

2022-26  
STRATEGIC PLAN

# Committed to a Sustainable Future



PRESS KIT



# STEF has set out its new strategic plan for 2022-26 and reaffirmed its corporate purpose

At our Group's European Convention, the achievements recorded under our previous strategic plan were reviewed and our new ambitions for 2022-26 were announced, with the backing of the Board of Directors.

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*Committed to a Sustainable Future is an ambitious plan that marks an important milestone for our Group.*

It has its roots in our Group's corporate purpose and combines financial performance with social and environmental commitments to meet the historic challenges facing the food transport and logistics sector.

This new plan makes CARE the key focus of our relationships with all our internal and external stakeholders – employees, customers, consumers – and of our environmental strategy.

With our capacity for innovation and the know-how and passion shared by our teams, we are approaching this new strategic plan, launched in a volatile international context, with enthusiasm, confidence and determination.



**Stanislas Lemor**  
Chairman and CEO

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# Review of the 2017-21 strategic plan

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At the close of our previous strategic plan, STEF had consolidated its European development through strong organic growth and faster external growth, enabling it to **move into an eighth country – the United Kingdom.**

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Our Group successfully rolled out the strategy of business area specialisation wherever we are present, meaning we can now provide a **more relevant response to the specific needs of our customers.**

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We also made the strategic choice to **expand our palette of expertise to industrial packaging** (co-manufacturing and co-packing) and can now offer three kinds of service – transport, logistics and packaging – to customers on all our markets.

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Finally, at STEF, we have strengthened our financial independence and our real estate and technical capacities, **increasing our assets by 3.4 million m<sup>3</sup>** under controlled temperature, acquiring 132 hectares of strategic land and developing our own renewable energy production facilities.

# Ambitions of the 2022-26 strategic plan

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Through our new strategic plan – *Committed to a Sustainable Future* – we are pursuing our ambition to be the **European leader for temperature-controlled food transport and logistics** and have set ourselves the goal of raising **sales revenue to €5 billion by the end of 2026**.

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**Our Group’s strategic plan is designed to achieve our objective of sustainable growth and is built around five strategic drivers:**





## **PEOPLE CARE**

The women and men who make up our Group are our greatest asset. Which is why, at STEF, we strive to ensure that **each of them can nurture their talents** within the company and seize every opportunity made available by our ongoing development: creating jobs open to as many people as possible within our regions, training and developing skills, offering career opportunities, implementing a gender diversity and workplace equality programme, and so on.

Faced with the considerable challenge of attractiveness and loyalty, we will review our various organisations, working methods and patterns to **respond to changes in society**, with one ultimate goal: working well, together. In this respect, we will pay special attention to the issues surrounding inclusion.

Finally, our Group aims to **speed up the transformations already underway** to facilitate the evolution of our jobs and the digitalisation of our businesses.



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## CUSTOMER CARE

At every level of our organisation within STEF, we can count on a strong relationship with our customers. Through our new strategic plan, our Group is committed to **making our customers our central focus**, not only to pre-empt their expectations but also to offer them a personalised experience delivering the highest possible added value.

Our Group wishes to **nurture a high-quality relationship with them**, based on openness, sharing and ever deeper trust. Essentially, this will mean listening attentively to them and their needs, to drive continuous improvement and innovation.

Our objective? To further improve our existing offers, invent others, ready for tomorrow, working with our customers and **contributing to a value-creating supply chain**.



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## CONSUMER CARE

Consumer protection is at the very heart of our Group's corporate purpose. **Guaranteeing the cold chain** and making sure that the products entrusted to us remain intact is a priority for all our employees.

They thus form part of a whole chain linking producers, the food processing sector, distributors, wholesalers, retailers and restaurateurs to the consumer.

To **further secure every link in this chain**, our Group will continue to adapt its processes and deploy new technologies. We will also continue to share our expertise within the agri-food sector.



## PLANET CARE

Minimising our Group's impact on the environment is a major challenge, affecting the planet and future generations. Having formalised our *Moving Green* climate initiative, our Group has stepped up investments in more environmentally friendly transport and logistics.

In just one year, we have already achieved some conclusive results: we have cut GHG emissions from our vehicles by 13% and are now using 76% low-carbon energy in our buildings. Our Group now intends to ramp up the use of biofuels in our vehicles, to continue our testing of hydrogen, and to install **more than 400,000 m<sup>2</sup> of photovoltaic panels to generate 20% of our own energy requirement by 2025.**

Alongside our commitment to climate, air quality and biodiversity, our Group will also address the impact of climate change on our own organisation. This will help us to plan ahead and make the strategic decisions necessary for our adaptation.





# 5

## INNOVATION

Innovation is our Group's lifeblood and has fuelled our century-long history. We have never ceased to invent, renew and adapt our offer and services. **The entire innovation process is geared to serving our employees and customers.**

Our innovation teams will be expanded in order to **instil a culture of participatory innovation**, open to every employee in our company, and to lead more disruptive projects.

## Reaffirming our corporate purpose

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STEF's new strategic plan is based on how we view our contribution to society, which is enshrined in our corporate purpose:

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**Committed teams  
that guarantee  
sustainable and  
safe access to  
food diversity for all  
on a daily basis.**

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It expresses a strong conviction about the specific and very singular way in which our Group perceives our activities and how we wish to perform them. It guides every member of our staff and, beyond words, illustrates the reality of our daily commitment to our customers, stakeholders and the world around us.

## About STEF

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**STEF is a pure player in the food supply chain.** Our mission is to ensure people have the food they need, where they need it. We shoulder this substantial responsibility while drawing on a rich history dating back more than 100 years. Our Group now pools an unparalleled, comprehensive range of expertise that has made us the European leader in temperature-controlled transport and logistics services (-25 °C to +15 °C).

We work closely with our industry, retail and food service customers to build an increasingly agile, connected supply chain in response to changing consumer trends and the transformation of distribution channels, from convenience stores to supermarkets and e-commerce. We run our transport, logistics and packaging businesses in line with the highest ESG standards. This is embodied by our *Moving Green* climate initiative, which focuses on sustainable mobility and more responsible refrigeration.

STEF has over 21,000 employees and operates almost 260 sites across seven European countries. In 2021, our Group reported revenues of over 3.5 billion euros.



**For more information: [www.stef.com](http://www.stef.com)**

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