

Activity and sustainability report 2025 **Digest**



GEODIS

A better way to deliver

Message from **Marie-Christine Lombard**,
Chief Executive Officer of GEODIS

No one can say that 2025 was an easy year. With a slowdown in global growth, ongoing geopolitical tensions and changes in trade flows, logistics models were put to the test. GEODIS managed to remain on track, posting revenue of €10.6 billion while maintaining its profit margin, proof that solidity and agility are not mutually exclusive. Our customers' trust remains our top priority. The annual survey conducted by IPSOS shows an overall satisfaction rate of 92%, while our Net Promoter Score rose from +36 in 2024 to +39 in 2025. These results align with the objectives of Ambition 2027, our strategic plan that prioritizes social and environmental commitments as drivers for growth. With regard to the environment, GEODIS is now included in the CDP's Climate "A-List," the highest distinction awarded by this international

organization for climate commitment and transparency. We are on course to meet our targets for Scope 1 and 2 emissions. In France, we have increased the number of cities served by low-carbon delivery modes to 100 and our objective is to reach 200 by 2027. We are also taking concrete actions to strengthen the resilience of our operations to climate risks, ensure service continuity for our customers, and protect everyone in our value chain. The safety and well-being of our employees remain one of our top priorities. Eighteen months after launching our "Health & Safety with Heart" policy, the frequency of lost-time incidents has been reduced by 11% compared to 2024. Looking ahead also means seizing the opportunities created by technology. As for artificial intelligence, our ambition is clear: to embed it as a driver of operational performance,



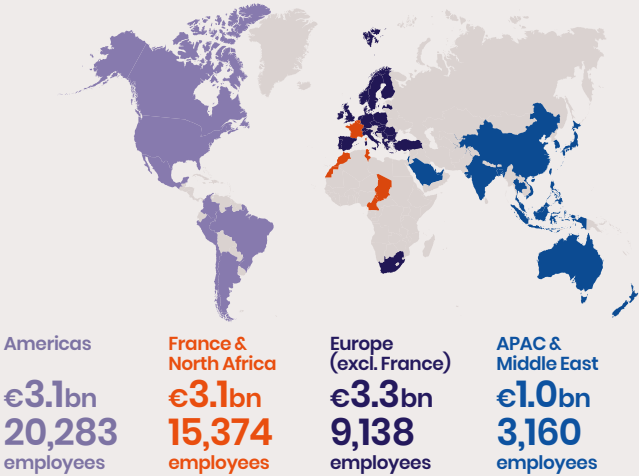
customer experience and profitability for the Group. In 2025 we defined our strategic priorities in this area, identified the most promising use cases and began supporting our teams. On AI, as across its other areas of business, GEODIS is uncompromising on ethics and compliance. In 2025, we strengthened the CSR criteria we apply to the evaluation of our suppliers and subcontractors as well as to our contracts, across all our Regions.

"2025 proved to be a year of delivery – when commitments were brought to life on the ground."

2025 proved to be a year of delivery – when commitments were brought to life on the ground. In 2026, we will continue to implement our strategy to support our clients in their transformations and, together, we will develop innovative, sustainable, and ethical logistics operations. This will only be possible through the daily dedication of our employees and partners, whom I would like to thank sincerely. ●

Global footprint

Countries served **166**
Presence in **66 countries and territories**



Key figures 2025

Revenues **€10.6 bn**
Sites **975**
Active customers **86,000**

A better way to deliver

In an ever-changing world, at GEODIS, we support our customers every day in solving their logistics challenges. Our Purpose lies at the heart of our management system and organizational culture.

Purpose

Serving people by delivering their goods all around the world with innovative, sustainable and ethical logistics.

Four complementary Lines of Business

At GEODIS, we support our customers at every level of their supply chain, thanks to expertise tailored to each market and each part of the world. We rely on our own assets and a network of partners to offer an end-to-end service through four complementary Lines of Business.

→ Distribution & Express



With more than 110 agencies in France and a Europe-wide network of partners, we are the leading French operator of express solutions (next-day morning deliveries) and parcel delivery (in 24 to 48 hours), offering innovative services adapted to each sector and type of recipient.

Some examples of services:

- next-day delivery of parcels and pallets (before 1 pm in France);
- parcel and pallet delivery throughout Europe by courier;
- dedicated transport solutions for urgent and non-standard shipments.

15%

of deliveries made with over 700 alternative energy vehicles in our own or sub-contracted fleet

100m

parcels delivered annually

The 100

largest town centers in France served by alternative energy vehicles in 2025

→ Global Contract Logistics



We are a leading player in contract logistics, offering warehousing solutions (manual and/or automated) and value-added services: reverse logistics, order fulfilment, marketing customization and distribution.

Some examples of services:

- order and delivery management (B2B, B2C, lineside, etc.);
- specialized distribution centers (healthcare, industry, e-commerce, etc.);
- on-site logistics;
- supply chain optimization solutions (flow and inventory management, stock rotation).

7.4m sqm

of warehouse space

379

warehouses offering logistics solutions in 22 countries worldwide

→ Global Freight Forwarding



We offer high value-added multimodal transport solutions (sea, air, road, rail), including customs operations, to optimize our customers' supply-chain flows in terms of lead times, costs and environmental impact.

Some examples of services:

- supply chain management: services and consulting in supply chain optimization, subcontractor management and strategic outsourcing, reverse logistics;
- customs and trade compliance;
- project logistics: specific, tailor-made solutions for large-scale projects.

275,255

tonnes of air freight

163

countries served

720,000

customer orders managed by Supply Chain Management

→ European Road Network



With a fleet of 5,372 self-owned vehicles and an extensive network of partners, we are at the forefront of the transportation of full and partial truckloads in Europe, offering multi-modal flow management and logistics solutions.

Some examples of services:

- specialized solutions for chemical, industrial and automotive products as well as for retail and consumer goods;
- multimodal transport: combined rail-road, sea and river transport;
- logistics services for packaged and bulk products;
- flow management and advice on customs formalities.

1,275

self-owned motor vehicles and 4,097 self-owned towed vehicles

74

logistics platforms in 14 European countries

Ambition 2027

Our strategic plan, Ambition 2027, addresses our customers' growing need for adaptability and efficiency in their supply chains through three key objectives: supporting customers with diversified, customized and value-added logistics solutions; accelerating our financial performance and operational quality; and placing social and environmental commitments at the heart of our growth.



CSR roadmap

Our CSR roadmap is built around three dimensions: environmental, social and ethical. It is based on an in-depth analysis of our priority issues, defined in consultation with our internal and external stakeholders.

This approach enables us to focus on the issues that have the greatest impact on our business and our ecosystem. It is in line with international frameworks, in particular the United Nations' Sustainable Development Goals, seven of which are integrated into our activities. It structures our actions around clear priorities:

Environment

- Greenhouse gas emissions
- Adapting to climate change
- Air pollution
- Consumption of non-renewable resources

Social

- Health & Safety
- Working conditions and environment
- Employee engagement
- Human rights in the value chain
- Service continuity

Ethics

- Business ethics
- Responsible purchasing
- Data privacy protection
- Advocacy for CSR with stakeholders

→ Recognition



Climate A-List
Among the top 4% of highest-rated companies

2025 assessment based on 2024 data



72/100
Silver medal

2025 assessment based on 2024 data



16 countries
accredited, representing 3,000 employees

Environment

→ Act for the climate and reduce our environmental impact

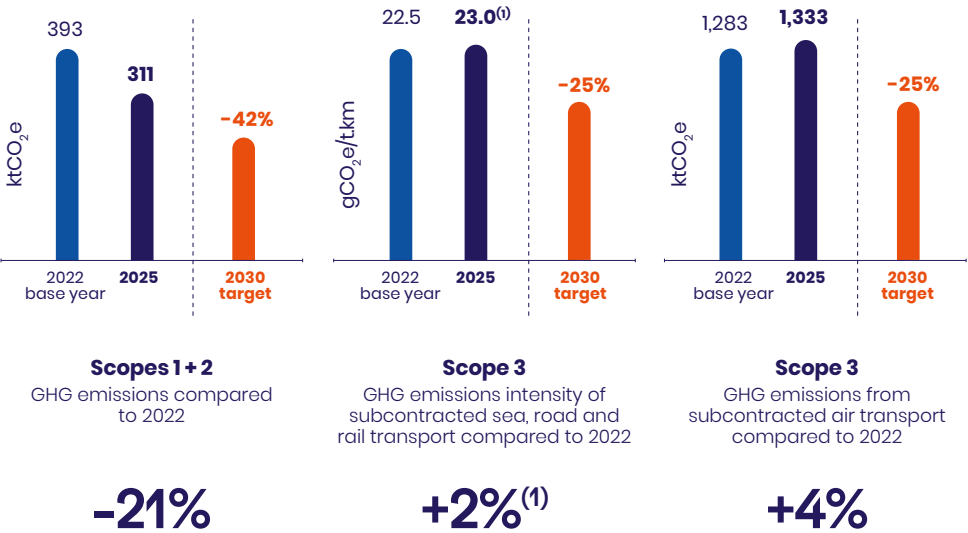
Aware of the environmental impact of logistics and transport activities, as well as the global trend towards increased demand, GEODIS supports its customers in their ecological transition by offering them solutions to reduce greenhouse gas emissions and atmospheric pollutants, while promoting more efficient resource use within a circular economy. The Group strengthens the resilience of its operations by adapting to climate change and by engaging its clients and partners in a collective approach to climate action.

1 Greenhouse gas emissions

GEODIS has set targets for reducing its greenhouse gas emissions based on science and validated by the Science Based Targets initiative.

Results

GHG emissions reduction targets



(1) A methodological change was applied to the calculation of 2025 emissions. Without this change, the intensity value would have been 21.9 gCO₂/tkm, i.e., -2%.

Decarbonization levers

To achieve its objectives, GEODIS has identified five areas for decarbonization across its entire value chain, based on the work of the European platform ALICE (Alliance for Logistics Innovation through Collaboration in Europe) and the Smart Freight Centre.



Optimized management of transport flows

GEODIS draws on its global expertise in 170 countries, and constantly updates the tools it uses to optimize supply chains by reducing the number of miles traveled.
Example: GEODIS launched THOR in 2025, an algorithmic planning tool that optimizes delivery routes to reduce distances, pollution and CO₂ emissions, without compromising quality of service. Of the 104 branches involved, 60 are already equipped with THOR.



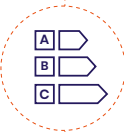
Optimal combination of transport modes

In 2025, multimodal rail-road solutions enabled GEODIS to reduce its emissions by 40,447 tCO₂e, offering customers an efficient alternative to road or air transport.
Example: GEODIS manages for one of its customers the multimodal rail-road logistics between northern and southern France. This approach reduces the carbon footprint by almost 400 metric tons of CO₂ per year, compared with an all-road solution.



Optimization of resources: transport loading rates and warehouse density

GEODIS consolidates flows and optimizes loads to reduce both costs and CO₂ emissions.
Example: In 2025, GEODIS has deployed 12 duotrailers in Spain (two trailers towed by a single truck) reducing CO₂ emissions by over 30% compared with single units.



Improved energy efficiency of vehicles and buildings

The Group deploys on-board digital tools to improve road safety and reduce fuel consumption through improved driving behavior. It is also improving the energy efficiency of other modes of transport and buildings.
Example: The GEODIS AirSmart offer selects the most energy-efficient aircraft and optimizes routes to decarbonize freight, with an average 20-30% reduction in emissions. On some routes, the reduction can be as much as 50%.



Use of low-carbon technologies and energies

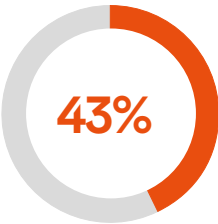
GEODIS is working with its partners to accelerate decarbonization through alternative energies: sustainable marine (SMF) and aviation fuels (SAF), biofuels and electric vehicles. The Group is developing the production and procurement of renewable electricity.
Example: The use of renewable energy doubled between 2024 and 2025 and reached 19% of the Group's total energy consumption.

3 Adapting to climate change

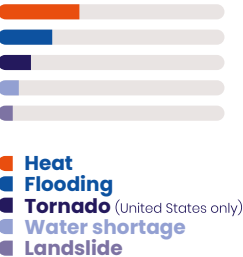
To anticipate the climatic hazards GEODIS is already — and will increasingly be — facing, risks are identified through exposure studies and vulnerability assessments. These diagnoses enable it to implement adaptation measures for its employees, sites, and operations, ensuring service continuity for its customers.

Results

Share of sites exposed to at least one high or very high physical climate risk by 2030 according to IPCC projections



Percentage of sites exposed to the top 5 climate risks by 2030



Achievements

- 15 climate change vulnerability assessments completed.
- Over 40 employees trained to carry out vulnerability assessments.

4 Air pollution

Air pollutants have an impact on the environment and harm human health. GEODIS is committed to reducing transport-related pollutant emissions to improve air quality and meet the expectations of customers and local communities. As a leading player in sustainable urban logistics, the Group deploys low-emission last-mile delivery solutions in major metropolitan areas.

Results

Number of alternative energy vehicles in the GEODIS fleet



100 towns (city centers)

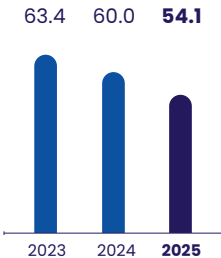
in France served by low-emission last-mile delivery solutions from Distribution & Express

5 Resource management

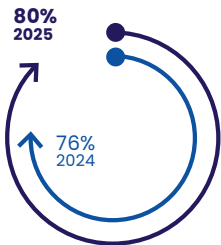
With resources becoming increasingly scarce, GEODIS is committed to reducing its dependence on fossil fuels and preserving resources through sober and efficient use (on an as-needed basis). GEODIS optimizes its use of resources, particularly waste management, based on the “reduce, reuse, recycle” approach defined by the European Union.

Results

Diesel consumption (millions of liters)



Percentage of waste recovered



An example of partnership for waste reduction

In France, the Contract Logistics Line of Business has joined forces with a major player in the distribution of perfumes and cosmetics to reduce cardboard waste. Reusable and recyclable plastic bins reduce material and energy consumption, while improving product safety and in-store handling, with long-term economic benefits.

Driving Circular Transformation for our Clients

As the circular economy evolves from an environmental issue to a strategic lever for competitiveness, resilience and industrial sovereignty, logistics players have a key role to play.

→ With its long-standing expertise in reverse logistics, GEODIS has developed a structured approach to the circular economy to support its clients. It covers three sectors: High Tech, Automotive & Mobility, and Industry. Refurbishing IT equipment for a second life, recovering scrap metal from automotive production lines, co-developing end-of-life solutions for manufacturers: the Group combines

operational capabilities, technical expertise and a digital platform to transform these challenges into competitive advantages. To measure results, the GEODIS Reverse Visibility platform provides real-time visibility of all operations. Already deployed in the Americas, the UK and several European partner sites, it will be extended to Asia in 2026.

Social

→ Be a responsible employer committed to playing its role in society

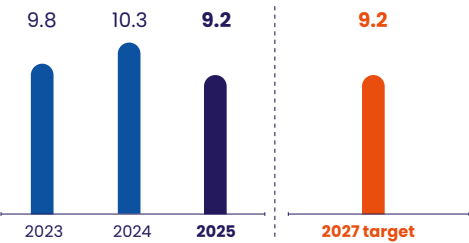
To support its growth and shape the future of logistics, GEODIS offers its employees a stimulating work environment that promotes both individual and collective well-being and development. This commitment is based on clear priorities: to guarantee the health and safety of all people at all times, to encourage their professional development and fulfillment, to empower them to take action, and to develop a multicultural environment based on diversity and equal opportunity.

1 Health and safety

“Ensuring people’s health and safety everywhere and at all times”: to implement this Golden Rule, GEODIS deploys its “Health & Safety with Heart” policy. Team training and awareness-raising complete this preventive approach, which contributes directly to the reliability and quality of the service we offer our customers.

Results

Lost-time accident frequency rate



Health & Safety with Heart

- Connect to risks**
Being aware of risks and always vigilant about the work environment.
- Care for me**
Listening to the body and mind to stay fit and focused.
- Care for us**
Being attentive to both colleagues and surroundings and engaging with them.

2 Human rights in the value chain

With almost 48,000 employees and a portfolio of more than 100,000 suppliers in the supply chain, respect for human rights is a fundamental commitment for GEODIS. The Group’s human rights policy and code of conduct define the expectations of its business partners. GEODIS sets up systems to assess and monitor suppliers and subcontractors to prevent risks and ensure responsible practices. An internal and external alert mechanism completes the system.

Results

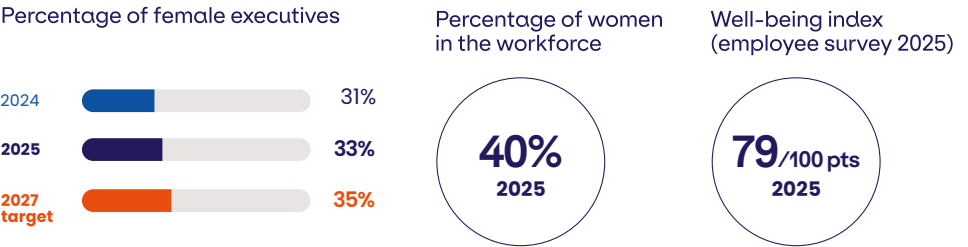
Number of serious human rights incidents affecting the workforce in 2025

0

3 Working conditions and environment

Particular attention is paid to the well-being and quality of working conditions of GEODIS employees. As a global player, the Group is committed to providing an inclusive and respectful environment, promoting professional equality and diversity in all its forms. Collective agreements, policies and programs dedicated to diversity and social inclusion support this commitment on a daily basis.

Results



4 Employee engagement

Team engagement is a key performance lever for GEODIS: the sense of belonging is a motivating factor and contributes to better customer service. The Group is committed to attracting, retaining and developing talent, by supporting employees in their professional careers through ongoing training and skills development. An annual satisfaction survey allows the Group’s employees to express their views and provides an opportunity to improve working life at GEODIS.

Results

Employee engagement rate in 2025

81%

5 Service continuity

Guaranteeing service continuity is a priority to ensure customers have a reliable supply of essential goods.

Results

Net Promoter Score (customer satisfaction survey)



Ethics

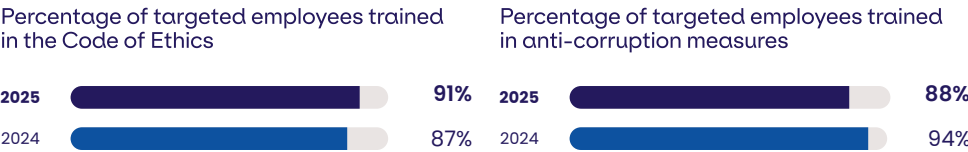
Choose ethical relationships based on trust

Through its ethics and compliance program, GEODIS ensures that principles of integrity are at the heart of its operations: strict compliance with international laws, the fight against corruption, human rights and data protection. This is a commitment that guarantees its customers relationships based on trust and transparency.

1 Business integrity

GEODIS promotes a culture of integrity throughout its operations. The ethics and compliance program focuses on fair competition, anti-corruption, and measures to prevent influence peddling. The Code of Ethics is the cornerstone of GEODIS's ethics system, complemented by training for its teams and a dedicated alert mechanism. This commitment strengthens the reliability of its operations and the quality of the relationships built with customers and partners.

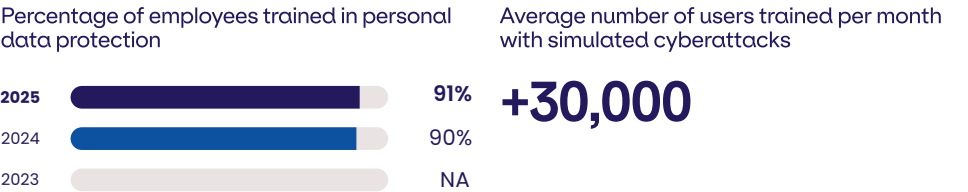
Results



2 Data privacy protection

Cybersecurity and data protection are crucial for logistics companies. To guarantee customers the confidentiality and integrity of their data, GEODIS has implemented a protection strategy and awareness campaigns for its employees. This vigilance helps to ensure that operations run smoothly and that the information entrusted by customers and partners is secure.

Results

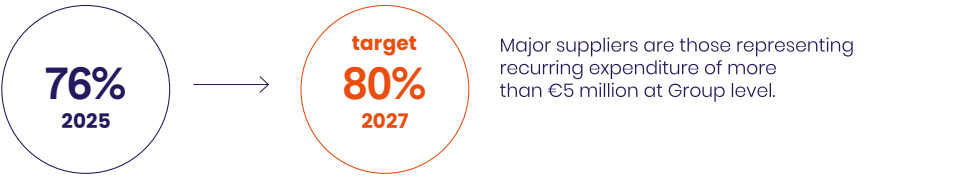


3 Responsible purchasing

For GEODIS, a responsible value chain means creating shared long-term value with its customers and partners. As an integral part of GEODIS's commitments, responsible purchasing includes CSR criteria in the selection and monitoring of suppliers. The assessment of partners, code of conduct and dedicated contractual clauses provide a framework for the Group's practices. This approach helps to consolidate supplier relations and the quality of the services GEODIS offers its customers.

Results

Percentage of major suppliers assessed by EcoVadis



4 Advocacy for CSR with stakeholders

In collaboration with its stakeholders, GEODIS is involved in the transition to more sustainable logistics. The Group actively promotes solutions for customers to reduce their carbon footprint. In parallel, GEODIS participates in industry initiatives and coalitions to reduce the environmental footprint of its activities. Finally, by raising awareness of sustainability issues among its teams, the Group helps to accelerate the transition to more responsible practices.

Results

Number of employees trained in the Climate Fresk since 2023





**Find out
more at**



GEODIS