



Forwarding Sustainable Future

Sustainability Report 2024



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Introduction

Forwarding Sustainable Future

Message from the Owner

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Forwarding Sustainable Future

We are pleased to present our first Sustainability Report, marking a key milestone in our journey to responsible business practices. This report covers information and data for the year 2024 and has been prepared in alignment with the Global Reporting Initiative (GRI) and the Corporate Sustainability Reporting Directive (CSRD) to ensure transparency and accountability.

As a global project freight forwarder, we understand the importance of our role in shaping a more sustainable future. This report provides insights into our environmental, social and governance (ESG) efforts, highlighting both our achievements and areas for improvement. We recognize that this is just the beginning, and we are committed to learning and evolving our practices to meet the growing demands of a sustainable logistics industry. Moving forward, we will publish a Sustainability Report annually, continuously striving to enhance our impact.



Message from the Owner

At deugro, responsibility is at the core of our values. As we publish our first Sustainability Report—during a milestone year marking our 100th anniversary—we are reaffirming our commitment to integrating sustainable practices across our operations and supply chains.

The world is facing an era of unprecedented change. Global challenges, from climate change and resource scarcity to geopolitical uncertainties and social inequality, are reshaping the way businesses operate. The logistics industry stands at a crossroads, balancing the growing demand for global transportation with the urgent need to reduce emissions, optimize resources and foster social responsibility. Now, more than ever, sustainability is not just an option—it is an ethical and social obligation.

For a century, deugro has adapted to the evolving needs of its surroundings, always guided by our core values. Sustainability has long been an integral part of our company, though it wasn't always labeled as such. Over the years, this commitment has evolved, and in 2022, we began taking a more strategic approach to the topic. As we look to the future, we recognize that the path forward requires bold action, collaboration and innovation. Sustainability is a shared responsibility, and by working closely with our business partners, we are continuously working toward more responsible and resilient business operations.

Our approach to sustainability is centered on three key areas:

People: Our employees are the driving force behind our success. We are committed to their well-being, ensuring fair labor practices, fostering diversity, equity and inclusion, and upholding the highest standards of health, safety and human rights. Investing in our people through training and development is essential to building a strong and sustainable future. In 2024, we strengthened our focus on mental health and well-being, diversity and employee development, while engaging in philanthropic initiatives that support communities worldwide.

Planet: We recognize the importance of preserving the environment and are dedicated to minimizing our ecological footprint. We strive to operate in an environmentally responsible manner by continuously improving our environmental performance and integrating sustainability into our logistics operations.

In 2024, we focused on automating our calculation methods for transport emissions to enhance accuracy, transparency and accountability. Additionally, we enhanced our efforts to reduce emissions by teaming up with business partners and exploring opportunities for optimized transport routes.

Principles: For us, sustainability is not just about what we do, it is also about how we do it. We are guided by strong ethical principles that ensure transparency, integrity and compliance in all aspects of our business. In 2024, we reinforced our commitment by striving for and gaining ISO 37001 certification, a global standard for anti-bribery, underscoring our dedication to upholding our highest standards of responsible business conduct.

These three pillars are all grounded in a core value that runs through everything we do: quality. This year, we enhanced our commitment by conducting several internal and subcontractor audits, as well as by setting up process improvement initiatives, to ensure that every part of our supply chain meets our standards.

While we are proud of the progress we have made, we recognize that there is still a lot of work to be done. As we celebrate 100 years of progress, we also recognize the responsibility we carry for the next century. Each year, we will share our progress, learn from our challenges, and push forward with solutions that make a meaningful impact. Together, we can drive real change—advancing sustainability in logistics and beyond. We look forward to the journey ahead.

Thomas C. Press
Chairman and Co-CEO

Sustainability Highlights 2024



**100 Year
Anniversary**

openup

**Implemented Mental Wellbeing
Platform OpenUp**

**Celebrated 10 Years of
Membership in the United
Nations Global Compact
(UNGC)**



**Achieved New ISO 37001 Anti-Bribery Certification in Five
deugro Branches**



**Launched New
Human Rights Policy**



**Introduced New
Environment Policy**



**Raised €100,000 for
our partner CARE**

Launched New Employee Development Programs

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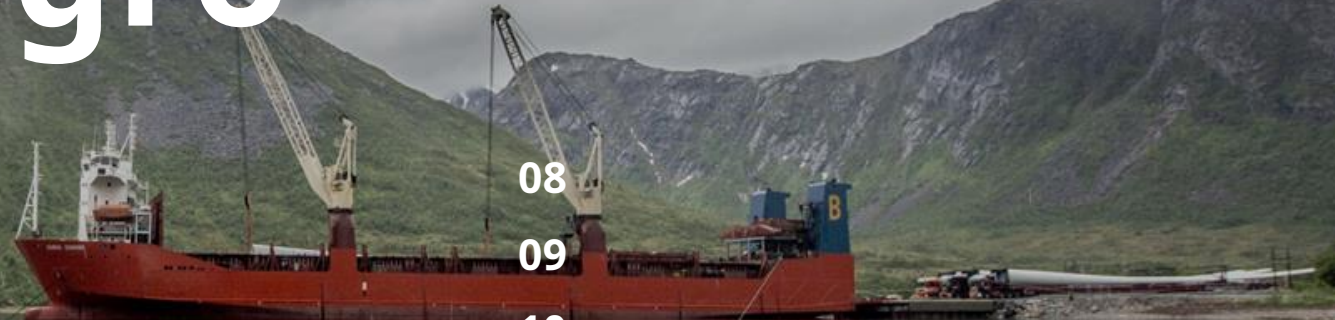
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ABOUT DEUGRO

A Century of Tailored Excellence

deugro was founded by Carl Press in Frankfurt am Main, Germany and has remained a family-owned and family-managed business since 1924.

With 100 years of industry experience, we are a global leader in providing highly specialized freight forwarding and project logistics solutions. Our tailored services span nine core industries covering sustainable energy, wind, power, pulp and paper, oil and gas, mining and metals, mobility, infrastructure, and petrochemicals. By combining innovative technology with the expertise of our people, we deliver creative, future-focused solutions that meet the highest standards. We work closely with our clients to fully understand their needs and develop tailored solutions that go beyond their expectations. Acting as an extension of our clients' teams, we aim to deliver the best combination of cost, quality and reliability. Our thorough planning and open communication ensure the smooth execution of complex project logistics across industries.

Today, under the leadership of Thomas C. Press, we have grown to over 70 offices in more than 40 countries with nearly 1,500 professional employees globally.

Our Mission

To design and deliver seamless solutions for complex logistical challenges.

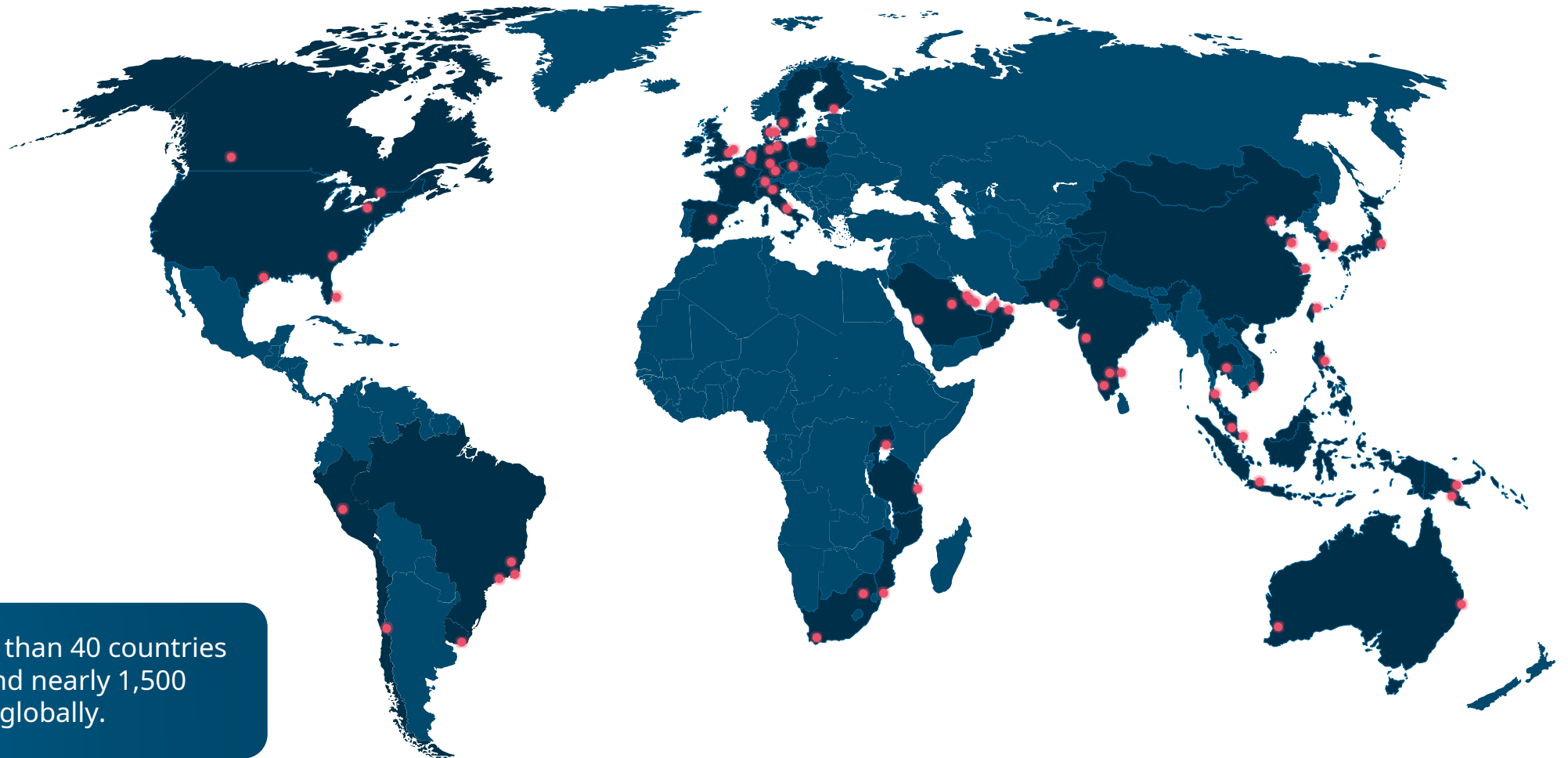
We create value based on a legacy of passion and trust.

Our Vision

We shape our future on innovation and responsible growth.

Our purpose is to provide sustainable, world-class logistics solutions.

Our Global Footprint

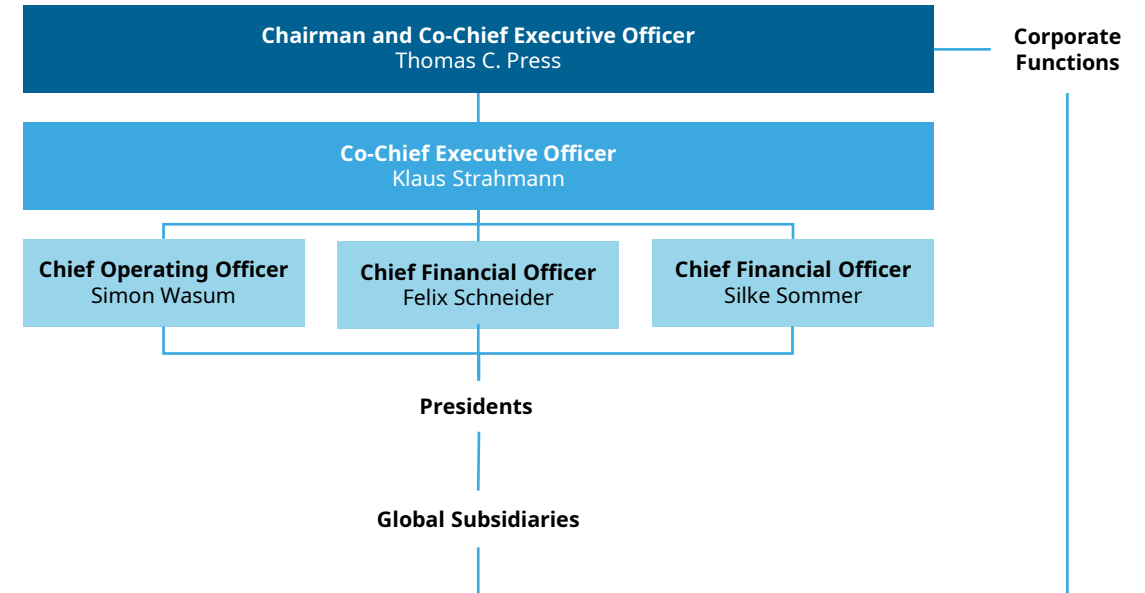


We are active in more than 40 countries with over 70 offices and nearly 1,500 dedicated employees globally.

Our Structure for Success

As a family-owned business in its third generation, deugro maintains a lean management structure that allows for high flexibility. Quick decision-making is guaranteed and can be achieved with just one phone call. The flat hierarchies, across only a few layers within the organization, ensure short communication channels.

The C-suite executive management team consists of five members. These are followed by eight Presidents responsible for all business regions, collectively representing the deugro management structure. Additionally, our corporate functions, including our Sustainability team and other sustainability-related functions, report directly to the C-suite.



Our Values

Our company culture is the cornerstone of our sustainability journey. We believe that fostering an inclusive, innovative and supportive workplace is crucial for creating long-term value for our clients, employees and the environment.

We embrace diversity and encourage collaboration across all levels of our organization, promoting open-minded communication and teamwork. Together, we cultivate a vibrant and inclusive culture—one that inspires creativity and nurtures both professional and personal growth. At deugro, our company culture is the heart and soul that drives us forward.

SOLVING CHALLENGES

deugro thrives on challenges, employing a hands-on approach to deliver efficient logistics solutions. Whether through technical expertise, swift actions or innovation, our entrepreneurial spirit drives continuous improvement for cutting-edge solutions, ensuring our clients receive the full benefit of our proactive logistics approach.

SEAMLESS EXCELLENCE

Operating behind the scenes, we ensure your project's success aligns with the timeline, budget and quality requirements. Our flexible approach adapts to changing plans, handling complexities seamlessly. With a solution-focused mindset, we add genuine value to your logistics needs for a positive working experience and optimal business outcomes.

RESPONSIBILITY

As a global, family-owned company, we are committed to making a positive impact and believe our long-term success is tied to responsible practices. With a diverse and empowering work environment, we prioritize doing the right things for both our team and the planet.

TRUST

For over a century, deugro has embodied stability, trust and fairness. Our commitment to building strong relationships, rooted in dependability, has extended across borders and cultures since 1924. We aspire to be your trusted partner of choice, dedicated to lasting connections with clients and colleagues alike.

PASSION

Passion fuels our organization, defining our commitment to complex logistics solutions. Our dedicated team, marked by loyalty and enthusiasm, is the driving force behind our success. What sets us apart is our unwavering willingness to go above and beyond, delivering seamless and efficient logistics solutions to our clients.

EXPERIENCE

For decades, across industries and continents, we have crafted tailor-made logistics solutions rooted in extensive experience. Our seasoned expertise guarantees careful planning, efficient execution and a proven track record, providing you with a strategic edge and a dependable partner for your projects.

Our Key Industries

As outlined at the beginning of this report, our operations span a diverse range of industries, including sustainable energy, wind, power, pulp and paper, oil and gas, mining and metals, mobility, infrastructure, and petrochemicals. We acknowledge that some of the sectors we are involved in are not inherently sustainable. However, we strive to manage these businesses as efficiently as possible, recognizing that there are challenges in transitioning to cleaner solutions. Despite these challenges, we are committed to advancing green energy projects and have made significant investments in renewable initiatives. Our goal is to balance our current operations with a forward-looking approach to sustainability.

SUSTAINABLE ENERGY

As a close and long-term partner of the world's leading energy companies, EPCs and OEMs, deugro has delivered millions of freight tons of project cargo to the global energy industry. We offer industry-leading services across all sustainable energy technologies and sectors of any scale—and deliver innovative, future-proof solutions for every sustainable energy project and commodity, both onshore and offshore: from carbon capture, hydrogen (H2) and solar to energy from waste as well as energy storage, distribution and the related infrastructure.

WIND

In a significant step towards enhancing sustainable maritime transport, deugro Danmark, in collaboration with Siemens Gamesa and Amasus Offshore, is set to introduce two newly designed vessels: the *Rotra Futura* and the *Rotra Horizon*. These vessels, customized for the transportation of offshore wind turbine components, are scheduled for delivery in 2025 under a long-term charter agreement between Siemens Gamesa and deugro.





ABOUT DEUGRO



Advancing Sustainable Maritime Transport

In a significant step towards enhancing sustainable maritime transport, deugro Denmark, in collaboration with Siemens Gamesa and Amasus Offshore, is set to introduce two newly designed vessels: the *Rotra Futura* and the *Rotra Horizon*. These vessels, customized for the transportation of offshore wind turbine components, are scheduled for delivery in 2025 under a long-term charter agreement between Siemens Gamesa and deugro.

INNOVATIVE VESSEL DESIGN

Building on the success of the award-winning Rotra concept, which includes the Rotra Mare and Rotra Vente vessels, the new designs aim to accommodate the increasing size and weight of next-generation offshore wind turbine components. Since 2016, the Rotra concept has demonstrated significant reductions in risk, loading time and costs through the use of a unique roll-on/roll-off (RO/RO) and gantry system.

COMMITMENT TO SUSTAINABILITY

A key focus in the design and development of these vessels has been the reduction of their overall carbon footprint. This has been achieved through several innovative features:

- Aerodynamic, hydro-optimized hull shape: Reduces energy consumption
- Low-resistance special hull coating: Enhances efficiency
- State-of-the-art Wärtsilä diesel engine: Offers 15% lower consumption and a reduced carbon footprint compared to the current standards
- Hybrid propulsion system: Integrates an efficient power train
- Exhaust gas cleaning system: Meets the highest IMO Tier III standards
- Waste heat recovery: Further improves energy efficiency

The new vessels will be built at Jiangsu Zhenjiang Shipyard in China, with delivery expected in spring and summer of 2025. This joint effort marks a significant milestone in creating a sustainable future for the offshore wind industry, ensuring the ability to execute projects safely, on time and at the right cost level.

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Our Approach to Sustainability

Sustainability has always been a fundamental aspect of deugro's operations, even before it was formally recognized as such. Over time, our commitment has grown, leading to a more strategic approach in 2022. This focus is deeply embedded at every level of our organization, integrated into our daily activities, and actively promoted by our global leadership. Our sustainability approach aligns with globally recognized standards such as ISO 14001, ISO 26000 and the UN Sustainable Development Goals (SDGs). Additionally, as members of the UN Global Compact (UNGC) initiative, we support the Ten Principles of the UNGC. To structure our sustainability efforts, we have established a framework based on three key pillars—People, Planet and Principles—which align with the broader environmental, social and governance (ESG) criteria.

People

We are committed to upholding human rights; fair labor practices; and diversity, equity and inclusion (DEI); as well as to fostering employee well-being and professional growth.

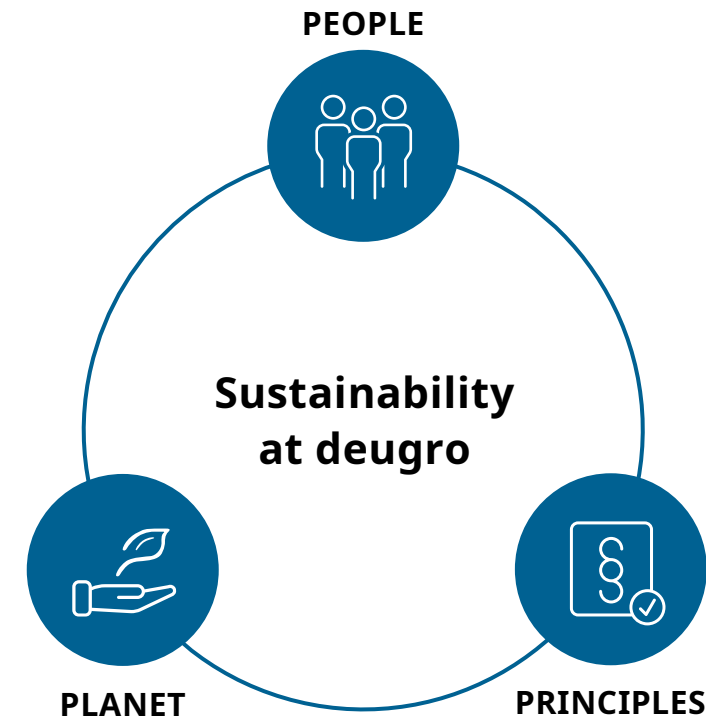
Planet

We continuously seek to minimize our environmental footprint by improving energy efficiency, optimizing resource use and promoting sustainable logistics solutions.

Principles

We uphold integrity, transparency and accountability in all business activities, ensuring ethical conduct, regulatory compliance and strong anti-corruption measures.

By embedding these pillars into our operations, we strive to create long-term value for our stakeholders while driving positive environmental and social impact. Transparency is a cornerstone of our approach, and we continuously evaluate our processes to ensure accountability and meaningful outcomes. Over the past years, we have assessed our sustainability performance with EcoVadis, gaining valuable insights into our strengths and areas for improvement. Moving forward, we will continue this initiative and focus on targeted improvements to enhance our impact and uphold transparency.



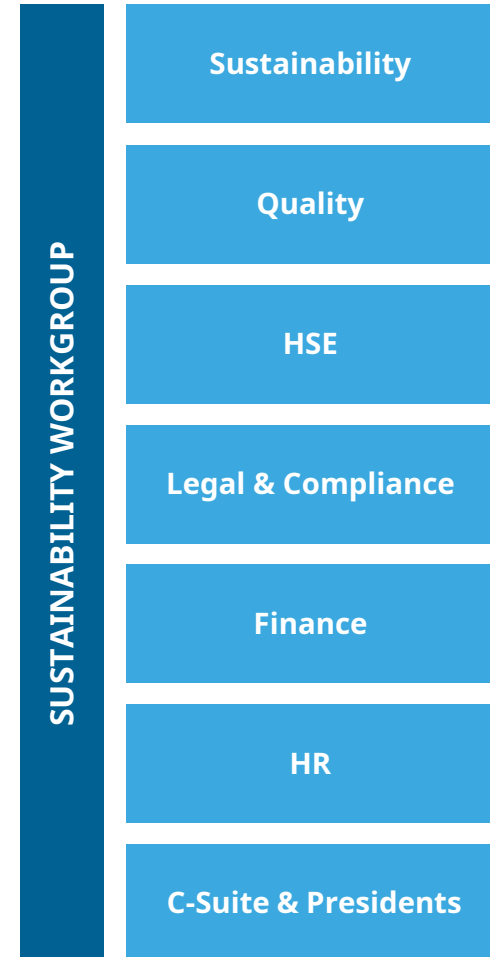
Sustainability Workgroup

To further strengthen our commitment to sustainability and transparency, we established a dedicated Sustainability Workgroup in 2024 to align our business practices with international sustainability standards and regulatory requirements. This cross-functional team is working to integrate these into decision-making processes at all levels of deugro, aiming to foster continuous improvement and accountability throughout our operations.

Our Sustainability Workgroup consists of representatives from key departments, including Sustainability; Quality; Health, Safety & Environment (HSE); HR; Legal & Compliance; and Finance; as well as from our C-suite. This workgroup plays a crucial role in shaping our sustainability strategy, ensuring compliance and driving continuous improvement across the People, Planet and Principles pillars. Simultaneously, our diverse representation allows us to integrate multiple perspectives,

ensuring a well-rounded and effective approach to sustainability. Moving forward, we will further expand this workgroup with employees from other departments and the business, to gain further valuable perspectives and insights.

The primary objectives of our Sustainability Workgroup consist of the alignment of sustainability data and insights, the preparation of sustainability reporting, including compliance with the Corporate Sustainability Reporting Directive (CSRD), and the collaboration on the sustainability strategy and targets to streamline and achieve the most together. Additionally, a critical function of the Sustainability Workgroup is stakeholder engagement. By actively consulting with internal and external stakeholders, we gather valuable insights to refine our sustainability strategy, address emerging challenges and identify opportunities for further improvement.



Double Materiality Assessment Process

Sustainability is integral to deugro's long-term success. To identify and prioritize the most significant environmental, social and governance (ESG) topics, we conducted a double materiality assessment in alignment with the Corporate Sustainability Reporting Directive (CSRD) and Global Reporting Initiative (GRI) standards.

This assessment evaluates sustainability issues from two perspectives:

- Impact materiality – How our operations affect society and the environment
- Financial materiality – How sustainability issues influence our business performance and financial stability

By integrating these two dimensions, we can focus on the topics that matter most to both our stakeholders and our long-term business success.

STEP 1: IDENTIFYING RELEVANT TOPICS

We developed a list of sustainability topics based on

the CSRD and GRI standards, stakeholder expectations and internal business priorities. These topics cover key areas within ESG.

STEP 2: ENGAGING STAKEHOLDERS AND COLLECTING DATA

We gathered input from four key stakeholder groups through different tailored surveys:

- Employees
- C-suite, Presidents, and Finance department
- Clients
- Subcontractors

Each group provided insights into the importance of various sustainability topics, with responses collected using a standardized 5-point Likert scale. Additionally, open-ended questions allowed stakeholders to highlight further perspectives and ideas.

STEP 3: SCORING AND ANALYSIS

Each topic was assessed based on two scores:

- Impact materiality score – The average rating from employees, clients and subcontractors
- Financial materiality score – The average rating from C-suite and Finance department representatives

These scores were used to plot topics on a double materiality matrix, categorizing them into the following:

1. High-priority issues (significant for both business and stakeholders)
2. Strategic opportunities (high impact on society but lower immediate financial relevance)
3. Business risks (financially significant but with lower stakeholder impact)
4. Lower-priority topics (less critical in both dimensions)

We are still in the process of finalizing our double materiality matrix and will share it in our next Sustainability Report.



Implications for our Sustainability Strategy

The findings of our double materiality assessment serve as a foundation for refining our sustainability strategy. Moving forward, we will:

- prioritize high-impact sustainability initiatives aligned with stakeholder expectations and business risks,
- strengthen ESG governance by integrating sustainability considerations into corporate decision-making,
- enhance transparency by continuously improving sustainability reporting and aligning with CSRD requirements, and
- set measurable sustainability goals to track progress and drive continuous improvement.

We are also planning to conduct interviews with experts, regulatory reviews and deeper industry benchmarking to validate our scoring and ensure alignment with broader ESG trends, as well as to identify emerging risks and opportunities that may not be fully reflected in our double materiality assessment outcome.

This assessment will be updated every two to three years to reflect evolving stakeholder priorities, regulatory developments and market trends.

Our double materiality assessment provides a structured, data-driven and stakeholder-informed foundation for deugro's sustainability strategy. By evaluating both impact materiality and financial materiality, we gain a comprehensive understanding of our ESG priorities. This approach enables us to identify risks and opportunities, and to align our sustainability efforts with both stakeholder expectations and long-term business objectives. By integrating these insights into our strategic planning and decision-making, we ensure that sustainability remains a key driver of resilience, innovation and long-term value creation at deugro.

LIST OF MATERIAL TOPICS

Based on the assessment, deugro's material sustainability topics are structured according to our three sustainability pillars:



Principles

- Anti-corruption and bribery
- Whistleblower protection and grievance mechanisms
- Responsible supply chain management
- Ethical business conduct
- Data protection and privacy
- Regulatory compliance and legal integrity



People

- Health and safety
- Fair working conditions
- Employee development and training
- Diversity, equity and inclusion
- Community engagement
- Human rights and labor rights



Planet

- Waste
- Pollution
- Energy consumption
- Greenhouse gas emissions
- Water consumption
- Sustainable services

Stakeholder Engagement

Effective stakeholder engagement is fundamental to our sustainability strategy. By maintaining open and constructive dialogue with key stakeholders, we align our business objectives with societal expectations, proactively address concerns and create long-term value.

STAKEHOLDER IDENTIFICATION AND PRIORITIZATION

Our stakeholders include both internal and external groups, each playing a critical role in shaping our sustainability efforts. deugro’s internal stakeholders consist of employees, top management and our Sustainability Workgroup, all of whom drive and execute our business. External stakeholders comprise clients, subcontractors, competitors, banks, regulatory authorities, NGOs, local communities, the media and suppliers, all of whom influence or are affected by our operations. To ensure effective stakeholder engagement, we regularly assess and prioritize our stakeholder groups based on their level of influence, interest and impact on our sustainability goals.

FEEDBACK AND ENGAGEMENT PROCESS

We engage with stakeholders through various formal and informal communication channels. Surveys and feedback mechanisms allow us to gather insights from employees, clients and subcontractors to better understand their needs and expectations. Regular stakeholder meetings and consultations provide us with opportunities to directly engage with regulatory bodies, local communities and industry partners to address key concerns.

To further strengthen our engagement, we conduct workshops and training programs for employees and management, promoting awareness and best practices related to sustainability. Our partnerships with our clients, NGOs, industry peers and subcontractors enable us to collaborate on sustainability initiatives, share knowledge and drive meaningful impact. Additionally, we are committed to transparency, providing regular updates on our sustainability progress through reports, media engagements and regulatory disclosures. These various engagement methods foster continuous dialogue, encourage collaboration and support informed decision-making.

RESPONDING TO STAKEHOLDER CONCERNS

For us, addressing stakeholder concerns is a priority, and we have established several response mechanisms over the past years to ensure that any feedback is acted upon. With our dedicated Speak Up! platform, it is possible for any stakeholder to report concerns anonymously. As part of our commitment to responsible business practices, we continuously adapt corporate policies and strategies to align with stakeholder expectations and industry best practices.

Transparent communication remains at the core of our engagement efforts as we strive to build trust, maintain accountability and drive meaningful progress in our sustainability initiatives. By actively engaging with stakeholders and responding to their concerns, we strengthen relationships, enhance corporate responsibility and contribute to the long-term sustainability of both our business and the communities in which we operate.

Internal Stakeholders	Employees
	Top Management
	Sustainability Workgroup
External Stakeholders	Clients
	Subcontractors
	Competitors
	Banks
	Regulatory authorities
	NGOs
	Local residents / communities
	Media industry
	Suppliers

UN Global Compact Participation

We are proud to be a member of the United Nations Global Compact (UNGC), the world's largest voluntary corporate sustainability initiative. Since signing our commitment in 2014, we have been dedicated to aligning our strategies and operations with the UNGC's Ten Principles, encompassing human rights, labor, environmental protection, and anti-corruption.

deugro upholds international standards for human rights and labor ethics, maintaining a zero-tolerance policy toward any violations. We are committed to fostering a safe, inclusive and ethical work environment, ensuring the rights of every individual are respected. We maintain a strict policy for bribery and corruption, expecting all employees and partners to adhere to the highest standards of honesty, ethics and transparency. We are committed to protecting the environment, continuously drive environmental initiatives and seek innovative solutions to minimize our ecological footprint, contributing to a sustainable future for generations.

Our participation in the UNGC reflects our core values, reinforcing our responsibility to operate as a sustainable, ethical and forward-thinking company that drives positive change across industries and communities.



For more information, see our [Communication on Progress here](#).

THE TEN PRINCIPLES OF THE UNGC

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Businesses should make sure that they are not complicit in human rights abuses.

Labor

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Businesses should eliminate all forms of forced and compulsory labor.

Principle 5: Businesses should effectively eliminate child labor.

Principle 6: Businesses should eliminate discrimination in respect to employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Sustainable Development Goals

In addition to our commitment to the UNGC, we strive to align our sustainability efforts with the UN Sustainable Development Goals (SDGs). The SDGs provide a global framework for addressing critical environmental, social and economic challenges, and we recognize our role in contributing to these objectives through responsible business practices.

DRIVING IMPACT THROUGH CONTINUOUS IMPROVEMENT

Aligning with the UN SDGs reinforces our approach to sustainability, ensuring that our business contributes meaningfully to global progress.

To maintain the effectiveness and relevance of our sustainability initiatives, we continuously:

- monitor and assess our material topics in relation to the SDGs,
- refine our sustainability strategy to address emerging risks and opportunities, and
- expand our contribution by integrating sustainability further into our operations, partnerships and innovation efforts.

By engaging with the UNGC and SDGs, we are strengthening our commitment to sustainability, corporate responsibility and long-term value creation for our business, our stakeholders and the global community.

Principles



People



Planet



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PRINCIPLES

Governance and integrity

At deugro, we believe that strong governance and unwavering integrity are the cornerstones of sustainable success. We maintain the highest standards of ethics and business practices across every level of our organization. Our commitment to honesty and transparency is not only a reflection of our core values but also a guiding principle in every decision—from our C-suite to every employee and stakeholder. We extend these standards to our business partners, ensuring that trust and accountability are at the heart of all our collaborations.

Drawing on a long-standing tradition of quality and ethical leadership, we continually refine our governance framework to meet the evolving challenges of today's business landscape. Our dedication to integrity permeates every facet of our operations, fostering an environment in which responsible decision-making and continuous improvement are the norm.

department and regional management. We uphold strong oversight structures that embed compliance into our corporate culture and decision-making, striving to integrate compliance into every aspect of our operations.

- **Ethics and Compliance:** Upholding the highest ethical standards through robust compliance programs, guided by our Code of Ethics and Compliance as well as our ISO-certified anti-bribery management system. We actively promote a culture of integrity by focusing on the tone from the top, risk assessments, due diligence, communication, training, investigations, and regular monitoring.
- **Quality:** Maintaining a strong commitment to quality and operational excellence through a centralized quality assurance process that enhances efficiency and ensures global standardization, comprising our ISO certifications. We continuously improve our operational frameworks to ensure the highest quality outcomes, to drive efficiency and to uphold our reputation for delivering exceptional results.

OUR FOCUS

- **Corporate Governance:** Ensuring strong, transparent and accountable leadership through our governing bodies, including our C-suite, Legal & Compliance



Our Commitment to Ethical Corporate Governance

At deugro, we operate in more than 70 countries, each with applicable laws, regulations, and cultures. We act with the same level of integrity across all of our markets and expect compliance with all applicable regulations. Unethical behavior from our employees or business partners can negatively impact the communities in which we operate and expose deugro to significant reputational and financial risks.

Therefore, integrity, transparency and accountability are at the core of how we do business. We have established a structured compliance framework that upholds these principles across our global operations. The framework is grounded in our Code of Ethics and Compliance, focusing on key areas such as anti-bribery and corruption, human and labor rights, data privacy, and whistleblowing. Where local laws differ from the standards set in our Code of Ethics and Compliance, the stricter standard must be applied.

We set the same standards for our suppliers as we do for our employees through our Business Partner Code of Ethics and Compliance. Our zero-tolerance approach to bribery, corruption and unethical behavior is embedded in our operations, policies and partnerships, reinforcing our dedication to responsible business practices.

A CULTURE OF INTEGRITY

Integrity is a fundamental part of our corporate culture and is supported by a robust compliance system. Our policies, including our Code of Ethics and Compliance, Anti-Bribery and Corruption Policy, Supplier Code of Ethics and Compliance, and Investigations and Disciplinary Actions Policy provide clear guidance on ethical decision-making and responsible business interactions.

To reinforce this commitment, we conduct routine risk assessments and provide

regular ethics and compliance training, equipping management and employees with the knowledge to identify and mitigate potential risks. In 2024 alone, we rolled out six compliance and ethics e-learning throughout the year and conducted five compliance health checks, ensuring that our teams remain vigilant and proactive in maintaining compliance. A Compliance Health Check is a documented in-person visit to an office, during which the branch is evaluated across several compliance risk mitigating activities.

ZERO TOLERANCE FOR CORRUPTION AND UNETHICAL PRACTICES

deugro strictly prohibits all forms of bribery, facilitation payments and improper practices. Our policies align with international frameworks, including the US Foreign Corrupt Practices Act (1977), the UK Bribery Act (2010) and the UN Global Compact Ten Principles. To further strengthen our anti-corruption efforts, we have certified deugro's parent company and six of deugro's largest regional branches with the ISO 37001 Anti-Bribery Management System, reinforcing our commitment to ethical governance. Additionally, we uphold stringent competition and anti-trust regulations, data privacy measures and trade controls, ensuring fair and compliant business operations worldwide.

92.9%: Average completion of e-learning within 30 days

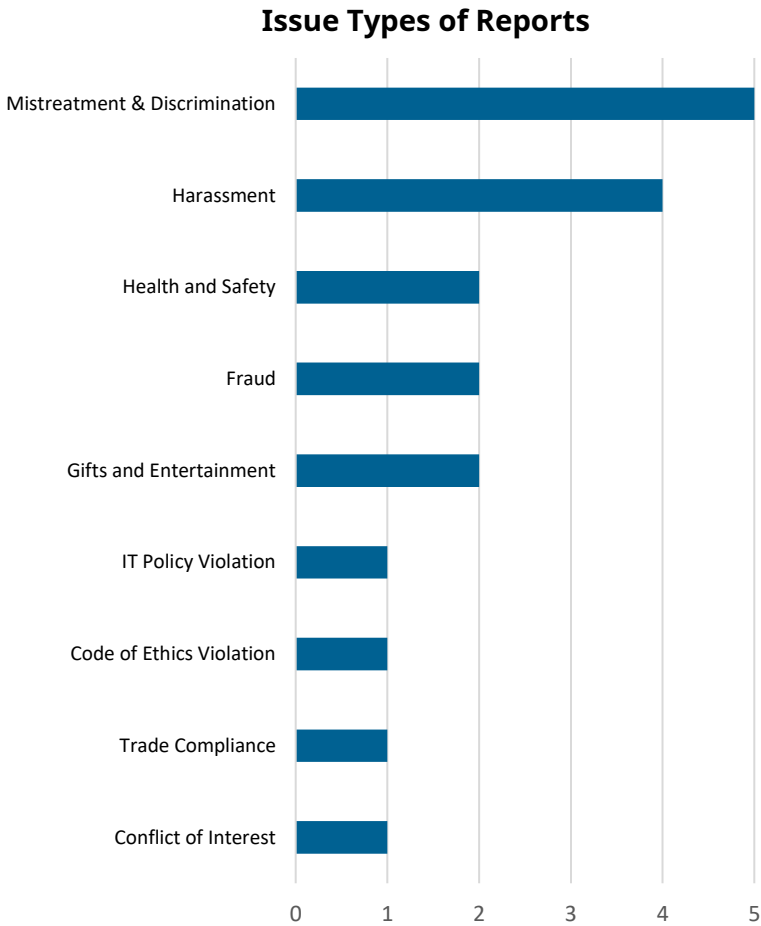
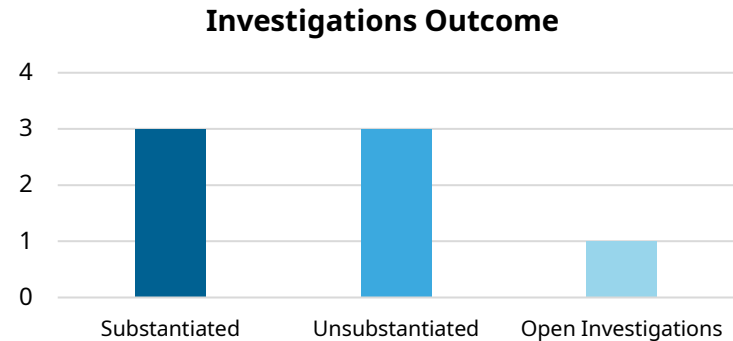
Compliance Health Checks in 2024: **Seoul, Busan, Stuttgart, Tokyo, Mumbai**

Each year, all employees are required to acknowledge our **Code of Ethics and Compliance** and company policies, reaffirming their commitment to ethical business conduct.

A Strong Foundation for Responsible Growth

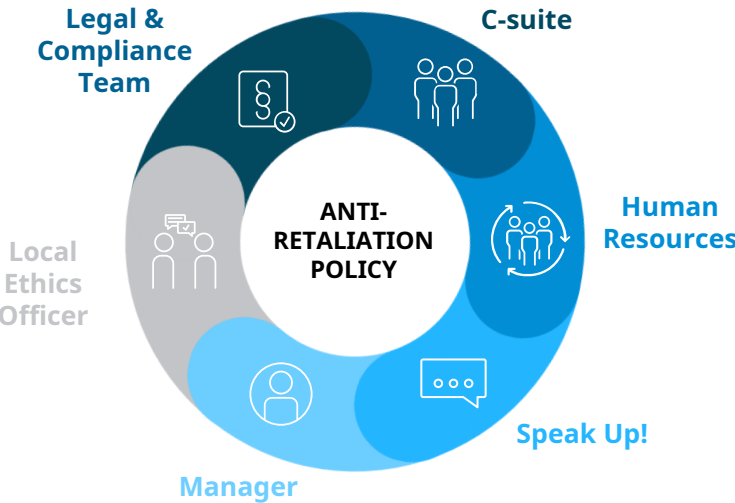
WHISTLEBLOWER PROTECTION AND REPORTING MECHANISMS

We believe that transparency and accountability are crucial to ethical business conduct. Our whistleblower mechanism provides employees, stakeholders and business partners with secure, confidential and anonymous channels to report concerns or potential violations. Reports can be submitted through direct managers, HR, local management, the Legal and Compliance team, Local Ethics Officers, or our secure and multilingual online reporting platform [Speak Up!](#), which is accessible via the web, phone or text message with country-specific helpline numbers for support. We strictly prohibit retaliation against individuals who report concerns in good faith, ensuring a safe and open environment for ethical accountability.



LEADING WITH INTEGRITY

At deugro, ethical governance is not just a policy—it is a commitment lived at every level, from our C-suite to every employee worldwide. By embedding integrity, compliance and sustainability into our daily operations, we have built a resilient and responsible organization that meets the expectations of our stakeholders and society.



Our Commitment to Quality and Continuous Improvement

At deugro, quality is a fundamental part of our culture. We continuously strive to enhance our processes and services to meet the highest standards while upholding our commitment to sustainability. Through our Integrated Management System (IMS), we ensure that our operations align with best practices in quality, health and safety, and environmental management.

We are proud to hold ISO 9001:2015, ISO 45001:2018, ISO 14001:2015 and ISO 37001:2016 certifications, demonstrating our adherence to internationally recognized standards. These certifications reflect our structured approach to quality, occupational health and safety, environmental responsibility and anti-bribery, ensuring compliance with industry regulations and client requirements.



ISO 9001:2015 – Quality Management System



ISO 45001:2018 – Occupational Health and Safety Management System



ISO 14001:2015 – Environmental Management System



ISO 37001:2016 – Anti-Bribery Management System

To maintain and improve our standards, we conduct regular internal and external audits of our operations. These audits help us to identify areas for improvement, drive corrective actions, and ensure full compliance with regulatory and certification requirements. Additionally, our monthly reporting system provides continuous insights into our performance, allowing us to monitor and track progress and implement measures to enhance sustainability. All deugro offices are required to submit several sustainability data in a monthly report through an integrated platform.

Our commitment to quality extends beyond our own operations. We conduct regular subcontractor audits to ensure that our partners uphold the same high standards. In 2024, 16 on-site audits were conducted across various subcontractors to assess adherence to contractual obligations, quality standards and safety regulations. These audits provided valuable insights into subcontractor capabilities, operational risks and areas requiring improvement. All audit findings were systematically documented and reported within our integrated platform, reinforcing transparency and accountability in subcontractor evaluations. Moving forward, we shall continue our actions to reinforce a culture of quality, safety and operational excellence, ensuring that subcontractor partnerships align with the company's high standards and long-term business objectives.

Continuous improvement is at the heart of our IMS. Through training, stakeholder engagement and process optimization, we are constantly evolving to meet the demands of our stakeholders and the ever-changing industry. At deugro, quality is not only a standard—it is a commitment to excellence that drives our sustainable growth and long-term success.

Auditing with Integrity

AUDIT TIMELINE: APRIL 2024 – MARCH 2025

23

internal audits

No major non-conformities

114 minor non-conformities,
58 opportunities for improvement
and 58 observations

10

external audits

for ISO 9001, ISO 45001 and ISO 14001

No major non-conformities

21 minor non-conformities,
25 opportunities for improvement
and 31 observations

3 client audits and **1** customs audit

To maintain and improve our standards, we conduct regular internal and external audits of our operations. These audits help us to identify areas for improvement, drive corrective actions, and ensure full compliance with regulatory and certification requirements. Additionally, our monthly reporting system provides continuous insights into our performance, allowing us to monitor and track progress and implement measures to enhance sustainability. All deugro offices are required to submit several sustainability data in a monthly report through an integrated platform.

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ISO 9001, ISO 45001 and ISO 14001 implemented in **93%** of our locations

Prioritizing Client Satisfaction

As a service provider, ensuring high-quality standards is fundamental to our operations. We are highly committed to maintaining the highest level of quality and continuously strive to enhance our services to meet and exceed client expectations. Regular evaluations of client requirements and their fulfillment from the client’s perspective is crucial in measuring satisfaction levels and identifying areas for improvement.

To systematically assess the quality of our services, we conduct regular surveys with our clients. The insights gained from this process serve as a foundation for evaluating our performance and making data-driven improvements.

In January 2024, we launched our annual client satisfaction feedback campaign again, which operated throughout the entire year. The initiative is designed to gather valuable input through an online questionnaire that focuses on three key elements of service interaction:

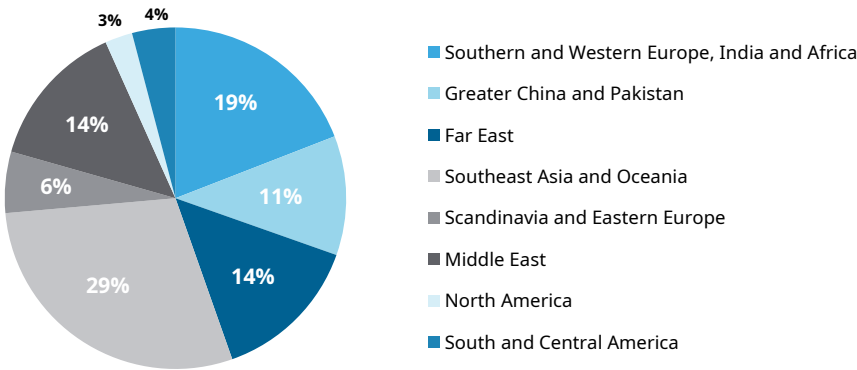
- **Communication Satisfaction:** Assessing clarity, responsiveness and effectiveness in interactions

- **Service Satisfaction:** Evaluating the quality, efficiency and reliability of services delivered
- **Client Retention:** Understanding long-term client engagement and loyalty

Throughout 2024, we collected 345 fully or partially completed feedback responses from clients globally. The overall results are highly encouraging, with the majority of feedback falling into the “Satisfied” or “Very satisfied” categories. These positive results reaffirm our commitment to excellence and highlight the trust our clients place in our services.

Moving forward, we will continue to prioritize client satisfaction by refining our quality management processes, actively responding to feedback, and striving for continuous improvement in all aspects of our service delivery.

Percentage of Total Responses per Region



Quality Metrics	SATISFACTION LEVEL
Responsiveness of company contact (time and accessibility)	97.66%
Quality and suitability of information provided	97.67%
Quality of technical proposals	98.14%
Quality of commercial proposals	96.70%
Handling of cargo/property/information	97.92%
Adherence to on-time delivery	96.42%
Approach and performance regarding health, safety, environment and security	98.75%
Competitiveness of services provided	95.54%
AVERAGE	97.35%

People

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Fostering a Culture of Safety	33
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Advancing Human Rights	37
Fostering Community Engagement	38



PEOPLE

Social Responsibility

At deugro, our employees are not just the key to our success—they are the very heart of our organization. We are deeply committed to creating a supportive and thriving work environment where every individual can excel and feel valued.

We continuously aspire to the highest standards of health and safety, uphold fair labor practices and advocate human rights throughout our supply chain. We invest in continuous learning and development opportunities, empowering our employees to grow and succeed in their careers, while fostering diversity, equity and inclusion and an environment where all employees feel respected and valued. Our commitment to social responsibility extends beyond our workforce to the communities where we operate. We actively engage with and support these communities through partnerships with global and local organizations, donations and volunteer programs.

OUR FOCUS

- **Health and safety:** Maintain a continuous focus on safety at project sites and business operations, ensuring stringent safety protocols and regular training to protect our workforce. Enhance our focus on mental health and well-being through comprehensive wellness programs, regular health assessments, and creating a supportive environment

that prioritizes the physical and mental health of our employees.

- **Diversity, equity and inclusion:** Promote a culture of inclusivity by further expanding our actions with regards to providing training, supporting employee resource groups, creating awareness and aiming for a diverse representation at all levels of the organization.
- **Employee development:** Provide continuous learning opportunities through professional development programs, mentorship, and career advancement initiatives to help our employees achieve their full potential.
- **Philanthropic initiatives:** Actively participate in philanthropic efforts that support communities worldwide, including partnerships with global and local organizations, charitable donations and volunteer programs.
- **Human rights:** Develop our human rights efforts throughout our supply chain by regularly assessing our human rights impacts, reviewing our human rights due diligence processes, monitoring their effectiveness and communicating our efforts.



Who we are

With a team of nearly 1,500 employees representing more than 80 nationalities in 43 countries, we embrace a global perspective while maintaining strong local roots. Our workforce comprises 42% female and 58% male employees with an average age of 39 years. A total of 18% of our workforce are managers. Since 2024, we have employed women in all management levels. However, we acknowledge that there are gaps in our data quality, including gender data, which means that some of our data may not be entirely accurate. It is our goal to improve our data quality in 2025 to ensure more accurate and reliable reporting.

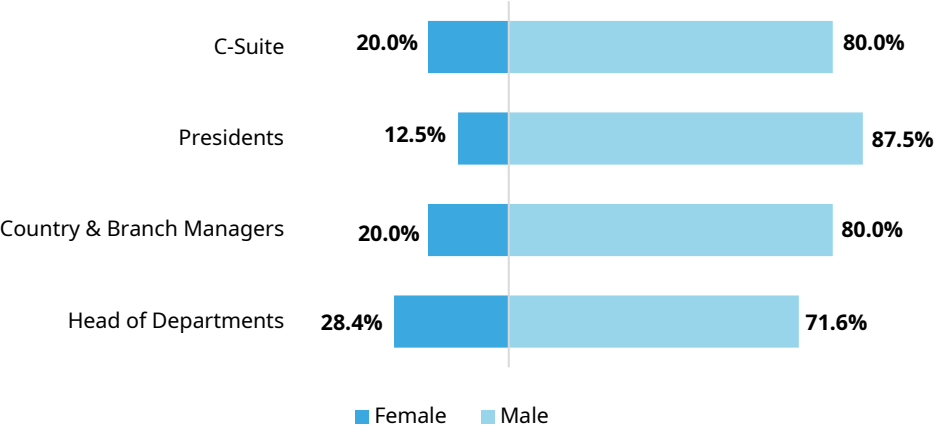
Employee retention is a key strength at deugro. In 2024, we had an employee turnover rate of 17.5%, which is below average compared to the relatively high employee turnover in the logistics industry. Over 15% of our team members have been with the company for over 10 years, demonstrating our ability to create a workplace where people thrive and grow.

EMPLOYEES

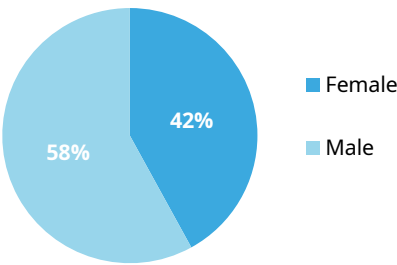
Americas 246	Asia, Oceania 418	Europe 485	Africa, Middle East, India 335
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Nearly **1,500** employees in over **40** countries

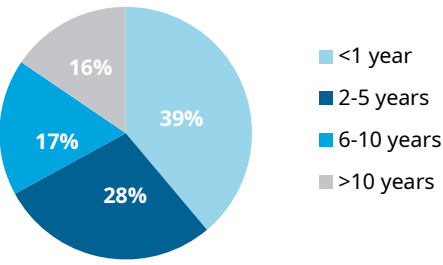
Gender Diversity of Management



Gender Diversity



Length of Service



Our Commitment to Health and Safety

“Defining Logistics. Delivering Safety.”

Our value statement guides our commitment to fostering a safe and healthy workplace. The well-being of our employees and business partners is at the core of our operations, and we continuously strive to enhance safety standards across all activities.

Our ultimate goal is clear: zero injuries and no work-related illnesses. Achieving this requires a proactive approach, built on responsible management, clear objectives and a culture of active participation. We empower employees through Stop Work Authority, uphold corporate discipline, and ensure respect for individuals and the environment. By implementing robust risk controls and fostering fair collaboration with our business partners, we create a safer workplace for all.

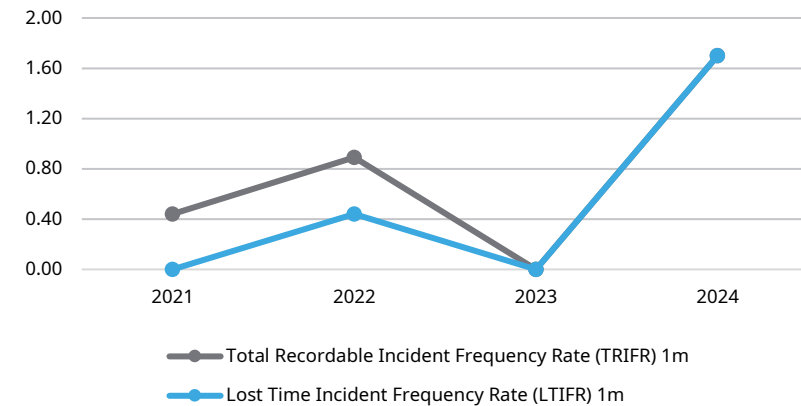
We believe that health and safety are integral to operational success. Our Life-Saving Rules establish the minimum safety requirements for our workforce, ensuring everyone understands

and adheres to critical protocols. Through continuous training, open communication, and the integration of safety into all business functions, we reinforce a culture where safety is second nature. Our zero-harm approach prioritizes risk awareness and cross-functional communication to mitigate hazards effectively. As part of this strategy, we maintain our ISO 45001 certification, demonstrating our commitment to global best practices in occupational health and safety.

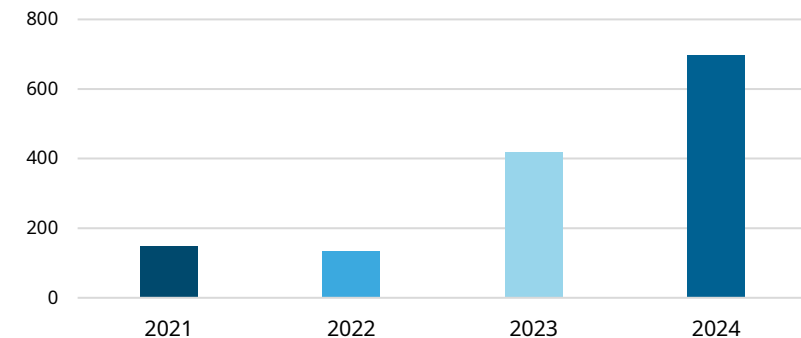
Throughout 2024, deugro remained on track to complete the year without Lost Time Injuries (LTI). However, in late Q4, two unfortunate incidents occurred: a vehicle accident that was deemed unavoidable, and a fall resulting from stepping on protruding dunnage, leading to a broken leg and surgery. While these incidents impacted our Occupational Health and Safety statistics, they also reinforced the importance of vigilance, training and continuous improvement.

HSE Performance

deugro group TRIFR and LTIFR 2021-2024 (1m)



Performed QHSES Observations





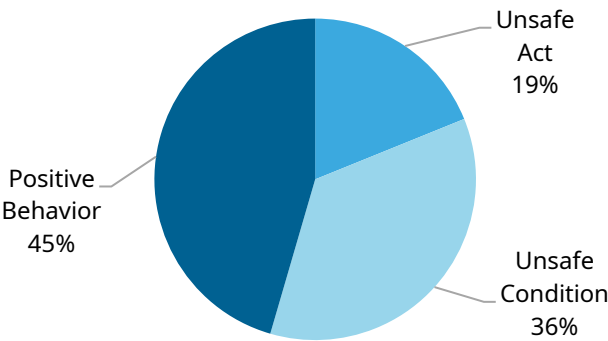
PEOPLE

Fostering a Culture of Safety

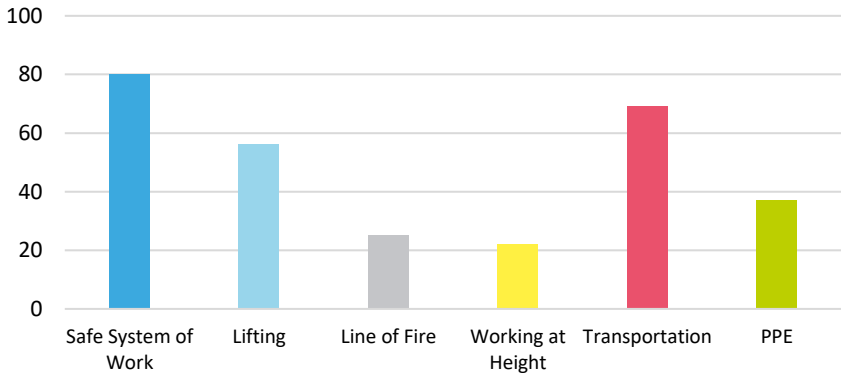
Our QHSES Observation program continues to be an invaluable tool in proactively assessing the effectiveness of deugro’s Integrated Management System. This initiative not only provides critical insights but also facilitates immediate and proactive corrective actions. In 2024, we observed a significant increase in reported observations, underscoring our commitment to continuous improvement. By integrating the Life Saving Rules with the QHSES Observation program, we have confirmed their strong alignment with our business operations and throughout 2024, we recorded 289 instances of unsafe conditions or acts, each presenting an opportunity to reinforce the Life Saving Rules. These events enabled us to promote coaching, provide guidance, and implement immediate corrective measures, thereby enhancing our overall safety and sustainability performance.

As we move forward, our focus remains on the continuous growth of our safety culture. By enhancing training, refining risk management strategies and fostering a strong sense of accountability, we aim to become a leader in health and safety within the transportation industry. For us, safety is more than just a priority; we continually strive to ensure that safety is at the forefront of everything we do.

Observations by Category in 2024



Annual Life Saving Rules Violations During Observations in 2024



Prioritizing Mental Health and Well-being in the Workplace

Empowering Minds, Cultivating Resilience

The health and well-being of our employees are fundamental to a thriving workplace. Recognizing its importance, we have focused on this area more intensively over the past two years, guided by feedback from our employees.

We aim to create a supportive and inclusive environment where everyone feels heard, valued, and empowered. Our commitment to fostering a healthy work culture prioritizes both physical and mental well-being. Here are some of the ways we are working towards this:

- Providing resources and support to help employees maintain and improve their overall health
- Encouraging open dialogue around mental health to eliminate stigma and promote a culture of understanding
- Promoting work-life balance through initiatives that support personal and professional well-being
- Continuously refining our health and well-being

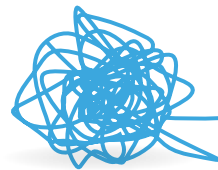
programs based on employee feedback and industry best practices

In 2024, we took a significant step forward by introducing a new Health and Wellbeing Policy and partnering with OpenUp, a mental health support provider. This partnership ensures that employees have access to mental health resources, wherever they are located. OpenUp provides a safe and confidential space to discuss concerns, access guidance and seek professional support.

We understand that work-related stress and personal challenges can affect both mental well-being and job performance. By making mental health support more

accessible, we aim to encourage open conversations and provide employees with the tools they need to manage their well-being—both at work and at home. In addition, we actively raise awareness through internal campaigns, fostering a culture where mental health is prioritized. Additionally, we conduct a biannual employee well-being assessment, allowing us to gather valuable feedback and continuously improve our approach. The next assessment is scheduled for 2025.

By investing in mental health resources and creating a culture of openness and care, we strengthen our team and our collective success. Well-being matters—to us, to our leadership and to our company's future.



openup

x

deugro

Empowering Growth Through Employee Development

Our employees are our greatest asset. Investing in their growth and professional development is not only essential for individual career progression but also a key driver of our long-term success and sustainability. We are committed to fostering a culture of continuous learning by providing employees with opportunities to enhance their skills, knowledge and leadership capabilities. Our comprehensive approach to employee development includes a variety of programs and is aligned with our business goals, industry trends and the evolving needs of our workforce. Throughout 2024, we expanded our training programs to equip employees with the skills they need to excel in their roles. Key initiatives included the following:

New career development programs: We established new career development programs tailored to different roles and career stages. These programs provide specialized training and development opportunities, aiming to help employees

advance in their careers and reach their full potential.

Mentoring program: We further developed our mentoring program, which pairs professionals to provide guidance, support and knowledge-sharing. This program fosters a culture of collaboration and helps employees to navigate their career paths more effectively.

Performance reviews: We enhanced our annual performance review process to assess employees' progress, set goals and identify opportunities for growth. These 360° reviews ensure that our employees are on track to achieve their career aspirations, receive the support they need and are able to provide feedback to their managers.

Language platform: We continue our offer of a language platform that provides language classes in multiple languages to support our workforce and promote effective communication. This initiative

12.55
Average hours of
training
per employee

62.7%
Percentage of
conducted performance
reviews

32
participants in
our mentoring
program

11
participants in
deugro's most
promising (DMP)
trainee program

supports our employees in developing their language skills and facilitating closer collaboration across teams.

E-learning modules: We are continuously developing our training platform to offer a wide range of e-learning modules covering various topics, from technical skills to soft skills. This platform ensures that our employees have access to the latest knowledge and can learn at their own pace. In addition, we regularly provide mandatory e-learning about sustainability topics, ranging from anti-bribery and corruption or health and safety, to human trafficking or diversity trainings, to name just a few.

As part of our ongoing commitment, we will continue to invest in personalized development pathways and innovative training opportunities. By fostering a learning-oriented culture, we aspire to empower our employees to thrive in a rapidly changing world while contributing to the overall success and sustainability of deugro.

Promoting Diversity and Inclusion

Fostering a diverse, equitable, and inclusive workplace is not only the right thing to do but also crucial for long-term success. In 2024, we continued our journey of embedding diversity, equity, and inclusion (DEI) into our culture, striving to make every employee feel valued and heard.

A key milestone in this journey was the introduction of our DEI Statement, which formalizes our dedication to building a workplace that reflects our values of inclusion and belonging. This statement serves to complement our Code of Ethics and Compliance and builds a framework for our policies, programs and initiatives, reinforcing our pledge to continuous improvement.

We are committed to fostering a work environment that is respectful and secure for everyone, regardless of gender identity, race, religion, ethnicity, disability, or background. Diverse perspectives spark creativity, drive innovation, and strengthen collaboration. By focusing on attracting and supporting individuals from all backgrounds, it is our ultimate goal to build a workplace where everyone feels respected, safe and empowered to contribute to our collective success.

Throughout the year, we focused on raising awareness around DEI topics. Through company-wide

campaigns, internal communications and training programs, we encouraged open dialogue and education on the importance of equity and representation. We rolled out two e-learning modules on DEI and unconscious bias designed to equip employees and leaders with the knowledge and tools to foster DEI. Both modules have been completed by over 90% of our employees. This program has strengthened our collective understanding of DEI and equipped our teams with practical ways to embed DEI principles into their daily work.

While we recognize our progress, we understand that DEI is not a box to check – it's a continuous journey. In the coming year, we aim to engage in more open dialogue, actively learn about our gaps, and build on that knowledge. By fostering an environment where every employee has the opportunity to grow, contribute, and feel a sense of belonging, we will continue to evolve our initiatives and strengthen our efforts.

Completion rates of DEI trainings

94.74% Understanding DEI

91.39% Unconscious bias



women's
network

We also took further steps to support gender equity through the further development of our deugro Women's Network. This platform has provided mentorship, networking opportunities and resources to help women at deugro to connect, be empowered and thrive. From networking events and panels to upskilling opportunities, the network has played a vital role in fostering an environment in which women can succeed and lead.



PEOPLE

Advancing Human Rights

Respect for human rights is a fundamental part of how we do business at deugro. We believe that every individual deserves to be treated with dignity, fairness and respect, and we are committed to embedding these principles across our operations, supply chains and business relationships. Guided by international standards such as the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work and the UN Guiding Principles on Business and Human Rights, we are working to strengthen our policies and practices to ensure a positive impact on the people and communities we engage with.

A significant step on our human rights journey in 2024 was the development and launch of our Human Rights Policy. This policy serves to complement our Code of Ethics and Compliance, the basis for how we operate as a business, and builds a foundation for our human rights approach, outlining our expectations for employees and business partners to uphold ethical and fair practices. It reflects our commitment to:

- eliminate child labor and forced labor,
- provide fair and safe working conditions,
- prioritize health and safety,
- respect freedom of association and collective bargaining,

- advance diversity, equity and inclusion as well as prevent discrimination.

As part of our ongoing commitment to responsible business, we also participated in the UN Global Compact (UNGC) Business & Human Rights Accelerator Program. This six-month initiative provided us with valuable insights, tools and frameworks to strengthen our human rights due diligence processes. Through the program, we:

- assessed and identified potential human rights risks in our operations and supply chain;
- engaged with peers, experts and stakeholders to exchange best practices;
- developed action plans to enhance our human rights strategy.

This participation reinforced our dedication to continuous learning and improvement in human rights governance. As we move forward, we are focused on further integrating human rights considerations into our business.

Fostering Community Engagement

We recognize our responsibility to contribute positively to the communities and environments in which we operate. Beyond our business activities, we aim to make a meaningful impact by giving back, supporting those in need and driving positive change through strategic partnerships, local initiatives and employee engagement.

STRATEGIC PARTNERSHIPS FOR GLOBAL IMPACT

As part of our commitment to humanitarian aid, we proudly partner with CARE, a global nonprofit organization dedicated to providing emergency assistance and fighting poverty worldwide. Since 2023, deugro has been an emergency-aid partner of CARE, ensuring that critical support reaches communities affected by crises through donations, sponsoring campaigns and employee participation initiatives. The partnership has a long history: At the end of the Berlin Blockade in 1949, deugro's trucks were among the first to deliver CARE's aid packages to the people of Berlin. In 2024, to mark our 100th anniversary, we launched a global fundraising campaign, successfully raising 100,000 euros for CARE. This achievement was only made possible through the active participation of our employees worldwide. From personal donations to organizing team, office, and group fundraising events, their efforts demonstrated our commitment to making a positive impact on the community. We are proud of the great contributions that

our people have made to this campaign. Our commitment continues in 2025, as we further strengthen our support for CARE's vital work.

Protecting the environment is also a core priority for deugro. In 2024, we partnered with One Earth – One Ocean, an organization focused on marine conservation and pollution reduction. As part of this collaboration, we are launching a project sponsorship in Indonesia in 2025, helping to advance efforts to clean and protect our waterways and oceans.

LOCAL ENGAGEMENT

While our global initiatives drive large-scale impact, we believe that meaningful change also happens at the local level. Across our branches, employees actively support community-driven projects, volunteering and fundraising activities to causes that reflect our values. In 2024, many of our offices contributed to local initiatives, such as our team in India, which supported a local school by painting classrooms and building bicycles for youth in need. Similar efforts took place across other regions, demonstrating our employees' dedication to making a difference.

As we move forward, we will continue expanding our efforts, encouraging our employees, partners and stakeholders to join us in making a difference.



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PLANET

Environmental Responsibility

As part of deugro's overall commitment to sustainability, we recognize that as a global logistics provider, we are responsible for our planet and for protecting and preserving the environment. We are dedicated to minimizing our ecological footprint and operating in an environmentally responsible manner by optimizing the environmental performance of our office environments where possible.

In 2024, we launched our first stand-alone Environment Policy, marking a significant milestone in our sustainability journey. This policy underpins our commitment to continuously improve our environmental performance and serves as a guide to integrate environmental considerations in various aspects of our operations. It will be reviewed annually to ensure continuous improvement and alignment with evolving regulations and best practices. In addition, this policy also serves as a supplement to our ISO 14001:2015 certification, reinforcing our structured approach to environmental management.

OUR FOCUS

- **Climate change:** We aim to reduce our greenhouse gas (GHG) emissions, centering on measuring,

analyzing and minimizing our carbon footprint. As part of this commitment, we are focusing on the advancement of our GHG emissions calculations and exploring solutions to improve carbon emissions tracking on the corporate level. With these measures, we are dedicated to supporting the 1.5°C target of the Paris Agreement and implementing the Science Based Target initiative (SBTi).

- **Resources management:** We are dedicated to the responsible use of resources such as water, energy and other natural resources in order to minimize the depletion of these resources throughout our operations and to reduce waste generation overall.
- **Awareness and employee engagement:** We are committed to training, educating and informing our employees about environmental issues, fostering a culture of sustainability throughout our organization.
- **Partnership and compliance:** We support global and local organizations engaged in environmental protection and preservation while ensuring we comply with and exceed relevant environmental legislation and regulations.



Enhancing our Waste and Water Management

Over the past few years, we have taken several steps to implement our water and waste reporting system across our offices. This initiative is designed to minimize environmental impact and safeguard employee health. Our procedures align with international standards, including ISO 14001:2015, ensuring we maintain compliance with all applicable regulations. Through local processes and continuous monitoring, we keep track of our water and waste consumption, our segregation practices and monitor our overall sustainability performance.

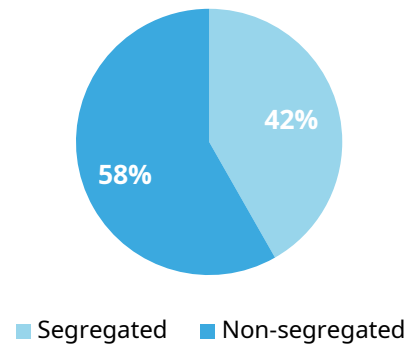
Our monitoring shows a slightly upward trend in waste production per person over recent years, with a significant rise this year due to the expansion of our operations, particularly with the opening of new warehouses in the USA. This growth in waste generation was anticipated, and we have implemented local processes to enhance waste reduction, segregation, and disposal efficiency.

To facilitate proper disposal and recycling, we also have local waste segregation systems in place, for example using color-coded containers to separate different waste types at our workplace. However, in 2024, approximately 58% of waste remains non-segregated, compared to 51% in 2023. This increase is primarily due to our expansion.

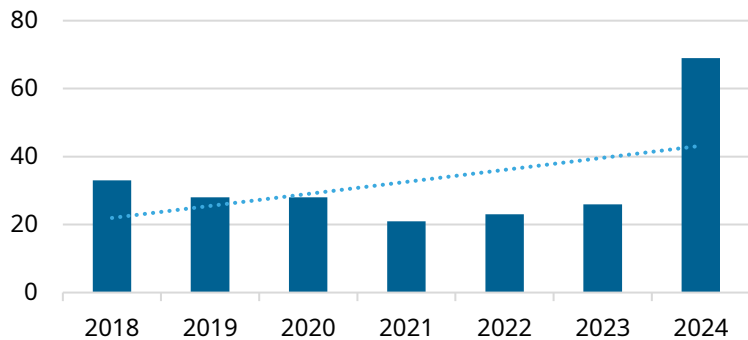
Water consumption per person has also shown an increase in 2024 and generally exhibits a slight upwards trend, mainly also driven by the operational demands of our new warehouse facility. As we continue to grow, effective water management will be further evaluated to determine the impact and necessary measures of the evolving operations. This will ensure that water management will remain part of our environmental program.

Moving forward, we will continue to refine our waste and water management processes. By maintaining and developing this approach, we are committed to reducing waste generation and maximizing resource consumption, supporting long-term sustainability across our operations.

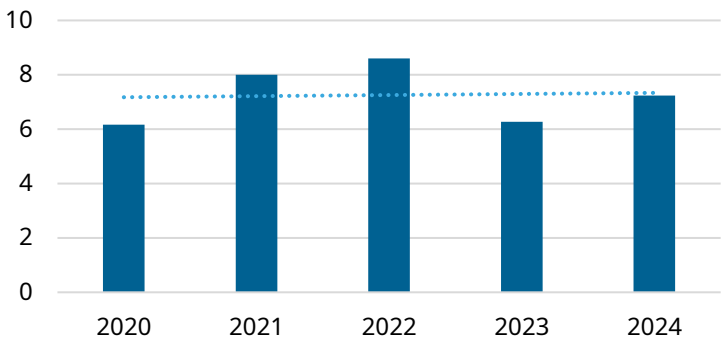
Waste Segregation in 2024



Total Waste Production per Person (in kg)



Water Consumption per Capita (in CBM)



Optimizing our Electrical Power Consumption

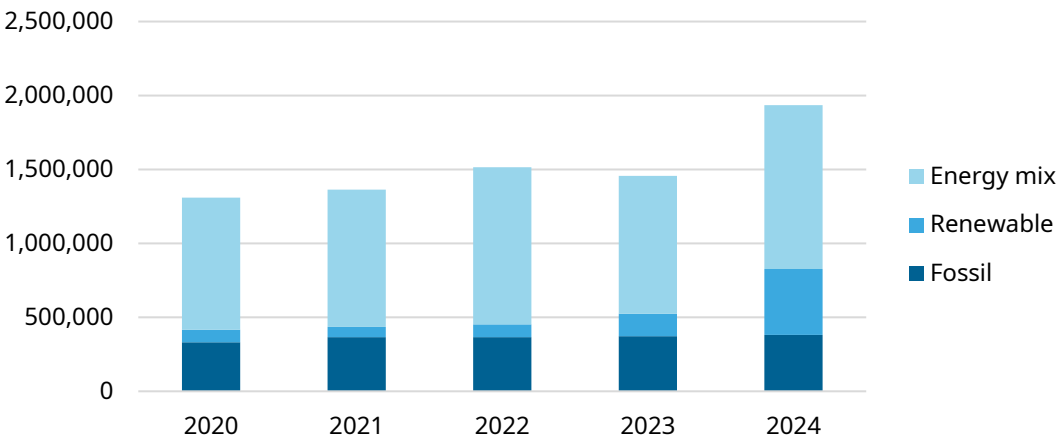
Despite an increase in waste production, our overall energy consumption has risen by 31%. This increase is again mainly driven by the addition of new warehouses to our operations and the growth in our workforce size. As our physical infrastructure expands and the number of employee increases, so does our energy demand. However, we are dedicated to reducing the environmental impact of this growth by implementing sustainable practices and continuously improving our energy efficiency.

Despite the overall energy consumption increase, energy consumption per capita shows to be relatively stable and steady, with a slight tendency to decrease. It is

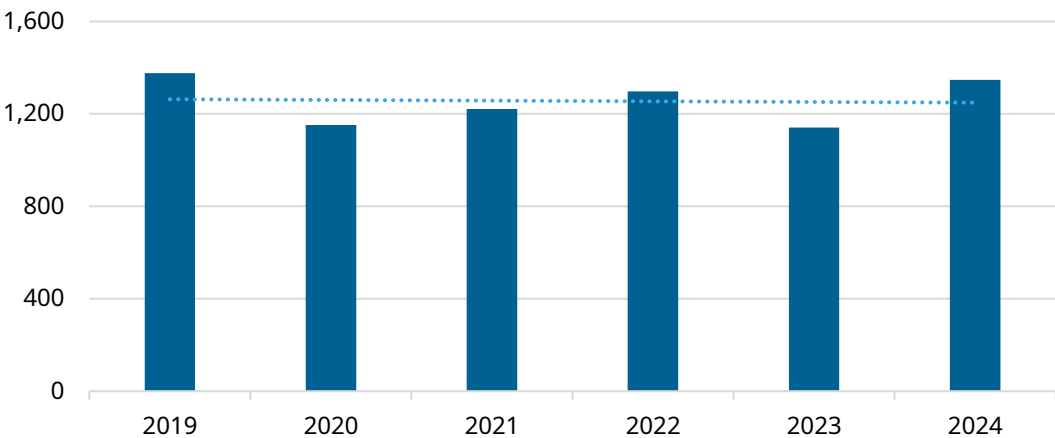
particularly noteworthy that the share of renewable energy supply has increased from 10% to 23% of our total energy usage, representing the most significant increase to date.

In line with our approach to sustainability, there has been a shift in our corporate fleet toward electric vehicles, which now represent a notable increased share compared to previous years. By adopting electric mobility, we are not only supporting the shift of demand in the automobile industry to encourage the development of environmentally sustainable solutions, but we are also furthering our goal of promoting sustainable practices across all aspects of our operations.

Electrical Power Consumption as per Energy Source
(in kWh)



Electrical Power Consumption per Capita
(in kWh)



Monitoring our Corporate Carbon Footprint

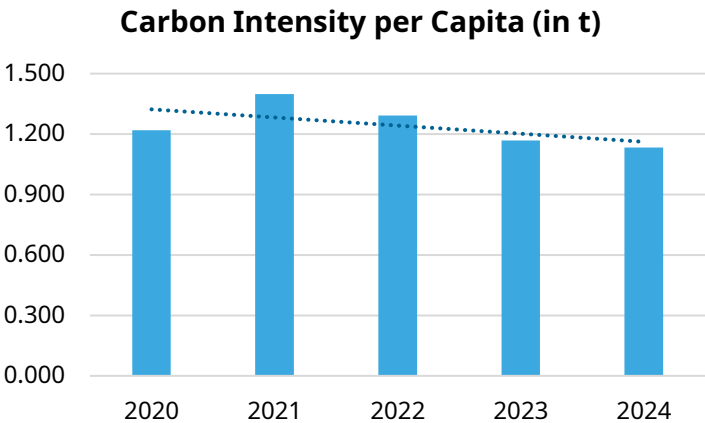
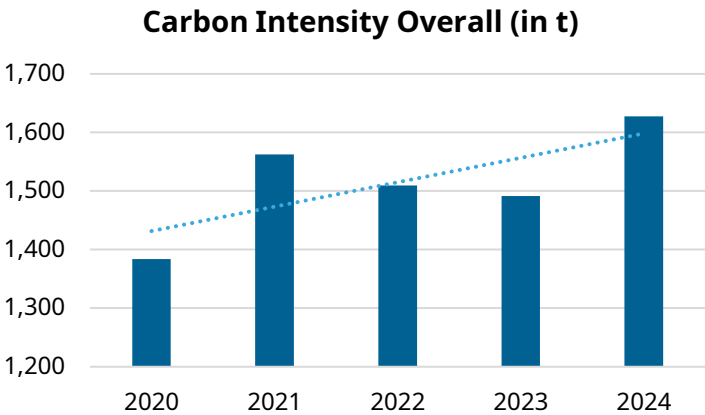
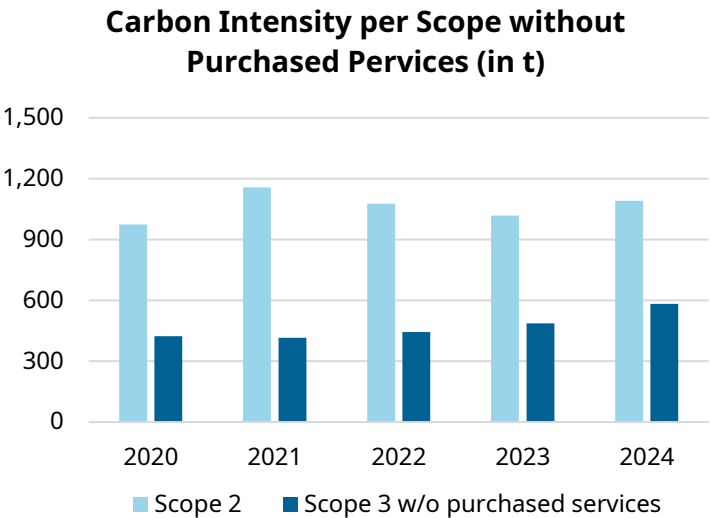
As climate change continues to have a growing influence on both business and society, we remain dedicated to embedding sustainability into all areas of our operations. In response to increasing client requests for carbon emissions data related to the services we offer, we are enhancing our emissions tracking systems to provide transparent insights into our environmental footprint. These efforts not only help us to understand and manage our carbon footprint but to also facilitate the clear communication of our sustainability initiatives.

EMISSIONS TRACKING AND REPORTING

We regularly monitor and assess our carbon footprint in alignment with the Greenhouse Gas (GHG) Protocol, focusing on Scope 1 and Scope 2 emissions to understand both direct and indirect environmental impacts. While our overall carbon intensity has risen, we are pleased to report a decrease in emissions per person, due to modernized electricity systems following office relocations as well as an increasing use of renewable electricity.

Since we only had a minimal number of own assets in the past, Scope 1 emissions were not sufficiently relevant to our operations. Our primary focus is on Scope 2 and Scope 3 emissions, excluding

transportation. In 2024, we saw a slight increase in emissions due to the opening of a new warehouse facility. A significant portion of our Scope 3 emissions arises from “purchased services,” particularly subcontracted transportation, which accounts for 99.8% of our total Scope 3 emissions, amounting to 251,956.87 tonnes of CO2 equivalent. These figures, calculated in partnership with EcoTransIT, cover the main transport legs and provide a clear understanding of our overall environmental impact.



Revamping our Environmental Impact

ENHANCING EMISSIONS CALCULATIONS

Throughout 2024, we focused on enhancing our GHG emissions calculation methodology and automating the process to improve data accuracy and consistency. These developments will support data-driven decisions and targeted strategies for emissions reduction. To ensure the accuracy and consistency of our transport emissions calculations, we partnered with EcoTransIT in 2021, a globally recognized provider of environmental calculation tools for the transportation sector. This collaboration allows us to provide science-based carbon footprint assessments for our logistics operations. EcoTransIT's methodology, which was developed in cooperation with leading research institutions, uses an energy-based, bottom-up approach to determine emissions based models containing average energy consumption, fuel types, load factors and emissions classes for common routes

Our transportation-related GHG calculations are based on EcoTransIT's mentioned methodology, which includes determining routes via their internal routing algorithm, subdividing the route into relevant sections, and calculating energy consumption and emissions for each section based on our input data. This approach ensures a consistent and globally recognized calculation framework, maintaining scientific integrity through methodologies developed by neutral research institutes.

ALIGNMENT WITH INDUSTRY STANDARDS

EcoTransIT's calculations align with the Global Logistics Emissions Council (GLEC) Framework, an international standard set by the Smart Freight Centre and built on the GHG Protocol. The logistics industry is transitioning to ISO 14083:2023, a new standard integrating the previous EN16258 standard with the GLEC Framework. EcoTransIT is collaborating with the Smart Freight Centre to secure certification, ensuring our

emissions calculations remain aligned with future international standards. At the corporate level, we continue to follow the GHG Protocol, providing clear guidelines for calculating emissions across all business operations.

LOOKING AHEAD

While we recognize that there are areas where we have yet to fully meet our sustainability expectations and standards, particularly in establishing specific targets for reducing emissions, carbon footprint, water and waste management, and energy consumption, we are diligently working to address these challenges. Our HSE team is currently focused on improving our calculation processes and methods, defining measurable goals, and implementing strategies to ensure the accuracy and effectiveness of our efforts.

In the coming year, we will further embed environmental responsibility into our business strategy. This also includes the continued rollout of environmental training programs, enhanced communication on sustainability topics, and the further development of innovative carbon emissions tracking solutions, including a review of potential business travel emissions calculations. We will also conduct internal assessments on green logistics to identify new opportunities for improvement.

Looking Ahead



Looking Ahead

As we look back on 2024, we do so with a sense of reflection and momentum. The year brought meaningful progress, valuable lessons and a clearer understanding of the work still ahead. This first Sustainability Report is an important step for deugro, coinciding with our 100-year anniversary—a moment to celebrate a century of growth shaped by trust, experience and responsibility.

Our sustainability journey is ongoing, and while we are proud of the foundation we have built, we also recognize where improvement is needed. Throughout the previous year, we advanced our efforts across our three core sustainability pillars:

PRINCIPLES: We reinforced our commitment to integrity by achieving ISO 37001 anti-bribery certification in five of our branches, affirming our zero-tolerance approach to corruption. In parallel, we worked on the continuous improvement of our processes and drove initiatives to ensure that quality remains central to our service delivery.

PEOPLE: We enhanced our commitment to employee well-being through the implementation of the OpenUp mental health platform, expanded training

and development programs, and continued development of our diversity, equity, and inclusion framework. Workplace safety remains a top priority as we strive toward our goal of zero injuries and work-related illnesses.

PLANET: We launched our first stand-alone Environment Policy and enhanced our emissions tracking through the set-up of improved calculation methodologies. The increase in renewable energy usage from 10% to 23% reflects our growing commitment to lowering our environmental impact as we expand our operations.

As we enter the next chapter of our sustainability journey, we are focused on building upon what we have started, addressing key gaps and setting a clear direction for the future. In 2025 and beyond, we aim to do the following:

- Define measurable sustainability targets and action plans aligned with our double materiality assessment, international frameworks, and the Science Based Targets initiative (SBTi) to reduce our greenhouse gas emissions.
- Deepen engagement across our supply chain to

ensure responsible and transparent practices throughout our operations.

- Evolve our human rights due diligence processes guided by insights from the United Nations Global Compact (UNGC).
- Continue advancing low-impact transportation and logistics solutions.
- Strengthen data quality and measurement tools to better track our progress and identify opportunities for improvement.

We recognize that sustainability is not a destination but a continuous path of learning, adaptation, and accountability. As we move forward, we remain committed to embedding sustainability into every aspect of our operations, creating lasting value for our clients, our people, our communities, and the planet.

Together with our stakeholders, we are confident in our ability to navigate the road ahead and to help shape a more sustainable future for the logistics industry.

Appendix

GRI Index

Glossary of Terms

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GRI Standard Disclosure

Statement of use	deugro has reported the information cited in this GRI content index for the period 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	REFERENCE
GRI 2: General Disclosures 2021	2-1 Organizational details	p. 8-13
	2-2 Entities included in the organization's sustainability reporting	p. 9
	2-3 Reporting period, frequency and contact point	p. 4, p. 52
	2-6 Activities, value chain and other business relationships	p. 8-13
	2-7 Employees	p. 31
	2-9 Governance structure and composition	p. 10
	2-11 Chair of the highest governance body	p. 10, p. 16
	2-12 Role of the highest governance body in overseeing the management of impacts	p. 10, p. 16
	2-14 Role of the highest governance body in sustainability reporting	p. 16
	2-15 Conflicts of interest	p. 25
	2-16 Communication of critical concerns	p. 25
	2-22 Statement on sustainable development strategy	p. 5
	2-23 Policy commitments	p. 23-28
	2-24 Embedding policy commitments	p. 23-28
	2-25 Processes to remediate negative impacts	p. 25
	2-26 Mechanisms for seeking advice and raising concerns	p. 25
	2-27 Compliance with laws and regulations	p. 23-28
	2-28 Membership associations	p. 20
	2-29 Approach to stakeholder engagement	p. 19
GRI 3: Material Topics 2021	3-1 Process to determine material topics	p. 17
	3-2 List of material topics	p. 18
	3-3 Management of material topics	p. 18

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GRI STANDARD	DISCLOSURE	REFERENCE
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p. 24-25
	205-2 Communication and training about anti-corruption policies and procedures	p. 24-25
	205-3 Confirmed incidents of corruption and actions taken	p. 25
GRI 302: Energy 2016	302-1 Energy consumption within the organization	p. 42
	302-4 Reduction of energy consumption	p. 42
GRI 303: Water and Effluents 2018	303-5 Water consumption	p. 41
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 43
	305-2 Energy indirect (Scope 2) GHG emissions	p. 43
	305-3 Other indirect (Scope 3) GHG emissions	p. 43
	305-4 GHG emissions intensity	p. 43
	305-5 Reduction of GHG emissions	p. 43-44
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	p. 41
	306-2 Management of significant waste-related impacts	p. 41
	306-3 Waste generated	p. 41
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 31
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	p. 32-33
	403-2 Hazard identification, risk assessment, and incident investigation	p. 32-33
	403-3 Occupational health services	p. 34
	403-4 Worker participation, consultation, and communication on occupational health and safety	p. 32-33
	403-5 Worker training on occupational health and safety	p. 32-33
	403-6 Promotion of worker health	p. 32-34
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 32-33
	403-8 Workers covered by an occupational health and safety management system	p. 32-33
	403-9 Work-related injuries	p. 32-33

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GRI STANDARD	DISCLOSURE	REFERENCE
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 35
	404-2 Programs for upgrading employee skills and transition assistance programs	p. 35
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 35
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 31, p. 36
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p. 25
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p. 38
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 25

Glossary of terms

TERMS	DEFINITION
GRI	Global Reporting Initiatives
CSRD	Corporate Sustainability Directive
ESG	Environmental, Social, and Governance
EPCs	Engineering, Procurement, and Construction
OEMs	Original Equipment Manufacturer
RO/RO	Roll-on/Roll off
UN	United Nations
SDGs	Sustainable Development Goals
UNGC	United Nations Global Compact
HSE	Health, Safety, and Environment
QHSES	Quality, Health, Safety, Environment, and Security
IMS	Integrated Management System
LTI	Lost Time Injuries
TRIF	Total Recordable Incident Frequency Rate
LTIFR	Lost Time Incident Frequency Rate
DMP	deugro's Most Promising Trainee Program
DEI	Diversity, Equity, and Inclusion
dWN	deugro Women's Network
SBTi	Science Based Target initiative
GHG	Greenhouse Gas
CBM	Cubic meter
GLEC	Global Logistics Emissions Council
ISO	International Organization for Standardization
IMO	International Maritime Organization

DEHOCO (Deutschland) GmbH

Martinistrasse 34
28195 Bremen
Germany

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In case of any questions, please reach out to us via
sustainability@deugro-group.com

