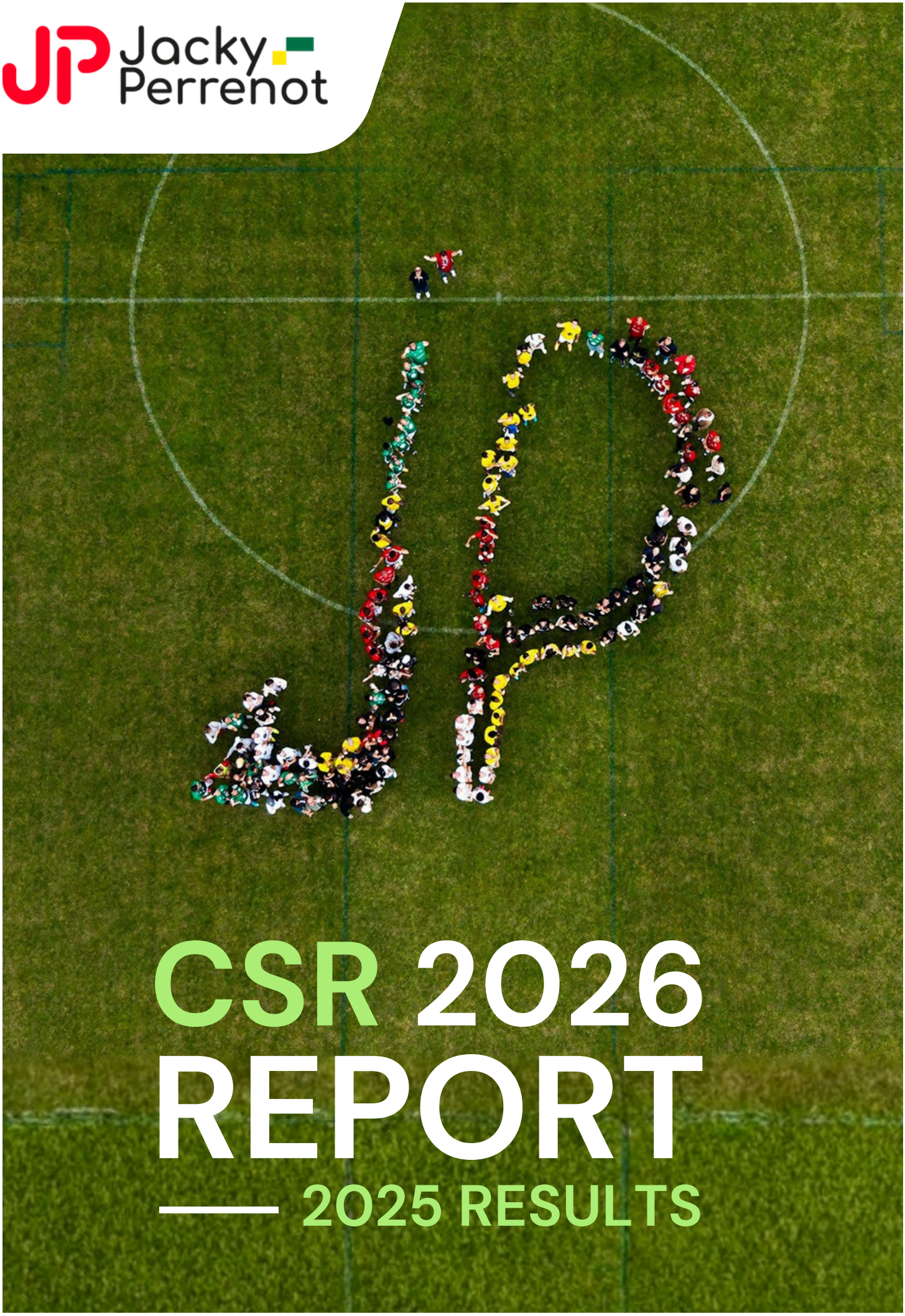
Jacky Perrenot



CSR 2026 REPORT

2025 RESULTS

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JACKY
PERRENOT
MERCI

REPORTING FRAMEWORK AND SCOPE

This report covers fiscal year 2025, a landmark year for Jacky Perrenot Group: the Group's 80th anniversary, its first GHG assessment conducted under the GHG Protocol, its commitment to the SBTi, and a significant acceleration of its European expansion with the launch of JP HOME and the acquisition of ArrowXL.

This report draws on the GRI Standards to structure its indicators and anticipates the ESRS (European Sustainability Reporting Standards), and draws on the GRI Standards (Global Reporting Initiative) to structure its indicators. Although not yet subject to the CSRD (Corporate Sustainability Reporting Directive), the Group has chosen to anticipate its requirements, with the ambition of progressively strengthening the scope and verification of the data presented.

The report is structured around the priority themes identified through our double materiality assessment, in line with stakeholder expectations and sector-specific issues. It presents our environmental, social, societal, and governance actions, as well as the efforts undertaken to further structure their steering and measurement.

The data presented covers all Group activities over calendar year 2025, in France and internationally. Vos Logistics, acquired in April 2026, is excluded from the scope of this report, with the exception of the greenhouse gas (GHG) emissions assessment (see Methodological Note).

The workplace accident frequency rate and the carbon footprint have been independently verified by a third party; the scope of this external verification will be progressively expanded, in line with the growing requirements of the CSRD.

Throughout 2025, the Group acted in line with the ten principles of the United Nations Global Compact, to which it is a signatory, covering human rights, labor standards, the environment, and anti-corruption. Each chapter identifies the relevant Sustainable Development Goals (SDGs) to which the Group contributes.

This report, coordinated by the IMPACT Department with the support of all business and support functions, serves both as a dialogue tool with our stakeholders and as a marker of our collective progress toward a more sustainable model.

FROM THE CHAIRMAN & THE CEO

Eighty years ago, in Saint-Donat-sur-l'Herbasse, Gaston Perrenot bought his first truck. His son Jacky took to the road in turn, then took over the company, and gave it the face it still carries today: that of a family group that has stayed connected to its home region, even as it has grown well beyond it.

This anniversary is a reminder that sustainable performance is built over time, through a clear vision and a constant capacity to adapt.

For us, CSR is not a separate track running alongside our business: it guides our investments and strengthens the quality of our relationships with all our stakeholders.

It's in this spirit that we carried out our first complete carbon footprint assessment at the international level, using the GHG Protocol methodology, and committed to our SBTi trajectory.

Today we are building the next 20 years. A company only reaches its hundredth anniversary by staying bold at every generation.

That is the whole meaning of our CSR trajectory: it is not limited to correcting our practices, it prepares the group we want to become. Thanks to our teams, Jacky Perrenot continues to grow without giving up its values.

This report accounts, with figures to back it up, for what we have accomplished and what remains to be done. Building sustainable logistics is a collective commitment, one we will continue to uphold with the same conviction that has driven our Group for 80 years.

Thank you all.

Philippe GIVONE,
Chairman



Running a group of more than 8000 employees and over 200 branches day to day is less about telling a story than about moving it forward, mile after mile, in a tight market. In 2025, our energy focused on four key initiatives.

The first was the birth of JP HOME. By bringing together Agediss and VIR Transport in France, two well-established players in heavy-parcel home delivery, we built a shared brand capable of meeting growing B2C demand. This merger was carried out gradually, with constant care for supporting the teams involved. It owes a great deal to those who drove it forward on the ground. JP HOME is now the group's B2C brand.

The second, in the same vein, was the acquisition of ArrowXL in the United Kingdom, which now gives us a foothold across the Channel and the ambition to continue our international development.

The third was making our group more industrial without losing our agility. Growing fast is not enough: we need to structure, harmonize processes, and professionalize our tools, activity by activity. This work is less visible than acquisitions, but just as decisive for keeping pace with our ambitions without compromising the strengths that have set us apart.

The fourth concerns our fleet, whose gradual electrification we have begun, with a simple goal: move quickly, offer robust solutions suited to the realities of our business, and develop both vehicles and charging points across the entire territory.

Growing a group on the verge of turning a century old means accepting to move forward without having full certainty about every mile of the road ahead.

Philippe CUOC,
Chief Executive Officer



PART 1

THE JACKY PERRENOT GROUP

1.1 An 80-Year History

It all began in 1945, in the Drôme region, with Gaston Perrenot and a handful of fruit and vegetable trucks. Eighty years later, Jacky Perrenot Group (parent company: ZAM DIRECTION) has become a major player in transport and logistics in Europe. Growth built on values that remain intact: a sense of service, proximity, and commitment.

Over the decades, the Group has diversified, developed its European network, and kept pace with the sector's major shifts. Every stage of its development reflects the same ambition: to offer logistics that are ever more efficient and close to its customers.

Today, this momentum continues through the development of new areas of expertise, a stronger European presence, and a growing commitment to more responsible logistics. Every project, every acquisition, and every innovation reflects the Group's determination to build a sustainable future.

Eighty years after its beginnings, the Group continues to move forward with the same conviction: making logistics a driver of performance, proximity, and responsibility.

KEY FIGURES

8,496
EMPLOYEES

+4700
VEHICLES

+200
LOCATIONS

+20%
LOW-CARBON VEHICLES

+€1.2
BILLION IN REVENUE

+400
MILLION KM TRAVELED

OUR HISTORY
ON THE ROAD FOR 80 YEARS

2025
Launch of the JP HOME brand
Acquisition of ArrowXL in the United Kingdom

2024
Acquisition of Agediss, a company specialized in the B2C market

2022
Acquisition of Tamdis, a company specialized in the B2C market in Spain and Portugal

2021
Acquisition of VIR, a company specialized in the B2C market in France, Belgium, and Luxembourg

2020
Acquisition of Le Calvez Group
SIPAREX and EMZ become majority shareholders

2017
Launch of the General Cargo business with the acquisition of Fourchet and Denain

2010
Mr. Philippe Givone joins Jacky Perrenot Group

1945
Launch of fruit and vegetable transport by Mr. Gaston Perrenot

Proximity

Responsiveness

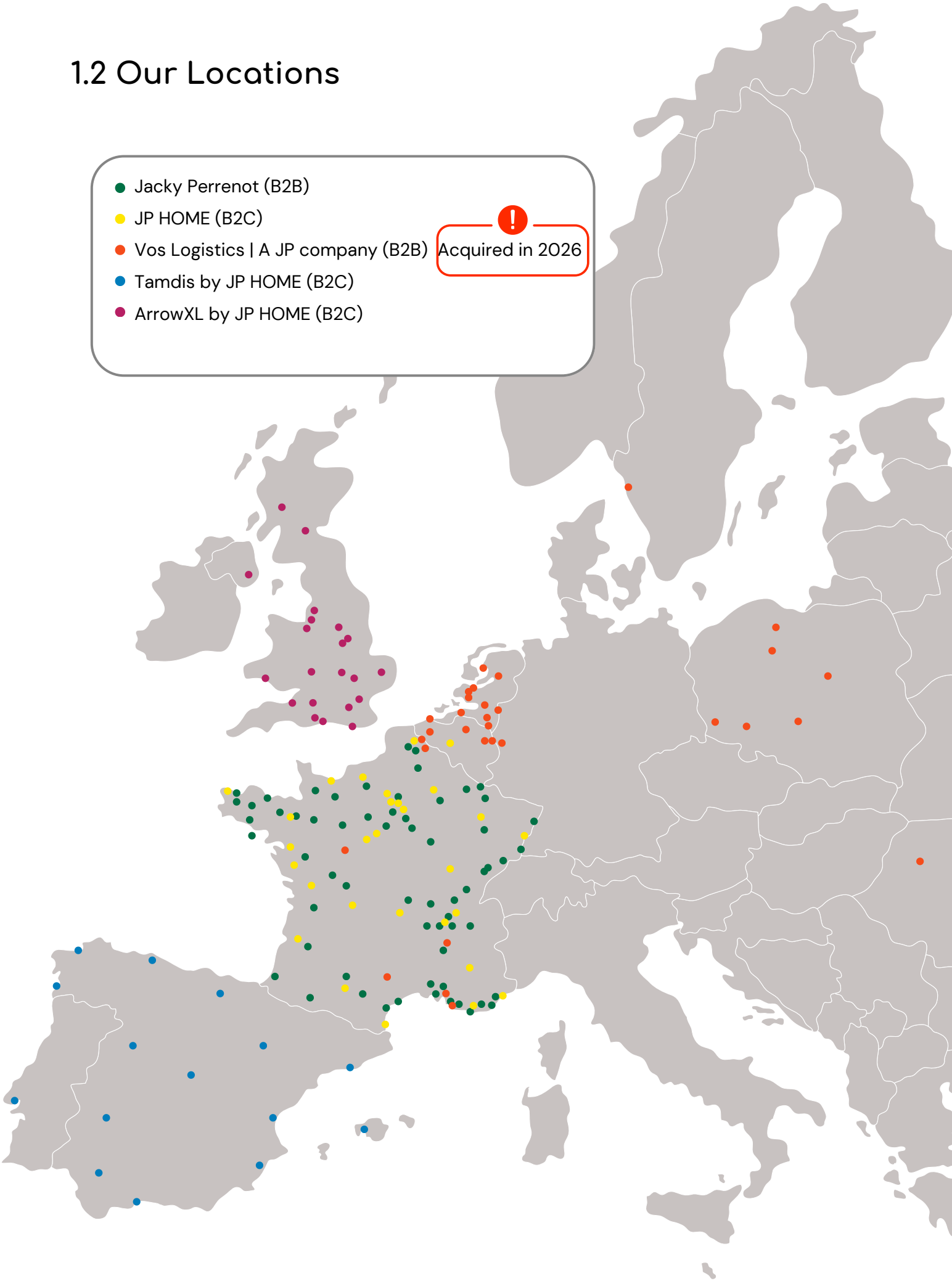
Profitability

Humility

Human

#JPOneCulture

1.2 Our Locations



1.3 Our Governance

Supervisory Board

Governance bodies play a central role in defining and overseeing the strategy of the Jacky Perrenot Group. Working closely with Executive Management, the Supervisory Board sets the Group's strategic priorities and ensures their implementation with a focus on balancing business performance, social responsibility and innovation.

Meeting every quarter, the Board reviews the Group's performance, assesses development opportunities and supports key strategic decisions that will shape its future.
This commitment to responsible governance is embedded at every level. Our investors, EMZ Partners and Siparex, are both official signatories of the United Nations-supported Principles for Responsible Investment (PRI), reflecting their commitment to integrating ESG considerations into their investment practices.

Within the Supervisory Board, this expertise is notably represented by Ms Christine Rodwell, Independent Director. With over fifteen years of experience integrating social and environmental consideration into the strategy of major groups, she previously led Social and Sustainable Impact at Renault Group and the Renault Foundation, and held senior positions at Veolia. From our shareholders to the Supervisory Board, the Jacky Perrenot Group thus relies on a governance model that embeds responsibility at its core and supports the Group's transformation.



Thierry RAIFF

Supervisory Board Member
President - EMZ Partners



Florent LAUZET

Chairman of the Supervisory Board Member
Partner - Siparex ETI



Thibaud DE PORTZAMPARC

Supervisory Board Member
Partner - Siparex ETI



Pierre-François GUEIT

Supervisory Board Member
Partner - EMZ Partners



Christine RODWELL

Supervisory Board Member
Chair and founder - Vivae



ZamenHof

Supervisory Board Member

Executive Committee

The Executive Committee defines the Group's strategic direction and oversees its implementation. Meeting every week, it supports the company's transformations and ensures sustainable performance in service of employees, customers, and local communities.



Philippe GIVONE

Chairman



Philippe CUOC

Chief Executive Officer



Yohann BOISSY

Management Control Director



Jérôme THOMAS

Purchasing & Real Estate Director



Sandrine BASSET

Sales Director



Hatice YUREKTEN

Impact Director



Albéric BOITREL

Human Resources Director



Teddy DANET

IT Systems Director



Xavier SEJOURNÉ

Administrative & Finance Director



Christophe DAUZAT

Technical Director



Laurent LOUIS

Southern Operations Director



Mickaël FABRE

Northern Operations Director

PART 2

CSR GOVERNANCE & STEERING

2.1 Our Sustainability Commitment

Jacky Perrenot Group relies on a number of certifications and CSR initiatives held by some of its entities. The principles and requirements associated with the Group's certifications are rolled out across all of its sites, beyond the certified entities alone.

Commitments and Certifications

ISO 9001 - Quality management
The dangerous goods transport activity, as well as the Perrenot Industrie, Perrenot Luxembourg and JP HOME entities, are ISO 9001 certified, attesting to a quality management system.

ISO 45001 - Occupational health & safety
The Perrenot Bonnafoux and Perrenot Vrac entities are ISO 45001 certified. This certification attests to the effectiveness of the prevention systems in place and the Group's commitment to safety.

ISO 14001 - Environmental management
In 2025, the Perrenot TCV site was ISO 14001 certified.

EcoVadis - Silver medal



In 2025, Jacky Perrenot Group was awarded the EcoVadis Silver medal with a score of 72/100, placing it among the top-performing companies in CSR in its sector.

Science Based Targets initiative (SBTi)

In 2025, the Group signed its commitment letter to the SBTi, anchoring its decarbonization pathway within a scientifically validated framework. This commitment marks a shift from a voluntary-action approach to a science-based trajectory.

Objectif CO_2 Label
Since 2020, Jacky Perrenot Group has held the Objectif CO_2 Label, which recognizes its commitment to reducing CO_2 emissions through fleet renewal, eco-driving training and route optimization.

Global Compact
Since 2019, Jacky Perrenot Group had been a signatory of the United Nations Global Compact. In 2025, the Group chose not to renew its membership for 2026, as part of an effort to prioritize its CSR budget. The ten principles of the Global Compact nevertheless continue to guide its actions and commitments.

Sustainable Development Goals

he Group contributes to the 17 Sustainable Development Goals (SDGs) set by the United Nations for 2030. It has identified 14 SDGs on which it has a significant impact, covering environmental, social and governance issues.

With its SBTi commitment, the Group is notably strengthening its contribution to SDG 13 – Climate Action.

Our memberships, listings, charters and certifications

Jacky Perrenot Group works alongside Demeter, Cyclevia, Agefiph, Ecomaison, Emmaüs France and Ecosystem to contribute to sustainable agriculture, recycling, inclusion, reuse and the circular economy. It is also a member of Les Entreprises s'Engagent and Coq Vert, and draws on the expertise of ADEME to support its ecological transition.

Several entities also hold sector-specific certifications:

- IFS (food safety) : Perrenot Le Calvez Argentan ;
- AEO (Authorized Economic Operator), a guarantee of customs reliability for international transport: Perrenot Champagne, Cognac, DistriBike and Lorraine ;
- Organic Farming certification, for the transport of organic products: Perrenot Cholet, Fourchet Noves, Lambres, Le Calvez Noyal, Saint Quentin Fallavier, TGC and Le Calvez Montauban.

Beyond its internal policies, Jacky Perrenot Group is involved in collective initiatives. It is a signatory of the RFAR charter, promoting sustainable and responsible relations with its suppliers; the Diversity Charter, promoting equal opportunities and inclusion; and the commitment charter to reduce the environmental impact of e-commerce.

These commitments are put into practice in the Group's Responsible Purchasing Charter, Social Policy and digital eco-design approach.

2.2 CSR Governance Structure

In 2025, the Group took a structuring step in its CSR governance with the creation of the IMPACT Division, bringing together the CSR, Communications, and QHSE functions within a single entity. Led by Hatice Yürekten, this cross-functional division is tasked with driving and rolling out the Group's CSR strategy, ensuring consistency between commitments made and actions taken on the ground, overseeing non-financial reporting, and embodying the Group's culture of responsibility with all internal and external stakeholders. This consolidation reflects a strong conviction: CSR, communications, and quality, health, safety, and environment are not separate topics but three pillars of a single ambition for positive impact.

CSR Committee

The Group's CSR Committee embodies governance of the sustainable development approach at the highest level. Meeting several times a year, this committee oversees the steering, monitoring, and evaluation of the CSR strategy, ensuring alignment between the Group's commitments, its operational actions, and the issues identified in the double materiality matrix. Each member of the Executive Committee (CODIR) has been assigned the role of co-sponsor for a CSR issue, guaranteeing concrete, cross-functional involvement from business divisions and enabling effective deployment of actions in the field, tailored to the specifics of each function.

In 2025-2026, CSR governance evolved to further deepen the involvement of internal stakeholders and the exploration of priority topics. Three thematic committees were created, bringing together subject-matter experts and representatives from different divisions around specific issues.

The aim is to address each topic in depth, co-build actions, and mobilize the right stakeholders at every level of the organization.



Environment, Climate & Responsible Digital

CODIR Co-sponsors: Philippe Cuoc and Teddy Danet



Ethics & Compliance (Responsible Procurement on an ad hoc basis)

CODIR Co-sponsors: Xavier Séjourné and Jérôme Thomas



Social, training & Internal Engagement

CODIR Co-sponsors: Philippe Cuoc and Albéric Boitrel

« I am convinced that a CSR policy only has meaning when it is rooted in day-to-day operations. Our drivers and depot teams are the backbone of our business: their safety, health, and recognition are not secondary concerns—they are at the heart of our responsibility. Bringing QHSE and CSR closer together means choosing not to separate business performance from people. »

Hatice Yürekten
Impact Director



Our CSR ROADMAP 2026-2028

Building on the foundations laid since 2020, the Group is formalising its CSR ambitions for the next three years through its 2026–2028 CSR Roadmap, structured around the vision of "Consolidate – Embed – Deploy." It is broken down into six strategic areas covering all dimensions of sustainable development: reducing our carbon footprint, protecting our teams, promoting business ethics, implementing responsible procurement, and fostering a CSR culture shared by all.



A well-managed ecological transition

Limiting our pollution and improving recycling

1. #JPLowCarbon

Reduce our GHG emissions (SBTi trajectory), optimise our energy and water consumption, develop the circular economy and maximise waste recovery.

2. #JPMeasureAct

Structure and automate the collection of indicators to ensure reliable reporting aligned with ESRS standards.

Engaged and protected teams

Empowering women and men to grow

3. #JPGrowTogether

Foster social dialogue and promote inclusion, employment, professional equality, disability inclusion and training.

4. #JPSafeAndWell

Strengthen prevention, health and safety, and improve working conditions (QWLC – Quality of Working Life and Conditions).

Governance mobilized for impact

Driving performance through purpose and growth

5. #JPValueCreation

Make CSR a driver of performance through ethics and compliance, responsible procurement and customer satisfaction.

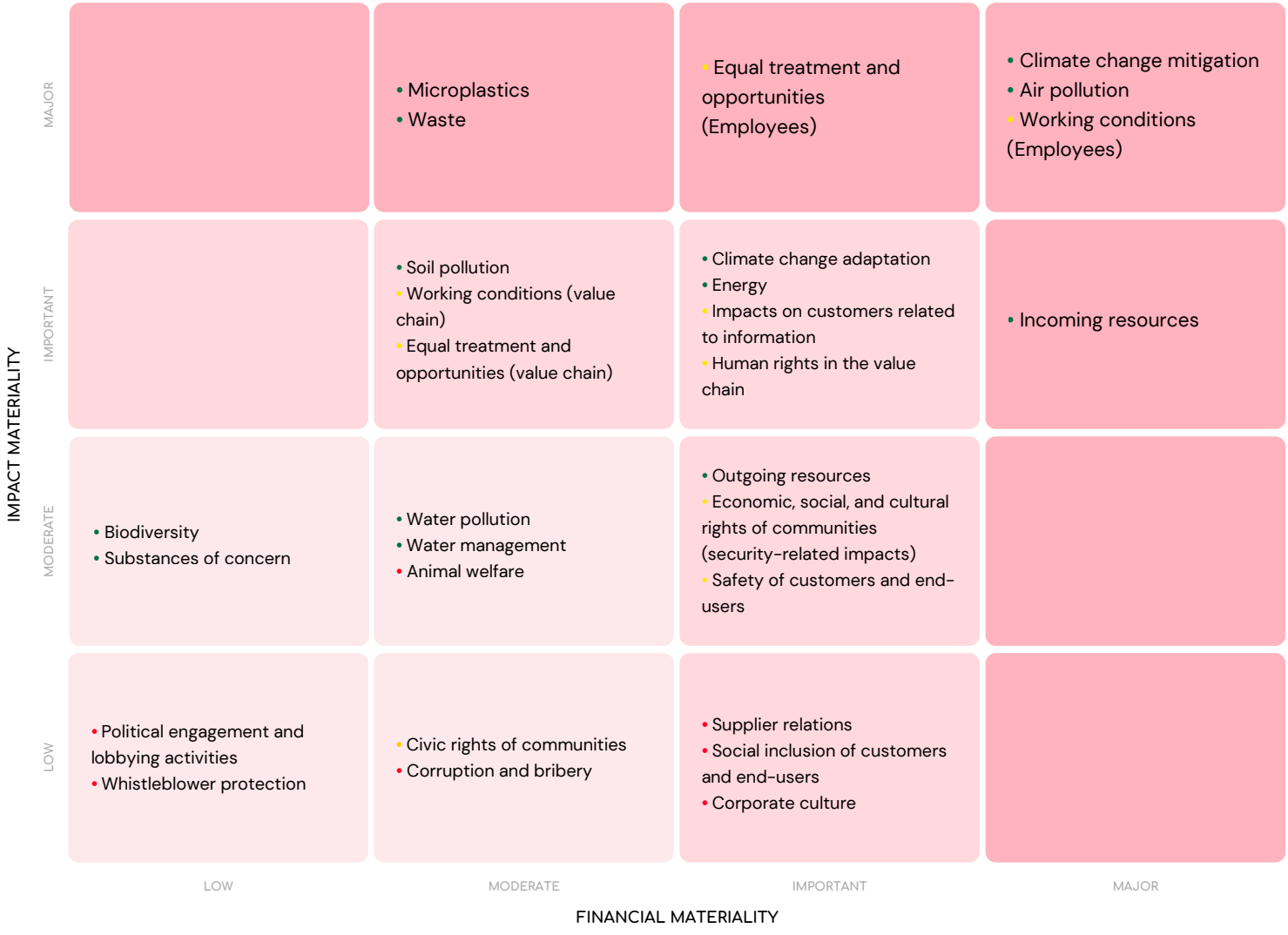
6. #JPOneCulture

Build a network of ambassadors across our agencies to promote a shared vision and coordinated local action.

2.3 Double Materiality Assessment & Stakeholder Engagement

Double Materiality Assessment

In line with the ESRS requirements under the CSRD, Jacky Perrenot Group carried out a double materiality assessment. Impact materiality assesses the actual and potential, positive and negative effects of the Group's activities on the environment and people. Financial materiality assesses the risks and opportunities that sustainability matters pose to the Group's economic and financial performance over the short, medium and long term.
Conducted between October 2024 and January 2025 with the support of the consulting firm Haatch, the assessment drew on internal interviews, an awareness session for the Executive Committee, two workshops and six customer interviews. Each impact, risk and opportunity was scored from 1 to 4 based on its severity or magnitude and its likelihood of occurrence. A topic is considered material when it scores at least 12 out of 16 on either axis. The assessments were validated in December 2024 and presented on 20 January 2025.
This dual perspective enables the Group to focus its efforts on high-stakes topics, anticipate emerging risks, and steer its CSR approach in a coherent, structured way geared towards sustainable performance.



Stakeholder Mapping and Dialogue

Stakeholders play a central role in the Group's CSR strategy. Regular dialogue is maintained with all parties involved, whether directly or indirectly connected to the Group's activities, in order to gather, understand, and take into account their expectations and concerns.

Stakeholders	Key Expectations	Engagement Methods
Employees & staff representatives	Quality of life, safety, skills development, equal opportunities	CSE, Group Committee, satisfaction surveys, QWL days, Road Campus
Customers	Service quality, eco-responsible solutions, CO_2 transparency	CO_2 reporting, decarbonization partnerships, certifications
Shareholders	Sustainability, economic growth, risk management	Supervisory Board, financial and non-financial reporting
Suppliers & subcontractors	Fair relationship, respect for commitments, CSR support	Responsible Procurement Charter, CSR questionnaire
Financial partners	Reliability, non-financial performance	Financial reporting, CSR indicators
Local authorities & communities	Compliance, managing nuisances, local employment	Job fairs, local events, etc.
Professional organizations	Compliance with commitments, best practice sharing	TLF, AFT, OPCO Mobilités
Training bodies & schools	Promoting careers, supporting young people	Road Campus, partnerships with apprenticeship centers, vocational schools
Associations & NGOs	Contribution to social and environmental projects	Emmaüs France, Seinformercancer, Sport dans la Ville, etc.
Media & general public	Transparency, concrete commitment	CSR Report, LinkedIn, press releases

2.4 Launch of JP HOME

In April 2025, Jacky Perrenot Group launched JP HOME, its new brand dedicated to home delivery of bulky products and home equipment, born from the merger of four well-established players within the Group: AB Home, VIR, Tamdis, and Agediss. This strategic initiative addresses the growing complexity of the last-mile market and positions the Group as a key player in this fast-expanding segment.

Representing 4.5 million deliveries made in 2024 and 25% of the Group's revenue, JP HOME immediately establishes itself as a major player in the European market for bulky product delivery. With more than 150 branches across Europe, including 50 wholly-owned sites spread across France, Belgium, Spain, and Portugal, JP HOME is built on an industrial model that is rare in the last-mile market.



The brand offers three complementary levels of service:

JP HOME, delivery to the doorstep or the room of choice, with appointment scheduling and a precise time slot.

JP HOME+, a premium service including assembly, installation, commissioning, and removal of the old equipment.

JP HOME GREENBACK, the eco-circularity solution that extends the life of furniture and equipment through take-back, cleaning, refurbishment, and resale.

JP HOME also embodies a vision deeply rooted in CSR. More than 50% of its 750 vehicles run on alternative energy, and all new acquisitions are 100% electric. A comprehensive commitment to transparency on the environmental impact of every service makes JP HOME a pioneering brand in responsible home delivery. Its tagline, "Every delivery counts," reflects this ambition of an experience designed for customers and for the future.

« Our ambition is to develop last-mile logistics that is efficient, responsible, and sustainable across Europe. »

Philippe Cuoc
Group Chief Executive Officer



2.5 Acquisition of ArrowXL

On June 13, 2025, continuing its European development strategy in the last-mile market, Jacky Perrenot Group announced the acquisition of ArrowXL, the leading home delivery provider for bulky products in the United Kingdom. This marks the Group's first foothold in the British market and a decisive step in its international development.



Founded in 1984 and employing nearly a thousand people, ArrowXL operates a network of 7 platforms and 8 overflow warehouses, and completes more than 2 million deliveries a year across the entire UK. Its expertise spans delivery, installation, and assembly of furniture and household appliances, a positioning that complements JP HOME perfectly.

This integration has expanded JP HOME's network of wholly-owned branches from 60 to 75 sites across Europe, bringing the Group's B2C revenue to €400 million across France, the United Kingdom, Spain, Portugal, and the Benelux region — around a third of the Group's total business.

Beyond the operational synergies, this acquisition is built on a deep alignment of values. Charlie Shiels, CEO of ArrowXL, said: "It is clear that Jacky Perrenot Group shares the same values as ArrowXL, with a strong commitment to sustainable development and to the highest quality of service in the market." ArrowXL's leadership team remains in place, ensuring operational continuity and preserving the company culture.

This acquisition is part of a broader ambition: the Group also completed the acquisition of Vos Logistics in April 2026, confirming its commitment to strengthening its position among Europe's leading logistics players and achieving €2 billion in revenue by 2027. Together, JP HOME and ArrowXL embody the Group's belief that growth and responsibility are not mutually exclusive, but rather reinforce one another.



PART 3

ENVIRONMENT & CLIMATE

3.1 Greenhouse Gas Emissions

In 2025, the Jacky Perrenot Group signed its commitment letter with the Science Based Targets initiative (SBTi). Its reduction targets were submitted on schedule in June 2026 and are currently under validation. Once validated, they will align the Group's decarbonisation with a 1.5°C pathway consistent with the Paris Agreement.

The Group's GHG inventory is now prepared in accordance with the GHG Protocol, a methodology it will maintain to ensure reliable and auditable tracking. The 2025 GHG data are therefore not directly comparable with previous years, except for Scope 1+2 intensity, which has been recalculated using the 2025 methodology.

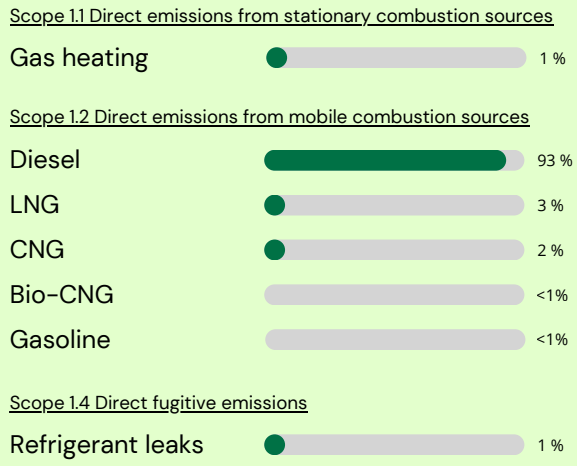
2025 GHG Assessment

Scope 1 – Direct Emissions

Scope 1 represents the most significant emissions category. It covers all emissions directly generated by fuel combustion from the fleet, as well as from fixed installations at the Group's sites (heating, refrigerant systems).

In 2025, the Group's Scope 1 emissions totaled **294 739 tCO_2e***, broken down as follows:

SCOPE 1 EMISSIONS – BREAKDOWN



Diesel remains the fleet's predominant fuel, but its share is gradually declining in favor of alternative energy sources.

Scope 2 – Indirect Energy Emissions

Scope 2 corresponds to emissions generated by electricity consumption across all of the Group's sites — branches, warehouses, logistics hubs, and charging stations. The Group applies the location-based method to calculate Scope 2, in accordance with the GHG Protocol.

Scope 2 emissions for 2025 totaled **2 082 tCO_2e***. The accelerating rollout of the electric fleet, with more than 200 charging stations installed across the Group's sites, is driving a gradual increase in electricity consumption. The Group is therefore working to increase the share of renewable electricity in its supply in order to limit the carbon footprint associated with this growth.

*Scope including Vos Logistics, incorporated into the SBTi base year.

Scope 3 - Value Chain Indirect Emissions

Scope 3 covers all indirect emissions occurring upstream and downstream of the Group's activities. As part of its SBTi commitment, the Group has mapped and quantified its Scope 3 categories, totaling **262 927 tCO_2e***. The categories calculated are as follows :

SCOPE 3 EMISSIONS – BREAKDOWN

Scope 3.1 Purchased goods and services		
Purchased services	14 007 tCO_2e	5 %
Purchased goods	7 488 tCO_2e	3 %
Scope 3.2 Capital goods		
Vehicles and rolling equipment	63 950 tCO_2e	24 %
Equipment and infrastructure	48 tCO_2e	<1%
IT equipment	263 tCO_2e	<1%
Scope 3.3 Fuel- and energy-related activities (not included in Scope 1 and 2)		
B100	5 148 tCO_2e	2 %
HVO	5 326 tCO_2e	2 %
Diesel	66 873 tCO_2e	25 %
Gasoline	26 tCO_2e	<1%
LNG	2 739 tCO_2e	1 %
CNG	1 340 tCO_2e	1 %
Bio-CNG	1 968 tCO_2e	1 %
Gas heating	180 tCO_2e	<1%
Electricity	901 tCO_2e	<1%
Scope 3.4 Upstream transportation and distribution		
Subcontracting	70 704 tCO_2e	27 %
Scope 3.5 Waste generated		
Hazardous waste	302 tCO_2e	0 %
Non-hazardous waste	5 932 tCO_2e	2 %
Scope 3.6 Business travel		
Employee business travel	50 tCO_2e	<1%
Scope 3.7 Employee commuting		
Employee home-to-work commuting	15 160 tCO_2e	6 %
Scope 3.12 End-of-life treatment of sold products		
End-of-life of vehicles	0,42 tCO_2e	<1%
Scope 3.13 Downstream leased assets		
Leased vehicles	520 tCO_2e	<1%

*Scope including Vos Logistics, incorporated into the SBTi base year.

Transition Plan Toward a Low-Carbon Fleet

A pioneer in adopting alternative energy sources, Jacky Perrenot Group has built a diversified and resilient energy mix over the years. The Group's conviction is clear: no single alternative energy source can address all transport use cases on its own. This is why its strategy relies on the complementarity of solutions, tailored to each customer's flow types, distances, and operational constraints.



In 2025, the Group's fleet comprises more than 4,700 vehicles, 20% of which run on alternative energy sources (NGV, HVO, B100, electric, etc.). The goal is to reach 30% of vehicles running on alternative energy by 2030.

Fleet Energy Mix

Diesel	3 777 Vehicles
NGV	536 Vehicles
Electric	214 Vehicles
HVO/B100	178 Vehicles
Hydrogen	1 Vehicle



Since 2012, the Group has been a pioneer in the energy transition, operating a fleet of more than 530 vehicles running on natural gas and biogas. NGV, produced through the methanization of organic waste, delivers a significant reduction in CO_2, fine particle, and NOx emissions compared to diesel.

With more than 170 vehicles running on HVO and B100, these biofuels enable CO_2 emission reductions of up to 90% compared to fossil diesel, according to ADEME, offering a transition solution that can be deployed immediately across the entire fleet.

The Group is accelerating the rollout of its electric fleet, with more than 200 vehicles in 2025, ranging from light commercial vehicles to long-haul tractors. Key milestones include the integration of the first 100% electric tractor at the Perrenot Bordeaux branch, the deployment of two Renault E-Tech tractors at the Perrenot Gerzat site, and the arrival of the first MAN eTGX tractors, offering up to 300 km of range — all marking important steps toward the electrification of long-haul transport. A network of more than 200 charging stations installed across the Group's sites ensures the fleet's day-to-day operational autonomy.



Thanks to the use of alternative energies, the Group avoided a total of **59,040** tonnes of CO_2 emissions in 2025, including more than **3,400** tonnes through the electrification of its fleet, compared with equivalent use of diesel-powered vehicles.

98,6%

of the fleet compliant with the Euro 6 standard

Supporting Our Customers' Energy Transition

Beyond decarbonizing its own fleet, Jacky Perrenot Group positions itself as an active partner in its customers' energy transition, co-building tailored solutions adapted to each flow and each operational constraint.

For example, the Group is supporting Mars France in decarbonizing its transport operations with a hybrid energy mix: 88% of volumes are handled using HVO free of animal fats, while 12% of flows are operated by a 100% electric Renault Trucks E-Tech T tractor, in operation since April 2025. Covering 250 to 300 km per day to supply retail distribution logistics bases, this vehicle delivers an estimated 92% reduction in CO_2 emissions compared to a diesel-powered truck (source: ADEME), supported by a 150 kW fast-charging station installed on site.



Similarly, the Group supported Leroy Merlin in preparing for the nationwide rollout of electric heavy-duty trucks. Full-scale tests were organized with MAN and Mercedes vehicles in the Lyon and Paris regions, validating performance under real-world conditions, adapting logistics schemes, and training drivers through the Group's eco-driving experts.



Eco-Driving and Route Optimization

Beyond fleet renewal, the Group also works on driving behavior and flow organization to reduce fuel consumption. To do this, the Group relies on Road Campus, its Qualiopi-certified in-house training center, created in 2021 and deployed directly within the Group's branches to train drivers as close as possible to their workplace. Road Campus offers eco-driving training in particular, as well as specific training on new electric powertrains.

Since its creation, Road Campus has trained more than **1 978** drivers in eco-driving modules.

Route optimization, using advanced planning tools, helps reduce empty kilometers and improve load factor — two essential levers for reducing emissions at a constant level of activity.

In addition, the Group has deployed onboard telematics across nearly its entire fleet, enabling real-time collection of driving data such as fuel consumption, engine speed, and braking, to concretely measure the effectiveness of eco-driving training and identify areas for improvement on a driver-by-driver basis.

This data serves as a valuable steering tool, allowing the Group to track changes in driving behavior over time and adapt its training initiatives accordingly.





Reduction Targets

The Group's SBTi commitment now structures its decarbonization trajectory around scientifically validated targets. The milestones below combine the Group's historical targets with the targets currently being submitted to the SBTi.

HORIZON	TARGET	SCOPE
2035	42% reduction in Scope 1 and 2 GHG emissions compared to the 2025 baseline year.	Group
2035	30% reduction in Scope 3 GHG emissions compared to the 2025 baseline year.	Group
2035	Reach a 50% share of alternative-energy fuels in total fuel consumption.	Group
2035	Increase the share of sites supplied under a renewable-electricity contract to 20%.	Group
2035	Increase the share of retreaded tires to 60% of tire purchases.	Group

Methodological note: 2025 is the baseline year selected for calculating the reduction targets under the SBTi commitment. This choice reflects the fact that 2025 is the first year for which the Group has a complete GHG assessment established under the GHG Protocol, thereby ensuring a robust, consistent, and auditable baseline for future reporting periods.

Objectif CO_2 Charter & Label

Since 2014, Jacky Perrenot Group has been a signatory of the Objectif CO_2 Charter led by ADEME, and has obtained the CO_2 Label in recognition of its level of environmental performance. A major benchmark in the road transport sector, this label attests to a structured and measurable approach to reducing greenhouse gas emissions, built around four pillars: renewing the fleet toward low-emission vehicles, training drivers in eco-driving, optimizing routes, and regularly monitoring fuel consumption. With more than ten years of continuous commitment, the Group is one of the pioneering carriers of this approach in France. It is now taking this further with the SBTi: having committed in 2025, it submitted its reduction targets on schedule, and these are currently under validation.

Mobility Challenge

For the 4th consecutive year, teams from Jacky Perrenot Group's head office took part in the Auvergne-Rhône-Alpes Mobility Challenge, an annual event organized by Dromolib to promote soft mobility by encouraging employees to leave their cars at home for a day. Fully aligned with the Group's CSR commitments, this event shows that the shift toward more sustainable mobility also starts with everyday individual behavior.

In 2025, employees took on the challenge with creativity and enthusiasm, covering 2,298 km using soft mobility modes, avoiding 356 kg of CO_2e. The day featured a friendly breakfast at head office, a group walk around Lake Champos, and a collaborative picnic, fostering sharing and team cohesion. The event concluded on July 4 with an awards ceremony at the Group's head office in Saint-Donat-sur-l'Herbasse, attended by the town's mayor, who is also vice-president of the Arche Agglomération. The ZAM Services teams were named the top winners in the Drôme department in the category for companies with more than 100 employees — a great recognition of employees' collective commitment to more responsible mobility, already paving the way for next year's edition.







3.2 Energy

Managing energy consumption is a cross-cutting priority for the Group, which is committed to progressively reducing its energy intensity while supporting the scaling up of its electric fleet.

The Group's total energy consumption aggregates all energy sources used for example, fleet fuels, site electricity, and heating gas and amounted to **1 395 642,9** MWh in 2025.

Electricity Consumption

The Group's electricity consumption for fiscal year 2025 amounted to **37 682** MWh. This trend largely reflects the acceleration of the electric fleet rollout: charging vehicles at stations installed across the Group's sites now represents a growing share of total electricity consumption. With more than 200 charging stations deployed and a growing fleet of electric vehicles in operation, this trend is expected to continue in the coming years, in line with the Group's decarbonization targets. This rise in electricity consumption should therefore be read not as a decline in energy performance, but as a direct reflection of the transition toward lower-emission transport.



Energy Mix & Renewable Energy

Beyond electricity, the Group's overall energy consumption includes all fuels used by the fleet as well as the heating energy used at its sites. The Group's multi-energy strategy is progressively decarbonizing this mix by reducing reliance on fossil diesel.

On the renewable energy front, **14** sites are equipped with photovoltaic panels. The Group intends to continue rolling out these installations at other branches in the coming years, prioritizing sites with high electricity consumption.

Energy Saving Measures

The Group has taken several actions to limit energy consumption at its sites, although these rollouts are progressive and do not yet cover the entire network of branches.

LED lighting has been installed at several sites, significantly reducing consumption. Motion-detection systems have been introduced at certain sites to avoid unnecessary consumption outside of operating hours. Awareness-raising initiatives are carried out periodically among employees on best practices (signage, internal communications, engagement of field teams).

3.3 Pollution & Waste

Waste management and pollution prevention are part of a broader circular economy approach embraced across the whole Group. Beyond regulatory compliance, the Group integrates these issues into its operational strategy with one conviction: every resource consumed must be optimized, and every piece of waste produced must be recovered.

Waste Management and Categories

Transport and maintenance activities generate several categories of waste, some of which are classified as hazardous and subject to rigorous traceability. In 2025, the Group generated **12 847** tonnes of waste, split between hazardous and non-hazardous categories.

DISPOSAL (19,5%)	RECOVERY (80,5%)
Hazardous waste : 149 T	Hazardous waste : 1 381 T
Non-hazardous waste : 2 360 T	Non-hazardous waste : 8 957 T
2 072 Tonnes - Landfilling (D5)	296 Tonnes - Energy recovery (R1)
24 Tonnes - Treatment (D9/D9F)	7 878 Tonnes - Recycling (R3/R4)
318 Tonnes - Consolidation (D13)	1 102 Tonnes - Reuse (R9/R5)
95 Tonnes - Storage (D15)	1 062 Tonnes - Exchange/Storage (R12/R13)

Selective sorting systems have been rolled out across the Group's sites, making it possible to separate waste streams by type and maximize recovery rates. Sorting and safety instructions are displayed in all sensitive areas, reminding staff of the proper practices to follow and the requirements regarding the use of personal protective equipment.

Retreaded Tires

Tire retreading is one of the concrete circular economy levers in the transport sector. By extending the lifespan of tire casings, the Group reduces both its raw material consumption and the volume of waste generated.



In 2025, **44%** of the fleet's tires are retreaded.

As an Aliapur partner, the Perrenot Fourchet Noves agency was awarded the Climate Certificate in recognition of its contribution to the collection and recycling of end-of-life tyres. As a result, 20.48 tonnes of CO_2 emissions were avoided in 2025, according to the life cycle assessment of recycled tyres. This is a tangible example of the Group's commitment to more circular logistics, from individual agencies to the Group as a whole.

Zero-Paper Transition

ACommitted to going paperless, the Group is reducing non-essential printing, continuing to roll out electronic document management (EDM) in 2025, and raising employee awareness.

The Group is testing PaperCut software in partnership with Koesio. The solution makes it possible to monitor and reduce printing, control costs, and strengthen document confidentiality and security. The system is gradually being rolled out across all Group sites.

Between June 2025 and June 2026, **303,626** pages were printed at the head office, compared with 490,000 per year previously, representing a 38% reduction. This first year serves as a baseline against which future progress can be measured.

Collection of End-of-Life products: the circular economy

In accordance with France's AGEC law (Anti-Waste for a Circular Economy) and the Extended Producer Responsibility (EPR) schemes, the Group collects old furniture and household appliances on behalf of its retail customers when delivering new products to private individuals throughout France.

These products enter a traceable treatment and recovery process:

- Reusable furniture is donated to the Emmaüs network to give it a second life, or sold through online marketplaces.
- End-of-life furniture is handed over to Ecomaison, the approved eco-organisation responsible for the furniture sector.
- Household appliances are handed over to Ecosystem, the approved eco-organisation responsible for electrical and electronic equipment, which ensures their decontamination and recycling.

Implemented across the entire agency network, this system prioritises reuse over recycling and ensures that every collected product is handled in compliance with applicable requirements.

2,475.22 tonnes of furniture handed over to Ecomaison in 2025.

28,352 household appliances handed over to Ecosystem in 2025.

.

Vehicle Refurbishment

With a view to extending the lifespan of its assets and combating planned obsolescence, the Group was one of the pioneers of Renault Trucks' Restart program, alongside a few major transport companies. Rather than replacing vehicles after just a few years of operation, the trucks are refurbished and their software updated after 3 to 4 years of use, then returned to their owners for three additional years of operation, allowing them to run well beyond one million kilometers.



The Group is also trialing NEOTRUCKS retrofitting, which converts older diesel trucks into electric fleet vehicles, thereby avoiding the manufacturing of new vehicles and reducing the associated embodied energy. This circular economy solution builds on the Group's multi-energy strategy and reflects its commitment to exploring every possible avenue for reducing the environmental impact of its fleet, including vehicles reaching the end of their first diesel-powered life.

JP HOME Greenback



JP HOME's subsidiary developed Greenback, an innovative program for managing returned or undelivered products that turns the burden of reverse logistics into a circular, community-minded opportunity.

Each year, between 5 and 7% of orders are returned (furniture, appliances, bulky parcels), generating high logistics costs, transport-related GHG emissions, and reputational risk for the brands involved.

The program relies on an end-to-end circular value chain, centered on the JP HOME Center in Mer.

Returned, unsold, or after-sales products are brought back to the platform, where they are sorted and precisely assessed.

Where needed, repair, cleaning, and repackaging are carried out to maximize the rate of items put back into circulation. Products are then channeled through three pathways: restocked and delivered as a priority from the JP HOME Center, sold through partner Youzd in a controlled, purpose-driven resale model, or donated to partner associations, including Emmaüs France.

This partnership was highlighted at the Reuse Economy Expo, held at Parc Floral in Paris on May 26, 2025, where Hatice Yürekten, Impact Director at Jacky Perrenot

Reuse Economy 2025

Hatice Yürekten, Impact Director at Perrenot Group, hosted a masterclass alongside Thomas Ladreyt, Director of Strategy and Economic and Social Development at Emmaüs France, at REuse Economy Expo 2025, held at the Parc Floral de Paris.

The session highlighted the key role of reverse logistics in advancing the circular economy, demonstrating how reuse can combine environmental benefits, social inclusion and local economic development.

This model creates value on three levels: environmental, through reduced waste, empty transport runs, and overall carbon footprint; economic, by optimizing return-handling costs for brands; and societal, through active support for the social and solidarity economy and the Group's local roots. Brands such as LesTendances.fr, Vertbaudet, and Bobochic Paris have already adopted this approach, offering their customers refurbished products while strengthening their CSR commitments and getting ahead of growing regulations on reuse and responsible purchasing.

Air Emissions

Road transport activities generate air pollutant emissions, notably methane (CH4) and nitrous oxide (N2O), which are calculated using ADEME's Carbon Base emission factors applied to the volume of fuel consumed. Renewing the fleet toward Euro 6 standards, as well as expanding the use of Bio-CNG vehicles, significantly helps reduce these emissions.

The Group also quantifies microplastic pollution resulting from tire wear, estimated using ADEME emission factors applied to the fleet's annual mileage.

Methane	3 552,2 kg of CH4
Nitrous Oxide	7 038,1 kg of N2O
Microplastics	88 272 kg



3.4 Water & Biodiversity

While road transport is more closely associated with air emissions than with impacts on water and ecosystems, Jacky Perrenot Group nonetheless recognizes its responsibility in preserving natural resources and local biodiversity. Accordingly, actions are being rolled out across the Group's sites, alongside awareness-raising efforts carried out among all employees.

Water Consumption

The Group's water consumption is mainly linked to employee sanitary use at sites, vehicle washing, and the upkeep of green spaces. In 2025, total water consumption amounted to **53** megaliters.

The Group is committed to measuring and progressively reducing its consumption, notably through the installation of water-saving systems and by raising employee awareness of good water-use practices.

Impact on Ecosystems

In line with the requirements of ESRS E3 (water resources) and ESRS E4 (biodiversity and ecosystems) standards, the Group has begun examining the impact of its sites on local ecosystems.

Transport and logistics activities generate limited but real potential impacts on the surrounding natural environment, notably through runoff water from site parking areas and yards, which may carry hydrocarbons or heavy metals.

Stormwater retention and treatment systems are in place at sites subject to regulations on Installations Classified for Environmental Protection (ICPE). The Group ensures compliance with all requirements applicable to its fuel storage and vehicle maintenance activities.

Actions for Biodiversity

Aware that preserving biodiversity starts with a better understanding of the issues at stake, the Group carries out awareness-raising initiatives for employees (internal campaigns shared on branch screens, promotion of World Biodiversity Days, and distribution of educational content).

Beyond raising awareness, the Group integrates biodiversity into the management of its sites through several initiatives adapted to local contexts. The installation of beehives at certain Group sites helps preserve pollinating insects, whose decline poses a proven threat to ecosystems. The introduction of eco-grazing enables natural upkeep of green spaces without the use of phytosanitary products. The development of wildflower meadows and grassy areas supports the growth of local fauna and flora. These initiatives strengthen the Group's local roots while raising employee awareness of the links between human activity and living ecosystems.

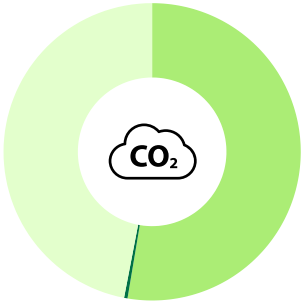




ENVIRONMENT & CLIMATE

2025 Review – Key Indicators

GHG BREAKDOWN BY SCOPE



- Scope 1 - 294 739 tCO_2e (52.7%)
- Scope 2 - 2 082 tCO_2e (<1%)
- Scope 3 - 262 927 tCO_2e(47%)

FLEET ENERGY MIX

20%

of the fleet running on alternative energy sources in 2025

Target: 30% by 2030

Diesel	3 777 Vehicles
NGV	536 Vehicles
Electric	214 Vehicles
HVO/B100	178 Vehicles
Hydrogen	1 Vehicle

CARBON INTENSITY

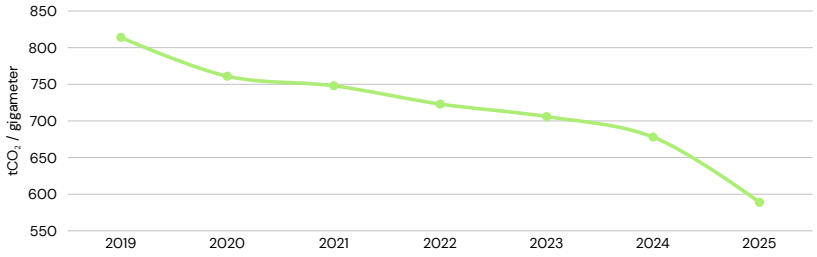
589

tCO_2e / gigameter

↘ - 28% compared to 2019

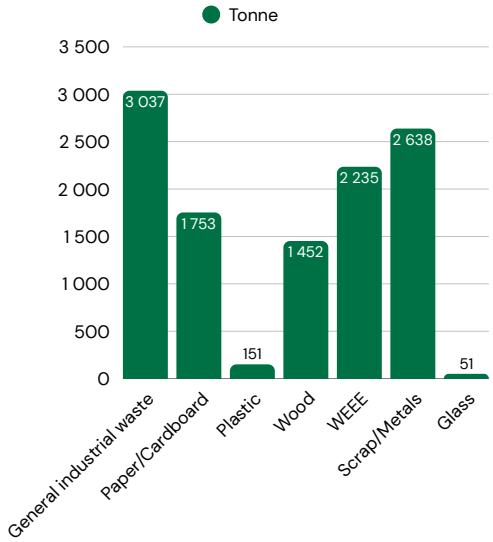
Audited by KPMG

SCOPE 1.2 EMISSIONS PER GIGAMETER TRAVELED*



**The methodology for previous years has been revised to ensure comparability of Scope 1.2 data with 2025.*

BREAKDOWN OF NON-HAZARDOUS WASTE IN 2025



53 megaliters of water consumed in 2025

37 682 MWh of electricity consumed in 2025

80,5% of waste recovered in 2025

Emissions Avoided – 2025

5	9	0	4	0	0	4	2	$kgCO_2e$

saved through our fleet of electric and alternative-fuel vehicles

SDGs	Definition	Reference in the Report	Contribution of the Group
	Ensure availability and sustainable management of water and sanitation for all	• Water consumption • Water & Biodiversity (3.4)	• Measuring and monitoring water consumption • Water-saving systems progressively rolled out
	Ensure access to affordable, reliable, sustainable, and modern energy for all	• Energy (3.2) • Fleet energy mix • Renewable energy	• Photovoltaic panels • Transition toward alternative energy sources • Reduced reliance on diesel
	Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation	• Low-Carbon Fleet (3.1) • NEOTRUCKS retrofitting • Charging infrastructure	• 200+ charging stations deployed • SBTi commitment and GHG Protocol
	Ensure sustainable consumption and production patterns	• Pollution & Waste (3.3) • Circular economy • JP HOME Greenback	• Vehicle refurbishment • Waste recovery • Circular economy
	Take urgent action to combat climate change and its impacts	• GHG Emissions (3.1) • Transition plan • SBTi targets	• SBTi commitment • Scope 1, 2, and 3 GHG assessment
	Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, and combat desertification	• Water & Biodiversity (3.4) • Actions for biodiversity	• Installation of beehives • Eco-grazing and wildflower meadows • Awareness-raising
	Promote peaceful and inclusive societies, access to justice, and effective, accountable institutions	• CSR Governance • Business ethics • ICPE compliance	• Compliance with environmental regulations • Traceability of hazardous waste

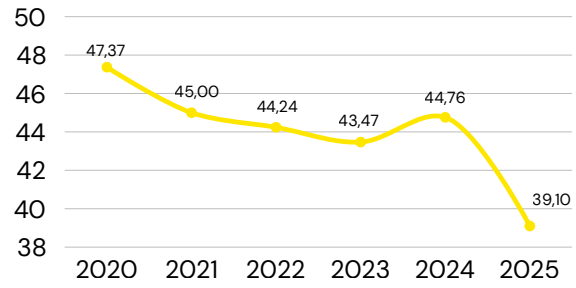
PART 4

SOCIAL & HUMAN RESOURCES

4.1 Health & Safety at Work

The Group's performance relies on its ability to offer employees safe and secure working conditions. The safety policy is rolled out across all positions and sites, with a firm commitment to doing everything possible to manage safety risks for all employees, both on the road and within facilities. The QHSE team assesses, monitors, and supports all sites on health and safety risks in order to analyze needs and implement effective prevention measures.

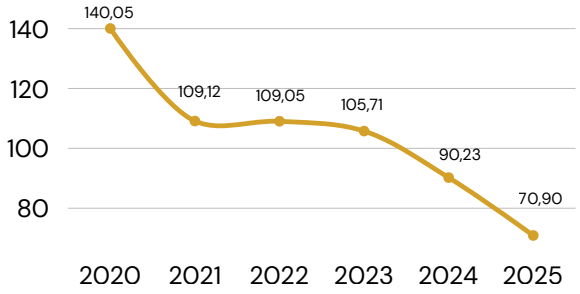
Occupational Accident Frequency Rate - B2B



- 17,5% compared to 2020

Audited by KPMG

Occupational Accident Frequency Rate - B2C



- 49,4% compared to 2020

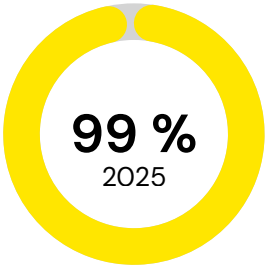
Audited by KPMG

Measuring and monitoring workplace accidents form the foundation of the Group's prevention policy. These indicators help steer prevention efforts and objectively measure the progress achieved.

116
Health and Safety Officers in 2025

125
Recognized Occupational Illnesses in 2025
(UE Scope)

Sites Visited



of branches received a safety visit

ISO 45001 Approach

The Group applies the principles of the ISO 45001 standard across all its sites.

2
entities certified

Perrenot Vrac
Perrenot Bonnafoux

6% of employees are covered by an Occupational Health and Safety Management System certified.

Risk Prevention Program

QHSE Organization and Oversight

The QHSE department plays a central role in managing and continuously improving working conditions. It regularly leads internal and external audits, the findings of which feed into precise, measurable corrective action plans. To ensure effective coverage on the ground, the Group relies on 116 Health and Safety Officers deployed in every branch. These officers provide a direct link between field teams and the QHSE team.

As part of its commitment to excellence, the Group structures its occupational health and safety approach according to the principles of the ISO 45001 standard, the international benchmark for OHS management, deployed across all its sites. The Perrenot Vrac and Perrenot Bonnafoux entities have already obtained certification, attesting to the effectiveness of the prevention systems in place. The goal is to progressively extend this recognition to other Group entities in the coming years.

Road Risks

Road risks represent the primary safety concern for a transport group the size of Jacky Perrenot. The Group relies on Road Campus, its in-house training organization, to train new hires and raise their awareness of road risks. This mobile setup, led by Olivier Leroux, Prevention Director and Road Campus Director, travels directly to the branches rather than requiring employees to travel, an innovative approach that improves participation rates and grounds the training in real field conditions. Drivers follow a wide range of modules there: managing dangerous road situations, driving in degraded conditions, preventing handling-related accidents, raising awareness of risky behaviors, and eco-driving. In 2025, more than 1200 employees were trained through Road Campus.

In 2025, several major Health and Safety days were organized. The Perrenot Vrac site in Valence hosted a day dedicated to prevention in partnership with VINCI Autoroutes and the VINCI Autoroutes Foundation, bringing together drivers, office-based employees, and colleagues from neighboring branches around several workshops: a driving simulator, a fire simulator, a hitching/unhitching workshop, awareness of alcohol- and drug-related risks using simulation glasses, and a virtual reality experience on a logistics platform.

The Group's insurer AIG and broker Verlingue took part in the event, reflecting the partnership-driven commitment to prevention. Students from the BTS GTLA program at Lycée Montplaisir in Valence were also invited to discover transport careers and the Group's prevention initiatives.





Addiction-Related Risks

At the Attignat site, the Group hosted Ethylot'HEALTH during a safety day dedicated to raising awareness of addiction. Combining humor, kindness, and education through a blind test format, this session addressed addiction-related risks in an original way, without judgment or blame, with the aim of encouraging lasting behavioral change.



Musculoskeletal Disorder Risks

MSDs are one of the leading causes of occupational illness in the transport sector, particularly linked to loading/unloading operations and prolonged driving postures. The Group has taken several steps to reduce these risks. Since 2024, the Group has rolled out exoskeletons at B2C branches, notably in the Île-de-France region, for employees performing physically demanding tasks such as delivering bulky products.

These assistive devices help reduce muscular strain, particularly on the back and shoulders, thereby helping to prevent MSDs and accumulated fatigue.

Chemical Risk Prevention

Vehicle maintenance activities expose employees to chemical products (oils, solvents, brake fluids, batteries). Appropriate personal protective equipment (PPE) is provided at all relevant sites, with safety instructions systematically displayed in sensitive areas. Specific training on managing hazardous substances is provided to workshop staff and logistics personnel who come into contact with these materials. Traceability of hazardous waste is ensured via the national digital platform TRACKDÉCHETS, guaranteeing complete tracking of each waste stream from generation through to final treatment.

Safety Training and Prevention

HSE Induction Program

From their very first day, every new employee follows the Health, Safety and Environment (HSE) Induction Program, a structured pathway covering an introduction to the Group's safety values and commitments, general safety instructions, position-specific instructions, and a presentation of the assigned site, including its risk areas and emergency procedures.

This program ensures that every employee has the essential information needed to work safely from day one.



First Aid Training

On November 4, 2025, the Road Campus training center led a first aid training session at the Group's head office in Saint-Donat-sur-l'Herbasse. Participants alternated between theoretical input and hands-on exercises (cardiac massage, the Heimlich maneuver, group role-play) to master essential emergency response actions. Everyone left with their Road Campus first aid pack. The goal is to roll out this training across all branches using Road Campus's mobile logistics, making first aid a widely shared skill throughout the Group.





Training for Operations Managers

In February 2025, at the Nogent-sur-Marne site, the Group launched the first continuing education session dedicated to operations managers, with a tailored program covering regulatory and technical refreshers, safety fundamentals, operational management, and key performance factors. By the end of 2028, all B2B managers will have completed this structuring program.



Health and Safety at Work Days



Every year, the Group organizes HSW days across its various entities, in the form of interactive, educational programs built around themed workshops, movements and postures, accident simulations, and hands-on scenarios. These days provide opportunities to meet health, prevention, or emergency response professionals. For example, during the HSW day at Perrenot Saint Quentin Fallavier, teams learned how a fire truck operates thanks to the presence of a firefighter, and took part in an awareness session led by a sophrologist. Road Campus was also on hand with several modules: virtual reality fire extinguisher handling, risk identification in an immersive logistics environment, and a heavy-goods vehicle driving simulator.





HORIZON	TARGET
2028	Reduce the B2B and B2C occupational accident frequency rate (with lost time) by 9% compared to 2025

4.2 Quality of Working Life and Working Conditions

Jacky Perrenot Group places employee wellbeing at the heart of its social strategy. The Group's Social Policy formalizes this commitment through concrete objectives across all subsidiaries in France and abroad, covering both permanent and temporary contracts. Drawing on the United Nations Global Compact, the Group is committed to creating a balanced, respectful, and fulfilling work environment for every employee.

Compliance with Driving Time Regulations

For a transport group the size of Jacky Perrenot, complying with statutory driving and rest times is a non-negotiable requirement, both for driver safety and for compliance with European regulations. EC Regulation 561/2006 strictly governs driving times, breaks, and daily and weekly rest periods for heavy-goods vehicle drivers. The Group ensures rigorous compliance with these provisions across all its branches, with regular checks of tachograph data.

Beyond regulatory compliance, the Group is committed to improving drivers' day-to-day working conditions. Rest areas have been set up at sites to provide spaces for drivers to disconnect and recover between routes. Route planning also takes a human dimension into account: advanced planning tools help optimize flows while limiting excessive time pressure.



Social Dialogue

Jacky Perrenot Group places social dialogue at the heart of its human resources strategy, with a strong commitment to transparent communication in order to build trust and promote professional development. In accordance with current legislation, every branch with more than 11 employees has a Social and Economic Committee (CSE).

CSE meetings are held every two months, and at least three times a year on topics related to occupational health and safety. The Group Committee meets once a year to share economic and social information at Group level.

More than 95% of employees are covered by the National Collective Bargaining Agreement for road transport and transport-related activities, ensuring clear employment conditions and professional training rights suited to the sector.

The Group is also a member of the Union des Entreprises Transport et Logistique de France (TLF), actively contributing to social developments within the sector.

The Group aims to achieve 75% of annual negotiations concluding in an agreement signed by employee representatives. An employee satisfaction survey is conducted every three years, with a target satisfaction score of 60% by 2028.

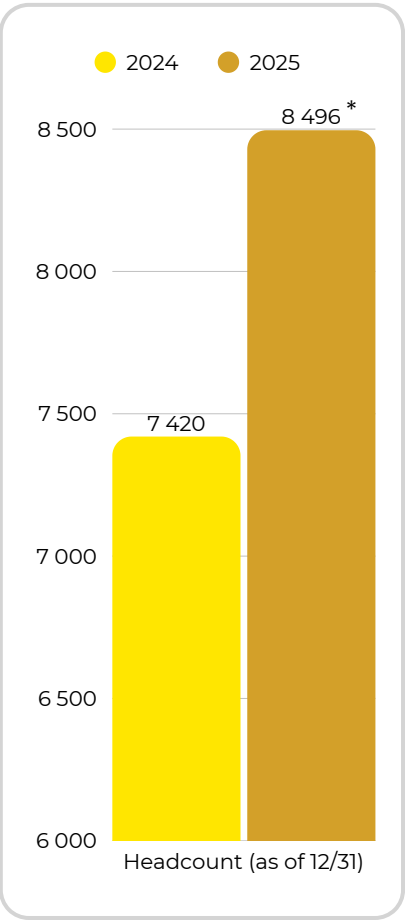
The next survey will take place during 2027. In 2025, in line with new regulatory provisions arising from the CSRD, the Group incorporated CSR issues into its structured social dialogue, with CSE bodies informed and consulted on sustainability matters.

Compensation Policy

The Group is committed to ensuring that all its employees receive a living wage that enables them to live with dignity.

The Group recognises that the transport sector employs a proportionally higher number of lower-skilled workers than other sectors, reinforcing its responsibility to ensure fair remuneration.

The Group has committed to defining a methodology for calculating a living wage by the end of 2027.



28,2%

Employee Turnover Rate in 2025

29% in 2024

7,5%

Absenteeism Rate in 2025

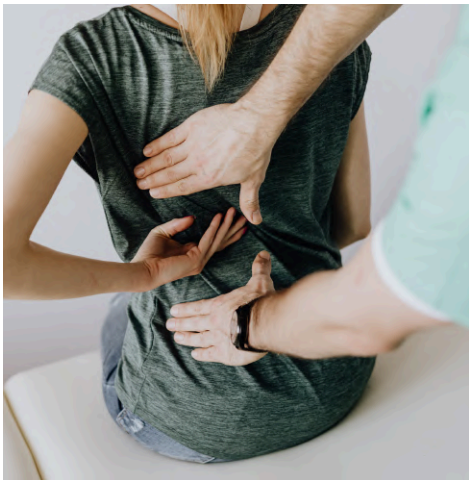
7,6% in 2024

*Increase mainly driven by the acquisition of ArrowXL.

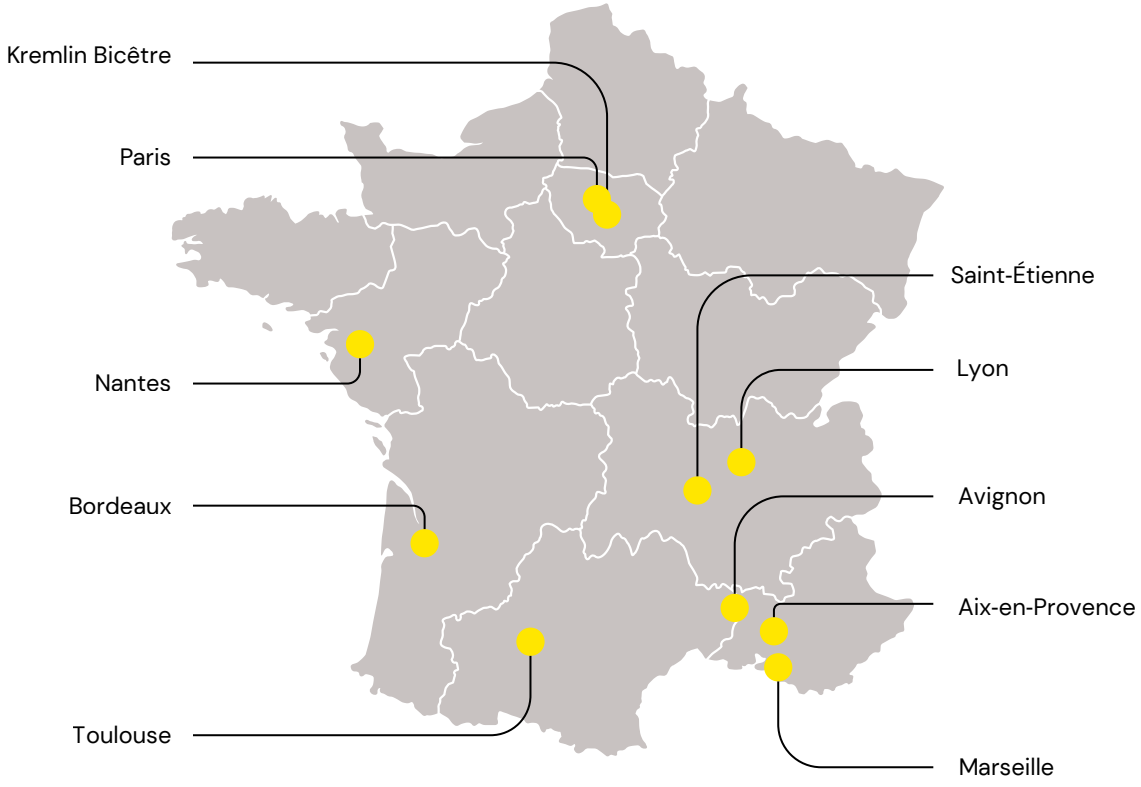
The turnover rate reflects structural tensions in the road transport job market, marked by a chronic shortage of drivers and heightened competition among employers. In response, the Group has introduced several retention levers: improved onboarding processes, greater internal mobility, a stronger employer brand, the rollout of QWL initiatives, and the promotion of transport careers through national events such as the Trophée des Routiers. The aim is to progressively reduce this rate by establishing the Group as a leading employer in the sector.

QWL Initiatives

Health Partnership – Osteopathy Sessions



As part of its QWL approach and its commitment to health prevention, Jacky Perrenot Group has set up partnerships with osteopathy schools across France. These arrangements aim to support employees whose jobs involve significant physical strain on a daily basis, by giving them easier access to osteopathy consultations at preferential rates, close to their workplace or home. This initiative is fully in line with the Group's MSD prevention and workplace wellbeing policy, complementing the movement and posture training delivered through Road Campus.



Celebrating the Group's 80th Anniversary

The year 2025 will remain etched in the memory of Jacky Perrenot Group's employees as a year of celebration and pride. To mark its 80-year history, the Group launched an initiative of unprecedented scale: a series of inter-branch football tournaments, which became a genuine symbol of team spirit and personal achievement.

Ten qualifying tournaments were held between May and October 2025, bringing together seven-player teams from across France, as well as from Spain and Portugal. The 12 best teams met for the grand final on October 4, at the Group's head office in Saint-Donat-sur-l'Herbasse. The first tournament, held in Bouc-Bel-Air, marked the start of a collective adventure filled with encounters, exchanges, and shared memories, generating real enthusiasm across the branches.



The grand final brought together 12 teams and 90 players for four hours of competition played across two pitches. Despite changeable weather, participants' enthusiasm never wavered. The final pitted Perrenot Fourchet-Jonage against Perrenot Salon-de-Provence and ended in a penalty-shootout win for Perrenot Fourchet-Jonage, following a 1-1 draw.



This initiative fits fully within the Group's Quality of Life and Working Conditions (QWL) policy. By bringing together employees from different roles, branches, and countries, it strengthened bonds between teams and encouraged exchanges across geographic and functional boundaries. Drivers, operations staff, mechanics, and support functions all shared the same colors and the same team spirit.

Beyond the sporting result, this event embodied the Group's values: solidarity, team spirit, collective commitment, and pride of belonging. It reflects the conviction that moments shared outside the professional setting help build lasting team cohesion, benefiting both employees and the quality of service delivered to customers.









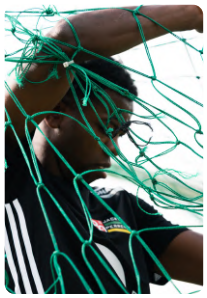

































4.3 Training & Skills Development

Skills development is a core pillar of the Jacky Perrenot Group's social policy. Convinced that training is the best way to secure career paths and build a sustainable company, management invests in training, giving employees development opportunities within the Group.

19

Average training hours per employee in 2025

75 320

Total number of training hours in 2025

Training That Comes to You

The Road Campus program remains the backbone of the Group's training policy. Its innovative model rests on a simple but powerful principle: instead of asking employees to travel, the training center comes directly to the branches, as close to the field as possible.

This proximity-based approach, better suited to the operational constraints of the transport sector, ensures high participation rates and helps embed learning in teams' everyday realities.

Qualiopi-certified, Road Campus guarantees a high level of quality and rigor, meeting continuing professional training standards. The modules on offer cover a broad range: eco-driving, driving in degraded conditions, managing dangerous road situations, preventing handling-related accidents, raising awareness of risky behaviors, and training on new powertrains including electric ones, and First Aid at Work (SST).

The teaching approach, based on simulations, hands-on scenarios, and feedback from the field, helps reinforce professional reflexes over the long term and build a shared safety culture.





E-Learning Platform

Launched in May 2024, JP Training is the Group's internal e-learning platform, designed to empower employees to build new skills independently, at their own pace and from any site. In its first two months alone, the platform recorded more than 800 log-ins and 1,000 enrollments in training modules, reflecting real enthusiasm for upskilling among teams.

In 2025, JP Training continues to be regularly expanded to keep pace with the Group's evolving operational and strategic needs. Topics covered are varied: biosecurity, animal welfare and food hygiene, transport of dangerous goods (TDG), Mandatory Continuing Training (FCO) for drivers, road safety, electrical qualifications, movement and posture, and technical vehicle training.

This complementarity between Road Campus and JP Training forms a complete, coherent training ecosystem.

2169

Employees who completed e-learning training modules in 2025

Skills Development and Career Progression

Skills development and career progression are key drivers for the Group. The aim is to support employees in their professional development, recognise their skills and offer career opportunities that align with their aspirations and the company's needs.

96

Professional development opportunities in 2025

Internal mobility plays an important role in this approach. It enables the Group to recognise existing talent, encourage employees to take on new responsibilities and offer diverse career paths. This approach also helps retain employees and anticipate the skills needed to keep pace with changes in the transport and logistics sectors.

Annual performance reviews and professional development interviews provide valuable opportunities to discuss acquired skills, objectives and career prospects. They help identify support and training needs to advance employees' professional goals while addressing the Group's development priorities.

Mandatory Regulatory Training

The transport sector operates under a demanding regulatory framework for training. The Group ensures compliance with all requirements: Mandatory Continuing Training (FCO) for drivers, Certificate of Safe Driving Competency (CACES), ADR training for the transport of dangerous goods, and specific qualifications related to maintenance activities. This training is included in the annual training plan and tracked through JP Training and Road Campus.

Talent Management

Participation in the 2025 Trophée des Routiers, held as part of the 40th edition of the 24 Heures Camions du Mans, fully reflects the Group's commitment to showcasing the skills and excellence of its drivers.

On this occasion, three employees stood out by ranking among the twelve best drivers in France:

Loïc Capet (5th place)
David Papin (7th place)
Simon Eich (8th place)

While no podium finish was achieved this year, these results reflect an outstanding level of skill, professionalism, and commitment.

The Group is especially proud of its finalists, who flew its colors high and demonstrated, throughout the competition, the qualities that define Jacky Perrenot Group drivers: rigor, technical mastery, a strong sense of responsibility, and passion for the job.

Beyond the sporting result, this participation reflects a strong ambition: recognizing frontline talent, promoting driving careers, and fostering a culture of excellence within the company. It also serves as a source of motivation for all employees and helps strengthen pride in belonging to the Group.











« This trophy is above all a way of showing future recruits that here, people always come first. »

Martin Arnouil
Employment and Training Director



4.4 Diversity, Equity & Inclusion

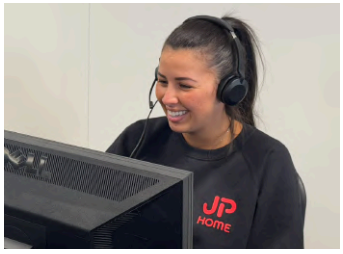
Jacky Perrenot Group firmly believes that a diversity of profiles, backgrounds and experiences is a collective strength. As a signatory of the French Diversity Charter, the Group has made diversity and inclusion one of the strategic priorities of its Social Policy, with a clear objective: preventing all forms of discrimination, both in recruitment and throughout employees' careers. This approach, consistent with the principles of the United Nations Global Compact, is led by Albéric Boitrel, the Group's Human Resources Director.

Gender Distribution

The road transport sector remains historically men-dominated, with a traditionally low proportion of women among heavy-goods vehicle drivers. The Group is committed to gradually changing this reality by promoting women's access to all transport and logistics roles, including driving positions.

1134	Women in the Company
111	Women in Management Positions
3	Women on governance bodies (out of 18 members)







The participation of Barbara Seytor, a truck driver at Jacky Perrenot, in the 2025 Trophée des Routiers final illustrates this shift. A driver with the Group for more than two years, she shared: "Now that I've managed to become a truck driver, why not aim for the title of best driver in France?" a statement that sums up the ambition and determination the Group hopes to encourage in all its women employees.

At the same time, the Group supports women's training in heavy-goods vehicle driving through the "Agir au Féminin" program, launched by RAS Intérim. This scheme enables women with no prior transport experience to retrain and acquire the skills needed to build a lasting career in the profession. Some of the Group's branches are direct partners of the program and host participants during their practical placements.

Many women employees now hold management or leadership positions, helping to break down gender stereotypes and inspire other women to join the sector.

Gender Equality Index

In accordance with the French law of 5 September 2018 on the freedom to choose one's professional future, the Group publishes its Gender Equality Index every year, calculated from five indicators:

- The gender pay gap,
- The gap in individual pay rise rates,
- The gap in promotion rates,
- The percentage of female employees who received a pay rise upon returning from maternity leave,
- The number of women among the ten highest earners.

The indicators are subject to minimum workforce thresholds in order to be calculable.

In the road transport sector, which has historically been very male-dominated, some entities therefore do not have a sufficient number of women in the relevant categories.

Some indicators are thus classified as "not calculable" (NC) in accordance with the French Ministry of Labor's methodology and are not taken into account in the calculation of the final score.

This situation does not reflect a lack of commitment on the part of the Group to professional equality, but rather a well-documented reality of the sector. The Group is actively committed to increasing gender diversity across its occupations.

By way of illustration, here are the results for the two Group entities for which a full index could be calculated in 2025:

PERRENOT SOTRANDIS **88/100**	Indicator 1 : 40/40 Indicator 2 : 25/35 Indicator 3 : NC Indicator 4 : 10/10
ZAM SERVICES **97/100**	Indicator 1 : 37/40 Indicator 2 : 35/35 Indicator 3 : 15/15 Indicator 4 : 10/10

French regulatory indicators

Disability Policy & Inclusion

The inclusion of people with disabilities is a priority commitment for the Group, led by the Impact Department and driven on the ground by 70 Disability Ambassadors. In 2025, the Group launched a proactive approach to identifying and recruiting employees eligible under the French mandatory disability employment scheme, through poster campaigns, a self-assessment test and, above all, the launch of a partnership with AKTISEA. Result: the Group's OETH contribution (the French levy for not meeting the disability employment quota) fell by **38.5% in one year** (€116,852 in 2025 versus €190,005 in 2024).

4,7% of employees with disabilities in 2025

Over 300 employees recognized as workers with disabilities in 2025

One of the pillars of this approach is adapting working conditions. Each situation is analyzed individually with human resources.

Adjustments can take several forms: ergonomic equipment, changes to working hours, task reorganization, or reassignment to a role better suited to the person's abilities. The aim is to enable every employee to work in optimal, sustainable conditions, free from discrimination linked to their disability.

Opening Our Doors to Inclusion

On November 20, 2025, the Jacky Perrenot Group took part in DuoDay, the national day dedicated to the professional inclusion of people with disabilities.









This event, which brings together thousands of companies across France every year, allows people with disabilities to spend a day alongside a volunteer professional, to discover a job, a work environment, and a company culture. Across the Group's branches, employees welcomed their "duo" partners for a day of sharing and discovery. The accounts gathered reflect the concrete, human impact of this initiative.

At some branches, participants quickly got to grips with the work tools, taking part in administrative tasks or call handling, while others were guided through the workshops and loading dock. Everywhere, energy, curiosity, and engagement marked the exchanges, capped off with a friendly shared meal.

This day fully embodies the Group's conviction that diversity is an asset and that inclusion is built through encounter.

See you at next year's DuoDay!

Combating Discrimination

The Jacky Perrenot Group is formally committed to preventing and eliminating any form of discrimination in its recruitment practices, career management, and day-to-day management.

This commitment is backed by several concrete measures. The Group's Social Policy formalizes the goal of having 100% of managers take part in diversity and inclusion training by 2028, in order to raise awareness among all managers of unconscious bias and inclusive management best practices.

In partnership with France Travail (the French public employment service), each Group entity is committed to continuous improvement in recruiting people who are distant from the job market:

- recipients of the RSA (French minimum income benefit) ;
- workers with a recognised disability (RQTH) ;
- people aged 50 and over ;
- young people under 26 on an integration pathway.

2,2%

Trainee/apprenticeship contract rate in 2025

Each year, the Group also welcomes work-study students, interns and recent graduates, trained in its professions through Road Campus.

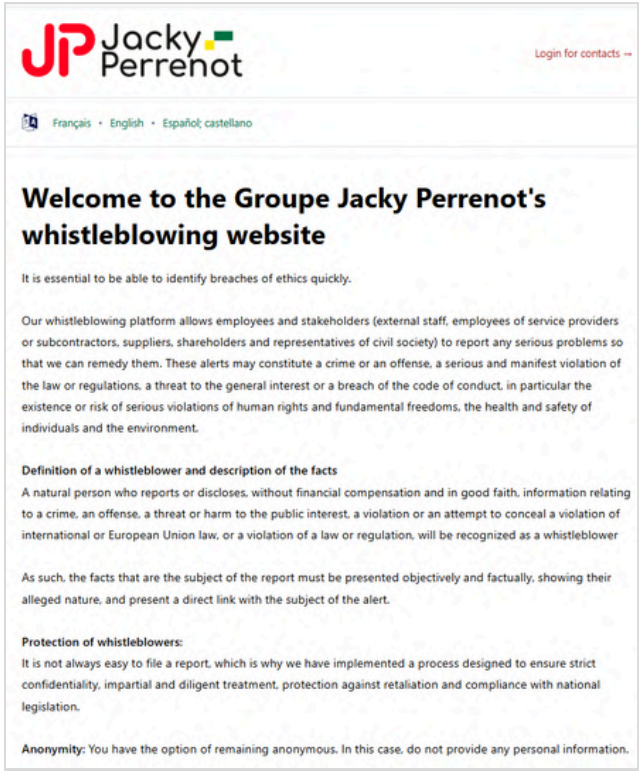
Prevention of harassment and discrimination

In line with its Code of Conduct and its Social Policy, the Group applies a zero-tolerance approach to all forms of moral or sexual harassment and to all discrimination, based in particular on gender, origin, age, disability, sexual orientation, trade union membership or whistleblower status.
This principle applies to everyone: employees, temporary workers, service providers and third parties working on its sites.

It is supported by:

- an anti-harassment and anti-discrimination policy common to all Group companies;
- harassment referents within the HR teams and the Social and Economic Committees (CSE);
- awareness-raising for managers on unconscious bias and inclusive practices.

Any employee can report harassment or discrimination through the Group's whistleblowing system, described in Chapter 5 (Business Ethics).
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Jacky Perrenot

Login for contacts →

Français • English • Español; castellano

Welcome to the Groupe Jacky Perrenot's whistleblowing website

It is essential to be able to identify breaches of ethics quickly.

Our whistleblowing platform allows employees and stakeholders (external staff, employees of service providers or subcontractors, suppliers, shareholders and representatives of civil society) to report any serious problems so that we can remedy them. These alerts may constitute a crime or an offense, a serious and manifest violation of the law or regulations, a threat to the general interest or a breach of the code of conduct, in particular the existence or risk of serious violations of human rights and fundamental freedoms, the health and safety of individuals and the environment.

Definition of a whistleblower and description of the facts
A natural person who reports or discloses, without financial compensation and in good faith, information relating to a crime, an offense, a threat or harm to the public interest, a violation or an attempt to conceal a violation of international or European Union law, or a violation of a law or regulation, will be recognized as a whistleblower

As such, the facts that are the subject of the report must be presented objectively and factually, showing their alleged nature, and present a direct link with the subject of the alert.

Protection of whistleblowers:
It is not always easy to file a report, which is why we have implemented a process designed to ensure strict confidentiality, impartial and diligent treatment, protection against retaliation and compliance with national legislation.

Anonymity: You have the option of remaining anonymous. In this case, do not provide any personal information.

4.5 Local Employment & Regional Engagement

With a strong presence across the whole of France, the Jacky Perrenot Group is active on local projects. With a high local recruitment rate, partnerships with training schools allow new recruits to discover its professions and ambitions. With more than 200 branches across France and Europe, the Group is a leading economic player in the areas where it operates, generating direct and indirect jobs and large-scale local activity.

Employment Ambassador in Transport & Logistics

In 2025, the Jacky Perrenot Group received the Employment Ambassador in Transport & Logistics label, awarded by AFT Auvergne Rhône-Alpes, alongside four other committed companies in the sector. This distinction recognizes the concrete commitment of the Cournon d'Auvergne, Gerzat, and Cours-la-Ville branches, as well as the daily work of teams dedicated to attracting, recruiting, and retaining talent in the sector. This label acknowledges the Group's efforts to make transport careers accessible and appealing, helping to address the structural driver shortage affecting the sector as a whole.



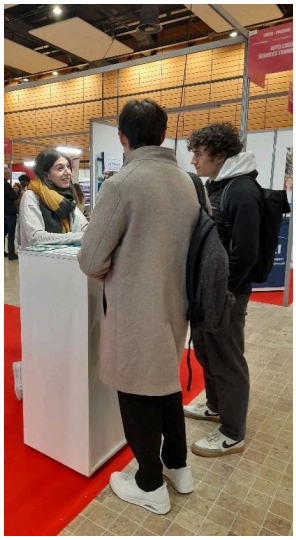


Local Recruitment and School Partnerships

The Group runs a recruitment strategy rooted in local communities, aiming to prioritize local candidates and build lasting relationships with training institutions in the sector. Work-study programs are a key lever for the Group, which is committed to recruiting students, creating dozens of apprenticeship opportunities every year across all its professions.

Presence at Employment and Training Events in 2025

Student Fair in Lyon : at the OPCO Mobilités stand, presenting apprenticeship opportunities and the diversity of career paths, from driver positions to management roles.





Beynost Job Fair : a format that values personality and skills over qualifications alone, in line with our approach to recruitment.

Youth Futures Fair : presentation of our professions, the Group's values and the many opportunities for internal career progression.







“Grand Prix Camions du Castellet”

On May 24 and 25, 2025, the Group took part in the Grand Prix Camions du Castellet, held at the Paul Ricard circuit, one of the road transport sector's must-attend events. At the "Transport Employment - Training" area, the Group's teams engaged with numerous visitors about career opportunities in driving, mechanics, operations, branch management, and support functions. The Road Campus educational semi-trailer, equipped with a driving simulator, was on hand to raise public awareness of the demands and realities of the profession through immersive scenarios led by specialized trainers.





“24 Heures Camions du Mans”

For the 40th edition of the 24 Heures Camions du Mans, the Group took part in a weekend focused on recruitment, training, and promoting transport careers. The event was also marked by the participation of three of the Group's drivers in the Trophée des Routiers final, showcasing the excellence and professionalism of its teams.







Local Solidarity Initiatives

The Group’s charitable donations and sponsorship activities are governed by its Code of Conduct. These include prior integrity checks on beneficiaries, management approval, a written agreement for each initiative, and controls to ensure that funds are used as intended.

“Noël Solidaire” with Suricates Association

For this initiative, a JP HOME driver and a truck were made available to transport donations. This collective effort helps disadvantaged families and people who are isolated or living with illness enjoy a warmer Christmas. This commitment reflects the Group’s determination to support the local communities in which it operates.





Mobilizing Against Breast Cancer

For Pink October, employees mobilized across France to support the fight against breast cancer. Several branches took part in solidarity walks and runs, reflecting real collective spirit and team commitment. Among these initiatives, some employees took part in the Trail Rose organized with the Seinformercancer association, proudly wearing the colors of solidarity and rising to the challenge with energy despite the distance and elevation.

At JP HOME, teams were also involved throughout the month, with several employees taking part in La Joséphine in Vendée, an iconic race whose proceeds go to breast cancer research. These initiatives embody the values of sharing, commitment, and compassion upheld by the Group, and are a reminder that every action makes a real difference for people affected by the disease.







Sport dans la Ville: Supporting Youth Integration

The Jacky Perrenot Group works alongside the Sport dans la Ville association, hosting young people supported by the association at the Perrenot Jonage site. Sport dans la Ville is one of France's leading associations for professional integration through sport, supporting thousands of young people from underserved neighborhoods toward employment and training each year.

By opening its doors and introducing these young people to its professions, the Group contributes to their professional integration and reflects its conviction that transport and logistics are sectors offering opportunity to as many people as possible, regardless of background.

Blood Donation: A Gesture of Solidarity



The Perrenot Synergies branch led by example, mobilizing its employees to take part in a blood donation drive organized in its town. With four donors, 2 liters of blood were collected, enough to help up to 12 people who are sick or injured receive care, a concrete and moving illustration of the impact a simple gesture can have on people's lives. This wave of solidarity encourages us to go further and challenge every Perrenot branch to take up this cause.

SOCIAL & HUMAN RESOURCES

2025 Review – Key Indicators

TOTAL HEADCOUNT (AS OF 12/31)

8,496

+ 1 076 vs 2024

EMPLOYEE TURNOVER RATE

28,2%

29% in 2024

ABSENTEEISM RATE

7,5%

7,6% in 2024

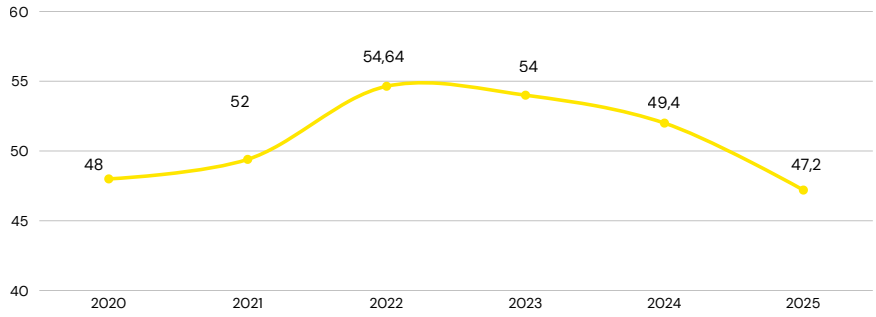
ACCIDENT FREQUENCY RATE – GROUP

47,2

- 4,5% compared to 2024

Audited by KPMG

TREND IN OCCUPATIONAL ACCIDENT FREQUENCY RATE – GROUP



19*

AVERAGE TRAINING HOURS PER EMPLOYEE

*For employees who received training

75 320

TOTAL NUMBER OF TRAINING HOURS

4,7%

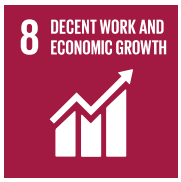
EMPLOYEES WITH DISABILITIES

1 134 (13%)

Women in the company in 2025

2,2%

Trainee/apprenticeship contract rate in 2025

SDGs	Definition	Reference in the Report	Contribution of the Group
	Enable everyone to live healthy lives and promote wellbeing for all at every age	• Health & Safety (4.1) • QWL (4.2) • Pink October	• Prevention program • Safety days • ISO 45001 certification progressively rolled out
	Ensure everyone has access to quality education, on equal footing, and promote lifelong learning	• Training & Skills (4.3) • Road Campus • JP Training	• In-house training center • E-learning platform • Welcoming work-study students and interns • Partnerships with schools, etc.
	Achieve gender equality and empower all women and girls	• Diversity & Inclusion (4.4) • Gender Equality Index	• Gender equality index • Actions to bring more women into transport professions • Compensation policy
	Promote sustained, shared, and sustainable economic growth, full and productive employment, and decent work for all	• Compensation Policy (4.2) • Local Employment (4.5) • Social Dialogue (4.2)	• Living-wage commitment • Career progression • CSE; • Branches creating local jobs in France
	Reduce inequality within and among countries	• Diversity & Inclusion (4.4) • Disability Policy • Sport dans la Ville	• DuoDay • Sport dans la Ville partnership • Recruitment via France Travail and integration organizations
	Make cities and human settlements inclusive, safe, resilient, and sustainable	• Local Roots (4.5) • Urban LEZ Delivery • BioNGV & Electric Fleet	• Crit'Air 1 vehicles for LEZ deliveries • Decarbonized urban delivery solutions • Local roots
	Promote peaceful and inclusive societies, access to justice, and effective, accountable institutions	• Whistleblowing System • Sapin II Compliance	• Anti-corruption program • Whistleblowing system • Code of conduct distributed to all employees
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	• Customer Partnerships	• Decarbonization partnerships • CSR supplier charter • Emmaüs France partnership

PART 5

BUSINESS ETHICS

Ethics and integrity are fundamental pillars of the Jacky Perrenot Group's culture. Convinced that sustainable performance cannot be achieved without responsible, transparent practices, the Group has formalized a structured ethical framework, applicable to all its entities in France and abroad, and aligned with the requirements of ESRS G1 under the CSRD.

Code of Conduct and Ethics Charter

The Group has adopted a Code of Conduct that sets out the values, principles and standards of behaviour expected of its employees and Partners. Available to all employees on the Group's intranet (K1_Impact) and reiterated monthly in the internal newsletter, it covers, in particular, human rights, the prevention of corruption, trading in influence, fraud and money laundering, the prevention of conflicts of interest, the protection of personal data, and the confidentiality of information.



The Code of Conduct is provided to all new employees as part of their onboarding process. It is reviewed periodically to reflect changes in applicable laws and regulations, as well as developments in the Group's practices. Its implementation is overseen by the CSR Ethics and Compliance Committee, comprising representatives from the Impact, Human Resources and Legal departments, in coordination with the management teams of each Group entity.

Anti-Corruption Policy and Sapin II Compliance

Jacky Perrenot Group is subject to the requirements of France's Sapin II Law (Law No. 2016-1691 of 9 December 2016 on transparency, anti-corruption measures and the modernisation of economic life). This legislation requires companies with at least 500 employees and annual revenue exceeding €100 million to implement an anti-corruption compliance programme.
The Group's anti-corruption programme comprises the following measures:

- A Code of Conduct defining and illustrating prohibited practices, including illicit payments, gifts and hospitality, dealings with public officials, charitable donations and sponsorship, trading in influence, extortion, fraud and money laundering;

- A corruption risk map, updated in May 2025, covering 10 functions (sales, procurement, finance, HR, accounting, logistics, senior management, communications, relations with public authorities, and employee representative bodies). Each risk scenario is assessed based on its impact and likelihood (5 × 5 scale) and associated with the existing control measures;
- Integrity assessments of third parties based on their level of risk;
- Internal accounting controls;
- Awareness-raising for all employees through the Code of Conduct, and mandatory training for employees in high-risk roles (the "Anti-Corruption Learning Path" serious game, delivered via 1 hour and 25 minutes of e-learning, with a certificate of completion). In 2025, 246 out of the 287 targeted employees completed the training, representing 85.7%. Target: 100% of employees in high-risk roles trained by the end of 2027, with refresher training every two years;
- A whistleblowing mechanism open to employees and business partners;
- Disciplinary measures in the event of misconduct;
- Internal controls to assess the effectiveness of the programme.

Whistleblowing System

In accordance with the Sapin II Law, Jacky Perrenot Group has established a whistleblowing mechanism, communicated by email and through workplace notices. It enables any employee or Partner to confidentially report any conduct that violates applicable law or the Code of Conduct, including corruption, fraud, conflicts of interest, harassment, discrimination, human rights violations, and breaches relating to health and safety or environmental protection.

Whistleblowers are free to choose their reporting channel: the online platform (https://jp-alertes.vispato.com), the CSR Ethics and Compliance Committee, their line manager, or a competent external authority. Reports are handled by the CSR Ethics and Compliance Committee impartially and diligently. Receipt is acknowledged within seven days, and reports are processed within 90 days. Whistleblowers may remain anonymous. The identities of whistleblowers and individuals concerned, as well as the information disclosed, are kept strictly confidential. No retaliatory action may be taken against anyone who makes a report in good faith or against any person facilitating the reporting process.



1

1 report received in 2025
Category: discrimination
Processed and closed

Personal Data Protection (GDPR)

Jacky Perrenot Group processes personal data on a daily basis, including data relating to its employees, customers, subcontractors and delivery recipients. Compliance with the General Data Protection Regulation (GDPR) and France's Data Protection Act (Loi Informatique et Libertés) is both a legal obligation and a commitment to maintaining the trust of its stakeholders. The Group has appointed an external Data Protection Officer (DPO), who can be contacted at dpo@perrenot.eu. The DPO oversees data protection compliance, conducts data protection impact assessments, advises on new projects and raises employee awareness of data protection requirements.

Data subjects may contact the DPO to exercise their rights. Any incident affecting personal data must be reported to the DPO immediately to enable the Group, where required, to notify the French Data Protection Authority (CNIL) within 72 hours.

All personal data processing activities are documented in a record of processing activities in accordance with Article 30 of the GDPR. Contracts with subcontractors who have access to personal data include specific clauses designed to ensure an equivalent level of data protection.

In 2026, we are seeing a gradual increase in employee engagement with the programme.

Information Systems Security

Information systems security is a growing concern for the Group, whose operations rely on digital tools — TMS (Transport Management System), planning tools, geolocation systems, e-commerce platforms, and customer interfaces. Given the rising number of cyberattacks targeting the transport and logistics sector, the Group has undertaken a structured cybersecurity approach.

Measures in place include securing access through password management policies and two-factor authentication, raising employee awareness of phishing and social engineering risks, regular backups of critical data, and business continuity plan (BCP) procedures in the event of a major incident
In 2025, approximately 4,000 phishing simulations were sent each month to 100% of employees with IT access, with a 2% click rate on simulated phishing emails and 20% of messages reported by employees..

Fair Business Practices

Fair dealing in relationships with customers, subcontractors, and business partners is a fundamental commitment for the Group.
This translates concretely into strict adherence to contractual commitments, transparency in invoicing and pricing relationships, and compliance with payment terms toward suppliers, in accordance with the LME law (Law on the Modernization of the Economy).

Service quality and operational excellence form the foundation of the Group's business relationships.

This commitment is regularly recognized by its partners, as shown by the 2025 Primagaz

France Transporteurs Awards, at which the Group received four distinctions:

- Best Group Performance 2025
- CSR Award 2025
- Best Carrier - Bottle Supply & Warehouse - Perrenot Hersand
- Best Carrier - Small-Vehicle Bottle Distribution - Perrenot Le Calvez



These awards were presented to Jean-François Crespi and Patrice Rota, in the presence of industry partners, during a discussion focused on safety, decarbonization, employee engagement, and the sharing of best practices.

This recognition highlights the dedication of employees in the field and reflects the Group's commitment to combining performance and responsibility across all its activities.

The Group also has a Procurement Code of Conduct for its teams, and a Supplier Charter committing its service providers to respect CSR requirements.

As part of a continuous improvement approach, key suppliers are assessed on their environmental, social, societal, and ethical performance.

Compliance with Competition Law

Jacky Perrenot Group conducts its business in strict compliance with competition law. It prohibits any collusion on prices, rates or the allocation of customers and markets, as well as any exchange of commercially sensitive information with competitors.
This commitment is reflected in the following practical measures:

- Raising awareness among sales and operations teams of prohibited practices, particularly when responding to calls for tenders;
- Rules of conduct within professional associations (TLF, AFT): participation is subject to clear guidelines, with no exchanges of information on prices or commercial strategies;
- Integration of competition law considerations into acquisition processes, including pre-acquisition due diligence and compliance with merger notification requirements.



0 Legal proceedings for anti-competitive behaviour in 2025

Human Rights in the Value Chain

In line with the requirements of ESRS S2 (value chain workers), S3 (affected communities), and S4 (consumers and end-users) standards, the Group has begun examining human rights risks across its entire value chain. As a signatory of the United Nations Global Compact from 2019 to 2025, the Group respects and promots the ten universal principles relating to human rights, labor standards, the environment, and anti-corruption.

This commitment explicitly covers compliance with fundamental ILO conventions: the prohibition of child labor, the prohibition of forced labor, freedom of association and the right to collective bargaining, and non-discrimination.

The duty of vigilance, introduced by the French law of March 27, 2017 for large companies, requires identifying and preventing serious risks to human rights and the environment in the Group's activities and those of its subcontractors.

The Group has begun updating its vigilance plan to incorporate the new CSRD requirements and the expectations of the European Corporate Sustainability Due Diligence Directive.

On the subcontracting side, the Group ensures the social compliance of its carrier partners through CSR contractual clauses and a regular assessment process. The Supplier Charter, signed by the Group's key partners, formalizes these commitments and includes mechanisms for monitoring and escalating risks.

PART 6

RESPONSIBLE PROCUREMENT

Responsible procurement is a defining strategic pillar for the Jacky Perrenot Group, whose approach accelerated considerably in 2025 with the formalization of a comprehensive framework: a formal policy, a supplier charter, an assessment questionnaire, buyer training, and a responsible digital approach. This progress reflects the Group's conviction that the sustainability of its model necessarily depends on its entire value chain, and that every euro spent is an act that commits the company on environmental, social, and ethical grounds.

Responsible Procurement Policy

The Jacky Perrenot Group's Responsible Procurement Policy, signed by Philippe Givone, Chairman of the Group, formalizes the company's commitment to integrating sustainability, ethics, and transparency criteria into all its purchasing practices. It applies to all purchases made by the Group and, by extension, to all suppliers and employees who may make purchases on the company's behalf.

This policy rests on five core principles: clearly communicating CSR commitments to suppliers and partners, integrating environmental and social criteria into the selection of service providers, building long-term relationships based on mutual respect, working closely with strategic suppliers through CSR framework agreements, and evaluating suppliers using transparent and fair criteria.

Its governance is overseen by Jérôme Thomas, the Group's Purchasing Director, working directly with the IMPACT Division; together they form the Responsible Procurement Committee.

Responsible Procurement Charter

In 2025, the Group finalized and rolled out its Responsible Procurement Charter, a reference document formalizing the commitments expected of all the Group's suppliers and subcontractors. Built in a spirit of win-win partnership, this charter is designed as a tool for dialogue and shared progress rather than a mere compliance document.

It covers five areas of requirements:

- Legal and ethical compliance: compliance with laws and regulations in all countries of operation, anti-corruption efforts, financial transparency, and prevention of conflicts of interest.

- Human rights and working conditions: compliance with ILO conventions, prohibition of forced and child labor, equal opportunities, decent working conditions, and freedom of association.

- Environmental responsibility: regulatory compliance, reducing impacts on energy, water, and waste, circular economy initiatives, and pollution prevention.

- Data protection and cybersecurity: GDPR compliance, implementation of appropriate cybersecurity measures, incident notification within 24 hours.

- Transport-specific requirements: strict regulatory compliance (Transport Code, worker posting, driving time), a documented safety policy, and CO_2 reporting under the GLEC standard.

On the environmental front, requirements are strengthened for carrier subcontractors: mandatory participation in the Group's annual CO_2 campaigns, disclosure of Scope 1, 2, and 3 emissions, and submission of a GHG reduction plan.

14% of activity outsourced to subcontractors

The Group also encourages its partners to develop circular economy solutions (reusable crates, recycled pallets, optimized packaging, clean urban delivery, and route optimization via digital tools or AI).

The Perrenot Group has signed the Responsible Supplier Relations and Procurement Charter (RFAR).

This signature marks a new milestone in the development of its responsible procurement approach and demonstrates its commitment to building supplier relationships based on trust, transparency and mutual responsibility.

35,8 days is our average supplier payment period.

HORIZON	TARGET
2028	Charter signed by 100% of strategic suppliers.
	Charter signed by 87% of strategic suppliers in 2025
2028	100% of buyers trained in responsible procurement.
	100% des acheteurs formés en 2025
2028	100% of the TOP 50 suppliers assessed on CSR.
	22 strategic suppliers assessed in 2025

CSR Assessment Questionnaire

To complement the Charter, in 2025 the Group developed a structured supplier CSR assessment questionnaire, enabling it to systematically collect comparable information on its partners' CSR practices and commitments. This tool, designed to be accessible to all suppliers regardless of size or CSR maturity, provides a precise picture of the supplier base's non-financial performance and identifies priority areas for improvement. The questionnaire covers the main CSR themes aligned with the EcoVadis and ESRS frameworks: environmental commitments and carbon footprint, social policy and working conditions, ethical practices and compliance, and responsible procurement approaches. It serves as the entry point for the CSR relationship with new suppliers and as an annual monitoring tool for existing partners.



Buyer Training and Support

Transforming procurement practices cannot happen without upskilling the teams involved.

This is why, in 2025, the Group designed a responsible procurement training program structured in progressive stages, aimed at all buyers and employees involved in purchasing decisions.

The first level lays the foundations of responsible procurement: CSR challenges in the supply chain, the regulatory framework, an introduction to the Group's Responsible Procurement Policy and Charter, supplier assessment methodology, and use of the CSR questionnaire.

This common foundation ensures that all buyers share a consistent language and CSR culture, regardless of their entity or geographic location.

More advanced training levels are currently being developed to enable progressive expertise-building. The goal is to create genuine responsible procurement champions within the Group, capable of being credible and demanding points of contact for suppliers on these issues.

Responsible Digital Technology

Digital technology is a key performance driver for the Group (TMS, onboard telematics, e-learning platforms, customer tools). But it also carries a real, often overlooked, environmental footprint. This is why the Group is committed to a responsible digital approach, with some actions already rolled out such as Perrenot Logistique and JP HOME websites.

The JP HOME Website — A Showcase of Eco-Design

The first achievement of this initiative is the JP HOME subsidiary's website, entirely redesigned according to digital eco-design principles, in partnership with the Makeo agency.

Rather than creating a visually complex website, the Communications Department deliberately opted for a minimalist approach: streamlined content to reduce the resources required for display, compressed and optimized media to avoid unnecessary data transfers, clean code to minimize server requests, simplified navigation, and enhanced accessibility to ensure the site is easy to read and use for everyone, regardless of their device.

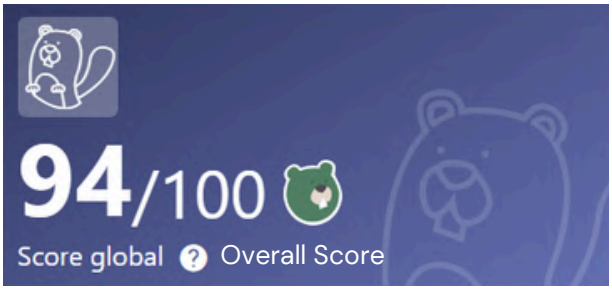
Three commitments define this website:

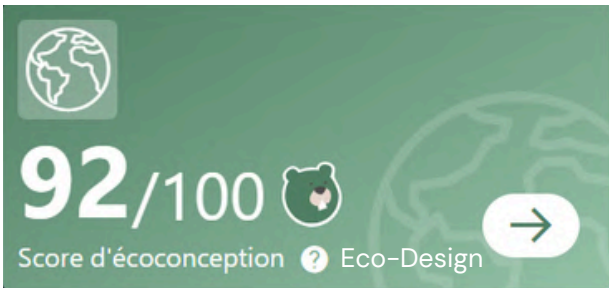
- Environmental impact: designed with digital eco-design as a core objective, it generates only 0.1 g CO_2e per page viewed, well below the average for websites.

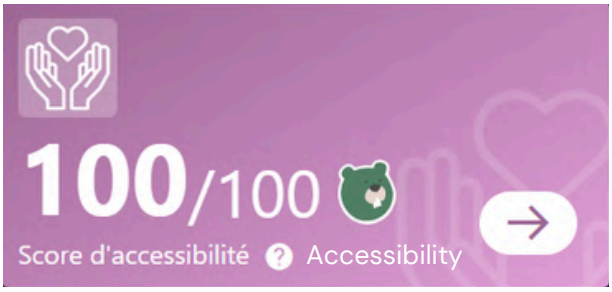
- Controlled carbon footprint: among the lowest average GHG emissions in the sector.

- Sustainable infrastructure: the website is hosted on infrastructure powered by renewable energy.

These efforts are measured and recognized through the Kastor Score, an assessment tool that evaluates the environmental performance and accessibility of digital services.







A Message from Our Impact & CSR Director

"For us, decarbonization goes far beyond our trucks—it must be reflected in every decision we make. Digital progress is not measured by the number of features we add, but by our ability to achieve more with less. That is why we chose responsible hosting, a lightweight website, and accessibility designed for everyone, regardless of their device or individual needs. Because truly innovative digital technology is, above all, useful, inclusive, and mindful of its environmental impact."

Hatice Yürekten - Impact Director

This initiative on the JP HOME website represents a first milestone and a benchmark for the Group. The ambition is clear: to make digital eco-design the standard across all Group websites by using the RGESN (General Framework for the Eco-Design of Digital Services) as the reference framework and leveraging the experience gained through JP HOME as a model for future deployments.

Raising Employee Awareness

Awareness initiatives on responsible digital practices are being gradually rolled out across the Group through email communications and campaigns displayed on screens in our agencies, helping employees understand that every digital activity has a real and measurable carbon impact. This multi-channel approach reaches all employee profiles, from office-based staff to drivers, embedding responsible digital practices into everyday working habits well beyond the IT teams alone.

Responsible Digital Charter and Training

The Group's Responsible Digital Charter is currently being developed and is scheduled for publication in 2026. It will formalize the commitments and best practices expected from all employees in their daily use of digital tools. A dedicated training program is also being designed and is planned for deployment during 2026–2027, ensuring that a culture of responsible and resource-efficient digital practices becomes firmly embedded across the Group.

PART 7

APPENDICES

Methodological Note

Reporting Period and Standards

This report covers the period from 1 January to 31 December 2025, but also highlights significant events in 2026. It draws on GRI Standards to structure and present indicators, while preparing for the Group's progressive alignment with the ESRS under the CSRD.

Reporting Scope

The reporting scope covers ZAM DIRECTION and all its consolidated subsidiaries, in France and internationally (see list on p. 65). Depending on their nature, indicators are consolidated at Group or agency level, as specified in the table below.

- ArrowXL: Acquired on 13 June 2025, the company is included in all indicators from the acquisition date. Headcount is reported as at 31 December 2025, including ArrowXL.
- Vos Logistics: Acquired in April 2026, the company is excluded from all indicators except the GHG inventory. In line with SBTi requirements, its emissions are included in the 2025 baseline year to reflect the Group's current reporting boundary.
- Temporary workers: Excluded from social indicators, as the reliability of the available data cannot yet be guaranteed.

Greenhouse Gas Emissions

The 2025 GHG inventory has been prepared in accordance with the GHG Protocol, the methodology adopted for the Group's SBTi commitment.

- 2025 is the baseline year for emissions reduction targets. The 2025 data are not directly comparable with previous years, which were calculated using a different methodology.
- Scopes 1, 2 and 3 are based on primary data collected from internal and external stakeholders, and secondary data from public databases, notably the ADEME Base Carbone (v23.9).
- Scope 2 emissions are calculated using the location-based method.

Specific Standards	Group level Scope	Agency level Scope
Standard GRI - 200	206-1	205-1 ; 205-2 ; 205-3
Standard GRI - 300	308-1; 308-2	302-1; 302-2 ; 302-3 ; 303-5 ; 305-1; 305-2 ; 305-3 ; 305-4 ; 306-2 ; 306-3 ; 307-1
Standard GRI - 400	406-1; 414-1 ; 414-2 ; 418-1	401-1; 401-3 ; 403-8 ; 403-9 ; 403-10 ; 404-1; 404-3 ; 405-1; 405-2 ; 412-1; 412-2

Data Collection and Controls

Data are collected from the relevant business functions (HR, QHSE, Procurement, Finance and Technical) via data collection files. The Impact Department consolidates the data and performs consistency checks before publication. The carbon footprint assessment and accident statistics have been audited by KPMG.

Some indicators, are not yet available at Group level. Data collection processes are being developed as part of the #JPMeasureAct pillar of the 2026–2028 CSR Action Plan.

Contact

For any questions or comments regarding this report, please contact:
Hatice YUREKTEN, Impact Director – hatice.yurekten@perrenot.eu

Entities Included in the Report

ArrowXL By JP HOME **Included post-acquisition H2*
JP HOME
JP HOME +
JP HOME BENELUX
LA FLECHE BRESSANE
OPT INTERIM
OPT SKILLS
PERRENOT AIX
PERRENOT ARMOR
PERRENOT AUVERGNE
PERRENOT BEKAERT
PERRENOT BELFORT
PERRENOT BESANCON
PERRENOT BONNAFOUX
PERRENOT BORDEAUX
PERRENOT BREIZ'ILE
PERRENOT BRIGNOLES
PERRENOT BUCHACA
PERRENOT CAGNY
PERRENOT CHAMPAGNE
PERRENOT CHEVALLIER
PERRENOT CHOLET
PERRENOT COGNAC
PERRENOT COLOMIERS
PERRENOT CONTAINERS
PERRENOT DENAIN
PERRENOT DISTRIBIKE
PERRENOT FOS
PERRENOT FOURCHET
PERRENOT FOURCHET NOVES
PERRENOT GASCOGNE
PERRENOT GERZAT
PERRENOT GRASSE
PERRENOT HERSAND
PERRENOT INDUSTRIES
PERRENOT JONAGE
PERRENOT JT LOGISTIC
PERRENOT JURA
PERRENOT JURA SERVICES
PERRENOT LE CALVEZ AGRO
PERRENOT LE CALVEZ ARGENTAN
PERRENOT LE CALVEZ HYDROCARBURES
PERRENOT LE CALVEZ MD
PERRENOT LE CALVEZ MONTAUBAN
PERRENOT LE CALVEZ NOYAL
PERRENOT LEMONNIER
PERRENOT LEYMENT
PERRENOT LIMOGES
PERRENOT LORRAINE
PERRENOT LUXEMBOURG
PERRENOT METZ
PERRENOT MUNSTER
PERRENOT NANTES
PERRENOT NARBONNE
PERRENOT NORMANDIE
PERRENOT ORGANISATION
PERRENOT PARIS
PERRENOT PICARDIE
PERRENOT PITHIVIERS
PERRENOT RENNES
PERRENOT RIVE DE GIER
PERRENOT ROBINEAU
PERRENOT ROGNAC
PERRENOT ROUEN
PERRENOT SALON DE PROVENCE
PERRENOT SAVOIE
PERRENOT SOLUTIONS
PERRENOT SOTRANDIS
PERRENOT ST QUENTIN FALLAVIER
PERRENOT SYNERGIES
PERRENOT TCV
PERRENOT TFP
PERRENOT TGC
PERRENOT TRANS-AJOLANS
PERRENOT TRANSVALLÉES
PERRENOT VAR
PERRENOT VITROLLES
PERRENOT VRAC
STIS INTERNATIONAL
TAMDIS by JP HOME
VOS LOGISTICS **Included only in the 2025 GHG emissions assessment (SBTi baseline year)*
ZAM DIRECTION
ZAMENHOF EXPLOITATION
ZAM'INFORMATIQUE
ZAM'LOC
ZAM MAINTENANCE
ZAM'SERVICES

IMPACT
DIRECTION

collectif@perrenot.eu

04 75 45 00 01

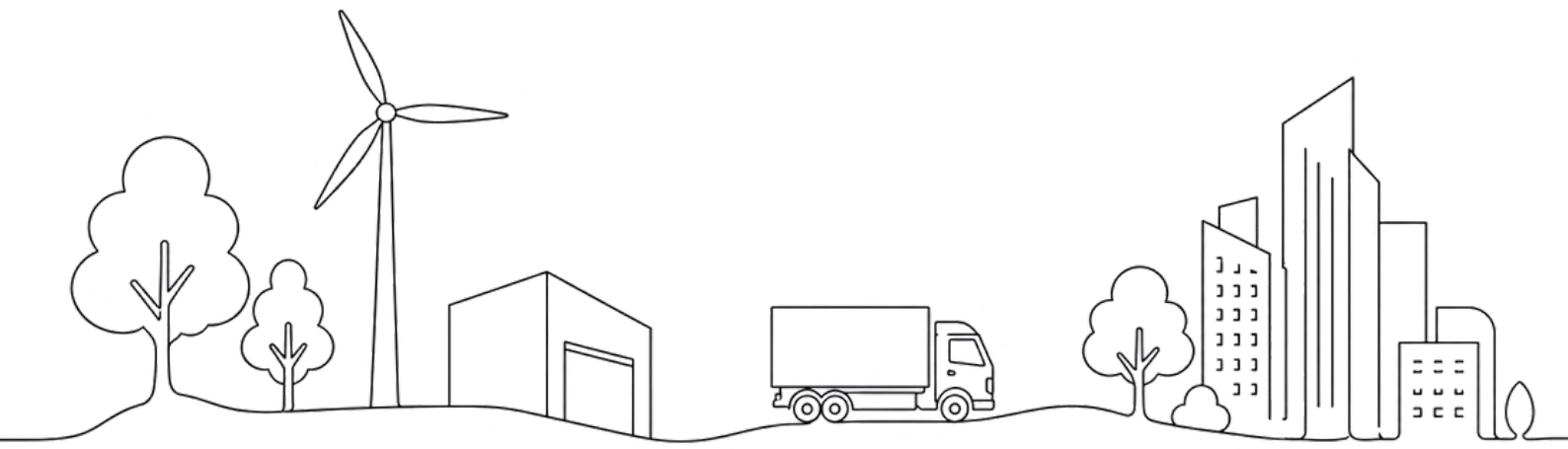
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JACKY
PERRENOT
TECH

Our driver is the best!



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Jacky Perrenot