 | 38.357 | | |
| | Renewable electricity sold | | MWh | | 2015 | 0 | 889 | 1.098 | | |
| | Non-renewable electricity sold | | MWh | | 2015 | 4.173 | 24.253 | 21.289 | | |
| Energy intensity ²³ | Energy consumption per net revenue | | MWh / mln. € | | - | - | 508 | 464 | | |
| | Energy consumption per area of warehouse space | | kWh / m ² | | 2015 | 53,5 | 43,2 | 44,9 | | |
| | Energy consumption per transport distance | | % change YoY | -1% per year | 2021 | - | -2,6% | -2,6% | ✓ | ✓ |
| GHG emissions absolute ²⁴ | Scope 1 | | ton CO ₂ e | | 2015 | 161.675 | 119.054 | 106.288 | | |
| | Scope 2 location-based | | ton CO ₂ e | | 2015 | 6.520 | 4.396 | 4.399 | | |
| | Scope 2 market-based | | ton CO ₂ e | | 2015 | 9.193 | 1.710 | 1.686 | | |
| | Scope 3 | | ton CO ₂ e | | 2023 | 193.913 | 223.331 | 215.286 | | |
| | Scope 3-2 capital goods | | ton CO ₂ e | | 2023 | 31.886 | 27.949 | 18.648 | | |
| | Scope 3-3 fuel and energy-related activities | | ton CO ₂ e | | 2023 | 46.342 | 43.170 | 38.942 | | |
| | Scope 3-4 upstream transportation and distribution | | ton CO ₂ e | | 2023 | 115.684 | 152.213 | 157.696 | | |
| | Total scope 1+2 market-based | | ton CO ₂ e | | 2015 | 170.868 | 120.764 | 107.975 | | |
| | Total scope 1+2+3 market-based | | ton CO ₂ e | | - | - | 344.096 | 323.261 | | |
| Biogenic emissions (outside of scopes) | | ton CO ₂ e | | - | - | 6.656 | 8.016 | | | |
| GHG emissions intensity (scope 1+2) ²⁵ | Emission intensity per net revenue | | ton CO ₂ e / mln. € | | - | - | 112 | 100 | | |
| | Emission intensity warehousing | | kg CO ₂ e / m ² | -5% per year | 2015 | 15,406 | 3,805 | 4,093 | ✓ | × |
| | Emission intensity transport | | kg CO ₂ e / km | -5% per year | 2015 | 0,801 | 0,661 | 0,627 | ✓ | ✓ |



| | | SCOPE | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2024 | 2025 |
|--|--|-------|---------------------|----------------------|----------------|----------|-----------|-----------|
| Metrics for intensity ratio | Net revenue | | mln. € | | - | - | 1.076,65 | 1.079,71 |
| | Area of warehouse space | | m ² | | 2015 | 778.885 | 1.362.437 | 1.359.622 |
| | Transport distance (road) | | mln. km | | 2015 | 198,4 | 174,8 | 163,3 |
| Waste generated ²⁶ | Wood | BE | ton | | 2019 | 1.878 | 1.406 | 1.253 |
| | Paper & Cardboard | BE | ton | | 2019 | 1.834 | 1.184 | 1.167 |
| | Foil | BE | ton | | 2019 | 326 | 587 | 477 |
| | Metal | BE | ton | | 2019 | 36 | 122 | 60 |
| | Glass | BE | ton | | 2019 | 12 | 54 | 19 |
| | PMD | BE | ton | | 2019 | 3 | 2 | 11 |
| | Residual waste | BE | ton | | 2019 | 1.664 | 1.467 | 1.539 |
| | Chemical waste | BE | ton | | 2019 | 1.336 | 5.010 | 5.296 |
| | Other | BE | ton | | - | - | 67 | 14 |
| Waste directed from disposal ²⁷ | Preparation for reuse, hazardous | BE | ton | | - | - | 1.547 | 1.520 |
| | Recycling, hazardous | BE | ton | | - | - | 53 | 4 |
| | Preparation for reuse, non-hazardous | BE | ton | | - | - | 2.719 | 3.180 |
| | Recycling, non-hazardous | BE | ton | | - | - | 2.221 | 2.529 |
| Waste directed to disposal ²⁸ | Other disposal operations, hazardous | BE | ton | | - | - | 129 | 147 |
| | Incineration (with energy recovery), non-hazardous | BE | ton | | - | - | 669 | 43 |
| | Other disposal operations, non-hazardous | BE | ton | | - | - | 2.558 | 2.412 |
| Waste intensity | Waste intensity per net revenue | BE | ton / mln. € | | - | - | 9,194 | 9,110 |
| | Waste intensity per area of warehouse space | BE | kg / m ² | | - | - | 9,83 | 9,85 |
| | Residual waste intensity per area of warehouse space | BE | kg / m ² | No increase vs. 2019 | 2019 | 2,06 | 1,46 | 1,54 |



SOCIAL INFORMATION



Caring for our employees, our customers and our society is a cornerstone of our sustainable strategy. Our sustained growth strategy responds to the needs of the customers in our strategic segments, by anticipating and investing in specialised and high-quality solutions, systems and technologies. In this way, we take matters off our customers' hands, allowing them to fully concentrate on their core business. As a family business we have been providing fair employment since 1928, both directly and indirectly, at home and abroad. Our people are what drives us, and at H.Essers they truly come first. We create an attractive workplace and conditions, so that every employee can be themselves and develop themselves. Safety is a fundamental principle; we want all our employees and contractors to return home safely after their day's work.

A GREAT PLACE TO WORK

Our company is growing rapidly. This growth can only be realised because we take the greatest care of our employees. Our employees dare to be entrepreneurs, are ready to seize opportunities and make the difference every day through simplicity.

STRATEGIC MEASUREMENT AS AN INSTRUMENT

At H.Essers we want to be a place where our people really matter. By no coincidence, 'caring' is one of our core values. That is precisely why we attach great importance to the opinion of our employees. To better understand what's on their mind, we use a strategic measurement through the Peakon platform. A more sustainable solution that provides insights into key domains such as engagement, wellbeing, transformation & change, and diversity & inclusion, and enables us to monitor engagement in a more flexible and meaningful way through two complementary measurement layers. The first layer focuses on team-level happy rates, measured several times per year. Managers above a certain level have the autonomy to determine which questions are relevant for their teams, send them out, analyse the insights and translate them into a local action plan. This offers flexibility and ensures timely, team-specific improvements. The second layer is the global engagement measurement, based on a fixed set of questions that will be repeated annually and rolled out internationally to all target groups. These results provide consistent and comprehensive insights at company level into how employees experience their work environment and support a broader action plan developed together with the different departments.

FIVE CORE THEMES AS A STARTING POINT

We define five core themes that guide our ambition to create a positive working environment: appreciation, connection & communication, development, wellbeing and diversity. Together, these themes form the cornerstones of a workplace where every employee feels valued, supported and encouraged. We strive to be the best place to work and continuously invest in the wellbeing and satisfaction of our people.

Appreciation forms the foundation of our approach. Through Power of Thank You, we recognise and reward the efforts and contributions of our employees in a consistent and transparent way. By showing appreciation and celebrating special moments, we foster a culture in which everyone feels motivated.

Connection & communication are the backbone of our organisation. We aim for openness, transparency and effective communication at all levels. In 2025, we placed a stronger focus on support and collaboration, both in day to day operations and during small and large strategic changes. By strengthening mutual connection, we continue to build a cohesive and collaborative work culture.

We believe in their self-reliance, talents and growth potential. We deal with this very consciously by taking care of their personal and professional **development**, and by constantly engaging in dialogue. We see great potential in lifelong learning and offer an extensive range of skills development trainings. In this way the success of our organisation, is also their own success.

Well-being is high on the agenda. We continuously develop initiatives to support and ensure the mental and physical well-being of our employees and stakeholders. A safe work environment and a healthy lifestyle contribute to sustainable and healthy growth.

Diversity is an import focus point within our organisation. We are committed to creating an inclusive workplace where everyone feels welcome and valued. By improving diversity, and embracing different talents and ideas, we seek to create an environment which encourages innovation and collaboration.



APPRECIATION

We strive to create a culture where transparent compensation, promotion opportunities and active internal mobility are the norm. Our goal is to create an environment where every employee is actively recognised and rewarded for his or her efforts. Moreover, we want to encourage all our employees to dare take the leap and grow within our company and we support them in their endeavour in the best possible way.

We base our success on the 5 A's of labour: labour organisation, labour content, terms of employment, labour conditions and labour relations. We believe this focus on appreciation and development contributes to the sustainable success of our organisation.

COLLECTIVE BARGAINING AGREEMENT ²⁹

All agreements on employment conditions for our employees are laid down in collective labour agreements concluded at sector level. The conditions are always in accordance with the applicable joint committees. In addition, in some countries, collective labour agreements have also been concluded.

CONNECTION & COMMUNICATION

We highly value the mutual bond between colleagues and the positive atmosphere on the work floor. We are proud of the freedom employees experience to be themselves, and we cherish social events such as the staff party which are warmly welcomed.

We recognise the importance of strong communication and the involvement of all our employees. Our ambition is to create a corporate culture where open communication is central and where employees are actively involved in decision-making and corporate goals. We strive to give every employee a voice that is heard and valued.

A cornerstone of our communication is the all-in-one portal The H.ive, which is the gateway to everything related to H.Essers for all employees. The H.ive is available on desktop computers and mobile phones, so it is easy for all blue collar workers, white collar workers and drivers to consult wherever they are.

SOCIAL DIALOGUE

Our commitment to social dialogue reflects our belief that a positive working environment can only be achieved through collaboration and the engagement of all stakeholders. We continue to strive for an environment in which employees feel heard, respected and represented, enabling us to create a positive impact together on our organisation and our community. We therefore focus on interactive communication sessions, on ensuring representation of all target groups in decision making, and on recognising the importance of trade unions and employee representatives as essential channels.



DEVELOPMENT

Based on our corporate values and growth strategy, we strongly believe in lifelong learning, and we choose coaching and development rather than assessment. With our talent-driven mindset, we ensure a sustainable future for both our company and our people.

COACHING AND DEVELOPMENT ³⁰

Employees are given opportunities for further development and growth within the organisation. We objectively assess the growth potential of each employee during the annual coaching & performance cycle, and offer them possibilities to develop through training programmes, coaching tracks and internal internships. In order to fill our critical positions in the future and ensure the operations, we develop growth paths throughout the organisation. At the same time, we offer our employees new opportunities, encourage internal mobility and are committed to employee retention and engagement.

QUALIFIED LEARNING IN OUR H.ESSERS ACADEMY

As a sustainable employer, we strongly believe in lifelong learning. We bring this vision to life at our in-house training and coaching centre: H.Essers Academy. A recognised and renowned training institute that carries a quality label in the market and is equipped with a high-quality infrastructure suitable for educating, training and coaching employees, drivers, operators and technicians in the logistics sector. Part of our site in Genk-Zuid has been made available for this purpose, featuring 5.500m² of warehouse space, well-equipped training rooms for theoretical training and an outdoor area where our truck drivers can train manoeuvres. The instructors have a solid portion of business experience. This is how they make the difference in quality.

In our Academy, we offer people space and time to develop through the most modern forms of learning in theory and practice. We enable them to perform their jobs in strict compliance with the most demanding standards in the logistics sector. We also invest heavily in safety through first aid and ADR training, among other things. We guide our own talents and new talents alike in obtaining forklift and reach truck certificates and various truck driving licenses. Talents without any prior experience are trained from scratch.

MANAGING COMPETENCES

The Academy offers a training programme to further develop the talents and competences of our employees according to the job profile, interests, personal development plans or defined growth paths. Our people are also trained and coached in our internal processes and our strategy. We attach great importance to the quality of leadership within our company and provide our 600 people managers with intensive leadership training. We encourage entrepreneurship and self-development. Our employees have the opportunity to choose from a wide range of open trainings from different domains, and in different languages.

LEARNED YOUNG

Through close cooperation and interaction with academic and educational institutions, we increase our and their knowledge, and keep in touch with tomorrow's talent. Today's youth is the future of our company. That's why we start right at the school benches. By giving guest lectures, offering internships, traineeships and student jobs, young talents are introduced to H.Essers as an employer. In this way, they will easily find their way to a permanent job in our company later on.



WELL-BEING ³¹

We want all our employees to feel good, both physically and mentally. That is why we launched a health programme at the end of 2018: Fit2Grow. This programme includes a plan of action, with initiatives that promote the well-being, be it physically, mentally, medically or environmentally.

MOVING TOGETHER

What better way to promote physical well-being than to present our staff with a sporting challenge from time to time? In this context we organise exciting challenges and adventurous sporting events. Our focus is not just on the physical challenge, but more so on teamwork. Employees can get involved in groups to take on small challenges together or to try out new sports. In this way we make exercise fun for the entire population.

A HEALTHY MIND

We are convinced that happy people produce the best results. That is why we invest in mental health. To promote mental well-being, we regularly organise workshops and webinars on mental and social well-being, both for managers and employees. In addition, our internal confidential contact person is provided with the right tools and guidance to support employees who may be at risk of becoming mentally overloaded or who show early signs of stress.

A HEALTHY BODY

We are also concerned with our employees' general health, even when unrelated to work. That is why we are setting up non-occupational health campaigns. For example, we help and stimulate our employees to get their flu shot, we encourage vaccination, and we invite all staff members over 50 and those with specific complaints for a medical examination.

THE POWER OF NATURE

We are fortunate enough to be located in green surroundings. This contributes greatly to the environmental well-being of our employees. Nature not only enhances the ability to concentrate, but it also helps with stress recovery and reduces long-term physical complaints. That is why 15% of our new site areas will not be paved, to give more space to nature. It is also a place where our employees can recharge their batteries by taking a walk, having lunch, or hosting a meeting out in the open.



DIVERSITY AND INCLUSION

We are an employer that pushes boundaries and builds a sustainable working environment. In our family, every talent has a place, and we work on diversity and equal opportunities. We also like to welcome new talents from the inclusive labour market. To properly integrate new populations, we invest in various training programmes and diversity and inclusion coaches. This is how we turn our family into a large team.

COOPERATION WITH THE SOCIAL ECONOMY

Creating meaningful and valuable work, for everyone. That's one of the spearheads of our HR policy. We want to look beyond the regular economy and also offer employment to vulnerable groups in the social economy. For certain activities we work together with social enterprises. It involves a wide range of tasks, from manually unloading containers, classification and scanning of CMR's, kitting, blistering, stickering, maintenance of greenery to packing pralines.

GENDER EQUALITY @ H.ESSERS

At H.Essers, we believe that sustainable growth is only possible within an organisation where everyone is given equal opportunities. Gender equality is therefore a strategic pillar within our broader inclusive approach. We actively strive for a healthy gender balance by creating working conditions in which all employees, regardless of background, gender or other personal characteristics, have access to the same resources, opportunities and room to grow. Diverse teams make more thoughtful decisions, demonstrate greater innovative strength and deliver stronger long term performance. For us, a balanced gender representation is therefore not a goal in itself, but a strategic lever that strengthens our workplace and contributes to creating a truly 'great place to work'.

” H.Essers was the only company that gave me, as a woman, the opportunity to become a truck driver.

Jolien De Croock, driver

WOMEN IN LOGISTICS

Women in Logistics is an industry-wide initiative founded by Dow and H.Essers, along with sector associations ECTA and CEFIC and eight other board members - Den Hartogh, Bertschi, Hoyer Group, LyondellBasell, Eastman, ExxonMobil, Alisan PSA/BDP and IFF. The consortium is a living example of co-opetition: collaboration beyond competition. The pioneering industry-wide initiative is dedicated to promoting sector competitiveness through gender diversity and inclusion within the traditionally male dominated logistics sector. It strives to create a more competitive, attractive, equitable, innovative and sustainable logistics sector, by driving meaningful change and fostering a more inclusive and diverse logistics industry landscape. Women in Logistics has established working groups around four pillars: leadership, operators, drivers and policy. The focus is on structurally addressing labour shortages among drivers and operators by tapping into new talent pools, and on leadership where diversity is used as a lever for stronger economic and organisational performance. The initiative is increasingly gaining recognition both within and beyond the sector.



PROGRESS ³²

STRATEGIC PROJECT | GREATEST PLACE TO WORK

The Greatest Place to Work project aims to create a working environment in which trust, recognition and genuine connection are central to our culture. Building on the insights from our 2022 survey and the actions already taken in Belgium, we are now expanding this approach across the entire organisation. Through clear initiatives focused on appreciation, connection & communication, development, wellbeing and diversity, we want every colleague to feel supported, engaged, valued and empowered. By actively investing in these areas, we not only strengthen our internal culture but also contribute to a more sustainable and future oriented logistics sector. By reinforcing leadership, promoting transparency and celebrating the unique contributions of all our employees, we are creating an environment where people truly enjoy coming to work — every day, everywhere.

2025 ACHIEVEMENTS

- **Support for The H.ive** – Following the launch of our central communication and information platform in Belgium and Romania in 2024, we provided active guidance to help employees navigate the platform.
- **Further rollout of The H.ive** – In 2025, access to the platform was extended to all international white collar employees, further strengthening transparency and connection.
- **Implementation of Peakon** – After initiating the project in 2024, we implemented the Peakon platform in 2025 as our new strategic engagement measurement tool, replacing the Trust Index survey.
- **Launch of Peakon measurement campaigns** – In 2025, we immediately initiated measurement cycles across Peakon's two complementary layers. With a global engagement score of 73%, we exceeded our target.
- **Validation of the gender equality roadmap** – This strategic framework defines our ambitions and the concrete actions we will take. Specialised working groups were established to develop and implement the various projects in the coming years.
- **Introduction of flexible working hours** – After development in 2025, we will introduce more flexible working hours in early 2026 as the first milestone in our gender equality roadmap, supporting a better work life balance.
- **Strengthening the foundations of Women in Logistics** – In 2025, the consortium was further professionalised through the development of a robust governance structure, the establishment of its own legal entity at CEFIC in Brussels, and the launch of a membership programme for the chemical, logistics and related sectors.

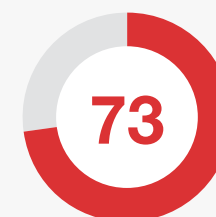
- **Baseline measurement for Women in Logistics** – A sector wide baseline study was set up together with EPCA. Results will be published in 2026 and will form the basis for targeted actions. With this, Women in Logistics positions itself clearly as an impact driven initiative.
- **International recognition for Women in Logistics** – In 2025, the consortium received the European Advocate for Change Award from WEConnect International, increasing visibility and helping to break down barriers. The reach of Women in Logistics continues to grow through the addition of new members, publications and active contributions to European policy platforms and sector events (such as Logichem and the EPCA Annual Meeting).

TARGET UNTIL 2025 | OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- Attain the quality label 'A Great Place to Work'

TARGET FROM 2025 | OBJECTIVE WITHIN THE 2024–2028 STRATEGY











- The engagement score for a representative group of employees reaches at least 70%



The Peakon global engagement score at H.Essers group level in 2025, rolled out internationally to all target groups. Peakon gathers insights based on a fixed set of questions covering engagement, wellbeing, transformation & change, diversity & inclusion, as well as additional culture related questions that we selected ourselves.



In our company - including the companies in which H.Essers holds a majority participation - a total of 6.651 employees are working.

| | PERMANENT EMPLOYEES | | | TEMPORARY EMPLOYEES | | | TOTAL | |
|---|--|---|--|--|---|--|--------------|--------|
| |  WHITE COLLAR |  BLUE COLLAR |  DRIVER |  WHITE COLLAR |  BLUE COLLAR |  DRIVER | | |
|  Belgium | 1.391 | 1.520 | 540 | 91 | 420 | 102 | 4.064 | |
|  Bulgaria | 1 | 0 | 1 | 0 | 0 | 0 | 2 | |
|  Denmark | 18 | 17 | 12 | 1 | 1 | 0 | 49 | |
|  Germany | 18 | 2 | 100 | 4 | 0 | 0 | 124 | |
|  France | 38 | 2 | 169 | 0 | 0 | 0 | 209 | |
|  Italy | 48 | 12 | 99 | 1 | 2 | 0 | 162 | |
|  Luxembourg | 2 | 0 | 11 | 0 | 0 | 0 | 13 | |
|  Moldova | 142 | 0 | 0 | 0 | 0 | 0 | 142 | |
|  the Netherlands | 160 | 202 | 183 | 25 | 92 | 51 | 713 | |
|  Norway | 7 | 0 | 0 | 0 | 0 | 0 | 7 | |
|  Poland | 24 | 0 | 239 | 1 | 0 | 0 | 264 | |
|  Romania | 237 | 113 | 337 | 5 | 0 | 1 | 693 | |
|  Spain | 103 | 93 | 0 | 0 | 0 | 0 | 196 | |
|  Turkey | 9 | 1 | 0 | 0 | 0 | 0 | 10 | |
|  United Kingdom | 3 | 0 | 0 | 0 | 0 | 0 | 3 | |
| TOTAL | 2.201 | 1.962 | 1.691 | 128 | 515 | 154 | 6.651 | |
| Women | 924 | 272 | 87 | 54 | 59 | 5 | 1.401 | 21,07% |
| Men | 1.277 | 1.690 | 1.604 | 74 | 456 | 149 | 5.250 | 78,93% |
| Age <30 | 531 | 393 | 102 | 65 | 321 | 12 | 1.424 | 21,41% |
| Age 30-50 | 1.215 | 929 | 734 | 30 | 127 | 83 | 3.118 | 46,88% |
| Age >50 | 455 | 640 | 855 | 33 | 67 | 59 | 2.109 | 31,71% |
| Full-time | 1.899 | 1.708 | 1.629 | 118 | 458 | 149 | 5.961 | 89,63% |
| Part-time | 302 | 254 | 62 | 10 | 57 | 5 | 690 | 10,37% |



| | | SCOPE | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2024 | | 2025 | |
|---|--|-------|------------------|---------------------|----------------|----------|---------|---|---------|---|
| Global engagement score | H.Essers total score | | % | 70% | 2025 | 73% | - | | 73% | ✓ |
| Collective agreements and social dialog ³³ | Employees covered by collective bargaining agreements | | % | | - | - | 79,97% | | 74,91% | |
| | Employees covered by formally elected representatives | | % | | - | - | 57,20% | | 60,53% | |
| Lifelong learning | Total number of training hours | | hours | | 2019 | 112.919 | 172.682 | | 169.458 | |
| | Average number of training hours per employee | | hours / employee | Min. 20h / employee | 2019 | 21,10 | 25,47 | ✓ | 26,26 | ✓ |
| | Average number of training hours per employee, male | | hours / employee | Min. 20h / employee | - | - | 24,90 | ✓ | 25,78 | ✓ |
| | Average number of training hours per employee, female | | hours / employee | Min. 20h / employee | - | - | 27,74 | ✓ | 28,08 | ✓ |
| Sharing knowledge with schools | Total number of interns | | # interns | | 2019 | 73 | 89 | | 129 | |
| | Number of interns compared to permanent white collar employees | | % | Min. 4% | 2019 | 4,52% | 4,12% | ✓ | 5,86% | ✓ |
| Fit2Grow | Medical examinations | BE | # | | - | - | 2.377 | | 2.351 | |
| | Short-term absenteeism | (a) | % | Max. 3% | 2019 | 3,13% | 3,21% | × | 3,06% | × |
| Diversity & Inclusion ³⁴ | Female employees | | % | | 2019 | 18,16% | 20,14% | | 21,07% | |
| | Female members of our Board of Directors | | % | | 2019 | 12,50% | 29,00% | | 25,00% | |
| | Female members of our Management Board | | % | | 2019 | 0,00% | 0,00% | | 0,00% | |
| | Employees under 30 years old | | % | | 2019 | 17,88% | 22,27% | | 21,41% | |
| | Employees between 30-50 years old | | % | | 2019 | 54,10% | 48,55% | | 46,88% | |
| | Employees over 50 years old | | % | | 2019 | 28,02% | 29,18% | | 31,71% | |
| | Full-time employees | | % | | 2019 | 91,96% | 90,22% | | 89,63% | |
| | Part-time employees | | % | | 2019 | 8,04% | 9,78% | | 10,37% | |
| | Cooperation with the social economy | | # employees | | 2019 | 348 | 284 | | 225 | |

(a) BE, BG (until 2024), PL, RO, NL (2024), ES & MD (as of 2024)





WORKING ON SAFETY AS A TOP PRIORITY ³⁵

Safety is our highest priority. H.Essers strives for an incident-free organisation and deploys all necessary resources to achieve that goal. Over the years, safety has become firmly embedded in our organisational structure and is an integral part of both our operational and strategic decision-making. Aside from daily safety moments at shift start-up, operational safety meetings and specific working groups, there are specific committees on safety at different levels, chaired by our CEO and COOs of the different departments. Ultimately, all focus points cumulate into the global prevention plan, resulting in an annual action plan.

H.Essers conducts an active prevention policy around the seven welfare domains, with specialists within each domain. We cover all welfare and safety domains in extensive risk assessment, including fire safety, chemical and biological agents, ergonomics, psychosocial aspects and health. The dynamic aspect gives us the opportunity to continuously evolve towards an even safer working environment.

For both Transport and Logistics, a general Risk Inventory and Evaluation (RIE) prepared by our prevention department in collaboration with the hierarchical line forms the basis for manuals, procedures and instructions. Our qualified employees use this general RIE as the basis for their periodical action trackers and safety meetings, with support from our prevention advisors whenever necessary. They therefore receive, starting from the position of warehouse manager, an external training as 'Prevention Advisor Level 3' and an internal training on the 'responsibilities of the hierarchical line'. The risk analysis is carried out internally, unless specific qualification is required for the preparation and validation of the analysis, such as for the start-up of new operations or activities. In many cases, this concerns process industry such as filling installations or sample rooms for chemical products.

In our pursuit of continuous improvement we set ourselves goals, which we measure, track and communicate internally and externally. We monitor and analyse all occupational accidents with the aim of optimizing our preventive policy and processes. Reporting an occupational accident follows a fixed procedure, with the aim of obtaining a clear picture of the accident as quickly as possible, and taking the correct measures. We proceed with rollout of such solutions throughout the group if necessary. Each Business Unit Manager is responsible for communicating and complying with the procedure for an occupational accident within his department. An extensive internal process flow provides insight into the steps and associated responsibilities.



The safety culture can only be improved if all employees coach each other consistently and consequently with regards to (un)safe behaviour, with an eye for and respect for each other.

Frederic Buntinx, Senior Manager Safety



AWARENESS

We ensure that all our employees understand their responsibilities in relation to welfare, and can work in a safe and targeted manner. Through onboarding, recurrent training and coaching they are aware of the risks in the workplace, as well as the existing instructions and the applicable technical and organisational measures. Safety training is provided by both our internal qualified trainers and by external experts. Depending on the job content, we offer our employees compulsory education and training on specific topics such as chemical agents and spill management for warehousing and ADR training, cargo security and Behaviour Based Safety (BBS) training for transport.

Awareness is further stimulated by making 'Safety' a regular agenda item at our daily start-up, by weekly team meetings and staff meetings with a focus on safety and by starting most meetings and events with employees and customers with a safety moment. In addition, we regularly highlight safety tips or specific procedures through campaigns on various channels.

The presence and monitoring by our managers, prevention advisors, internal safety stewards, safety specialists and driver mentors in the workplace enables us to monitor the application of existing measures and procedures in practice, and where necessary to further coach our employees in the desired, safe behaviour. In addition, we focus on positive results through our 5S award or damage-free certificates for drivers.

TECHNICAL & ORGANISATIONAL MEASURES

In order to guarantee the highest level of safety at all times, we focus on both technical and organisational measures for all our activities and we provide our employees with correct and necessary training, instructions and work equipment. Innovation therefore remains an important focus within H.Essers, including in the area of Safety.

5S AUDIT & AWARD

As part of our operational excellence programme, we are strongly committed to the 5S method which we already implemented in all our warehouses and cross-docks. In order to guarantee a neat, orderly and safe working environment, H.Essers has added "Safety" and "Security" to the well-known 5S steps (Sort - Straighten - Sanitise - Standardise - Sustain). On a monthly basis our Warehouse operations carry out a 5S audit themselves, and on a quarterly basis an independent audit is performed by our engineering department, after which a winner of our 5S award is determined.

BEHAVIOR BASED SAFETY (BBS) TRAINING

Every driver at H.Essers receives a BBS and efficient driving training after six months of employment, which is renewed every five years. During this training, our driver mentors teach our drivers how to behave even more safely while performing their job. Topics covered include road safety, the prevention of accidents at work, cargo securing, securing vehicles against theft and illegal immigrants, how to deal with aggression, and a correct driving style (e.g. braking, coasting). This follow-up not only results in safer driving behaviour but also has the added advantage of lower energy consumption and less wear and tear on materials.

ERGONOMIC INVESTMENTS

We are strongly committed to the prevention of physical injury caused by ergonomic problems, for all departments and employees throughout the company. This requires our constant attention.

The fleet of trucks and warehouse rolling stock are renewed on a regular basis, ensuring the latest ergonomic and safety additions such as extra high cabins, ergonomic driver's seat and air suspension for our trucks. We continuously investigate additional measures in both transport and warehousing, such as electric pallet lifts, pneumatic lifts and vacuum lifts for heavy lifting, telescopic roller conveyors for unloading of containers, pallet dispensers, automation, and so forth.

All office workers have ergonomic office chairs, and have the option of height-adjustable desks, footrests and document holders. In addition, the prevention service can always be called upon to optimise the workspace, and we have the necessary training and guidelines to provide the best sitting posture during desk work.

SAFETYFIED

Through Safetyfied we focus on the safe usage of rolling stock in our warehouse and cross-docking environments. This is realised through a combination of technical and organisational measures, and awareness. Consider amongst others the introduction of blue spots, curve control, glass protective roofs, scanner holders and universal settings on our machinery, updates of the different risk analyses, onboarding, toolboxes, digital signage, and so forth. Our warehouse operations themselves perform a weekly digitised Safetyfied audit. Thanks to the accompanying internal reporting, we gain a clear picture of the impact and reach of information, communication and training courses, so we can adjust them where necessary.



PROGRESS ³⁶

TACTICAL LEADERSHIP PROGRAMME

Within the Tactical Leadership programme, managers are trained in operational and personal leadership, with safety embedded as a fixed component. In 2025, the programme was updated and the integration of Insights profiles, technical leadership competencies and safe behaviour was strengthened, supporting the shift toward a future oriented leadership model.

DIGITALISATION OF ACCIDENT & INCIDENT REPORTING

Following the digitalisation of workplace accidents, first aid registrations and security incidents in 2024, the renewed process was fully rolled out in Belgium in 2025. Through Bizzmine, 95% of all incidents were registered digitally, simplifying workflows, reducing administrative burden and providing a stronger foundation for analysis and follow up. This rollout forms the basis for further optimisation and expansion.

SAFETYFIED 2.0

Safetyfied continues to focus on the safe use of rolling equipment in warehouse and cross dock environments. In 2025, the programme was expanded with digital Safetyfied audits, ensuring uniform monitoring and internal reporting. The insights will feed into optimisations planned for 2026, including integration into a central dashboard and expansion to qualitative audits.

WORKPLACE WELL-BEING

In 2025, H.Essers launched a new training course on the responsibilities of the hierarchical line regarding workplace well being, already completed by 75% of the target group. The session provides a practical explanation of the role of supervisors and establishes a shared framework for day to day leadership.

H.EFTRUCK CHALLENGE

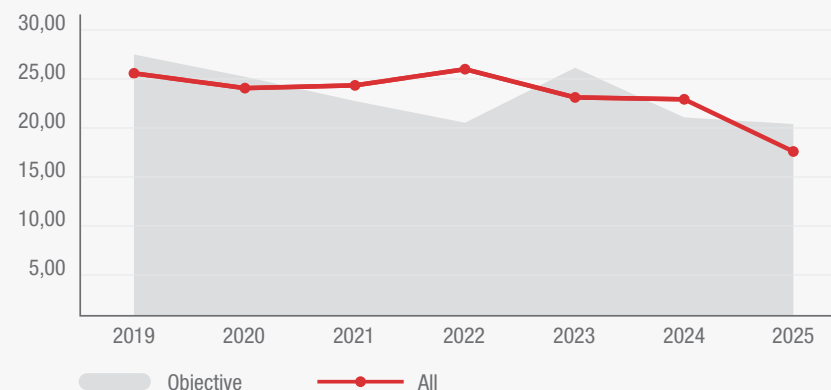
In 2025, H.Essers began preparations for the first H.Essers Forklift Challenge, which will take place in 2026. This national competition highlights the craftsmanship, safety and precision of forklift drivers through challenges that combine practical skills with accurate driving performance.

TARGET 2025 | OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- The frequency rate of occupational accidents improves annually by 10%

TARGET AS OF 2026 | OBJECTIVE WITHIN THE 2024–2028 STRATEGY

- The frequency rate of occupational accidents improves annually by 10%



* Overview of the consolidated **frequency rate** of our warehousing operations in Belgium, Denmark, Romania, Italy (as of 2019), the Netherlands (as of 2021) and Spain (as of 2023), other operations (from 2025 onwards) as well as our transport operations in Belgium (as of 2019), Spain (as of 2023), the Netherlands (as of 2024, Infrastructure business unit) and other operations (from 2025 onwards). The frequency rate is the ratio of the total number of occupational accidents to the number of hours of risk exposure multiplied by 1.000.000.

| | SCOPE | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2024 | 2025 |
|-------------------------------|--|----------|---------------|----------------|----------|-------|-------|
| Health & safety ³⁶ | Frequency rate of work-related accidents | (*) n/a | -10% per year | 2019 | 25,32 | 22,70 | 17,49 |
| | Severity rate of work-related accidents | (*) n/a | | 2019 | 0,73 | 0,56 | 0,57 |
| | Number of recordable work-related accidents | (*) # | | 2019 | 127 | 145 | 147 |
| | Number of fatalities as a result of work-related accidents | (*) # | | 2019 | 0 | 0 | 0 |
| | Number of days lost to work-related accidents | (*) days | | 2019 | 3.676 | 3.594 | 4.800 |



THINKING AND WORKING WITH CUSTOMER FOCUS

We want to think with our customers to make their supply chain more sustainable and efficient. Customer Intimacy is a strategic approach that has characterised our company since its early years. It means that we are very close to the customer and want to further connect with them by understanding their needs, finding solutions together, excelling in our services and investing in sustainable long-term relationships. For our strategic customers, we apply a tailor-made strategy plan with an adapted service and development model. In addition to the intensive operational and commercial contacts, we organise formal meetings for all our strategic customers: the corporate Strategic Business Review meetings every year, the Quarterly Business Review meetings per business line every quarter and the operational Monthly Business Review meetings every month. They follow a fixed agenda and format with room for input from both the customer and H.Essers, on a strategic, tactical and operational level. In addition, we place a strong focus on value creation: proactively identifying a wide range of improvement opportunities that help our customers achieve their objectives and ambitions, thereby creating more value in terms of performance, lead times, greenhouse gas emissions, safety, quality, innovation or other relevant themes.

SATISFACTION SURVEY AS A SHARED INSTRUMENT

For our strategic customers, we conduct an annual satisfaction survey as a shared instrument with our customer. This survey enables us to arrive at quantitative findings based on the Net Promotor Score, as well as qualitative findings which we discuss with our customer and use to identify follow-up steps, optimise processes, develop new solutions, and so on. Our target is to improve the Net Promotor Score by 20% by 2025 compared to 2022 as base year.

MANAGING OUR KNOWLEDGE

We want to be a research-oriented organisation and make new and accumulated knowledge accessible by sharing it with others. We are investing in high-quality processes, systems and resources to ensure quality and thoroughness. Every year, H.Essers organises 3 expert events for strategic customers and other stakeholders and sends out 3 segmented newsletters. Depending on the topic or for specific expert events, we also launch white papers to share our knowledge with our stakeholders.

INNOVATING AND DEVELOPING SUSTAINABLE SOLUTIONS

We continuously invest in research and technological developments to increase our added value for customers and other stakeholders. We challenge existing models to work towards sustainable and innovative solutions for the supply chain of the future. In addition to being a supply chain partner, we also want to be a knowledge partner for our customers. This will help us maintain a pioneering position in our sector.

Our innovation portfolio focuses on the domains of Smart Warehousing, Smart Transport and Digitisation of Administration. The central coordination by our engineering department provides us insight into the different innovation projects, and the phase they are in: from idea generation, via analysis, design and development, to proof of concept, and, finally, realisation and up-scaling. In concrete terms, we aspire to launch a minimum of six projects per year, both in warehousing and transport. A steering committee evaluates the progress and strategy of both of these each quarter.

Concerning the coming years, in the area of warehousing, we mainly wish to respond to the trend for increased robotisation. We are evolving from conventional warehouses to robot-driven environments. Automation and robotisation therefore remain key drivers of our innovation projects. In the area of transport, we see an even stronger emphasis on decarbonisation. Electrification plays a crucial role here and serves as a source of numerous initiatives for both our fleet and the broader ecosystem. In addition, we continue to focus on end-to-end visibility and are analysing the applicability of artificial intelligence across the entire organisation. These trends have been embedded in several corporate strategic projects.

” Sustainability is core to our purpose. Across every industry we serve, we collaborate with partners to deliver a more sustainable and prosperous future. Our joint effort with H.Essers is a proud reflection of this spirit.

Reindert Baars, Director Sustainability Ecolab Europe



PROGRESS

STRATEGIC PROJECT I DIGITISATION OF ADMINISTRATION WITH AI

Administrative processes within transport and logistics are intensive, repetitive and heavily dependent on manual input. For every operational hour, a multitude of administrative tasks is generated. This complexity puts pressure on our white-collar teams and poses a risk to scalability and customer experience. Within the 2024–2028 strategy, H.Essers is therefore investing in the extensive digitalisation of administrative processes using AI. By capturing existing data more effectively and using it intelligently, we create an environment in which employees can provide faster and more consistent answers, customers benefit from a smoother experience, and administrative workload remains manageable. AI becomes a strategic lever to simplify, accelerate and structurally improve processes. In addition, we are strengthening our internal AI expertise and closely monitoring technological developments. Through clear governance, targeted workshops and annual scans, we continuously identify new opportunities. By implementing both ready-made solutions and integrated applications within our core systems, we increase our innovation capacity and achieve sustainable efficiency gains.

2025 ACHIEVEMENTS

- Order picking routing Smart Warehousing
- Loading configurator Smart Warehousing
- Resource forecasting Smart Warehousing
- Automatic detection of trailer damage Smart Transport
- Extraction of tender information Smart Transport
- Healthcare multi-scanning Smart Warehousing

STRATEGIC PROJECT I END-TO-END VISIBILITY PLATFORM

Full visibility throughout the supply chain is a critical customer expectation and a prerequisite for efficient internal collaboration. Today, real-time insight into the location of goods, their arrival times and the alignment between inbound, warehousing and outbound transport is often lacking. Customers clearly indicated this need, further underlining its strategic importance. Within the 2024–2028 strategy, H.Essers is building an integrated end-to-end visibility platform that consolidates relevant information from various systems into one central environment. This eliminates data silos and makes deviations, delays and risks visible. The result is a predictable, transparent and customer-centric supply chain. For customers, this means trust, control and clear communication. For internal teams, it enables more efficient processes, fewer surprises and data-driven decision-making. We are developing a single integrated data platform that brings together transport, warehousing, customs and air & ocean data. By connecting systems and flows, blind spots disappear and teams can work proactively. With clear governance, a phased roadmap and annual scans, we continuously identify improvement opportunities and strengthen our ETA predictions and customer communication.



STRATEGIC PROJECT | ROBOTISATION & AUTOMATION

The logistics sector is rapidly evolving toward automated and robot-driven operations. Labour market shortages, rising volumes, increasing quality expectations and the need for scalable processes make robotisation and automation a strategic priority. Within the 2024–2028 strategy, H.Essers is building a future in which repetitive physical tasks are taken over by robots and automated systems, allowing employees to focus on value-adding activities. By investing in technologies such as AMRs, automated sorting, vision systems and cobots, we increase efficiency, safety and reliability in our warehouses and cross-dock operations. Robotisation & Automation is a crucial pillar to support our growth, reduce operational risks and ensure consistent service quality in an increasingly complex logistics environment. Robotisation helps us respond to the scarcity of operational staff and the growing demand for automated, future-proof logistics. By evaluating and testing new technologies such as AMRs and fine-picking automation, we build insight into their potential and their impact on our labour organisation. This knowledge feeds into a phased roadmap that strengthens efficiency gains and competitiveness, supporting our continued growth as an integrated logistics partner in a challenging market.

2025 ACHIEVEMENTS

- **Piece pick automation healthcare** Smart Warehousing
- **AMR pallet loading** Smart Warehousing

SUPPLY CHAIN CHALLENGES OF CELL AND GENE THERAPIES

[Read the expert paper.](#)

A MARKET HEATING UP: TOWARDS A STANDARDIZED APPROACH TO COLD CHAIN LOGISTICS

[Read the expert paper.](#)

OPENING FIDENZA (ITALY) & RINGSTED (DENMARK)

Watch the aftermovie of our expert events

- [Opening Fidenza Italy](#) and;
- [Opening Ringsted Denmark](#)

SYNCHRO-GRID EVENT

[Watch the aftermovie](#) of our expert events.

CHALLENGES IN HEALTHCARE LOGISTICS & OPENING H.ESSERS BRUSSELS

[Watch the aftermovie](#) of our expert events.

VALUE CREATION AS AN EXTENSION OF CUSTOMER INTIMACY

Value creation is a logical part of our strategic choice for Customer Intimacy. We actively think along with customers and use both formal and informal connections to detect improvement opportunities and turn them into actions that reduce costs, CO₂ emissions and lead times, or enhance service levels. We systematically propose optimisation ideas, often small interventions with a big impact. We connect insights across business lines to “connect the dots.” Examples include improved recycling flows for damaged IBCs, optimised warehouse processes, packaging advice, and strategic support such as determining the ideal gravity point for hubs. Our ambition is to create value within the corporate values of our customers, allowing us to evolve from cost optimisation to a broader value-driven approach that contributes to their strategic ambitions and sustainable growth.



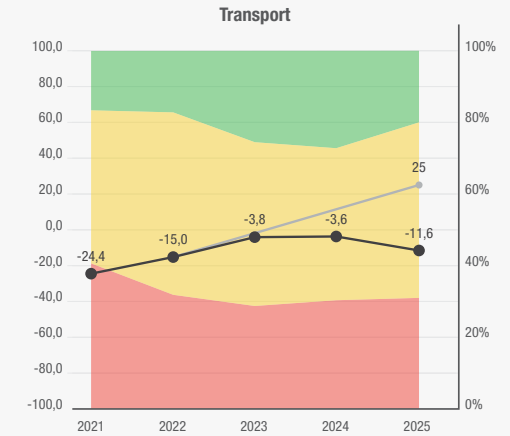
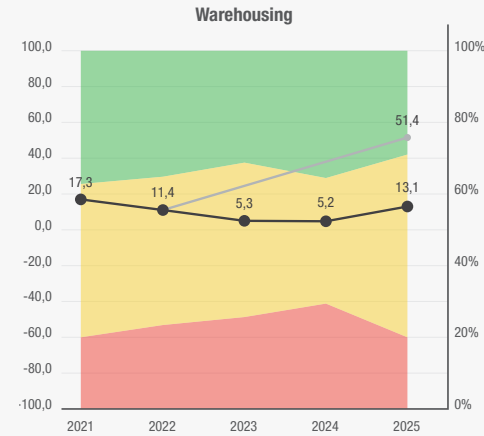
TARGET 2025 | OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- The Net Promoter Score (NPS) resulting from the customer satisfaction survey among our strategic customers improves by 20% by 2025, compared to 2022.

TARGET AS OF 2026 | OBJECTIVE WITHIN THE 2024-2028 STRATEGY

- The target for the Net Promoter Score (NPS) resulting from the customer satisfaction survey among our strategic customers will be evaluated in 2026.

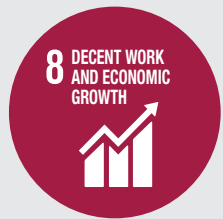
The Net Promoter Score shows the extent to which customers would recommend H.Essers. The score is the difference between the share of promoters (9–10) and detractors (0–6). Our target of +20% by 2025 (compared to 2022) represents a total increase of 40 points in 2025, which we translate into annual targets using a linear trajectory.



| | | SCOPE | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2024 | 2025 |
|--|---------------------------------|-------|------|-------------------------|----------------|----------|------|-------|
| Thinking and working with customer focus | NPS Warehousing | | n/a | 20% improvement by 2025 | 2022 | 11,4 | 5,2 | 13,1 |
| | NPS Transport | | n/a | 20% improvement by 2025 | 2022 | -15,0 | -3,6 | -11,6 |
| | NPS H.Essers | | n/a | 20% improvement by 2025 | 2022 | -1,2 | 1,4 | 1,8 |
| | Expert events | | # | Min. 3 per year | 2019 | 1 | 3 | 4 |
| | Segmented newsletters | | # | Min. 3 per year | 2019 | 3 | 2 | 3 |
| | Expert papers | | # | | 2019 | 4 | 1 | 2 |
| | Innovation projects Transport | | # | Min. 6 per year | 2019 | 6 | 6 | 6 |
| | Innovation projects Warehousing | | # | Min. 6 per year | 2019 | 6 | 5 | 6 |



GOVERNANCE INFORMATION



MAINTAINING INTEGRITY

Integrity, respect and unconditional compliance with applicable standards and values are the foundations on which we built our business model. We want to reflect this in all our processes, in all employees and at all sites. Our name and reputation stand for good, transparent relationships and partnerships with all stakeholders, focusing as much as possible on long-term partnerships.

ENSURING QUALITY

Anyone who works with us or engages our services knows that H.Essers always strives for excellent quality. We want to ensure the quality of all our processes to the maximum, thus being a partner that unburdens the customer in all areas. All our people are fully committed to this quality guarantee, and the close cooperation of our transport and warehousing operations with our supporting departments is a crucial success factor. The various management systems have a mature and stable operation, which we constantly optimise and refine and maximally standardise and digitise with our electronic quality system Bizzmine. In function of specific activities and customer requirements, we implement various quality systems. Given our continued growth strategy, we regularly start up new sites. In case of high-Seveso sites, we aim to obtain the specified certificates, namely ISO 9001, ISO 14001 (in Belgium) and SQAS within 18 months after start-up.

- ISO 9001: Quality management systems

All H.Essers activities.

ISO 9001 defines how a quality management system (QMS) must be established, implemented, maintained, and continually improved. Conformity means that an organisation has put in place effective processes and trained staff to deliver flawless products or services time after time.

- ISO 14001: Environmental management systems

All warehousing activities on high-seveso sites in Belgium.

ISO 14001 provides a framework for organisations to design and implement an environmental management system (EMS), and continually improve their environmental performance. This allows organisations to ensure they are taking proactive measures to minimise their environmental footprint, comply with relevant legal requirements and achieve their environmental objectives.

- SQAS: Safety and Quality Assessment System for sustainability

All warehousing activities on high-Seveso sites and transport activities of our Chemicals segment.

SQAS is a globally recognised assessment system developed by Cefic that evaluates the safety, environment, security, health, quality and corporate social responsibility, of logistics service providers and chemical distributors enabling them to achieve supply chain excellence.

- GDP: Good Distribution Practices

All warehousing and transport activities of our Healthcare segment.

The EU Good Distribution Practices (GDP) guidelines are standards provided by the European Union to ensure control of the distribution chain of medicinal products for human and veterinary use. When a company is compliant with the GDP guidelines it can be licensed by the Ministry of Health with a GDP certificate, this is a proof for the customer that the company is a safe step in the distribution chain to maintain the quality and integrity of the medicinal product.

- ISO 27001: Information security, cybersecurity and privacy protection

All IT services provided from Genk to our various business departments, including the supporting services directly impacting the former.

ISO 27001 defines the requirements and guidelines for establishing, implementing, maintaining and continually improving an information security management system. Conformity means that an organisation or business has put in place a system to manage risks related to the security of data owned or handled by the company, and that this system respects all best practices and principles.



INFORMATION SECURITY AND SECURE USE OF COMPUTERS

H.Essers recognises that with information systems, the unexpected can and will happen – from simple situations to major outages. To ensure continuity, we integrated an ISO 27001-certified Information Security Management System (ISMS) into our IT organisation. Our policies and procedures define how the different areas of information security are managed. Management and monitoring are done through our Information Security Steerco. Security is understood broadly: physical security of data centres, offices, vehicles and assets, state-of-the-art firewalls, access control, and so on. A clear change management process ensures that changes work as intended and the security and safety of our operational systems is guaranteed. Any incidents are managed through an incident response plan, and disaster recovery procedures are available for all critical systems. Again, the human factor is crucial. All employees are required to act in accordance with policies, guidelines and procedures. Our Code of Conduct reiterates these expectations. We run awareness campaigns, and we provide short, periodic training sessions of maximum 10 minutes on cyber threats. Our compliance with NIS2 is also demonstrated through our ISO 27001 accreditation.

” Compliance defines the positive contours within which ‘entrepreneurship’ can bloom successfully.

Katelijne Walschaerts, Business Unit Manager Legal & Insurance

H.ESSERS CODE OF CONDUCT ³⁷

H.Essers is a true family business. Not only in name and management, but also in the workplace and in our daily operations. Our Code of Conduct describes the standards and values we expect from all H.Essers employees in the workplace. This applies to dealing with colleagues, customers, stakeholders and company property. The Code of Conduct is enclosed as an addendum to the employment contract and is available in 12 languages. We also provide training for managers and risk groups and organise various internal awareness campaigns to promote ethical behaviour. The Code of Conduct is structured around 6 shared commitments.

PROTECTING THE INTEREST OF THE H.ESSERS CUSTOMER

To foster the relationship with our customer, we invest heavily in customer intimacy. We strive to communicate transparently and honestly with customers, to take the time to listen and understand, and to handle any complaints constructively and promptly.

RESPECTING STANDARDS AND LAWS

National and local governments are important stakeholders in our business. They create the legal and regulatory framework within which we operate and we strictly monitor compliance with them. We strive to comply with the law not only in letter but also in spirit.

ACTING WITH INTEGRITY

At H.Essers, we are committed to honest and ethical business practices. Our company does not accept any form of corruption or bribery. We take care of our employees, customers, suppliers and other stakeholders, including their confidential data. We have zero tolerance for bullying, discrimination, intimidation, child and forced labour and human rights abuses. For H.Essers, the rule of fair competition is very simple: ‘fair play’. Unfair competition is unacceptable.

CREATING A SAFE AND HEALTHY WORKING ENVIRONMENT

The logistics sector is exposed to many safety and health risks. We continuously develop initiatives to support and guarantee the mental and physical well-being of our employees, partners and stakeholders. We expect all employees to do their part by paying attention to safety and health, to lead by example and to encourage the same behaviour in other colleagues or partners.

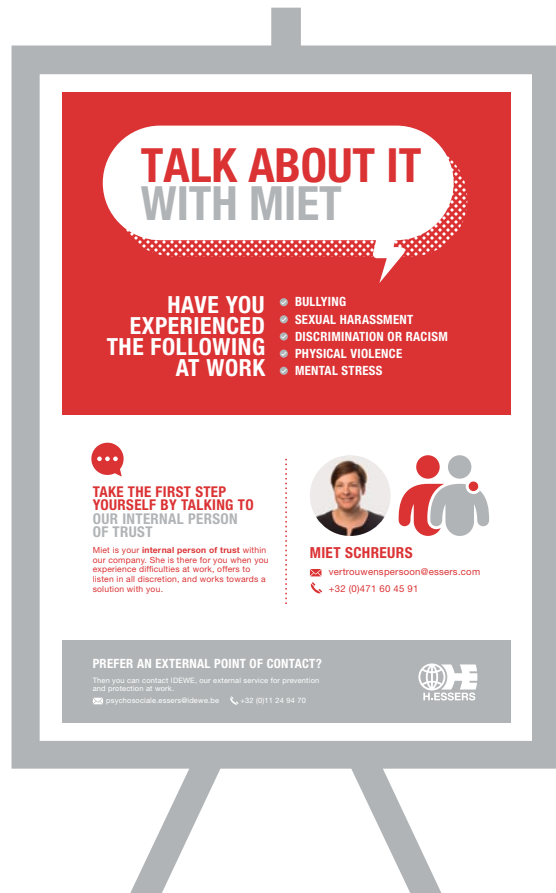


ACTING SUSTAINABLY AND RESPONSIBLY

The logistics sector plays a crucial role in the transition to a climate neutral and sustainable society. Our company is a pioneer in this field within our sector. Our employees share the responsibility of actively contributing to the realisation of our sustainability ambitions. We publish an annual sustainability report in which we communicate openly and transparently.

RESPECTING EACH OTHER AND STRIVING FOR A GOOD REPUTATION

H.Essers has a positive corporate culture that is promoted by our employees. Mutual respect and a constructive attitude are crucial. We expect all our employees to maintain high standards of professional behaviour.



REPORTING GUIDELINES AND SANCTIONS ³⁸

Our company strictly condemns any violations of this Code of Conduct, which applies to all of our facilities and activities. Serious breaches may, depending on their nature and the applicable laws and regulations, lead to (labour) law sanctions and, in certain cases, even criminal charges and/or prosecution. We believe it is crucial to listen to the concerns expressed by our employees and to understand and respond to them in the fairest and most effective way. Employees can reach out via the established and customary channels: their manager, confidential contact person, local HR business partner, safety coordinator or site manager. Employees can turn to the compliance manager if for any reason matters cannot be reported through the above-mentioned channels, or if serious matters are suspected. In accordance with the law, we have an internal and external procedure. Each report is considered individually and additional measures are taken if necessary.

WHISTLEBLOWER POLICY AND CHANNEL ³⁹

H.Essers is committed to conducting its business in accordance with all applicable laws, rules and regulations and we believe in acting and communicating openly, honestly and fairly. This commitment and these requirements apply both internally to our employees and externally when collaborating with customers, suppliers and third parties. Our Whistleblowing policy provides additional guidance in the specific context of Whistleblowing as per the EU Whistleblower Directive (EU 2019/1937) and its implementation in the respective national legislations. We strongly encourage our employees to internally, confidentially or anonymously report any facts that could be detrimental to H.Essers, using the whistleblower tool provided. In this way, the Whistleblowing report can be handled quickly according to the steps defined in our policy, by a specialised and expert team of Whistleblowing Officers, which have the necessary understanding of the H.Essers structure and activities to carry out a thorough investigation, with guarantees for the Whistleblower against Retaliation, whilst also ensuring all parties confidentiality. Our policy also refers to external reporting channels to the extent those have been made available by national laws and the competent authorities.



COLLABORATING WITH SUPPLIERS

Our procurement policy aims to generate added value for all internal stakeholders by providing sustainable, qualitative and cost efficient solutions. In this way, we ensure continuity and consistent growth within our corporate growth strategy. Our policy is centred on three core values: Long-term relationships, innovation and sustainability. We strive to establish long-term relationships with our suppliers with integrity, through short communication lines and frequent review meetings. H.Essers wants to continue to focus on innovation, which our purchase department facilitates by carefully analysing innovative products and evaluating them for added value. We want to enter into a dialogue with our preferred suppliers to improve the sustainability of their products or services and their operations. We are happy to share our own experience and support their efforts wherever possible. We integrate ecological and social aspects as much as possible in our purchasing criteria, and clarify the minimum standards that our suppliers must meet via the H.Essers [Supplier Code of Conduct](#) which is part of our general terms and conditions of purchase.

OUR ROLE AS A SECTOR REPRESENTATIVE ⁴⁰

As a major player in the international market, we take an active role in representing our sector. We strongly believe in structured dialogue, knowledge sharing and collaboration with partners within and around the logistics chain. After all, we do not operate in isolation—our services gain additional room for growth when we join forces with other stakeholders. Mutual knowledge exchange is central to this approach.

In practice, we participate in various associations. We distinguish between those in which we are a regular member and those listed in Annex 2, where we hold a position in a governing body or provide a financial contribution beyond standard membership. In addition, we are focusing strongly on structured consultation and constructive dialogue with sector organisations and policymakers. Among others through partners such as IRU, CEFIC, ECTA and EPCA, and increasingly also through direct dialogue with the European Commission. Through our involvement and the sharing of our expertise, we help shape feasible solutions to the growing pressures on the supply chain. We are taking on a more prominent role within the logistics ecosystem and acting in line with the responsibility we carry as a sector leader.



PROGRESS

PREPARING FOR EU CSRD OBLIGATIONS

In 2020, we voluntarily launched our first sustainability report, prepared in accordance with the GRI standard. It provides an objective and transparent overview of the evolution of our material topics and actions. Since then, the EU has not only introduced the mandatory standard for such reporting through the CSRD directive, but has also reopened it for simplification through the Omnibus packages. While we await renewed clarity from the legislator, we continue to advance our sustainable strategy based on our own assessment, taking into account all applicable and draft requirements to the greatest extent possible.

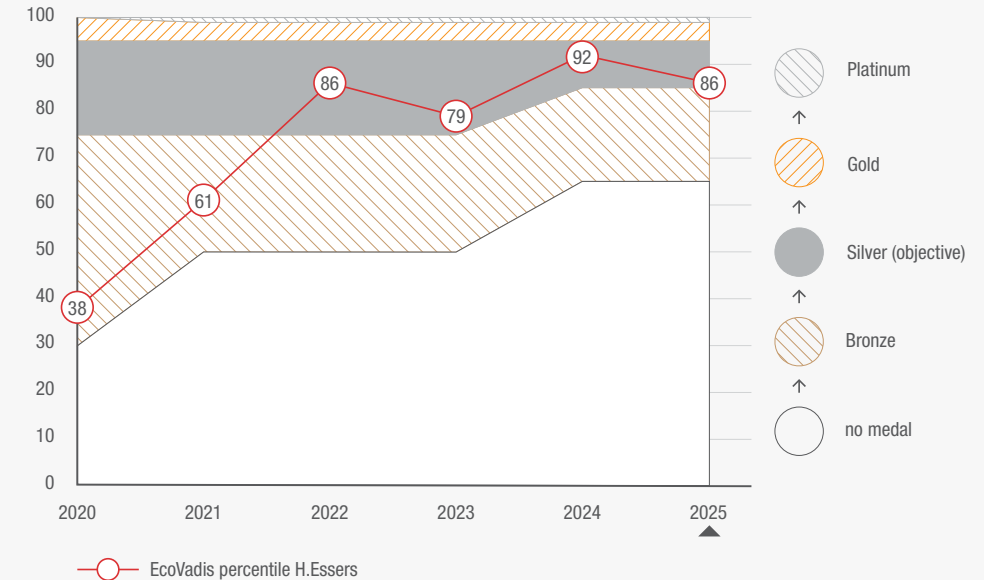


TARGET 2025 | OBJECTIVE WITHIN THE 2020-2025 STRATEGY

- H.Essers wants to obtain the ecovadis 'silver' sustainability rate and, as a minimum, maintain it.

TARGET AS OF 2026 | OBJECTIVE WITHIN THE 2024-2028 STRATEGY

- The EcoVadis 'Silver' sustainability rate is obtained at H.Essers group level.



EcoVadis, the reference in business sustainability rating, awards an annual sustainability score for ethical entrepreneurship. The assessment covers environmental, social and ethical performance. The indicator shows the evolution of the EcoVadis percentile rank achieved by the H.Essers group from 2020 onwards, as well as the yearly evolution of the EcoVadis requirements per medal.



| | | SCOPE | UNIT | TARGET | BASE YEAR (BY) | BY VALUE | 2024 | 2025 |
|-------------------------------|---|-------|------------|--------|----------------|----------|--------|----------|
| EcoVadis | EcoVadis overall score | | /100 | | 2020 | 37 | 71 | 71 |
| | EcoVadis percentile rank | | percentile | | 2020 | 38 | 92 | 86 |
| | EcoVadis medal | | N/A | Silver | 2020 | Bronze | Silver | Silver ✓ |
| Quality overall | ISO 9001 certified sites | (a) | % of sites | | - | - | 88% | 84% |
| | ISO 14001 certified sites | (a) | % of sites | | - | - | 27% | 25% |
| | ISO 27001 certified sites | (b) | % of sites | | - | - | 83% | 100% |
| | Confirmed information security incidents ^(c) | (b) | # | | - | - | 0 | 1 |
| Quality Warehousing | ISO 14001 certified sites, Chemicals | (a) | % of sites | | - | - | 80% | 75% |
| | SQAS certified sites, Chemicals | (a) | % of sites | | - | - | 87% | 81% |
| | GDP certified sites, Healthcare | (a) | % of sites | | - | - | 100% | 100% |
| Quality Transport | SQAS certified sites, Chemicals | (a) | % of sites | | - | - | 46% | 43% |
| | GDP certified sites, Healthcare | (a) | % of sites | | - | - | 63% | 63% |
| Code of Conduct ⁴¹ | Significant violations of the legislation ^(d) | | # | | 2019 | 0 | 0 | 0 |
| | Registered cases of corruption | | # | | 2019 | 0 | 0 | 0 |
| | Informal psychosocial interventions | BE | # | | 2019 | 13 | 18 | 15 |
| | Formal psychosocial interventions | BE | # | | 2019 | 0 | 0 | 0 |
| | Whistleblower reports | | # | | - | - | 0 | 0 |
| Collaborating with Suppliers | Number of suppliers which signed our SCoC ^(e) | | # | | 2022 | 153 | 152 | 164 |
| | Share of spend with suppliers which signed our SCoC ^(e) | | % of spend | | 2022 | - | 9% | 8% |
| | Share of spend with targeted suppliers which signed our SCoC ^(e) | | % of spend | | 2022 | - | 30% | 37% |

(a) Determined based on operational transport or warehousing sites, respectively where we perform transport activities (incl. crossdock, planning and customer service and excl. 5 operational sites in business unit Infra) or logistics activities (excl. on-site activities).

(b) As described in (a), but incl. 5 operational sites in business unit Infra.

(c) Determined based on the number of confirmed violations of corporate policy and successful security breaches.

(d) Determined based on the information regarding fines in our financial reporting, with a lower limit of 0,5% of the balance sheet total.

(e) Determined based on signed general purchasing terms and conditions of purchase, of which the Supplier Code of Conduct is part.





CLOSING REMARKS

2025 was the year in which H.Essers shifted from planning to practice. With our new strategy defined, we seized the momentum to initiate its concrete implementation.

Through several strategic programmes related to energy and emissions, we are transitioning from offering sustainable solutions to developing a coherent and feasible plan aligned with science-based 2030 targets. We defined sharpened objectives and multi-year plans to achieve them, while also taking tangible steps in their execution. As such, 2025 will be remembered as the year of the electric truck, marked by the commissioning of our first six electric trucks. This was no small feat: while diesel technology has been familiar territory for decades, electric trucking was still in its infancy in many respects. Yet we embraced the challenge together—our drivers, planners and operational teams, supported by experts across our internal services. We also continued the development of our first e-hub in Genk, installed battery systems at additional sites, and launched projects on flexible charging and thermal inertia.

At the same time, we deliberately invested in the well-being of the people behind this transition. As part of our strategic programme ‘Greatest Place to Work’, we conducted a large-scale employee survey, which confirmed that our people feel at home within the H.Essers family. We also launched a Gender Equality Roadmap and developed a flexibility plan to make our workplace more accessible and attractive to a diverse audience. Through Women in Logistics—the consortium co-founded by H.Essers—we initiated a mentorship programme, carried out a cross-sector baseline measurement, and are working with the broader industry on a structural response to the shortage of operators and drivers.

Despite geopolitical and economic turbulence, sustainability remains one of the most fundamental challenges of our time. At H.Essers, we believe more than ever in its strategic importance and in the distinctive value a sustainable strategy brings to our stakeholders.

Finally, I would like to emphasise that the progress presented in this report is the result of the work of many people. Colleagues who bring our strategy to life every single day. Customers and suppliers who are willing to think along with us and take bold steps forward together. Partners who believe that logistics can be done differently. To everyone contributing to this story: your commitment matters more than ever. The future is never built alone.

Annelien Grevendonck, Senior Specialist Sustainability



ADDENDA



ADDENDUM 1 | GRI CONTENT INDEX

This report for H.Essers BV was drawn up in accordance with the GRI standards for the period of 1 January 2025 to 31 December 2025. It complies with all reporting principles and requirements set out in the GRI 1 Foundation 2021 edition.

The report contains footnote numbers that refer to the same number in the table below, which contains an index of all the GRI disclosures this report complies with. To find out what content a disclosure relates to, just click on it. We will immediately take you to the right page where you will also find the reference number of the disclosure in question.

GENERAL EN TOPIC SPECIFIC DISCLOSURES

- | | | | | | |
|---|---|----|---|----|--|
| 1 | GRI 2-1 Organizational details GRI 2-3 Reporting period, frequency and contact point GRI 2-5 External assurance | 5 | GRI 2-1 Organizational details GRI 2-6 Activities, value chain and other business relationships | 11 | GRI 2-9 Governance structure and composition GRI 405-1 Diversity of governance bodies and employees |
| 2 | GRI 2-22 Statement on sustainable development strategy | 6 | GRI 2-6 Activities, value chain and other business relationships | 12 | GRI 2-9 Governance structure and composition GRI 2-11 Chair of the highest governance body |
| 3 | GRI 2-1 Organizational details GRI 2-2 Entities included in the organization's sustainability reporting GRI 2-6 Activities, value chain and other business relationships GRI 2-7 Employees | 7 | GRI 2-6 Activities, value chain and other business relationships | 13 | GRI 2-12 Role of the highest governance body in overseeing the management of impacts GRI 2-15 Conflicts of interest |
| 4 | GRI 2-23 Policy commitments | 8 | GRI 2-6 Activities, value chain and other business relationships | 14 | GRI 2-10 Nomination and selection of the highest governance body GRI 2-18 Evaluation of the performance of the highest governance body GRI 2-19 Remuneration policies |
| | | 9 | GRI 3-1 Process to determine material topics GRI 3-2 List of material topics GRI 3-3 Management of material topics | | |
| | | 10 | GRI 2-9 Governance structure and composition | | |



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Evaluation of the performance of the highest governance body
GRI 2-19
Remuneration policies
GRI 2-20
Process for determining remuneration
GRI 401-2
Benefits provided to full-time employees that are not provided to temporary or part-time employees
GRI 405-2
Ratio of basic salary and remuneration of women to men
- 16 GRI 2-9
Governance structure and composition
GRI 2-13
Delegation of responsibility for managing impacts
GRI 2-14
Role of the highest governance body in sustainability reporting
GRI 2-15
Conflicts of interest
GRI 2-17
Collective knowledge of the highest governance body
GRI 405-1
Diversity of governance bodies and employees
- 17 GRI 2-24
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- 18 GRI 2-1
Organizational details
GRI 2-2
Entities included in the organization's sustainability reporting
- 19 GRI 2-29
Approach to stakeholder engagement
- 20 GRI 2-6
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GHG emissions intensity
- 22 GRI 302-1
Energy consumption within the organization
- 23 GRI 302-3
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GRI 305-2
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- 25 GRI 305-4
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- 26 GRI 306-3
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- 27 GRI 306-4
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- 28 GRI 306-5
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- 29 GRI 2-30
Collective bargaining agreements
- 30 GRI 404-3
Percentage of employees receiving regular performance and career development reviews
- 31 GRI 403-6
Promotion of worker health
- 32 GRI 2-7
Employees
GRI 2-8
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GRI 405-1
Diversity of governance bodies and employees
- 33 GRI 2-30
Collective bargaining agreements
- 34 GRI 405-1
Diversity of governance bodies and employees
- 35 GRI 403-2
Hazard identification, risk assessment and incident investigation
GRI 403-3
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GRI 403-5
Worker training on occupational health and safety
GRI 403-7
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- 36 CSRD S1-14, 88b-c and 88e
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- 37 GRI 2-23
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Communication of critical concerns
GRI 2-25
Processes to remediate negative impacts
- 39 **GRI 2-16**
Communication of critical concerns
GRI 2-26
Mechanisms for seeking advice and raising concerns
- 40 **GRI 2-28**
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- 41 **GRI 2-16**
Communication of critical concerns
GRI 2-27
Compliance with laws and regulations
GRI 205-3
Confirmed incidents of corruption and actions taken
GRI 406-1
Incidents of discrimination and corrective actions
- 42 **GRI 2-4**
Restatements of information
- 43 **GRI 2-5**
External assurance

REASONS FOR OMISSION

GRI 2-21
Annual total compensation ratio

The necessary salary information is not available for the whole group, due to majority participations and recent acquisitions.

GRI 2-19
Remuneration policies

The various forms of remuneration we offer the members of our Management Board as requested in GRI 2-19 (a)i-v are not disclosed publicly, given the confidentiality and sensitivity of this information.

GRI 2-7 b-iii
Employees: non-guaranteed hours employees

The necessary information is currently unavailable but will be made transparent as part of CSRD alignment.



ADDENDUM 2 | MEMBERSHIPS

BELGIUM

VOKA NATIONAAL & VOKA LIMBURG

MEMBER OF THE BOARD AND EXECUTIVE COMMITTEE

VoKa is the Flemish network of enterprises and supports the interests of Flemish entrepreneurs. Entrepreneurs can also find advice here and be brought into contact with other companies.

FEBETRA

BOARD MEMBER

The Royal Federation of Belgian Transporters and Logistics Service Providers defends and represents the interests of the Belgian logistics sector.

LPL

MEMBER STEERING COMMITTEE

Logistiek Platform Limburg provides strategic support to the logistics sector in Limburg. The LPL Steering Committee shapes the “triple helix” by representing logistics companies, knowledge institutes and the government.

VIG

BOARD MEMBER

Verenigde Industriëlen Genk is a Genk-based business association that represents the interests of business leaders, industrial companies and entrepreneurs in Genk and Zutendaal.

VIL

BOARD MEMBER

VIL has been designated by the Flemish government as the logistics cluster for Flanders and aims to create economic and societal added value for companies. VIL also manages Logiville, Europe’s largest logistics innovation centre.

VKW LIMBURG

MEMBER OF THE BOARD, MEMBER OF THE EXECUTIVE COMMITTEE, MEMBER OF WORKGROUPS

VKW Limburg is an independent employers’ organisation. It connects companies and strengthens enterprises in Limburg.

LOGISTICS IN WALLONIA

MEMBER OF THE BOARD

Competitive cluster established to develop and promote the transport and logistics domain in Wallonia beyond its borders, by coordinating actions, defining a common strategy and optimising human and technological resources.

SCORPEON

CHAIR OF THE BOARD

Scorpeon is a Belgian network platform and has the ambition to position the role of supply chain management and procurement more clearly and to promote its added value.

FORWARD BELGIUM

CHAIR OF THE BOARD

Represents forwarders, customs agents and logistics service providers and is a single point of contact for anything concerning forwarding, customs, transport organisation and logistics.

EKONOMIKA ALUMNI

SPONSOR

The production & logistics department of Ekonomika consists of alumni and academics who create a connection between business and innovative academic research.



PREBES

MEMBER OF THE BOARD

Supports people and companies active in health, safety and the environment. Members are given access to an online competence centre, but also all kinds of activities and courses.

VEGHO HAVENRAAD

MEMBER OF THE BOARD

VeGHO offers the Ghent Port Companies specific operation and support in, in order to support an accessible and economically sustainable playing field in the port. With a focus on stable employment and sustainable creation of added value.

WOMEN IN LOGISTICS

CO-FOUNDER & CO-CHAIR OF THE BOARD

Women in Logistics is an industry-wide initiative that strengthens gender diversity and inclusion within the logistics sector. Through collaboration between companies, sector associations and policymakers, the consortium promotes a more competitive, attractive, innovative and sustainable industry.

ROMANIA

BEROCC

MEMBER OF THE BOARD & FOUNDING PARTNER

Berocc is a recognised Chamber of Commerce that wants to promote Belgian, Luxembourg, Romanian and Moldavian trade and investment. H.Essers pays the membership fee through a sponsorship contract.

ROMCHIMICA

MEMBER OF THE BOARD

Romchimica is a leading player in the chemical sector, supporting customers with high-quality products, technical expertise and reliable supply chain solutions. The company invests in innovation, safety and sustainable logistics to ensure efficient and future-oriented services in a complex and demanding market.

SPANJE

TRANSCALIT

MEMBER OF THE BOARD

TRANSCALIT is the Catalan Transport Federation of Barcelona and represents the interests of the road freight transport sector.

PROFESSIONAL ASSOCIATION OF INDUSTRIAL ENGINEERS OF CATALONIA

MEMBER OF THE LOGISTICS COMMITTEE

The Professional Association of Industrial Engineers of Catalonia is the official professional body for industrial engineers in Catalonia. It safeguards and promotes the quality of the engineering profession and engages with public authorities, companies and sector organisations to stimulate innovation and industrial development.

PLATAFORMA AQP

MEMBER OF THE BOARD

Plataforma AQP is the association of logistics operators specialised in the chemical sector that offer storage services for dangerous chemical products for third parties. Our mission is to convey to the administration, the chemical sector and society in general the importance of the commitment to safety and the environment that our activity requires and to work for rigorous compliance with the APQ regulations. .

TURKEY

EUROPEAN TURKISH TRADE AND INVESTMENT COUNCIL

TREASURER

The European Turkish Trade and Investment Council promotes economic cooperation between European and Turkish companies. The organisation supports trade, investment and knowledge exchange to foster sustainable growth and strengthen economic relations between both regions.



ADDENDUM 3 | RESTATEMENTS OF INFORMATION ⁴²

The following changes compared to the previous sustainability report apply to the calculation method of specific indicators.

REDUCING OUR CO₂ EMISSIONS

- The calculation method for our **CO₂ emissions** has been adjusted. Specifically, we switched to different sources for our Scope 2 and Scope 3-3 electricity emission factors. The IEA Emission Factors and Life Cycle Upstream Emissions Factors datasets were replaced by AIB Residual Mix emission factors for both location-based (AIB production mix) and market-based (AIB residual mix) Scope 2 emissions, and by JRC CoM Emission Factors for Electricity Consumption for Scope 3 category 3 emissions. These calculations were applied retroactively starting from our base year.
- The reported **installed capacity of renewable energy assets** was updated to reflect assets owned by or installed on H.Essers sites.

A GREAT PLACE TO WORK

- The calculation method for **the number of employees** was aligned with the consolidated financial report. The calculation methods for the number of countries and number of sites were also aligned as much as possible with this approach. In addition, the reported figures were updated following changes in our legal entities and joint venture participations.
- The reported **metric and corresponding target for our Great Place to Work ambition** were adjusted. We now use the Peakon global engagement score instead of the Great Place to Work Trust Index Survey.
- The calculation method for the reported **average number of training hours per employee** was aligned with the future requirements of the CSRD and will henceforth be based on the headcount at the end of the reporting year. The figures from previous reporting years were also recalculated using this method.

WORKING ON SAFETY AS A TOP PRIORITY

- The scope for the reported **frequency rate, severity rate and related safety figures** was expanded. As of 2025, we integrated the data from previously missing European sites, in line with the existing calculation method.

MAINTAINING INTEGRITY

- The visualisation of our **EcoVadis** result was updated. We now report a chart showing the evolution of the EcoVadis percentile rank instead of the overall EcoVadis score. The percentile rank is more representative of our objective, as EcoVadis medals are awarded based on percentile rank and only indirectly on the overall score. In addition, EcoVadis no longer publishes the required score per medal and now only uses required percentiles.
- The calculation method for the **Supplier Code of Conduct (SCoC)** was adjusted to exclude intercompany spending. This optimisation was also applied retroactively for 2024. The adjustment ensures that the reported figure is representative for actual supplier spend and remains comparable with previous reporting years.



ADDENDUM 4 | LIMITED ASSURANCE STATEMENT ⁴³

On behalf of H.Essers a limited assurance is provided by Vinçotte, an independent party and a reference in the field of certification and compliance assessment.

SUSTAINABILITY REPORT ASSURANCE STATEMENT

H.ESSERS

VINÇOTTE nv

Jan Olieslagerlaan 35
1800 Vilvoorde, België

Organisation

H.Essers bv
Transportlaan 4
3600 Genk
Belgium

Scope

On behalf of H.Essers, Vinçotte performed a limited assurance of the H.Essers Sustainability Report 2026 (reporting year 2025) according to the GRI Standards developed by the Global Reporting Initiative.

Validation was done for H.Essers for the reporting principles for defining report content and report quality.

Furthermore a selection of environmental and social Key Performance Indicators (KPI's) and qualitative claims and statements were validated (see annex 1). The review of the financial performance information was excluded from the scope, as Vinçotte assumes it was derived from the audited financial records of H.Essers.

Level of assurance

Limited assurance

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Assurance Engagement

For the assurance engagement the procedures followed were:

- Adherence of the report against the GRI disclosures stated in the GRI content index in the report;
- Interviews with employees in charge of preparing the Report and data owners, who provided the raw data for the KPI's;
- Audit of the way of processing and aggregating the raw data;
- Sampling of raw data with regard to the reported KPI's;

Responsibilities

The report has been prepared by H.Essers, which remains responsible for its content. Vinçotte's responsibility was solely to perform the assurance for selected information.

Declaration of independence

The validation was carried out by Vinçotte as an independent third party.

Conclusion

Based on the work undertaken, nothing came to the attention of Vinçotte to indicate that the reported content of H.Essers is materially misstated.

02/06/2026

Ramses Stercck
Lead Contract Engineer

Evert Vermaut
Team Leader

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Annex 1 (page numbers refer to the Dutch version of the Report)

| Subject | KPI |
|---------------------------|---|
| Frequency rate safety | Page 53, validated the value 17.49 regarding the frequency rate for occupational accidents in 2025. |
| Net Promotor Score | Page 57, validated the net promotor score for 2025. |
| Great place to work | Page 47, Vinçotte validated the score 73 of the 'A Great Place to Work' survey done by H.Essers in 2025. |
| Training hours | Page 49, Vinçotte validated the number of absolute training hours for all employees for 2025. This equals to a total of 169.458 training hours for all employees. |
| Ecovadis | Page 63, Vinçotte validated the Ecovadis score that H.Essers communicated in the sustainability report for 2025. |
| Certificates | Page 64, Vinçotte validated the percentages mentioned at the different certificates (ISO9001, ISO 14001, ISO 27001, SQAS and GDP). These percentages represent how many of the owned sites are covered by these certificates. |
| Waste | Page 40, Vinçotte validated the quantities of waste streams stated in the table at 'Afval geproduceerd', 'Afval omgeleid van verwijdering' en 'Afval toegeleid naar verwijdering'. |
| Energy | Page 39, Vinçotte validated the values mentioned related to the energy parameters (Energieverbruik per bron, Energieverbruik per einddoel, energieproductie, energie-intensiteit) |
| CO ₂ emissions | Page 39, validated the following numbers: - scope 1 emissions 106.288 tCO ₂ e in 2025 - scope 2 emissions 1.686 tCO ₂ e in 2025 market based -scope 2 emissions 4.399 tCO ₂ e in 2025 location based Page 37 validated that scope 3 emissions categories have been identified and prioritized based on their expected significance in GHG emissions, potential for reduction, and alignment with the company's business goals. |

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