

HIGHLIGHTS 2018

CONNECTING FOOD MARKET PLAYERS



OUR MISSION:

CONNECTING FOOD MARKET PLAYERS

As a European leader in temperature-controlled logistics and transport services, STEF carries chilled, frozen and thermosensitive food products from their production sites to their consumption sites.

Every day, the Group's 18,000 employees work to provide tailored solutions to agrifood manufacturers, retailers and out-of-home foodservice businesses to guarantee the best conditions in terms of food safety, lead time and quality for their products.

A multi-specialist, STEF relies on the professionalism of its teams, its management of dynamic flows and the density of its European network (France, Italy, Spain, Portugal, Belgium, the Netherlands and Switzerland), to offer new and innovative services that respond to market changes.

The Group's primary aim is to enable consumers to access a variety of food products which meet the best quality and food safety standards, but its responsibilities extend far beyond this.

Conscious of the environmental impacts of its business, STEF is striving for a continuous reduction in its vehicles' CO₂ emissions and the energy consumption of its sites. On a social and societal level, the Group resolutely supports the economic growth of the regions in which it is present.

GROUP'S GOVERNANCE

NEW GOVERNANCE

Since Messrs Francis LEMOR and Jean-Pierre SANCIER are set to stand down from their respective mandates after the Shareholders' Meeting of 30 April 2019, Mr Stanislas LEMOR has been appointed Chairman and Chief Executive Officer of the Group and Marc VETTARD, Deputy Chief Executive Officer in charge of operations.



EXECUTIVE MANAGEMENT UNTIL 30 APRIL 2019 (from left to right)

Jean-Pierre SANCIER
Chief Executive Officer

Stanislas LEMOR
Deputy Chief Executive Officer

Marc VETTARD
Deputy Chief Executive Officer

EXECUTIVE COMMITTEE 2019

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 Director

Christophe GORIN

Group Business Director

Vincent KIRKLAR

Real Estate Director

Managing Director of IMMOSTEF

Ludovic LAPORTE

Financial Director

Angel LECANDA

Managing Director of STEF Iberia

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 Information et Technologies

Marc VETTARD

Deputy Chief Executive Officer

BOARD OF DIRECTORS 2019

Stanislas Lemor, Chairman

Bernard JOLIVET, Vice-Chairman

Jean-Charles FROMAGE

Jean-Michel DELALANDE

Elisabeth DUCOTTET

Alain GEORGES

Emmanuel HAU

Estelle HENSGEN-STROLLER

Jean-François LAURAIN

Murielle LEMOINE

Lucie MAUREL--AUBERT

Dorothee PINEAU

ALLIANZ Vie, represented

by Clarisse KOPFF

ATLANTIQUE MANAGEMENT,

represented by François de COSNAC

Mr Francis LEMOR stood down as Chairman of the Board of Directors on 30 April 2019.

He has been appointed Honorary Chairman of the Group.

A gradual slowdown in the growth of our European economies and a mixed trend in food consumption characterised 2018. For STEF, 2018 was a successful year with a significant increase in turnover and strong organic growth in our operations, in France and abroad.

2018 also saw the budget for the Group's investments double.

Two external growth operations bolstered our positioning. One concerns the acquisition of the Marconi Group's frozen business in Italy. We are now present in this country across all business sectors and all temperature ranges for our customers, with a total warehouse volume of over one million m³. The second operation was the acquisition of the company Express Marée in France, which specialises in seafood products logistics. Consequently, STEF is intensifying its strategy of specialising on the seafood products market and can now offer its customers full coverage of the region.

Finally, we have continued to invest in our production facilities and new strategic sites have been introduced including Le Plessis-Pâté and Aulnay-sous-Bois in Île-de-France, Kölliken in Switzerland, L'Isle-d'Abeau in the Rhône-Alpes region and lastly, Bologna in Italy.

In 2018, our Group's workforce increased further and today, over 18,000 employees contribute to STEF's success, a figure that represents 1,300 new recruits in just one year.

In order to raise greater awareness of the opportunities that we provide around our social model, we have deployed our employer branding using the expression "Build your future at the heart of the food world".

The classic example of our Group's uniqueness is still our dedicated company mutual fund (FCPE) which celebrated its 25th anniversary in 2018 and which now enables over 10,000 of our employees to hold up to 16.60% of STEF's capital. STEF is therefore continuing its voluntary commitments in terms of corporate social responsibility and, for the second consecutive year, has been rated "Ecovadis Gold", the highest recognition level in this area.



In 2019, the Group's governance will undergo a year of transformation; Jean-Pierre Sancier and myself have decided to hand over the reins to a new generation.

This new generation embodies both STEF's culture and its conquering spirit and, I am sure, is ready to support the changes in our markets in the years ahead. I am convinced that Stanislas Lemor and Marc Vettard will continue to fly the flag and promote the Group's values.

This has already begun with the implementation of a new operational structure in France, which showcases our specialisation and will enable us to provide a better response to our customers' expectations. The next challenges lie in integrating and improving the operational performance of the companies acquired in recent years and supporting the digital transformation projects.

In the maritime sector, La Méridionale intends to continue its public service mission to operate crossings to Corsica. The commitment and expertise of its employees, the performance of its fleet and its recognised innovations in terms of the environment will enable it, in the future as in the past, to provide the reliable and competitive service that Corsica needs.

Standing down as Chairman on the eve of the 100th anniversary of the creation of STEF, I would like to say how honoured and proud I am to have helped to build a part of its history. It has been a privilege to share this daily and demanding mission to serve our customers with the Group's men and women.

Once again, I would like to thank our customers for the trust that they put in our Group and to assure them of STEF's loyalty to them, in all their projects.

Francis LEMOR

Honorary Chairman

STEF, A "PURE PLAYER" AND MULTI-SPECIALIST

IN TEMPERATURE-CONTROLLED LOGISTICS AND THE TRANSPORT OF FOOD PRODUCTS.

FRANCE OPERATIONS

► STEF offers transport and logistics services to manufacturers, retailers and out-of-home foodservice companies for their food products (frozen, chilled and thermosensitive and dry, seafood products).



MARITIME

► La Méditerranée transports passengers and freight between the continent and Corsica.

INTERNATIONAL ACTIVITIES

► STEF operates its transport and logistics activities for chilled and frozen products in Italy, Spain, Portugal, Belgium, the Netherlands and Switzerland. The Seafood activity only operates in France and Italy and out-of-home foodservices in France, Italy and Spain.



CENTRES OF EXPERTISE

► Central to STEF's business, IMMOSTEF and STEF IT are its operational drivers to improve its productivity and its development.

Today,
60% OF FOOD PRODUCTS NEED TO BE KEPT COLD!

Temperature control is therefore essential in the supply chain to preserve the quality of the products and consumer health.

2018 KEY FIGURES

2018 CONSOLIDATED
TURNOVER
(in millions of euros)

€3,255.1 M

2018 CONSOLIDATED
INCOME
(Group share in millions of euros)

€94.4 M

2018 CONSOLIDATED
EQUITY
(Group share in millions of euros)

€693 M

WORKFORCE

18,000



CUSTOMERS

OVER **10,000**

DELIVERIES

OVER **100,000** PER DAY

7 COUNTRIES



FRANCE, ITALY, SPAIN, PORTUGAL,
BELGIUM, THE NETHERLANDS, SWITZERLAND



236

PLATFORMS AND WAREHOUSES

169 sites in France
67 sites in other countries

REFRIGERATED QUAY AREA

510,600 m²

STORAGE VOLUME

9,103,300 m³

OVER 4,000 VEHICLES OPERATED

OF WHICH **2,300** OWNED



RO-RO MIXED PASSENGER
AND CARGO VESSELS

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“BUILD YOUR FUTURE AT THE HEART OF THE FOOD WORLD”

This is the strong signature that STEF has used to deploy its employer branding across Europe. With a campaign that depicts all the moments of life and people enjoying food that STEF makes possible. The Group's promise is simple: joining STEF is to be involved in building the future of a fast-changing world.



URBAN DELIVERY

STEF swings into action to address these specific issues. The Group improved its urban logistics service for food professionals in Brussels city centre. STEF also organised an event dedicated to Green Logistics and urban delivery solutions in partnership with the City and Eurometropole Strasbourg.

OVERVIEW

NEW BI-TEMPERATURE SITE IN GERMAN-SPEAKING SWITZERLAND

STEF boosts its network with the introduction of the Kölliken site and confirms its commitment to become one of the country's major players.



CONQUERING PARIS

In order to confirm its urban delivery ambitions, STEF opened a new platform at Rungis international market, the Group now directly operates its retail delivery business in the Paris region, thereby improving the quality of service and distribution for its customers.

500 PERMANENT FULL-TIME DRIVERS

In order to support the development of its activities and respond to the increasing strain on transport businesses, STEF launched a major recruitment programme across France which was a great success.



IMPORTANT DEVELOPMENT IN E-COMMERCE

Together with the Carrefour Group, STEF has unveiled the 1st platform in Île-de-France fully dedicated to drive-in services. This opening marks an important stage in STEF's development on the promising e-commerce segment.



ENTRY ONTO THE FROZEN MARKET IN ITALY

STEF acquires the Marconi Group, Italy's leading frozen products logistics company. It is the largest transaction in the temperature-controlled sector in recent years in Italy! The real estate assets of 1.3 million m³ represented by the establishments in Fidenza and Ascoli Piceno, open up many development opportunities.



STRENGTHENING THE SEAFOOD BUSINESS

With the acquisition of its long-standing partner, Express Marée, STEF confirms its growth strategy on the demanding seafood products market. STEF Seafood now offers its customers and partners of Seafoodways* coverage which includes the south-west and the Languedoc-Roussillon region.

* STEF Seafood and Express Marée are founding members of Seafoodways, the leading European transport and logistics network for seafood products.

WWW.STEF.COM GETS A NEW LOOK!

New graphics, intuitive navigation, enhanced content, STEF's new website illustrates the Group's positioning at the heart of the agrifood chain with a new signature: Connecting Food Market Players.



EMPLOYEE SHAREHOLDING, A UNIQUE FEATURE OF THE STEF GROUP

STEF celebrates the 25th anniversary of its Company Savings Plan. We are proud of the fact that two out of three employees are now Group shareholders, across all socio-professional categories and countries. A characteristic that makes us a leading listed French company.



INTEGRATION OF YOUNG PEOPLE

STEF signs a local "Entreprises et Quartiers" partnership agreement with the Prefecture of Seine-et-Marne to recruit employees on its Darvault site.



PHOTOVOLTAIC PANELS

The Saintes site in Belgium is now fitted with these panels which are designed to cover nearly all its consumption. It will also be able to benefit from green certificates that will allow it to resell to electricity suppliers.



TRANSPORT ACQUISITION IN FRANCE

The Group's long-standing partners in Bourgogne-Franche-Comté, specialising in the transport of chilled and frozen food products, Transports Frigorifiques Grégoire Galliard now strengthens STEF's regional network.

OVERVIEW

Consumption habits continue to change and diversify

The entire agrifood chain is therefore being reinvented, in a strained economic, social and political context in Europe.

OVER
91%*

of European consumers expect total transparency regarding the origin of the products that they consume.

*source Kantar

FOOD CONSUMPTION IS REFOCUSING ON HEALTH, ORGANIC AND PLEASURE

"Local", often associated with the "good taste" of authentic products and readily credited as "healthy", is booming. "Multi-channel" and "multi-brand", the consumer is demanding practicality, immediacy and transparency about the origin of products. In order to restore confidence with their consumers, agrifood manufacturers are successfully developing new ranges which are organic, gluten-free, plant-based or respect animal welfare.

THE SUPPLY CHAIN MUST REINVENT ITSELF INTO THE MOST RELEVANT OMNI-CHANNEL LOGISTICS MODEL

In order to support the trends among their customers, transport and logistics businesses are not only facing many tech-

nological, social and societal challenges but also economic ones. The sector is notably still affected by a lack of drivers and operators that extends across Europe.



FACED WITH THESE CHALLENGES, STEF IS ANTICIPATING AND GETTING ORGANISED TO SUPPORT THE DEVELOPMENTS OF ITS CUSTOMERS'. WITH ONE UNDIMINISHED AIM: TO PROVIDE THE BEST QUALITY SERVICE.

The Group has no shortage of assets with which to do this...

The professionalism and commitment of its teams

This is unquestionably STEF's best asset in fulfilling its mission, supporting its customers in their development in France and abroad, optimising, designing and deploying supply chain solutions dedicated to the needs of the agrifood sector and adapted to the different distribution formats.

Industry expertise

STEF's capacity to consolidate consignments while being multi-specialist is based on a belief that the human element must be combined with new technologies so as to build innovative and diverse solutions. The Group's services benefit from its expertise in managing dynamic flows, the density of its network which fosters proximity with the local economic fabric and the flexibility resulting from owning its own real estate assets.

Unparalleled conduct

This is firstly characterised by the employee shareholding policy implemented from the start, which is a practical and direct reflection of the commitment at STEF to share the value created with those who helped to generate it. This conduct is also expressed in the growth of its training policy to support every employee's professional career, in the Health, Safety and Welfare at Work policy and in the Group's commitment to promote and support the employment of young people.

The robustness of its economic model

At STEF, there is a principle of regular but dynamic growth, bold but sustainable development. This model relies on diversified activities and a balanced customer portfolio. The Group's capital stability and independence are carefully preserved.