

Highlights 2019






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Our mission for 100 YEARS

Connecting food producers and retailers to guarantee that everyone can access a diverse range of safe and enjoyable food regardless of their circumstances.

STEF is the European leader in temperature-controlled logistics and transport services (-25°C to +15°C). Every day, our 19,000 employees work to provide agrifood manufacturers, retailers and out-of-home foodservice businesses with tailored solutions that comply with food safety rules and lead times.

We rely on the professionalism of our teams, our management of dynamic flows and the density of our European network to offer services that meet the specific market changes of our European customers and generate added value.

Conscious of our business' environmental impacts, we are constantly striving to reduce our vehicles' CO₂ emissions and the energy consumption of our sites. Committed to social and societal actions, we carefully monitor our employees' training and their quality of working life and actively support employment and the economic fabric of the countries and regions in which we operate.



Today, the Group is fully committed to addressing the many challenges it is facing. 

Stanislas LEMOR
Chairman and Chief Executive Officer

How do you assess the Group's performances in 2019?

SL — Overall, 2019 was a good year, with a good financial and extra-financial performance, a strong commitment from our 19,000 employees and many successful business deals. Our turnover increased by 5.7% to nearly €3.5 billion and, for the first time in its history, the Group exceeded a net profit of €100 million. We have continued to develop our business, our network and our expertise throughout Europe.

Looking to the future, we have taken an important new step on the industrial packaging market and continued an ambitious real estate investment policy. Finally, 2019 marked the first full year for Blue EnerFreeze, a cooling energy production company which has a bright future within the Group.

In addition to our operational roadmap, we have made great progress in terms of corporate social responsibility, which is a source of great pride for us all.

2019 was also your first year as Chairman and Chief Executive Officer...

SL — I took over the Group in April alongside Marc Vettard, Deputy Chief Executive Officer who also has an extensive understanding of the Group. We are supported by an experienced Executive Committee and, together, we are going to continue the Group's extraordinary history.

I would like to take the opportunity to thank the STEF Group's founders, who embarked on this adventure with a resolutely, forward-thinking strategic vision and who worked tirelessly to achieve great ambitions. Thanks to them, the Group has been able to grow and develop on solid foundations.

Our mission is to preserve this heritage so that we can pass it on to those who follow us. It is also to make the Group even more agile in order to tackle the many emerging challenges. The current health crisis that is affecting us further confirms this need and only strengthens our determination.



The specialisation of the Group's activities was a significant milestone. What benefits do you expect from it?

SL — The food world, and that of distribution are changing and it is natural for STEF to change alongside them. Specialising our activities enables us to develop a vision by market type and provide a better response to our customers' requirements, which are ever more specific and demanding in the truest sense of the word. This firmly establishes our customer focus and enables the Group to offer better customised and more appropriate services. Last year in France, we took an important step, one that is already starting to produce results, and we will gradually be deploying this new model in all other countries.

Does the acquisition of Dyad take the Group away from its established businesses? Is this a new diversification strategy?

SL — Our Group already provides co-packing services for chilled, frozen, and ambient and temperature-controlled products. By deciding to acquire the company Dyad, we made the strategic choice to expand our expertise in primary (co-manufacturing) and secondary (co-packing) industrial packaging. STEF has therefore become the only Group in the temperature-controlled sector to be able to offer three business activities — transport, logistics and packaging — across all its markets. A key resource for providing our customers with greater support in marketing their products. I should also add that Dyad, which has been an adapted company specialising in employing individuals with disabilities since its creation, further enhances the Group's social and societal mandate.

What is your analysis of La Méditerranéenne's troubled year?

SL — First of all, I would like to remind people that La Méditerranéenne is comprised of more than 500 committed sailors and employees who are proud of their company, vessels that sail under the French flag, which is quite unusual, and 40 years providing services to Corsica. Our maritime division has indeed experienced a difficult year; it has been impacted by the loss of service to the ports of Bastia and Ajaccio and the postponement of operations to the two ports of Propriano and Porto-Vecchio. This situation will also strongly affect 2020, but we must now focus on looking ahead. The future is the next public service concession for 2021-2027 to which La Méditerranéenne has responded, together with its long-time partner.

What are your ambitions in terms of innovation and digital transformation?

SL — Innovation is nothing new at STEF. You could even say that it has been part of the Group's genes for 100 years... Of course, today, it must include the powerful driver of digital transformation. Our strategy is clear: innovation is only worthwhile if it serves our customers. The creation of an innovation department in 2019, with the aim of being more open to the outside world and facilitating the emergence of grassroots innovation, is part of this focus. I hope that everyone within the Group can become a champion of innovation, feel like the "entrepreneur" of a creative idea or an improvement, working towards collective progress.

Is your CSR policy still central to the Group's strategy?

SL — More than ever because our challenge is to build the future sustainably! Every day, we demonstrate that our social, societal and environmental commitments are sources of performance. For the third consecutive year, STEF has been recognised by the independent experts of EcoVadis as ranking in the top 1% of the most virtuous companies in all sectors. Satisfaction and an incentive to progress further.

How are you inspired by the fact that STEF is now celebrating its 100th anniversary?

SL — Since its creation in 1920, the Group has positioned itself as a pioneer and has constantly developed to offer the best services to its European customers and consumers. STEF has stood the test of time by staying true to its mission: to guarantee populations sustainable access to food products. Whenever necessary, it has successfully anticipated changes due to the commitment of its employees, its ability to reinvent itself and the strong values embedded in its DNA. Today, the Group is fully committed to addressing the many challenges that are emerging, on the one hand, for its customers because they are developing in an ever-changing food ecosystem and on the other, for our societies and our planet. I know I can count on our teams to work together to write the next chapter in our history.

What does the current health crisis highlight for you?

SL — Since its creation, the Group has survived wars, economic crises and technological revolutions by trusting in its relevance and its purpose. Today, we are turning to a new page in its history against the backdrop of an unprecedented health and economic crisis. These exceptional events highlight our responsibility, which goes well beyond that of other companies because we must fulfil our mission as an essential services operator in order to feed people. It is thanks to the unfailing commitment of the men and women throughout the Group in Europe that we are setting an example in dealing with this challenge. They have all stepped up with an outstanding sense of service and I thank them for it. I am proud of their commitment and their loyalty to the values of the STEF Group.

Group's Governance



Chairman — Executive Management

Stanislas LEMOR

Chairman and Chief Executive Officer

Marc VETTARD

Deputy Chief Executive Officer

Executive Committee

Bertrand BOMPAS

Deputy Chief Executive Officer France

Marco CANDIANI

Managing Director of STEF Italy

Jean-Yves CHAMEYRAT

Human Resources Director

Vincent FROMAGE

Sales and Marketing
Development Director

Christophe GORIN

Managing Director Northern Europe

Vincent KIRKLAR

Real Estate Director,
Managing Director of IMMOSTEF

Ludovic LAPORTE

Financial Director

Ángel LECANDA

Business Director

Stanislas LEMOR

Chairman and Chief Executive Officer

Marc REVERCHON

Chairman and Managing Director
of La Méridionale

Léon de SAHB

IT Systems and Purchasing
Director,

Managing Director of STEF IT

Marc VETTARD

Deputy Chief Executive Officer

Board of Directors at 30 April 2020

Stanislas LEMOR, Chairman

Sophie BREUIL
Jean-Charles FROMAGE
Estelle HENSGEN-STOLLER
Bernard JOLIVET

Jean-François LAURAIN

Murielle LEMOINE

Lucie MAUREL-AUBERT

Dorothee PINEAU

Dominique RAMBAUD

ALLIANZ Vie,
represented by Clarisse KOPFF
ATLANTIQUE MANAGEMENT,
represented by
François de COSNAC

A pure player serving the food world.

Consumption habits are changing and diversifying. Distribution channels are fragmenting. Due to its expertise in temperature-controlled logistics and transport of food products, STEF is anticipating and getting organised to support the needs of its manufacturing and retail customers. With one undiminished aim: to provide them with the best quality service.

Specialist business units (BUs)

- Agrifood chilled consignments
- Agrifood chilled supply chain
- Agrifood frozen
- Agrifood ambient and temperature-controlled
- Packaging
- Retail/e-commerce
- Out-of-home foodservices
- Seafood

Dedicated centres of expertise

IMMOSTEF (real estate) and STEF IT (Information and Technology) are key tools in our performance and our ability to adapt.

The Maritime division, a long-time link to Corsica

For 40 years, La Méridionale has transported passengers and freight between Corsica and the continent.

Our assets



Our industry expertise in the temperature-controlled sector, the systematic search for consolidation and dynamic flow management.

2

Our professional and committed teams. We cultivate their entrepreneurial spirit and share the value created with them through the employee shareholding plan.

3

Our operational structure to serve our customers. Every customer is different. Our role is to provide them with a service that is suited to their temperature requirements and their consignee types in order to support them in adapting to changes in consumption behaviours.

Our ability to combine the human element with technology

to organise, manage and monitor these consignments while offering a diverse range of innovative solutions adapted to each customer.

4

The density of our network, the proximity to the local economic fabric and the flexibility of solutions resulting from owning our own real estate assets.

5

A unique synergy across the entire value chain through our three business activities, transport, logistics and packaging.

6

2019

A year of development and transition



- Business activity was steady in most of the European countries in which we operate. At nearly €3.5 billion, our 2019 turnover registered a growth of 5.7% compared with 2018 and for the first time, our net profit exceeded €100 million.
- The financial year was marked by strong organic growth for international activities and the successful implementation of the new structure reflecting our customers' market segments and the constraints specific to their industries. Deployed in France, it has started to produce results and is now gradually being implemented in other countries.
- The acquisition of Dyad, a company specialising in co-packing and co-manufacturing, now complements our range of services. It forms the basis of the new Industrial packaging BU which is designed to offer its expertise in all the countries in which the Group operates.
- The real cornerstone of our business, the transport network continues to develop. During the first half-year, the Group acquired Transports Frigorifiques Grégoire Galliard in France and took full control of the Dutch company Netko.
- Finally, we have continued our policy of attracting talents and integrated nearly 1,000 additional people within the Group.

The year in figures

2019 consolidated turnover

(in millions of euros)

€ 3,441 M

2019 Consolidated income

(Group share in millions of euros)

€ 100.3 M

2019 consolidated equity

(Group share in millions of euros)

€ 759.2 M

19,045 employees in

7 European countries
France, Italy, Spain,
Portugal, Belgium,
The Netherlands,
Switzerland

Customers

over **10,000**

Deliveries

over **100,000** per day

242

multi-temperature sites
(platforms and warehouses)
of which **173** in France
and **69** in other countries

Refrigerated quay area

515,000 m²

Storage volume

9,300,000 m³

Over 4,000 vehicles operated

(of which **2,360** owned)

3

**Ro-ro mixed passenger
and cargo vessels**
(4 in 2020)

100 YEARS

of human adventure and innovation



Some key dates

1920

Creation of
the Société
de Transports
et Entrepôts
Frigorifiques

1938

STEF
becomes part
of the newly
formed SNCF

1981

Creation
of TFE and
appearance of
the logo
with 2 circles

1987

STEF is
bought by the
Financière de
l'Atlantique,
a subsidiary
of CGM



STEF was created under the triple auspices of rail, road and maritime transport. Most importantly, STEF was formed around chilled distribution and food supplies. Its history is therefore reflected through the diversification and changes in food consumption habits and the increase in distribution channels.

With its pioneering attitude, the Group is constantly anticipating, adapting and innovating to respond to European eating habits. Today, its teams are working to rise to the new challenges of a changing food ecosystem and the transition to a greener economy.
The adventure continues...



1989

The European adventure begins with locations in Belgium, Spain and Portugal



1992

The Financière de l'Atlantique becomes independent, finalising the acquisition of TFE



1996

Both entities merge under the name STEF-TFE



1998

The Group is listed on the French stock exchange



2012

Establishment of the single brand STEF

100 YEARS of changing eating habits



From meals prepared at home to meals enjoyed away from home, then home deliveries

STEF has moved with changing consumption behaviours since 1920

From 1923, the Group managed the Paris-Bercy cold storage warehouse and its ten cold rooms. This had a twofold benefit, it avoided losses of goods and stabilised food prices. STEF therefore played its part in fighting the high cost of living. During World War 2, chilled distribution became a strategic priority because of the need to feed the soldiers on the front line. Refrigerated transport grew which would see eating habits changed forever...

During the 30-year post-war boom that started at the end of World War 2, chilled meat, fish, fruit and vegetables became consumer products accessible to most people. Refrigerators began to appear in homes and lifestyles changed rapidly: ready-to-eat, frozen, ready meals (low fat or not, individual portion or family-sized) gained ground. Meats were packaged. Milk products increased. Salads and raw vegetables came in packets. Organic became all the rage. And home delivery took off!



100 YEARS of changing food distribution

From small stores,
to supermarkets and
now e-commerce

Over the years, STEF has adapted its rolling stock and its logistics service

In the 1960s, people were still shopping at local, town-centre grocery stores but the first self-service supermarkets were beginning to appear. Between the 1970s and 1990s, the number of hypermarkets and supermarkets increased threefold! The hypermarket became the new temple of consumption. And fast food was gaining ever more fans... In the meantime, STEF moved from rail to road and increased its real estate which went from one warehouse in Paris Bercy in the 1920s to 250 warehouses today! Thanks to an increasingly efficient cold chain, the Group satisfies the expectations of both major retailers and small businesses and has moved into e-commerce.



100 YEARS of innovations

Thermally insulated, then cooling, then refrigerated railway trucks

In the 1960s, STEF had a thousand such railway trucks, the most advanced technology of their time. The Group implemented a new cold storage method using flakes of ice discharged by icing towers which replaced the handmade ice packs. The railway trucks could now stop beneath the icing tower and the ice would fall directly into the compartments without the need for physical handling.



Consolidation network, mass distribution logistics, multi-modal transport and computerisation

It was also in the 1960s that TFE invented the industry of refrigerated goods transport based on consolidation. This innovation accompanied the development of the motorway infrastructure and preceded the creation of the network as it exists today. It paved the way for mass distribution logistics. The Group built large, ultra-modern warehouses capable of managing temperatures ranging from -20°C to +10°C. At the forefront of computerisation, the Group acquired bespoke tools for its transport and logistics activities as early as the 1970s. The aim was to improve the productivity of its business divisions to enhance support for its customers' development.



Innovations everywhere: technological, social, societal and environmental...

Traceability, geolocation and digitalisation

In the 1990s, the Group improved the traceability of goods and the geolocation of vehicles.

Since 2000, innovations have focused on digital, particularly digital transport documents. Such innovations are designed to make our customers' (and our employees') lives easier!

Today, trials are designed to improve productivity, the environmental footprint of buildings and rolling stock and the quality of working life for employees so that we can provide a better quality of service for our customers.

In 2019, the Group decided to structure its innovation process so that it could be more open to external opportunities to facilitate the emergence of a strong internal culture and achievements in which each employee can feel that they have been involved and helped to create.



STEF a pioneer in employee shareholding

In 1993, STEF unveiled a company savings plan to include all its employees in the Group's success. Today, nearly two thirds of employees are Group shareholders.

Creation of the Environment Department, a first in the world of transport

In order to respond to new transport and logistics challenges, the Group has invested in new energies, not only for vehicle propulsion but also refrigeration and tools to control its consumption.

Make employee training and their health and safety a priority

To support the Group's development, STEF recruits, trains and develops its employees. In terms of health and safety at work, prevention is key with exoskeletons, warm-up exercises, ergonomic work stations, and technical clothing designed in partnership with the employees.

A responsibility in the local economic fabric

STEF supports job creation and economic growth in the regions in which it operates. Its main passion: to help young people into employment!



STEF 



Group's operations





France

Since 1 January 2019, the transport and logistics activities in France have been grouped under the name STEF France.

Faced with increasingly fickle consumers, distribution channels are fragmenting and requiring ever-more complex supply chain solutions.

In 2019, the trend accelerated further. Structuring our activity into business units, each specialising in a specific market and with its own dedicated sales department, has enabled us adapt to these evolving markets. The priority is to be able to combine agility and reliability.

In 2019, STEF France reached a historic milestone, exceeding a turnover of €2 billion and posting a growth of +5.1% (+3.4% at constant scope). The activity was driven by strengthening our market share, the favourable effect of fuel prices and a good commercial momentum.

At nearly €127.5 million, operating profit was up by +25%, driven by the Chilled Consignments, Chilled Supply Chain and Frozen businesses.

+5.1%

Increase in turnover

Chilled consignments

Commercial growth is producing results

Retail activities recorded a steady growth with a change in turnover of +2.9%. Net profit also increased by +8.6% due to the combined effects of a marked improvement in quality and effective control over production resources. The BU improved its operational system with the integration of the company Transports Frigorifiques Grégoire Gaillard (now STEF Sens), the opening of a new site at Névia (Narbonne) and the extension of the Chambéry site. At the same time, it revitalised its sales by creating new digital tools and structured offers to support the changes in its customers' markets and their environment as closely as possible.

A new portal for providing our customers with greater assistance in managing their supply chain

In 2019, we worked to improve the indicators our customers needed to enhance the management of their supply chain and make those indicators more accessible. This new, simpler portal was created in line with their needs and those of their consignees.

This is part of an overall programme which will shortly be complemented by the arrival of new commercial offers for consignee hubs and retail consignees.



Chilled Supply Chain

A model that confirms its efficiency

The growth in the BU was driven by the sites of Darvault (+16.6%) and Chaponnay (+7.4%), which achieved occupancy rates close to 70%, just two years after they became operational. 2019 was a year of transition intended to create favourable conditions for economic performance.

The finalisation of the structuring of new sites and the rapid deployment of projects to improve quality and productivity have made it possible to return to the expected economic performance.

+5%

Increase in turnover for the Chilled Supply Chain activities



The new BU

Industrial packaging

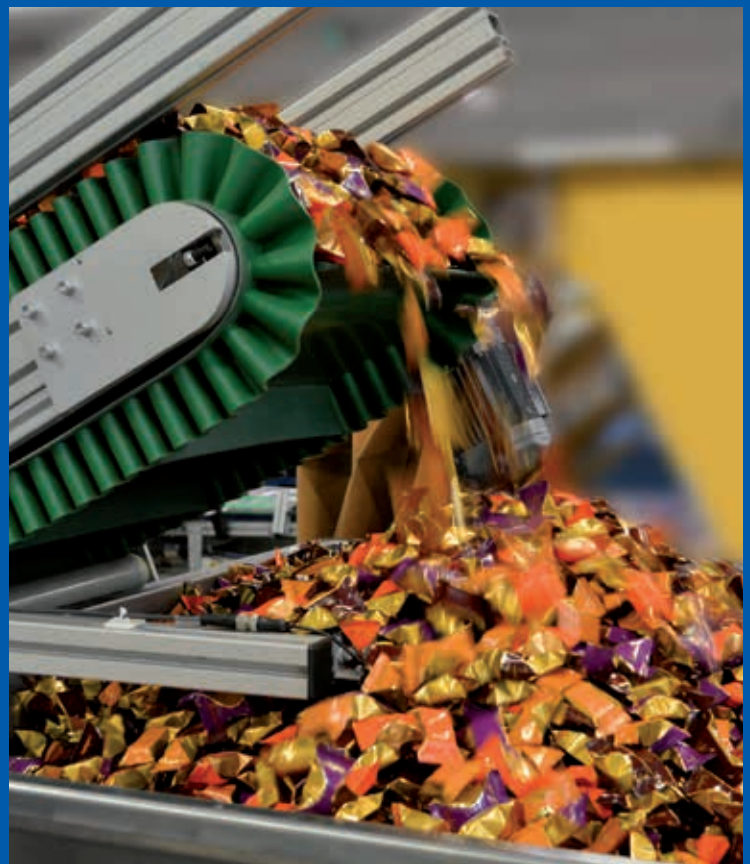
Expertise with high added-value

Although STEF was already providing co-packing services for chilled, frozen and ambient and temperature-controlled products across different sites, Dyad, with its own development office and 35 production lines, has expanded our expertise in primary (co-manufacturing) and secondary (co-packing) industrial packaging.

This expertise now complements the offers designed for agrifood manufacturers, particularly those provided by the ambient and temperature-controlled BU. Dyad's experience in the luxury sector is an additional advantage given the exacting technical standards required for this client category.

And its profile as an adapted company specialising in employing individuals with disabilities is very much in line with the Group's CSR policy.

With the acquisition of Dyad, an industrial packaging specialist, STEF therefore becomes the only company able to offer a comprehensive offer across three activities: logistics + transport + co-packing.



In 2019, the Group posted
a turnover of

+€12 M



Greater flexibility for manufacturers through “delayed” differentiation marketing

Manufacturing customers can focus on their core business of mass production. STEF carries out the final packaging, even on last minute decisions, for promotional offers: batches, product assemblies, blister packs, etc. There are two types of solution currently offered:

- “wall to wall” co-packing in the stock location in order to implement delayed differentiation (i.e. “last minute” product assembly, for highly reactive promotions);
- a packing facility permanently installed at the manufacturer’s site or in the warehouse in which the products are stored.

Even more added-value for customers!

120

people of whom
55% are
workers with
disabilities

35

production
lines

4

sites
totalling
20,000 m²



Frozen

Better serve the value chain

The business experienced a rather steady year. The occupancy coefficient and the warehouses activity remained high and achieved an all-time annual total. Transport operations saw a sustained pace.

Some segments posted a strong growth as was the case on the pork market with meat exports to China and on the bakery and pastry market which saw a considerable development in its export activities to the United States and Asia.

In order to support its customers' requirements as closely as possible, the Group improved its added-value services such as processing upstream flows at manufacturers' sites (raw materials and finished products) to be taken to our warehouses or delivered to the retailer.



20 additional services for our manufacturing customers

Upstream flow management (raw materials or finished products), co-packing, co-manufacturing including freezing, defrosting and repackaging... The services we provide allow our customers to focus on their core business.

Consequently, we have developed a specific process for processing butter consignments (storage then defrosting) for bakery and pastry manufacturers. This allows the manufacturers the flexibility to benefit from the best purchasing opportunities for raw materials; we defrost the butter and incorporate it directly into their production line.

Ambient and temperature-controlled

Proven potential

This activity posted good growth due to the increasing use of a new system, based on two recent sites, which offers optimum support for major European chocolate manufacturers. The Group has committed to extensions on the sites of Orléans Nord and Isle-d'Abeau which will be finalised in 2020.



RETAIL

E-commerce is driving growth

The development of e-commerce is the seminal marker for 2019 and has led to hyper- and supermarket activity posting the strongest growth rate: +12.3%.

Designed to respond to the development of the Carrefour Group's drive-in services in Ile-de-France, the Aulnay-sous-Bois site in the Paris region accounts for much of this growth. The platform is now mechanised and will be fully operational in 2020.

The growth was also supported by the new site in Aix-en-Provence opened in February 2019 (+150 employees recruited).

2020 will see the opening of two sites, one with one of the Group's long-standing customers and the other with an organic player.

+12.3%

Increase in turnover for
retail activities

350 people to service up to 5,000 orders per day!

The e-commerce model is demanding due to the great volatility of the orders that can see daily variations from single to double figures. The organisation is therefore particularly agile and requires rapid adaptations in personnel. In partnership with its customers, STEF is working on predictive models in order to anticipate the "promo effects", which suddenly affect demand.



Did you know?

Retail and e-commerce: a mixed landscape which is more complicated than it seems!

Year on year, the share of e-commerce activities in the food market is increasing. Whether in terms of drive-in services or home deliveries for individuals or supplies for out-of-home foodservices, the trend is now sustainable.

While the decline in the hypermarket model is significant for the non-food sector, food departments are proving resilient. Retailers are even using it as a weapon to limit the decline in footfall, particularly through the development of organic lines.

Out-of-home foodservices

Progress in creating a specialist network

The out-of-home foodservices business saw a rise in turnover of +6.2% confirming the momentum of the commercial restaurant market, particularly for customers in the fast food segment.

In order to satisfy the requirements of restaurant chains, the Group continued to restructure its network of dedicated warehouses. The deployment of new tools and applications for order preparation checks and traceability of deliveries has improved the quality of customer service and productivity.

The development plan for large national retailers has resulted in the opening of three dedicated logistics sites to date, at Lyon, Plessis-Pâté and Miramas. This plan also includes suitable transport resources dedicated to this type of distribution.

In a very demanding market, the BU is continuing its innovation efforts and confirming its role as a laboratory for the Group's other activities.

+6.2%

Increase in turnover for out-of-home foodservices



Seafood

A radically-changing market

The growth in the BU's turnover (+26.6%) was mainly driven by the integration of Express Marée in mid-2018.

With this acquisition, the Group can now offer its customers and partners complete coverage of France. However, the increasing scarcity of fishing resources along with retail changes are having a major impact on the sector. The streamlining of the collection system will be completed with the construction, started in late 2019, of a new site at Lorient which will bring together the activities of STEF and Express Marée in Brittany.



Italy

Good growth for traditional activities

The increase in turnover was particularly notable in the transport and logistics activities for chilled products with our long standing customers.

After the opening of a transport platform in 2018, the Bologna site added to its operation with 120,000m³ dedicated to logistics. The acquisition of land to the north of Milan will also be used to develop our business in this region which is one of the main consumption areas in Italy.

In order to consolidate our performances in the frozen segment, efforts have focused on transforming the activities of the Marconi company, acquired in 2018. The development of the information systems and the necessary real estate investments have brought the sites of Fidenza and Ascoli up to the Group's standards.

Sites opened in 2019

- Extension of over 9,600m² for STEF Bologna with two positive cold units of 7,000m² under a height of 12.5m and over 1,700m² of mezzanines.
- New Seafood platform of over 5,000m² at Tivoli (Rome).

+10.9%

Increase in turnover



Spain

Organic growth and strengthening positions

All activities improved their performance in 2019. Turnover increased by +6.3%.

This exclusively organic growth was driven in particular by the consolidation activities on the domestic and international markets. The transport business expanded its offer for international consignments. Increased delivery frequencies across all target countries helped to consolidate our position with Spanish agrifood manufacturers.

Mass distribution logistics maintained a good service level. Retail activities which were confronted with retailers' changes, have made maintaining performance a priority.

The development support given to our main customers in the country has led to a significant increase in turnover for out-of-home foodservices.

+6.3%

Increase in turnover



Portugal

The consolidation of the network is producing results

The country's accelerated growth, boosted by a strong commercial development and a dense network led to a 15.8% increase in turnover. This is the result of the development of an efficient and single national network which started two years ago. In 2019, we also strengthened our real estate investment programme with the construction of a new transport platform to the north of Lisbon and an extension of the negative cold area in Porto, bringing its total capacity to 18,000 pallets.

Building projects started in 2019

- New 7,000m² chilled consignments platform at Alenquer (north Lisbon).
- Creation of two new negative cold chambers at Porto, bringing the capacity of this site to 100,000 m³.

+15.8%

Increase in turnover



The Netherlands

Accelerated integration

During the first half-year, STEF took control of the Dutch company Netko, now called STEF Raalte, which became the Group's third Dutch site.

Information systems and business applications have now been implemented at all three sites (Bodegraven, Eindhoven and Raalte).

This progress provides coordinated flow management since these three sites are now connected to the same transport network. The Eindhoven site has been extended to handle the new consignments generated by these changes.

Site opened in 2019

- Extension to the refrigerated quay area at the Eindhoven site.

+33.5%

Increase in turnover

Belgium

Creation of a national distribution network

In Belgium, STEF primarily operates two types of activity:

- the national and international consolidation of chilled and frozen products;
- consolidation logistics for chilled food producers.

The actions carried out in 2019 have led to significantly improved results.

Furthermore, the teams have worked to develop a national distribution network. A new partnership with a transport subcontractor in Liège is the first milestone in this.

+3.9%

Increase in turnover

European consignments: continued growth

Managed from our office in Strasbourg, this activity continues to post strong growth on its historical north/south axis. In 2019, the Group strengthened its partnerships with European transport companies, which has enabled it to adapt to the scarcity of rolling stock, a widespread issue in Europe.



Switzerland

New momentum

In 2019, the Group gained new momentum, epitomised by the transformation of its transport organisation and a renewed management team.

A new warehouse was opened near Fribourg, at the gateway to German-speaking Switzerland. This consolidates our links with retailers and allows us to develop our activities with large national agrifood organisations. The chilled activity at the new Kölliken logistics facility began successfully in the first half of 2019. The Group also modified its transport organisation by signing a partnership with a local company.

Site opened in 2019

- New 4,400m² warehouse and 27,000m³ of positive and negative cold at Givisiez (Fribourg).

+23.6%

Increase in turnover

IMMOSTEF

Continued investment to prepare for the future



The real estate division's role is to serve the Group's operational and economic performance. This is why, from the outset, we have favoured a policy of owning our real estate assets. This is a major advantage for our medium- and long-term strategy.

In 2019, structuring, standardising processes and strengthening the expertise of the real estate teams in the different countries continued.

Increasingly efficient, virtuous and environmentally positive sites

STEF's business is to guarantee the cold chain and the food safety of the products entrusted to it. The buildings, equipment and safety systems are therefore subject to the greatest care and continuous improvement.

The aim is to keep our commercial promise and optimise costs.

7

capital investment projects completed in 2019

New surface areas
39,000 m²
Additional volumes
240,000 m³

20

new real estate projects in progress

New surface areas
80,000 m²
Additional volumes
513,000 m³

STEF IT

Driving the digital transformation



STEF Information et Technologies manages and develops the IT and digital tools which the Group uses to support its customers and improve the productivity of the business divisions. In 2019, STEF IT continued to develop next-generation tools to optimise the Group's activities and deployed innovative solutions to improve the competitiveness of its services.

Digital transformation is a shared responsibility

In 2019, the Group launched its digital roadmap. Led by the operational departments, it is supported by STEF IT which ensures the overall consistency of the projects and their optimisation. This approach is part of the twofold strategy adopted for the Group's innovation process: an innovation department which acts as the driving force, manages and coordinates, and the innovations that come from the field that need to be identified, tested and applied.

A single objective: to improve customer satisfaction

The Group's innovation process is structured around objectives that are fully focused on improving customer service. A new portal, traceability and "end-to-end tracking", digital documents and turnkey solutions adapted to each customer category while ensuring the security of their data. In 2019, our computer application assets were also developed and strengthened in order to improve efficiency and agility.

La Méridionale stays on course

For 40 years, La Méridionale has provided maritime transport for passengers and freight between Marseille and Corsica with three ro-ro mixed passenger and cargo vessels, PIANA, KALLISTE and GIROLATA.



A commercial performance affected by a difficult end to the year

In 2019, the company operated under a public service concession (PSC) which ended on 30 September 2019. La Méridionale's activity was impacted by the loss of the service to the ports of Bastia and Ajaccio from 1 October 2019.

However, the summer period was satisfactory for freight, with a significantly higher volume transported compared with 2018, although passenger activity slowed due to the competition from air transport and a less promising start to the tourist season.

Getting ready to focus on the future

Despite these uncertainties, La Méridionale took advantage of 2019 to strengthen its means of action. It now has its own booking system and has acquired a new vessel, LIVERPOOL SEAWAYS.

Always a pioneer in environmental protection

Since 2016, La Méridionale has fitted its vessels with an electrical connection in order to limit polluting emissions and noise pollution when they are docked. It has also equipped the PIANA with particulate filters to reduce the amount of sulphur and fine and ultrafine particles at sea. The results are spectacular.

Update on the PSC

From February to December 2020, La Méridionale will provide a service from Porto Vecchio and Propriano. Together with its long-standing partner, it has also responded to the call for tenders for the seven-year public service concession due to start on 1 January 2021.



A large, full-canopied green tree stands on a rolling green hill. The background is a stylized sky with horizontal bands of blue, white, and teal. The text 'Corporate Social Responsibility' is overlaid in white on the lower part of the image.

Corporate Social Responsibility

CSR,
more central
to our strategy
than ever
before

Our challenge? Prepare for the future!

CSR is part of the Group's identity. STEF has made it a lever for performance; its commitments are directly related to its activities, its business model, its values and the expectations of its stakeholders. Managed at the highest level of the Company, CSR is central to our strategic development.

Our five major challenges

HUMAN CAPITAL

HEALTH AND SAFETY
AT WORK

FOOD SAFETY

CLIMATE

AIR QUALITY

Dialogue with stakeholders


For a better understanding of the requirements of our various stakeholders, we have a dialogue with each of them: employees, customers, suppliers, public authorities, professional organisations, local communities, citizens, associations, employment partners, schools and universities... Our objective is to work together to find the best responses and make progress together!

The dialogue continued in 2019 and strengthened the three major topics of food safety, the environment and social/societal issues. This year, these elements were included in the mapping of our five key CSR challenges and two new indicators were created for France.

Reference systems and certifications

In order to refine current and future CSR issues and the impacts caused by its business, the Group applies the ISO 26000 and ISO 14001 standards together with the CSR logistics reference system produced by the Directorate-General for Transport, Infrastructure and the Sea (DGITM).




- Information on the social, environmental and societal impacts of the Group's business is published in accordance with the obligations arising from Article 225 of the Grenelle 2 law and Article R.225-105-1 of the French Commercial Code.
- All information identified by the sign  has been verified with a reasonable level of assurance by the independent third party organisation⁽¹⁾.

For the 3rd consecutive year, STEF has been awarded the EcoVadis Gold – Advanced level by the independent rating platform EcoVadis, for its CSR policy: pride and an incentive to progress further!



STEF won the audience award at the Nuit de la RSE awards ceremony for its commitment in terms of social and educational responsibility.



⁽¹⁾ The level of reasonable assurance, symbolised by the logo , is a voluntary procedure on the part of the STEF Group. It requires more in-depth work on the part of the third party organisation than that implemented within the framework of limited assurance.

Our social and societal commitments



The performance and quality of our services relies on our teams: training and career development for everyone and ensuring safety, health and fulfilment at work are key issues for us.

Since the nature of our jobs and the density of our national network mean that we can carry out practical actions among young people, and more generally among vulnerable populations, STEF actively supports the creation of jobs promoting the economic growth of the regions in which it operates.

Recruit, train... and cultivate the desire to learn

Whatever their background or their profession, STEF helps its employees grow. Our mission is to support job changes and allow our employees to develop so as to provide a better service for our customers.

1,000

new positions
created in 2019
(including 600 in France)

Read in...

**L'Usine
Nouvelle**

STEF is one of the 25 largest recruiters in France.

Read in...

Forbes France

STEF is one of 20 companies that deploy "innovative human resource strategies" to "attract new talents." A ranking from the Institut Choiseul.

Attract talents

The Group recruits a highly diverse range of talents from order pickers and drivers to local managers, maintenance technicians, IT experts... and young graduates through our "Graduate Programme".

This recruitment drive is supported by an employer brand with a strong and engaging signature: "Build your future at the heart of the food world".

The Group has also developed an ambitious school relations programme called "Ambassadors Programme" which sends Group employees, our Talent Spotters, into schools and universities. With passion and enthusiasm they epitomise the Group's values and its jobs and share them with the students, attracting the talents of the future.



Develop all employees

Through the STEF University, the Group develops specific programmes for highly-challenging jobs. For this, we rely on the IMF (Institut des Métiers du Froid), our internal training body (certified by Bureau Veritas since 2017).

In order to train our employees for the jobs of both today and tomorrow, we have developed courses that can be tailored to the individual and combine classroom-based and digital learning. After the "Sales Campus" which focused on sales, we are now covering maintenance roles in "Tech Campus". In addition to the offers which already exist in our core business, we want every employee to be able to follow their own development path.

STEF received the **silver award for training and jobs** for the first modules of its corporate university.

70%
of management positions are filled through internal promotion

140
internal trainers within our dedicated body

220,000
training hours delivered

Over 70% of capital held by management and employees: a pioneering model and unique in the sector.

Created in 1993, the STEF company savings plan enables employees to benefit from the added value that they help to create in France and Europe. Today, nearly two out of three employees are Group shareholders through the company mutual fund (FCPE), across all socio-professional categories and all European countries.

Employee shareholding is a powerful uniting force and a true lever for economic performance for the Group's customers.

462
people on apprenticeship and professionalisation contracts in France

Ensure safety and quality of working life

Our priority issues include constantly improving the safety and quality of working life of our 19,000 employees. In this respect, the Group has an ambitious policy deployed in each of its countries.



Health and safety

Our objective-led HSW roadmap involves our employees in issues which include integration and training, the definition of a new range of work clothes...

In order to change behaviours and encourage the integration of preventative approach into everyday life, it is essential that everyone takes part. It begins with the managers who play a key role in promoting the "safety culture" and undertaking collaborative processes with their teams.

● **Over 300 employees involved in the study to prevent musculoskeletal disorders.**

There are many factors involved in musculoskeletal disorders. Organisational and collective solutions must therefore prevail over strictly individual and technical solutions. The study, which began in 2020 at three subsidiaries which are representative of the Group's activities, will be used to identify the constraints of at-risk positions (musculoskeletal disorders and accidents) related to manual handling and consequently improve the working environments: processes, tools, equipment, managerial method, infrastructures, etc.

● **Highly technical, the new range of work clothes is deployed across Europe.**

Designed and tested internally, it ranges from the "next-to-skin" layers to external layers to adapt to STEF's different temperatures and activities. Specific clothes have been designed for activities such as frozen and seafood products.

Quality of Working Life

The Group's QWL process focuses on four themes: a better work-life balance, the development of collaborative processes, the promotion of good health practices and listening to and supporting employees.

● **STEF Heroes: 3,000 employees involved across Europe.**

Enthusiasm, respect, discipline and team spirit are the values promoted through our sports application which encourages employees to take part in physical activity.

Successfully, since 30% of participants now do so regularly!

After STEF Run in 2017, then STEF Move in 2018 which mobilised 2,000 employees in our seven countries, in 2019, the Group launched STEF Heroes.

This new, more comprehensive sports application brought together 3,000 employees around sport, performance and solidarity. In addition, the Group changed the points won during competitions into donations to charitable associations. The year's highlights included equipping two young athletes with disabilities with running blades through the "Lames de Joie" association.

● **Campus Parentalité: school support for children and parental coaching.**

Since 2018, STEF has offered a free subscription to an online school support platform. To date, 2,735 employees' children have registered. Building on its success, we have extended the service offer to include parental coaching (positive parenting, child development), careers workshops in relation to the new baccalaureate qualification... Workshops will also be tested on various topics.

● **Online medical consultation: 300 registered in 15 days.**

The employee, their spouse and children have free access to GPs or specialist doctors. Set up as an experiment in 2019, this scheme will be rolled out to volunteer subsidiaries in 2020.



STEF
HEROES

**"JOIN
THE STEF
HEROS
ADVENTURE"**

At STEF, sport is synonymous with staff well-being!

On 10 April 2019 at the French National Assembly, the Group was presented with the Business Award at the 2019 Sport & Management Trophies event for its collaborative programme, STEF Heroes.

Promote diversity and equal opportunities



Promoting a corporate culture that respects all visible and invisible diversities means firstly creating a working environment in which all employees have a place and the opportunity to develop. Professional gender equality, the integration of workers with disabilities and the professional integration of young people are three issues on which we have proactive policies.

STEF recognised as “Diversity Leader 2020” by the Financial Times



The Financial Times awarded the Group the title of “Diversity Leader 2020” in its new annual European ranking for diversity and inclusion in companies.

Gender equality: working towards an inclusive management culture

The transport sector is historically male dominated. At STEF, we are working to make our jobs more accessible to women and promote diversity, particularly in the roles of bay operators and drivers. We are continuing our commitments with the deployment of the professional gender equality index in France and the associated action plans.

Our project for professional equality will be implemented in all the Group’s entities in Europe. Over the next three years, the programme will feature diagnosis and education in order to raise awareness and initiate changes in behaviour, the deployment of ad hoc awareness and coaching tools and the development of the “Talents au féminin/Ladies First” programme.

Disability Mission: recruitment, integration and career management... ambitious actions and tangible results

The employment rate for individuals with disabilities within the Group, which is now 4.5%, is confirmation of the success of the approach started over twelve years ago by our Disability mission. Every day, over 800 employees with disabilities demonstrate that they can perform the same jobs as other employees: 1/3 are bay operators, 1/3 drivers and 1/3 perform other roles. Once again this year, several initiatives have confirmed STEF's commitment and its desire to demonstrate that disability and performance are compatible. One such initiative was the purchase of the adapted company Dyad, which specialises in employing individuals with disabilities in the field of packaging.

● **New disability agreement signed unanimously by social partners:** this enables the Group to capitalise on the experience of the last ten years and make even more ambitious commitments in terms of support and integration. These commitments will be accompanied by a responsible purchasing policy with assistance and service centres helping people with disabilities into work (ESAT) and adapted companies that specialise in employing individuals with disabilities.

● **DuoDay Operation:** an enriching and humanely passionate initiative. The principle is simple: over the course of a day, a person with a disability partners with a STEF professional and is immersed in that professional's daily routine. On 26 April, around twenty sites embarked on the experience. Stanislas Lemor, Chairman and Chief Executive Officer of STEF spent a day partnered with Didier Roche, entrepreneur and Co-founder of the "Dans le noir" restaurants, a visionary with a visual impairment.

STEF took part in the H'up entrepreneurs gala. Well done to the five winners of the H'up entrepreneurs award who were honoured for their extraordinary entrepreneurial journey. At STEF, we support entrepreneurs with disabilities and recognise their energy, creativity and determination!

Signing of the manifesto for the inclusion of people with disabilities in economic life.

On 13 November 2019, our Chairman and CEO, Stanislas Lemor, signed a charter containing ten operational commitments alongside around one hundred other CEOs from large groups.

4.5%

Group's employment rate of
individuals with disabilities



**STRONG THROUGH OUR DIFFERENCES;
RICH THROUGH OUR TALENTS.**

Help young people into employment: a question of educational responsibility for the company

Young people are the resources of tomorrow. The Group therefore intends to take part in the collective effort to improve their future in all the countries in which it operates. Committed to the professional integration of young people since 2016, we are increasing the initiatives within the Group and on the ground.



Introduce, welcome and support...

Our objective is to introduce them to the world of work and our various professions, some of which have a high recruitment frequency, but also give them the keys to success to access professional life. Every year, all the Group's entities take part in a range of operations such as the European week of the professional integration of young people, organising site visits, CV workshops and simulated recruitment interviews. This year, over 400 young people were welcomed across Europe and in France to find out about our jobs, meet our employees and secure an internship or apprenticeship.

Educational responsibility: a societal process at a more grassroots level

In 2019, through a partnership with FACE (Fondation Agir Contre l'Exclusion) in France, we joined a specific programme for twelve changing business sectors likely to welcome young people who are furthest removed from the job market. STEF is the exclusive partner in the transport and logistics branch. Committed and passionate volunteer employees are trained to speak at collages and secondary schools and become TEKNIK ambassadors. Their mission is to publicise the diversity and daily life of the Group's jobs and their human and innovative dimension... They also aim to combat certain popular misconceptions about a sector which is poorly understood by young people and the national education system, even though it has a high recruitment potential.



Proud of their job, 45 employees go and meet secondary school and sixth-form students. Their goal is to encourage career choices!

For several years, STEF has offered three-day immersion courses for teachers and careers advisors. Since 2019, our employees have also returned to schools as TEKNIK ambassadors.

A class session... and fun tools! As an introduction to the agrifood transport and logistics sectors, our ambassadors are keen to create an event that features a motion design presentation, employee video testimonials that explain their career and share their passion... And the Cubtile: a 3D tool that provides an immersive experience for students and has met with great success.



Creativity and innovation competition — During specific sessions, secondary school and sixth-form students meet in small groups to work on a project about an issue of their choice. Survey, model, presentation... their presentations are then presented at the TEKNIK Challenges, between establishments then at an academic and national level!



Signed by STEF, this national charter has been transformed into PAQTE (Pact with the districts for all companies). It has been deployed across several of the Group's sites which are committed to two priority issues:

- **education and school counselling:** interventions in schools, welcome, support and tutorials for secondary school pupils, sixth-form students and students;
- **employment, integration and training:** link with local employment and integration structures (local missions, job centres, etc.)



For more than ten years, STEF has supported the employment of young people with Sport in the City, through sponsorships, open days, interview simulations and CV workshops, summer jobs and vocational block release courses, etc.

An approach closer to requirements

In order to reach all categories of young people, from those who are experiencing difficulties at school to those with undergraduate or postgraduate degrees, for several years, we have established partnerships with associations involved in the professional integration of young people. These associations include Our Districts have Talent (NQT), Sport in the City, the EPIDE employment organisations and Tremplin Handicap. The momentum from these major partnerships then leads to further successful collaborations in terms of recruitment with local organisations. Such was the case with the effects generated by the "Entreprise et Quartiers" charter.



STEF has partnered with Restaurants du Cœur since 2010, providing logistics support in addition to skills-based sponsorship, training and induction courses...

Because it is in the collective interest, we do more than just provide logistics support throughout the year (3,500 tonnes of food transported in 2019). We are developing skills-based sponsorship to improve the professionalism of the team in managing transport and logistics flows and in food safety. We also give them access to the same training courses on social legislation as those followed within the Group by our subsidiary directors and complemented by a module adapted to the associative status of Restaurants du Cœur (30 participants in 2019). At the same time, we offer professional internships to the beneficiaries of food aid as part of the inclusion workshops project. The new partnership agreement was signed on 30 January 2020.



Our environmental commitments

For over fifteen years, STEF has implemented a proactive policy to reduce the impact of its activities. Our key challenges include climate change, air quality and food safety.

Our environmental policy

- Reduce greenhouse gas emissions (CO₂) in order to sustain the environmental performance provided to our customers.
- Experiment with alternative technologies and offer solutions focused on greener urban logistics.
- Control water and energy consumption (ISO 50001) with platforms that meet the High Environmental Quality (HQE®) requirements.
- Recycle and recover waste.
- Continue the commitments of the Maritime division (ISO 14001).



Combat climate change

Controlling energy consumption, the layout of warehouses, replacement of the vehicle fleet, working with manufacturers to limit their consumption, optimising distribution rounds, training employees, mobilising subcontractors, using natural refrigerants, etc. We are working on all the levers available to us to reduce our impact and sustain the environmental performance provided to our customers.

Reduce emissions related to hydrocarbon consumption

In order to achieve our objectives, we are regularly replacing our vehicles so that we have a fleet which complies with the Euro 6 standard (94% of tractors and 66% of lorries).

The referencing of our subcontractors is subject to strict CSR criteria; only service providers with a fleet that complies with the minimum environmental quality standards, with even more stringent provisions for preferred partnerships, are selected.

Finally, some urban distribution services have turned to onboard cryogenic cold systems which have the triple benefit of being carbon neutral with zero emissions and completely silent.



Our environmental commitments

Since 2018, we have included the consumption of fuels in France (which is 89% of the total consumption of the Group's fleet) in our ISO 50001 certification, with the objective of reducing consumption by 1% per year.

Finally, we have applied a real-time consumption monitoring system to the entire fleet and our drivers are trained in eco-driving.

Accreditation policy

Through these actions, the Group has had convincing results, backed the renewal of the ISO 50001 certification and the ADEME "Objective CO₂ Environmentally-friendly transport" accreditation.



Promising results for "Alertgasoil™"

This device measures the consumption of every vehicle in real-time and aims to reduce consumption using eco-driving. A connected technology created by a start-up, this year, "Alertgasoil™" has been deployed across the Group's entire tractor fleet in France.

alertgasoil™
fuel cost killer

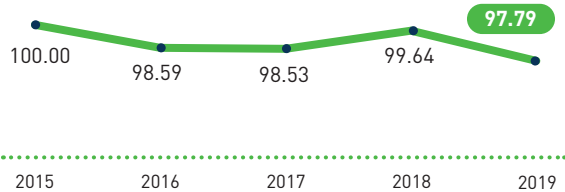
Group transport carbon footprint in gCO₂/t.km

Change in gCO₂/t.KM — base 100 in 2015



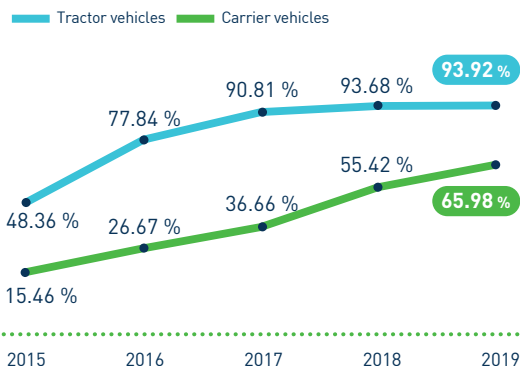
France transport carbon footprint (own fleet) in gCO₂/t.km

Change in gCO₂/t.KM — base 100 in 2015



Breakdown of the vehicle fleet by Euro standards

% of Euro VI fleet – Group — Own fleet





Reduce our electricity consumption

In 2014, we implemented an ISO 50001-certified Energy Management System (EMS) across all French sites (which is 71% of total consumption) with the aim of reducing consumption by 4% over three years. Our other European sites are also subject to strict monitoring and audits. Currently, 140 sites are certified. Eleven sites are in the process of being certified.

At the same time, training initiatives for the energy community (energy advisors, managers, etc.) are continuing.

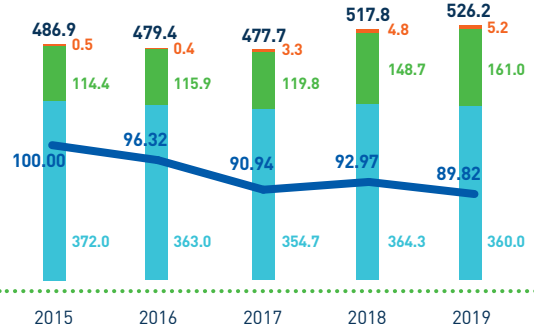
Going even further

The establishment of the Group's energy subsidiary, Blue EnerFreeze, dedicated to cold production for the Group's buildings (80% of total consumption) has enabled the development of a smart management system for facilities taking into account several parameters including outside temperature, operating forecasts and consumption history.

Total electricity consumption in GWh

Change in energy performance in kWh/docked tonne
(base 100 in 2015 — Group)

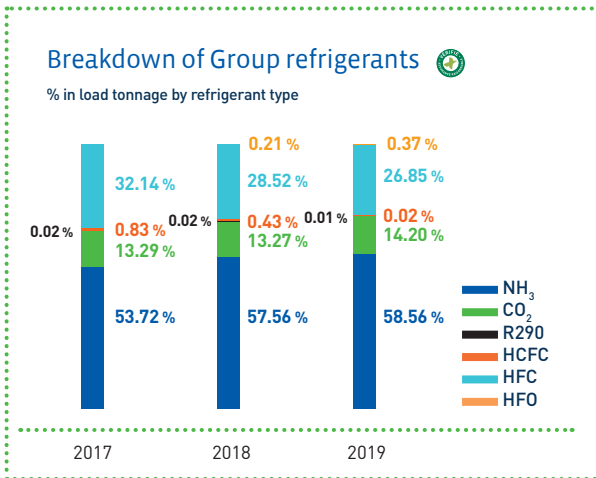
— France — International — La Méridionale — kWh/tpap



Limit emissions related to the use of certain refrigerants (HFC)

In order to ensure the cold production of its refrigerated platforms and warehouses, we favour the use of natural refrigerants (ammonia or carbon dioxide) the GWP (Global Warming Potential) of which is 1,000 to 4,000 times lower than HFC. Experiments with new refrigerants with lesser greenhouse effects are also being carried out (propane and HFO).

Widely deployed, our strict maintenance plans for facilities and detection equipment are continuing while consumption monitoring is being refined. Ongoing training modules for personnel on handling refrigerants are also in place.



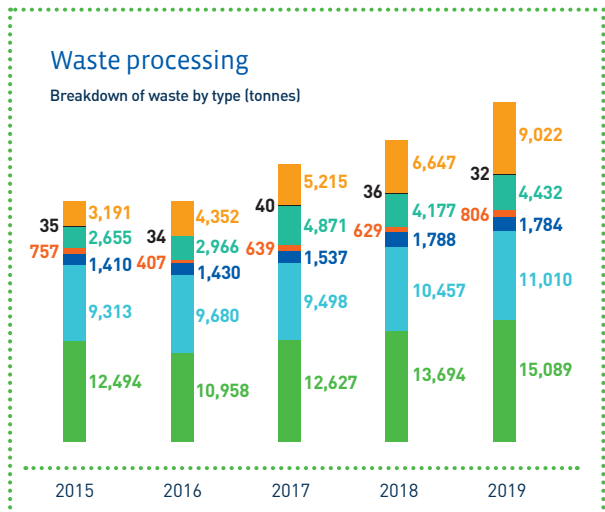
Recycle waste

Over 80% of our sites sort and recycle non-hazardous waste, which is a recycling rate of 63.4% (23,472 tonnes). Hazardous waste (in low quantities) is subject to systematic elimination through approved channels.

Bologna: a truly green site!

With 100% LED lighting and self-sufficient in energy due to its roof fully fitted with photovoltaic panels, the Bologna site is good for the environment.

Located in the centre of a strategic food production and consumption zone in Italy, this new 5,000m² site is ideally located to optimise delivery times and energy consumption. It was designed and built by IMMOSTEF Italia, the Group's Italian real estate subsidiary specialising in temperature-controlled buildings. It was based on the model specific to all the Group's sites and concentrates on the latest technical advances in terms of cold production, insulation and energy saving. The use of photovoltaic will continue in 2020 on different sites in Spain, Portugal and Italy.



Preserve air quality

We are implementing more environmentally-friendly distribution schemes and technical resources. In order to anticipate future developments (traffic restrictions, Low Emissions Zones, etc.), we are involved in interprofessional working groups on innovative technologies for transport and cold production. We are also exploring alternative technologies for greener urban logistics.

Hold discussions with local authorities and constructors

Urban logistics is a complex subject; it calls for highly differentiated solutions from one city to the next, depending on the expectations of elected officials and conditions on the ground. With this in mind, our teams take part in various working groups set up by regional authorities and professional federations.

For deliveries of temperature-controlled food products in city centres, we provide different types of vehicles: electric delivery trikes in Rennes, Lille, Bordeaux, Nantes and Strasbourg with 7.5t natural gas vehicles in Strasbourg.

We are also exploring alternative technologies for deliveries right in the very city centre. This is particularly the case in Montpellier where a solution using an autonomous logistics vehicle will be tested in the Antigone district in 2020-2021.

In addition, partnerships are continuing with manufacturers on engine power, reducing the weight of vehicles and onboard refrigerated units.



Provide practical solutions

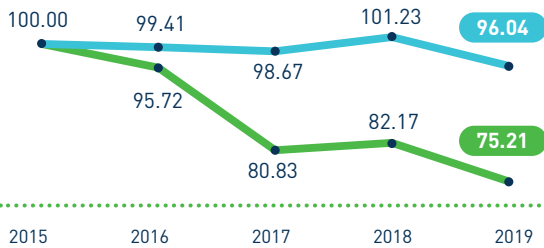
We are constantly optimising the distribution rounds and the consolidation of our shipments in order to limit the number of vehicles in circulation and thus significantly reduce traffic congestion which directly affects air quality.

Onboard cryogenic facilities on 70 of our vehicles operating across three adapted platforms in the Auvergne-Rhône-Alpes region are helping to reduce emissions of pollutants (NOx, HC) and particles from hydrocarbon combustion.

Indicator related to pollutant (NOx, HC) and particle emissions

Group change in emissions per t.km

mg.part/t.km g(NOx+HC)/t/km



70
vehicles fitted
with the cryogenic solution

Working towards greener urban logistics: why not use droids?

This is the question that a pilot programme launched in Montpellier will attempt to answer. Because nothing beats a real-world experiment. In 2020, STEF is taking part in a delivery experiment using an autonomous logistics vehicle in the city centre of Montpellier.

Led by the Metropolis of Montpellier, ADEME and the French Government, this experiment has been set up in partnership with STEF, the French postal service and Cara, the expert competitiveness cluster in transport systems for passengers and freight with droids designed by the Occitan start-up TwinswHeel. The objective is to verify the reliability of the service in situ, the integration of autonomous logistics vehicles into traffic flows and the acceptability of this delivery method by pedestrians and citizens before it is implemented in low emission zones (LEZ).

Operated by STEF and the French postal service, these small vehicles will move around the district of Antigone and the historic centre of Montpellier, initially accompanied by an operator.

TwinswHeel has developed several types of droids: a small model that can carry loads of up to 40kg and a larger one able to transport 500kg. These fully electric models travel at up to 6km/h in congested environments and can reach up to 12.5km/h in more open spaces.

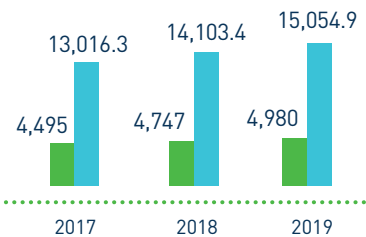


Ensure the health and safety of consumers

As a stakeholder in the cold chain, STEF has an obligation to guarantee its compliance and the traceability of the products entrusted to it. This requirement is reflected by the use of technical, human and organisational resources adapted to each site through a Health Control Plan.

Training in hygiene and food safety

Number of people trained and number of hours training in hygiene and food safety across the Group



■ Number of people trained
■ Number of training hours

Technical measures

Cold production facilities in the storage buildings are sized in order to satisfy all internal (storage temperature for the goods, incoming and outgoing consignments, etc.) and external (climatology) operating constraints. A strict programme of preventative maintenance ensures perfect risk control. Moreover, this control is strengthened by the deployment of a plan to secure the cold production on its sites so that it can attenuate any failure in the power supply by setting up emergency generator units.

Human resources

STEF nurtures cold production expertise and capitalises on its experience using qualified personnel at all levels of the company.

The food safety training programme also ensures the proficiency of all those involved in the cold chain, both internally and externally.

Organisational measures

Temperature checks carried out at all stages of the transport and storage of goods are used to guarantee the continuity of the cold chain. The continuous monitoring of temperatures, combined with a warning device allows personnel to intervene immediately in the event of an incident. A programme of internal audits guarantees the proper application of the Health Control Plan on each site and the food safety rules are sent to all the Group's suppliers.

If there is an incident, the Group's crisis management system is designed to manage the event in terms of food safety.

CONSOLIDATED INCOME (in M€)

	2019	2018
TURNOVER	3,441.0	3,255.1
OPERATING PROFIT	162.9	137.2
NET PROFIT (Group Share)	100.3	94.4

CONSOLIDATED BALANCE SHEET (in M€)

ASSETS	2019 (1)	2018 (2)
Tangible fixed assets	1,447.8	1,250.1
Customers	533.2	508.2
Other assets	564.5	545.0
TOTAL ASSETS	2,545.4	2,303.2
LIABILITIES		
EQUITY	760.7	695.0
Trade accounts payable	477.4	446.8
Financial liabilities	885.6	731.3
Other liabilities	421.7	430.0
TOTAL LIABILITIES	2,545.4	2,303.2

(1) The accounts at 31 December 2019 are drawn up in accordance with the IFRS 16 standard using the modified retrospective approach (without restatement of the previous financial year).

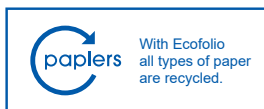
(2) The deferred tax assets and liabilities are now offset by tax jurisdiction in the consolidated balance sheet. Consequently, the consolidated balance sheet at 31 December 2018, given as a comparison, has been changed to take account of this change in presentation (for more details refer to note 12.3 to the consolidated financial statements).

CASH EQUIVALENTS (in M€)

	2019	2018
OPERATING CASH FLOW	265.1	234.6
NET INVESTMENTS	-159.4	-342.2

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management of forests*
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